



---

# NDIA

## Global EOD Conference

1 May 2014



Mr. Tom Dee  
DASN ELM  
703-614-4794  
Pentagon 4C746

Unclassified



# ELM Portfolio



- **U.S. Marine Corps ground programs:**
  - Amphibious Assault Vehicles
  - Tanks
  - Tactical-wheeled combat and support vehicles
  - Personal Protective Equipment (PPE)
  - Ground-based radars and command and control
  - Artillery, weapons and ammunition
- **Navy Expeditionary Programs**
  - Explosive Ordnance Disposal
  - Counter-IED / CREW
  - Ground Robotics
  - Biometrics
  - Marine mammals
  - Tactical Vehicles
  - Non-lethal Weapons
- **Acquisition Logistics Management**
  - LCSP / ILA
  - PBL
  - O&MS
  - DBS OEP
  - PDREP
- **Rapid acquisition processes**



AAV



CREW



MK 18 UUV



IUID

**Facilitate Successful Acquisition Outcomes**



# Agenda



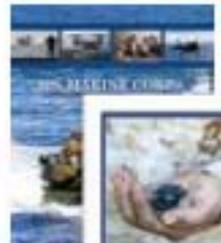
- The Budget
- Current environment and Balancing risk
- Global EOD Force
- Industry Engagement



# Strategic Foundation



**Tenets**  
**Warfighting First**  
**Operate Forward**  
**Be Ready**

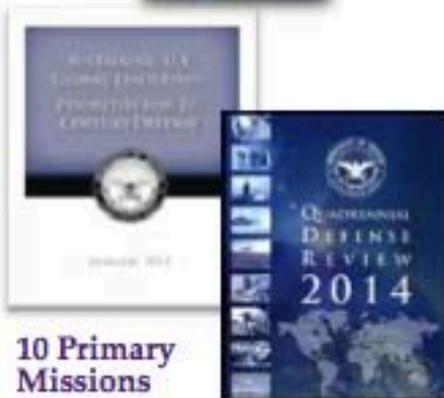


**Five Pillars**  
**High Quality People**  
**Unit Readiness**  
**Capability to meet strategic guidance**

**Infrastructure Sustainment**  
**Equipment Modernization**

## Department of the Navy Priorities

**People**  
**Platforms**  
**Power**  
**Partnerships**



**10 Primary Missions**

**Rebalance to Asia-Pacific Region**

**Joint Force of 2020**

**Protect Homeland**

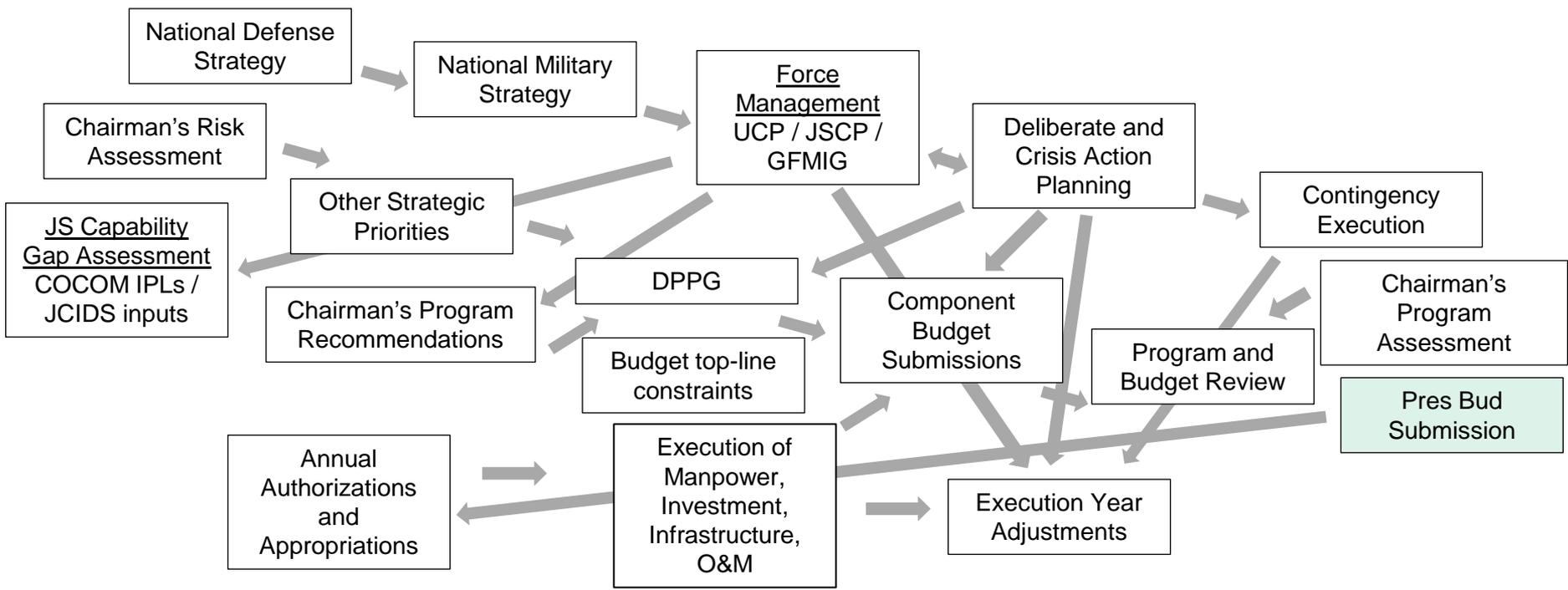
**Engage Globally**

**Project power and win decisively**

**Unclassified**



# How Does DoD Decide What to Fund?



**Planning, Programming, Budgeting and Execution is a constant year-round effort**



# Current and Future Environment



***The future will not be like today. As we look ahead, we see a world of increasing instability and conflict... Failed states or those that can not adequately govern their territory can become safe havens for terrorist, insurgent and criminal groups that threaten the U.S. and our allies... (former) Secretary of Defense Robert Gates described this resulting hybrid warfare as the “lethality of state conflict with the fanatical and protracted fervor of irregular warfare, where Microsoft coexists with machetes, and stealth is met by suicide bombers.” This is the world in which we will live....this is where we will operate!***

Commandant’s Planning Guidance 2010

***“Potential adversaries... compensate for U.S. conventional military superiority by developing asymmetric approaches and capabilities.”***

SECDEF Transformation Planning Guidance, Apr 2003

***“As the United States completes its transition in Afghanistan and looks to the future, the international security environment remains uncertain and complicated. The United States will likely face a broad array of threats and opportunities and must prepare to address both effectively in the coming years... At the same time, the technology-enabled 21st century operational environment offers new tools for state and non-state adversaries such as terrorists to pursue asymmetric approaches, exploiting where we are weakest. In the coming years, countries such as China will continue seeking to counter U.S. strengths using anti-access and area-denial (A2/AD) approaches and by employing other new cyber and space control technologies.***

2014 QDR, 4 Mar 2014





# Operational Relevance Throughout the ROMO

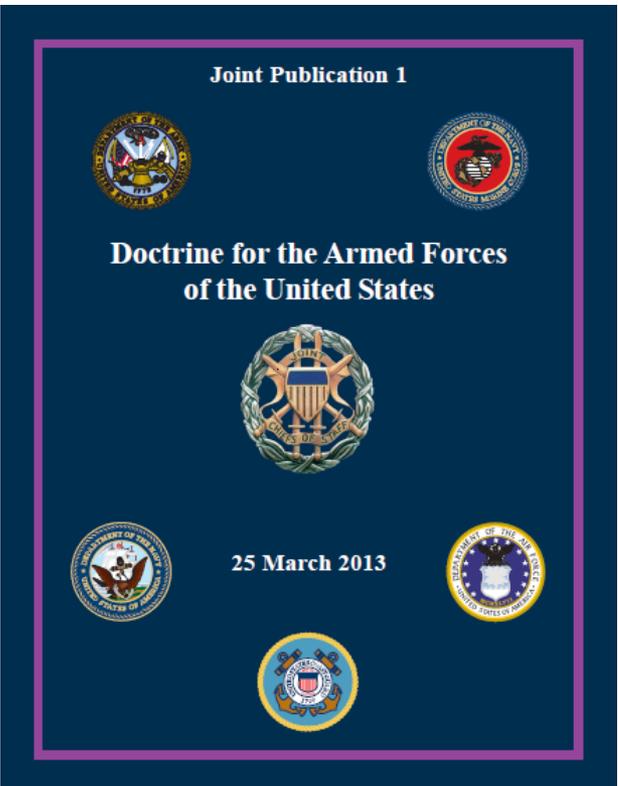


Figure I-3. Range of Military Operations



HMS Antelope  
**Unclassified**



USS Stark



# Not Just About IEDs

**The Washington Post**

Medicare drug costs looming ever larger

On dangerous ground

At Fort Hood, Obama tackles war's toll at home

Amal funding issues, U.S. firing ranges in Afghanistan remain littered with explosives



**From setting global norms to defeating terrorist threats and providing humanitarian assistance, the United States collaborates with allies and partners to accomplish a wide range of strategic, operational, and tactical goals.**

**2014 QDR**



# “An Ounce of Prevention”

Michael Hammerschlag



4/29/2014

Iraq awash in military weapons - CSMonitor.com

The Christian Science Monitor - CSMonitor.com

## Iraq awash in military weapons

An attack on a US convoy Sunday highlights concern over Iraq's 50 unsecured arms depots.

By Dan Murphy, Special to The Christian Science Monitor / October 20, 2003 at 12:10 pm EDT

KARBALA, IRAQ

A roadside attack on US military convoy Sunday in Fallujah, Iraq left an American armored car and munitions truck burning wrecks. No one was reported killed, but some Iraqis nearby were cheering.

The Fallujah attack typifies one of an emerging series of threats apparent since September due to the wide availability of guns and military ordnance here. The result has been a steady supply of explosives to use against coalition soldiers, more Iraqi vigilante justice, and a rise in local militia groups.

One coalition official says that up to 50 major weapons sites across Iraq with bombs, ammunition, and rifles in them are improperly secured and have probably served as a source for the home-made bombs - improvised explosive devices (IEDs) in military parlance - that have become the single biggest security threat to the coalition.

New militias are also being spawned across the country and are increasingly coming into conflict either with the coalition or with other Iraqis.

The most visible militias in recent weeks have been ones aligned to extremist Shiite clerics. Shiite Muslims make up about 60 percent of Iraq's people, and were literally second-class citizens in Saddam Hussein's Iraq. At least seven coalition soldiers - 5 of them Americans - have been killed in clashes with these militias this month.

The availability of weapons to ordinary Iraqis, not just militias, is also a concern. In May, Paul Bremer, the top coalition official here, decided to allow Iraqis to keep AK-47s, with the stipulation that they confine them to their home. But that provision has proven almost impossible to enforce, and gun-toting toughs are now a regular feature on the streets of most of Iraq's cities.

"In my opinion, we'd be a lot better off if we didn't let people keep AK-47s in their homes," says Gen. Kadhem Abdul Khalik, the chief of police for Al-Risafa district, which encompasses about half of Baghdad. "Under the old regime, there were a lot fewer guns in private hands, and that made our job easier and safer."

<http://www.csmonitor.com/layout/set/print/2003/10/20/p01d04-wciq.html>

1/3



Iraq 2003

- Integration into the Joint Force?
- Joint Exercises?
- Joint Doctrine?
- Operational Planning?



# Is Worth a Pound of Cure...



MCM experience of Desert Storm led to better awareness, better planning and task organized forces.

- Joint Exercises
- OPLAN annex and TPFDD
- CTF 56

Prepared for 2003...

**Unclassified**



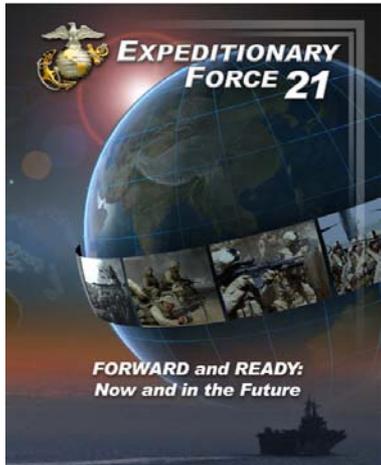


# EOD as an Expeditionary Force



***The expeditionary mind-set is not dependent on acquisition. It is instead derived from discipline, training, and an overwhelming need to accomplish the mission regardless of the situation. An expeditionary force is built on several key principles:***

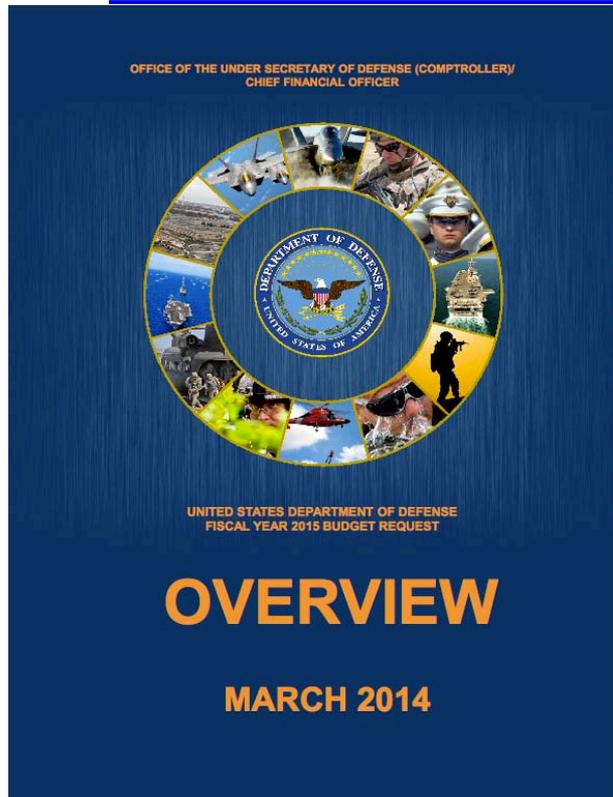
- *Solving problems with minimal support and broad guidance.*
- *Deploying and employing tailored, economical forces of almost any size and configuration.*
- *Deploying where there is no infrastructure and operating immediately.*
- *Achieving success in those missions where action delayed is action denied.*
- *Living and operating in austere conditions where large support bases are unacceptable or infeasible.*
- *Minimizing potential adverse cultural and political impact by stepping lightly in all areas of support and infrastructure and working with our regional partners to achieve success.*
- *Working with affected populations wherever deployed—because we respect and protect those who are caught in the middle of a conflict or disaster.*
- *Maintaining equipment, including aviation, in forward areas with organic assets.*
- *Enhancing partnerships with Special Operations Forces that exploit our complementary capabilities.*



USMC  
Expeditionary Force 21,  
Mar 2014



# FY15 DoD Budget Request



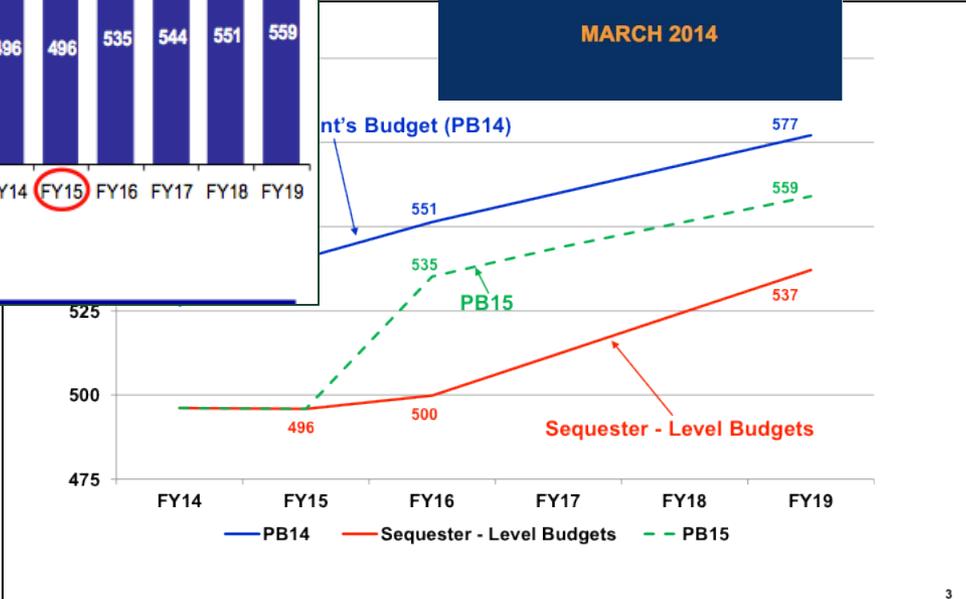
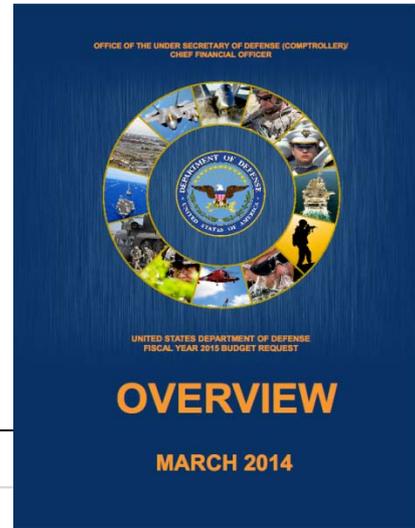
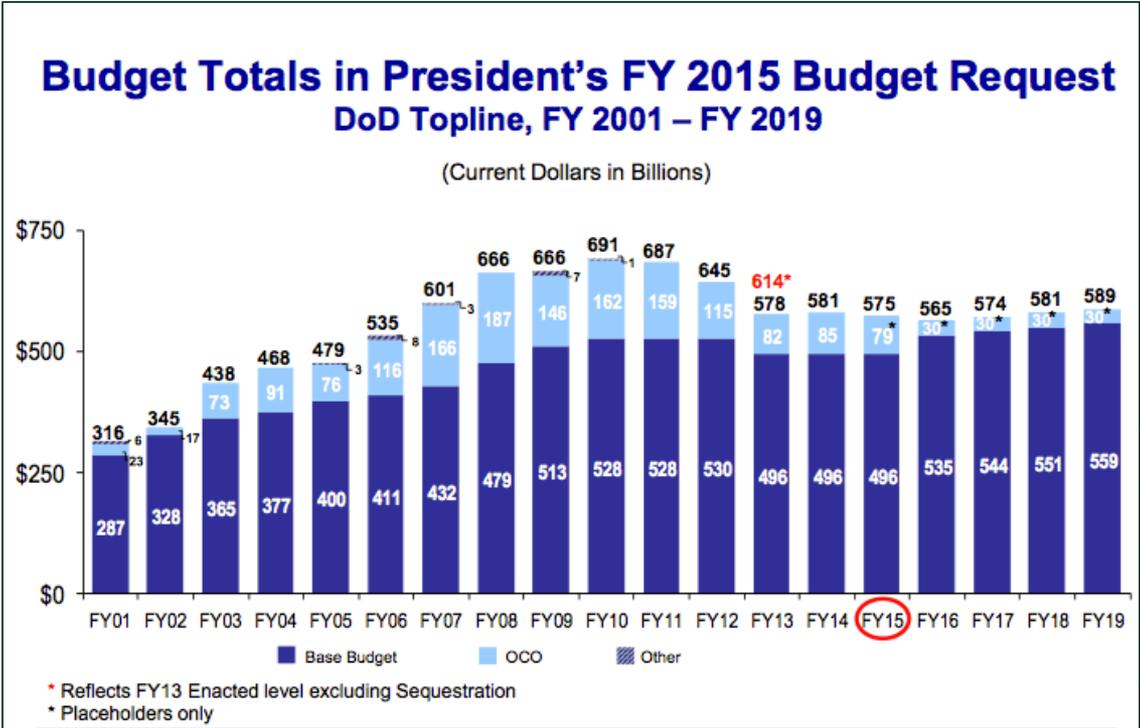
**“Rebalancing for a broad spectrum of conflict:  
Future conflicts could range from hybrid contingencies against proxy groups using asymmetric approaches to a high-end conflict against a state power armed with weapons of mass destruction or technologically advanced anti-access and area-denial capabilities. Reflecting this diverse range of challenges, the U.S. military will shift focus in terms of what kinds of conflicts it prepares for in the future, moving toward greater emphasis on the full spectrum of possible operations.”**

**Going forward, we will also remember the lessons of history and avoid repeating the mistakes of the past when our military was left ill-prepared for the future. As we end today’s wars and reshape our Armed Forces, we will ensure our military is **agile, flexible, and and ready for the full range of contingencies...****

President Barack Obama, 3 Jan 2012



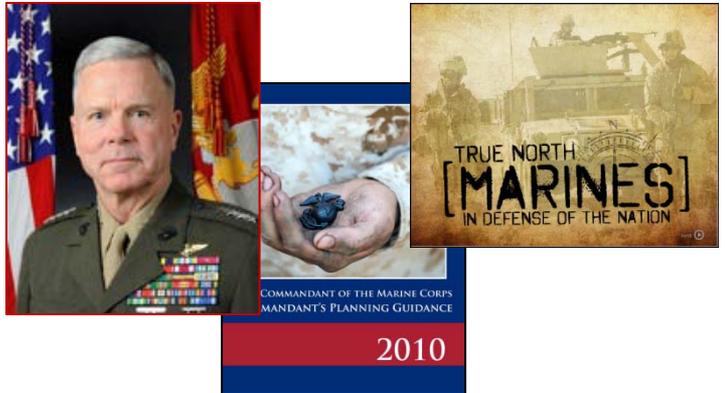
# Department of Defense FY 2015 Budget Submission



**Some relief in FY15, Continued risk FY16 and out**



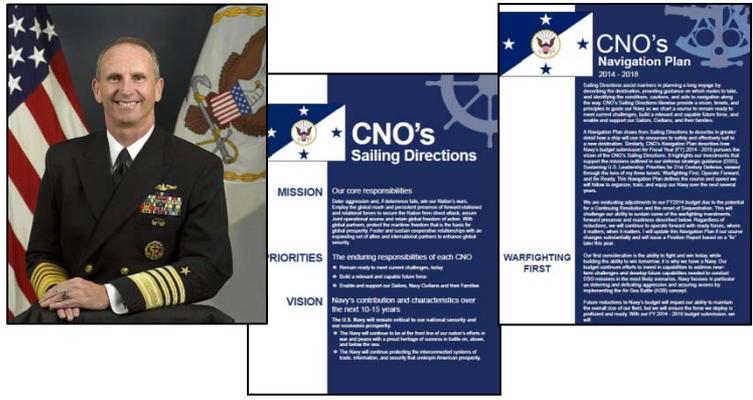
# Balancing capacity, capability and readiness



**This year's baseline budget submission was framed by our following Service level priorities:**

1. **Continue to provide the best trained and equipped Marine units to Afghanistan.**
  2. **Protect the readiness of our forward deployed rotational forces.**
  3. **Reset and reconstitute our operating**
  4. **as much as is humanly possible, modernize our force**
- **And lastly...we will keep faith with our Marines, Sailors and our families.**

**CMC Statement to HASC 16 April 2013**



**We will continue to view each of our choices through the lens of the three tenets I established when I took office as CNO:**

1. **Warfighting First,**
2. **Operate Forward, and**
3. **Be Ready.**

**CNO Statement to HASC 18 Sep 2013**



USS KEARSARGE and 26<sup>th</sup> MEU in Pakistan



# DoN FY15 Budget Request Relevant to Navy and Marine Corps EOD



		FY 2013	FY 2014	FY 2014	FY 2014	FY 2015	FY15/FY14
		(Base & OCO)	Base Enacted	OCO Enacted	Total Enacted	Base	% Change
<b>O&amp;MN</b>	Combat Support Forces	2,101,091	906,231	1,212,296	2,118,527	892,316	- 1.5%
<b>OPN</b>	Underwater EOD Programs	30,605	31,513		31,513	58,783	+86%
<b>OPN</b>	Explosive Ordnance Disposal Equip	3,574	46,586		46,586	20,619	-56%
<b>PMC</b>	EOD Systems	263,651	40,011	42,930	82,941	6,528	-83%
<b>RDTE</b>	Joint Service Explosive Ordnance Development	41,468	34,958		34,958	21,399	-38%
<b>RDTEN</b>	Joint Counter Radio Controlled IED Electronic Warfare (JCREW)	42,421	15,874		15,874	15,227	-4%
<b>RDTEN</b>	Joint Service Explosive Ordnance Development	7,394	8,897		8,897	8,985	+1%

## Bottom Line

- Previous decade has left EOD forces with unprecedented capability and readiness levels
- “Investment Accounts” (RDT&E, Procurement) will vary with maturity of acquisition programs
- Readiness remains a priority

**Don't draw conclusions from this year's snapshot**



# ASN RDA Imperatives

- **Get the Requirements Right**
- **Make Every Dollar Count**
- **Perform to Plan**
- **Mind a Healthy Industrial base**
- **Rebuild our Acquisition Workforce**



Honorable Sean Stackley  
ASN RDA

***We have equipped the Navy and Marine Corps with the most capable warfare systems in the world... The issue is affordability – acquisition costs are rising faster than our topline. Simply put, without deliberate, sustained action to reverse this trend, we put the future at risk.***

Hon Sean Stackley, Nov 2009



# Better Buying Power 2.0

## A Guide to Help You Think



### Achieve Affordable Programs

- Mandate affordability as a requirement
- Institute a system of investment planning to derive affordability caps
- Enforce affordability caps

### Control Costs Throughout the Product Lifecycle

- Implement "should cost" based management
- Eliminate redundancy within warfighter portfolios
- Institute a system to measure the cost performance of programs and institutions and to assess the effectiveness of acquisition policies
- Build stronger partnerships with the requirements community to control costs
- Increase the incorporation of defense exportability features in initial designs

### Incentivize Productivity & Innovation in Industry and Government

- Align profitability more tightly with Department goals
- Employ appropriate contract types
- Increase use of Fixed Price Incentive contracts in Low Rate Initial Production
- Better define value in "best value" competitions
- Only use LPTA when able to clearly define Technical Acceptability
- Institute a superior supplier incentive program
- Increase effective use of Performance-Based Logistics
- Reduce backlog of DCAA Audits without compromising effectiveness
- Expand programs to leverage industry's IR&D

### Eliminate Unproductive Processes and Bureaucracy

- Reduce frequency of higher headquarters level reviews
- Re-emphasize AE, PEO and PM responsibility, authority, and accountability
- Reduce cycle times while ensuring sound investment decisions

### Promote Effective Competition

- Emphasize competition strategies and creating and maintaining competitive environments
- Enforce open system architectures and effectively manage technical data rights
- Increase small business roles and opportunities
- Use the Technology Development phase for true risk reduction

### Improve Tradecraft in Acquisition of Services

- Assign senior managers for acquisition of services
- Adopt uniform services market segmentation
- Improve requirements definition/prevent requirements creep
- Increase small business participation, including through more effective use of market research
- Strengthen contract management outside the normal acquisition chain – installations, etc.
- Expand use of requirements review boards and tripwires

### Improve the Professionalism of the Total Acquisition Workforce

- Establish higher standards for key leadership positions
- Establish stronger professional qualification requirements for all acquisition specialties
- Increase the recognition of excellence in acquisition management
- Continue to increase the cost consciousness of the acquisition workforce – change the culture

For additional information: <http://bbp.dau.mil>



# Small Business



Marketing to the Department of Defense

ARE YOU READY TO MARKET TO THE GOVERNMENT?

Identify Your Product / Service

Identify Your North American Market

Determining SBA Size Status

DATA UNIVERS (DUNS)

SYSTEM FOR A (SAM)

IN-PERSON PITCH

EMAIL MARKETING

FEDBIZOPPS

www.acq.osd.mil/osbp/

THE UNDER SECRETARY OF DEFENSE  
316 DEFENSE HEADQUARTERS  
WASHINGTON, DC 20301-3010

NOV 13 2012

MEMORANDUM FOR DEFENSE ACQUISITION WORKFORCE

SUBJECT: Better Buying Power 2.0: Continuing the Pursuit for Greater Efficiency and Productivity in Defense Spending

It's been over two years now since Dr. Carter and I issued guidance to the acquisition community to ensure affordability and increase productivity in defense spending to deliver better value to the taxpayer and Warfighter. This guidance was followed by Better Buying Power (BBP) initiatives for increasing efficiencies in order to "do more without more." In these last two years, we've made significant strides to include institutionalizing many of these initiatives. We are making good progress; we have learned from our experience, but we still have much to accomplish.

Through this memorandum I am introducing a preliminary version of BBP 2.0. After a period of two months for review and comment by stakeholders in industry and government, this will be followed by a more detailed memorandum that will outline the specific goals and requirements for each initiative included in the final BBP 2.0. We will continue to emphasize existing BBP initiatives that are especially important to our success or that require additional refinement, and we will incorporate new ideas and best practices to emphasize that have emerged from the work of the last two years.

As depicted in Attachment 1, BBP 2.0 encompasses 16 initiatives (which are further described in Attachment 2) that are organized into seven focus areas. These include a new focus area that reflects the importance of our total acquisition workforce. The basic goal of BBP, however, remains unchanged: deliver better value to the taxpayer and Warfighter by improving the way the Department does business.

As we move forward with BBP 2.0, let me reiterate that this represents a management philosophy of continuous improvement in our acquisition practices. Improving the productivity of all our contracted work, both products and services, is not an easy task that can be accomplished with a simple set of policy changes. It will require the professionalism and dedication I know I can expect from everyone in the workforce. We are entering an era where resources for the Defense Department are likely to be limited. We must bring every possible cent of value for the Warfighters we support from the dollars with which we are entrusted by the American taxpayers.

Frank Kendall

Attachments:  
1. BBP 2.0 informational briefing with Focus Areas/Initiatives  
2. Description of Initiatives

USD AT&L BBP 2.0 Memo

Department of the Navy  
Office of Small Business Programs

The Department of the Navy  
"Open for Business"



www.secnav.navy.mil/smallbusiness

**"Increase small business roles and opportunities: Small businesses, as both prime contractors to the Department and sub-contractors within the supply chain, are effective sources of innovation and reduced cost. The Department will continue its emphasis on improving small business opportunities."**

Unclassified

Hon Frank Kendall, BBP 2.0



# Summary



- The Department is “rebalancing” from OIF and OEF
- EOD remains relevant
  - Skill set is not simply IED
  - It’s the “expeditionary mindset”
    - With a technical focus on ordnance and energetic threats
- Solutions must be affordable
  - Joint service, multi-community, industry collaboration on requirements, technology and programs
- Industry a full partner



***“We understand that this is a time of unsettling change for our military... however, we will use this situation as an opportunity to shape the future naval force to sustain its relevance and affordability.***

***Like today, our future force will be where it matters, when it matters, by maintaining a robust forward presence and appropriate readiness.”***

Admiral J. Greenert, USN  
General J. Amos, USMC  
Proceedings Magazine, Jun 2013



# Discussion...

The graphic features a dark blue background with a glowing world map outline and scattered cyan stars. In the center is a silver EOD (Explosive Ordnance Disposal) insignia, which is a stylized bomb with a star on top and wings on the sides. To the right of the insignia, the letters "EOD" are written in large, bold, blue font. Below the insignia and "EOD", the text "A GLOBAL FORCE FOR GOOD" is written in a smaller, blue, sans-serif font.