Navy’s Vision for Confronting Irregular Challenges

presented to the
NDIA Special Missions Conference

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Navy’s Focus

- Underlying Conditions of Instability
- US Navy’s Vision for Confronting Irregular Challenges
- Implementation of the Navy Vision
  - Reorient, Rebalance, Refine
- Innovations / Studies / TTX
- Way ahead…

In the face of significant shifts in the nature and character of the threats our nation faces, the Vision will guide our efforts to prevent, limit, and interdict irregular threats and adversaries.
Underlying Conditions of Instability

- Collection of Diverse Strategic Vectors
  - Climate Change, Energy, Demographics, Natural Disasters, Water, Food Shortages, Pandemics...

- Exerting Increasing Influence on Global Stability…Centered in the Littorals

- Persistent Engagement key to ensuring stability in fragile “Maritime Neighborhoods”
Fragile “Neighborhoods” in the Maritime Environment

Irregular Challenges... Dealing with the New Reality

- Iraq/Afghan—the current fight we are in,
  But...

- Irregular Challenges are a global concern
  ...Persistent and Enduring

- The world’s littorals are central to the solution
  - Core Networks are Maritime Networks

Navy...potentially the most significant contributor to this newly acknowledged security environment

- Narcotics
  - Smuggling
  - Human Trafficking

- Piracy
  - Proliferation
  - Illegal Fishing
  - Illegal Mining

- Crime
  - Extremism
  - Migration
  - SLOC Denial
Humanitarian Assistance / Disaster Relief

Megacities
Estimated 2010 population

- more than 15 million
- 10 to 14.9
- 5 to 9.9

*Denotes a metropolitan area with a population of 5 million in 1950

Seismic hazard
- Very high
- High
- Moderate
- Low

Waning Governance

“Mega-Eights”

“Overflowing, Ungovernable, Growing Rapidly…” Foreign Policy Research Institute
Transnational Threats: Drugs

Cocaine and west Africa

Cocaine trafficking routes
- By sea and air from Colombia and Venezuela
- Overland
- By air

Seizures above 100kg
Figures in kilograms

- 2005
- 2006
- 2007
- 2008

Source: Africa Confidential, UNODC West Africa Report 2009
Human Trafficking
“The Internet swims with the fishes” ADM Roughead
Agriculture’s Impact

Percent of Total Withdrawals from Agriculture

Legend
Water for Agricultural Use
Percent of total withdrawals from agriculture

0 - 13
14 - 37
38 - 48
49 - 51
62 - 76
77 - 87
88 - 99

SOURCE: University of Michigan Study “GMO’s: Friend or Foe?”
Major Shipping Lanes
"The Navy needs to be about winning the peace."  
- CNO

"...we can not kill or capture our way to victory."  
- SEC Gates

"Our national security is threatened... by fragile states either unwilling or unable to provide for the most basic needs to their people."  
- ADM Olson

...Across the spectrum – Preventive Security to Conflict  
...Where Navy Lives!
"Irregular Warfare" – An evolving dialogue...

- US Navy's Vision for Confronting Irregular Challenges... "dissuade, deter, and when necessary, defeat irregular threats" (January 2010)

- QDR 2010 emphasis on preventing and deterring conflict by working with allies and partners....Building Partner Capacity (February 2010)

- IW: Countering Irregular Threats JOC 2.0 – “Since the original version of the IW JOC was approved in September 2007, the understanding of IW has continued to evolve (pg 3)...counter irregular threats (pg 5)”....just released (17 May 2010)

- Past Confusion because:
  - “Warfare” implies only violence; complicates interaction with DoS/USAID/Allies and Coalition Partners
  - Reactive instead of preventive
  - Emphasizes land centric perspective vice maritime context
  - Warfare we “do” vs “security environment” we are in

It’s About Confronting Irregular “Challenges”...
**U.S. Navy Vision for Confronting Irregular Challenges**

**Strategic Imperatives**

1. Limit regional conflict with forward deployed, decisive maritime power
2. Deter major power war
3. Win our Nation’s wars
4. Homeland Defense in Depth
5. Foster and Sustain Relationships
6. Prevent or contain Local Disruptions

“The U.S. Navy will meet irregular challenges through a flexible, agile and broad array of multi-mission capabilities. We will emphasize Cooperative Security as part of a comprehensive government approach to mitigate the causes of insecurity and instability. We will operate in and from the maritime domain with joint and international partners to enhance regional security and stability, and to dissuade, deter, and when necessary, defeat irregular threats.”

... a derivative of our Maritime Strategy
Our Mission: Facilitate innovative strategy, concept, and capability solutions for confronting irregular challenges. Synchronize Navy efforts to enhance a cooperative government approach to prevent and counter irregular threats. Institutionalize the solutions and efforts into Navy policy, processes, plans, and programs.

"Operationalizing" the Vision...Our Plan

- **Lines of Operation**
  - REORIENT Approaches...
    - Doctrinal, Strategic, Operational
      - Defense/Joint strategic & operational guidance applied to Navy Doctrine
      - Strategic & operational tenets applied across GPF & SOF
      - Irregular Challenge priorities and capabilities integrated into Navy's force development and management process
  - REBALANCE Investments and Efforts
    - Urgent and emerging Irregular Challenges requirements addressed in PPBE process
    - Advocates and resource sponsors identified
    - Training and educational requirements introduced
    - Concepts, processes, and organizations for building partner capacity institutionalized
  - REFINE Operations and Partnerships
    - Partner capacity built leveraging multi-mission capabilities, other services, interagency, coalitions and public/private
    - Integrated and coordinated with USMC and USCG
    - Development of Partner Concepts and CONOPs supported
    - Joint and interagency planning process supported
    - Capabilities addressed & captured in DoD legal policy
    - COCOMs provided with partner capabilities outside Joint core

- **13 Sub-Objectives**

- **Objectives**
  - Doctrinal, strategic, and operational approaches codified
  - Organized, trained, and equipped to Confront Irregular Challenges
  - Interoperable and effective comprehensive operations

- **Endstate**
  - The U.S. Navy is able to meet irregular challenges through a flexible, agile and broad array of multi-mission capabilities. We will emphasize Cooperative Security as part of a comprehensive government approach to mitigate the causes of insecurity and instability. We will operate in and from the maritime domain with joint and international partners to enhance regional security and stability, and to dissuade, deter, and when necessary, defeat irregular threats.
Developing the Plan

Implementing the Vision:
3 Lines of Operation
13 Sub-Objectives
35 Decisive Points
54 Activities with 153 Tasks
Monitoring Progress Across/Down Lines of Operation

**REORIENT Approaches…**
- Doctrinal, Strategic, Operational
  - 3 Sub-Objectives
    - 0 Complete (0%)
  - 12 Decisive Points
    - 8 In Progress (67%/0%)
    - 0 Complete
  - 23 Activities (with 55 tasks)
    - 12 In Progress (52%/8%)
    - 0 Complete

**REBALANCE Investments and Efforts**
- 4 Sub-Objectives
  - 0 Complete (0%)
  - 11 Decisive Points
    - 11 In Progress (100%/0%)
    - 0 Complete
  - 15 Activities (with 51 tasks)
    - 15 In Progress (100%/0%)
    - 0 Complete

**REFINE Operations and Partnerships**
- 6 Sub-Objectives
  - 0 Complete (0%)
  - 12 Decisive Points
    - 6 In Progress (50%/8%)
    - 1 Complete (50%) (8%)
  - 16 Activities (with 47 tasks)
    - 8 In Progress (50%/12%)
    - 2 Complete (50%/12%)

**35 Decisive Points**
- 25 In Progress (71%/3%)
- 1 Complete (71%/3%)

**54 Activities**
- (with 153 tasks)
- 35 In Progress (64%/7%)
- 4 Complete (64%/7%)

**Total Progress**
- 0 Complete (0%)
Investment Areas of Emphasis

- Ships and Aircraft
- Persistent ISR
- Unmanned Systems
- Language Skills, Regional Expertise, and Cultural Awareness (LREC)
- Partnerships / Building Partner Capacity
- Cyber Security
- Maritime Domain Awareness
- Fusion Tools
- Interagency knowledge and understanding

Continuing to Sharpen the Focus
Irregular Challenges…
Bringing Capabilities into Focus

- Littoral Combat Ship
  - Significant lessons learned from 2-yr. acceleration in deployment
- Fire Scout UAV
- Value of multi-mission platforms
  - USS Vinson, Higgins, Bainbridge
- Africa Partnership Station
  - USS Carter Hall equipment loadout
- Super Ferries support to Haiti
  - Will help drive requirements for JHSV
Leveraging the General Purpose Force to Confront Irregular Challenges

- **Enhancing Flexibility**
  - USS BAINBRIDGE – Counter piracy, SOF integration
  - USNS COMFORT/MERCY – forging trust
  - Global Partnership Stations – building regional security capacity challenges...AFRICA, PACIFIC RIM, CARIBBEAN/LATIN AMERICA

- **Investing in Navy Personnel**
  - Navy Language, Regional, and Cultural Experts
    - Enables facility with languages
    - Expertise in regional affairs
    - Broad awareness of foreign cultures

- **Investing in Foreign Partners**
  - Building relationships that promote U.S. interests
  - Building allied and partner capacities
  - Promoting peacetime & contingency access for U.S. forces
  - Promoting relevant information sharing
DoD Focus: Institutionalizing Capabilities to Confront Irregular Challenges

- OSD General Direction...
  - Expand Security Force Assistance
  - Interest in GPF & SOF integration
  - Demand for Unmanned Systems & ISR

- FY10/PR11 Navy investments led change... LCS, DDG, MDA, NECC, but... appetite for more!

- Opportunity for Navy
  - Scope Security Force Assistance
  - SOF Support and integration
  - Innovative Capabilities for Littorals
  - LREC & FAO Programs
  - Maritime ISR & Maritime Domain Awareness

Navy On Track...Pursuing Balance through Inherent Strengths
Projects / Studies / TTX

- **Tactical PED and Fusion of INTEL**
  - Providing forward deployed tactical Processing Exploitation and Dissemination (PED) through fusion of various intelligence sources to support the Task Force completing its find, fix, and finish mission.

- **Unmanned Aerial System (UAS)**
  - Advocating for the ability to support operators in theater through integrating Intelligence, Surveillance, and Reconnaissance (ISR) onto various maritime based UAS.

- **Unmanned Surface Vehicles (USV)**
  - Field a persistent clandestine collection vehicle that is capable of hosting a variety sensors which support requirements ranging from ISR collection to Maritime Domain Awareness (MDA) initiatives.

- **Surface Ship IO Optimization (SSIO)**
  - Optimizes Ships Signal Exploitation Space (SSES) operations by coordinating additional equipment and signal specific training, Radio Frequency signal path verification, and Task Force indoctrination.

- **NWC Underlying Conditions Table Top Exercise**
  - Examine possible future roles of maritime forces in mitigating and responding to severe security and humanitarian crises in the littorals (27-29 Jul).
Observations: A Growth Marketplace

- Navy relevance is growing exponentially: heavily engaged in fragile maritime neighborhoods

- Maritime networks matter – global implications

- Understanding the “underlying conditions” is critical to future security environments

- Emphasis on multi-mission capabilities & forces

- Sec Gates article...shift in military thinking …emphasis on preventive security
Looming Questions

- Is economic crisis impacting partner navies?
  - UK, France, Japan, Germany, Italy, others

- Impact of growing US defense budget pressure?
  - effect on priorities, missions, strategies?

- Who becomes Navy’s new global partners?
  - Brazil, India…China?

- Is Building Partner Capacity/Security an Increasing Priority?
  - How to sustain for the long term?
Wrap Up

- Navy is leading change
  - Momentum is building

- Vision firmly rooted in CS-21, NOC, QDR and NSS
  - “in sync” with rest of government

- We must have a Wider Strategic Lens

- “Operationalizing” the IC Vision, rebalancing investments, committed leadership

“It’s time for creative thinking and new processes…it is time to act” CNO Roughead
Questions
NWC-NIWO Table Top Game 27-29 July

• **Purpose:** To examine possible future roles of maritime forces in mitigating and responding to severe security and humanitarian crises in the littorals.
  - Inform senior leadership of DOTMLPF implications for Navy programs and force structure
  - Establish context for future MDA, Global and ISS events at NWC

• **Scenario and structure:**
  - Two scenarios based on Dr. Mike Vlahos “Ashen Truth” presentation
    - West Africa 2017
    - South Asia 2030
  - Two Blue Cells with Navy planners, each led by a FO
    - One team focused on Navy/Marine Corps ops
    - One team focused on Comprehensive Government / Coalition ops
  - White cell with functional SMEs
  - Green cell with regional SMEs
Context

Title X Game Series Linkage with International Seapower Symposium

MDA Operational Game
- Sched: 4-8 Oct 10
- 70+ Countries
- Global Game on Building Partnerships in Multiple Regions

MDA Technical Game
- Proposed: Spring 11
- Multiple Countries
- Technological Game on MDA

Irregular Challenges Game
- Sched: 27-30 Jul 10
- Joint/Civilian/I/A
- US Only
- Maritime Challenges/Underlying Conditions

Global Maritime Partnership Game
- Sched: 4-8 Oct 10
- 70+ Countries
- Global Game on Building Partnerships in Multiple Regions

International Seapower Symposium
- Sched: Oct 11
- 100+ Countries
- Two Panels to Brief on Results of MDA and Global Challenges Games

Global Challenges Game
- Proposed: Spring 11
- International Game
- Partner Capability and Capacity on Maritime Challenges

UNCLASSIFIED
Back-ups
Implementing the Vision

Lines of Effort

Implementing the CIC Vision

Implementation Roadmap

Near-term Outcome

Lines of Pursuit

Strategic Communication

Flag Level Leadership/Ownership

DOTMLPF Enhancements

Integrate CIC w/USMC & USCG

Coordinate w/Joint/IA/Int’l Partners

Implementation Roadmap Approach:

- Align efforts to Vision Implementing Objectives
- Conduct Navy-wide call for current efforts & planned initiatives
- Assess efforts against Vision outcomes and effects, identify important gaps
- Develop new implementation tasking, assign responsibility
- Capture relevant efforts, initiatives and new tasking into roadmap
**Detailed Activities**

- **Decisive Points:**
  - **i.** DP1: Executive Branch, SECDEF, and CJCS Strategic Guidance reflect the maritime contribution associated with irregular challenges (NSS, NDS, QDR, NMS)
  - **ii.** DP2: SECDEF strategic guidance on force employment reflects the maritime contribution associated with confronting irregular challenges (GEF)
  - **iii.** DP3: SECDEF strategic guidance on planning and programming reflects the maritime contribution associated with confronting irregular challenges (DPPG)
  - **iv.** DP4: DOD and CJCS guidance associated with irregular warfare reflects the maritime contribution associated with confronting irregular challenges
  - **v.** DP5: CNO provides strategic and implementation guidance to operationalize the Vision for CIC
  - **vi.** DP6: CNO releases relevant strategy-based programming guidance reflecting irregular challenges (NSP)
  - **vii.** DP7: Overarching Service concepts of operation are promulgated, including those relevant to irregular challenges
  - **viii.** DP8: Intellectual rigor is applied to emerging concepts for CIC

- **Complete**
- **In Progress**
- **Not Started**
Efforts in Progress

**DOCTRINE**

**OPNAV**
- Seabasing CBA
- MARSEC study
- MPS Study
- Strat/Policy Inputs (Vision, NOC, NSS, NSP)
- CNA GPF-SOF Study
- Navy Campaign Support Plans
- Country Action Plans
- Regional Action Plans
- Naval At Sea Policy
- Maritime Nation Bidding Matrix
- Global TSCMIS
- BPC Campaign Plan
- IC Gap Analysis
- Re-establishing SSTRO Model
- Rotary Wing Support Study
- SFA/CAPE Study
- Strategic Communications Study

**CFFC**
- IC Instruction
- P4 Implementation Message

**FLEETS**
- CNA GPF-SOF Study
- SAVE Instruction Update/Release
- NATO Cooperation in MDA
- Counter Piracy Doctrine

**NWC/NWDC/CNA**
- Naval War College CIC Table Top
- CIC Operational Concept
- Commander's Handbook for CIC
- CIC Scenario Based Exercise
- SAC-T/USN Talks
- CIWAG Conference
- Global Partnership Game
- MDA Games
- International Symposium
Efforts in Progress

**Organization**

**OPNAV**
- Liaison with WARCOM
- LCS IC Working Group
- LCS CND and LEDET Deployment Capability
- POM12/POM13 coordination to represent IC requirements

**CFFC**
- NIWO/JIWC Coordination

**Fleets**
- Task Force C2 Node
- TSC/SFA Monthly Synchronization Meeting
- MOC Development
- CT Fusion Cell
- NECC integration with NSW Unit 3
- CTF 150/151/152
- Regional Engagement Teams
- Africa Partnership Initiative
- Maritime Partnership Program

**NCIS/NECC/NSW**
- CT and CI capability
- Counter Piracy
- Vulnerability Assessments
- Pre-deployment site surveys
- Global Fleet Station
- Reinvigorating N5

**Training**

**OPNAV**
- Post Deployment IC Briefs on returning SSNs
- LCS SFA Training Module
- USN/USCG Warfighter Talks
- USN/USMC Warfighter Talks

**Fleets**
- AGILE QUEST
- MESF for Host Nation Training

**SUBLANT**
- Formalized Long Haul Deployment Training
- TRIDENT REACH/OCEAN LOOK
- TURBULENT SAIL
UNCLASSIFIED

**Efforts in Progress**

**Material**
- AGILE QUEST
- TRIDNET REACH/OCEAN LOOK
- TURBULENT SAIL

**Fleets**
- SOF Specific LANs
- TRIDENT REACH/OCEAN LOOK
- TURBULENT SAIL

**Leadership**
- NIF/SHARC/SURFR/RTRG/SSIO
- LCS HA/HS, Trauma and Medical Modules
- LCS IC Working Group
- SSGN Battle Management Space
- Front End Analysis
- Seabasing CBA
- MARSEC Study
- MPS Study
- IC Gap Analysis
- Rotary Wing Support Study
- SFA/CAPE Study
- CNA IC capabilities study to assign to POR

**Personnel**
- Language Proficiency Incentive Program
- FAO billet scrub
- Joint Skills FAO Sustainment Program
- LREC Strategy promulgated
- Heritage Language Improvement Program
- Career Linguist Instruction

**OPNAV**
- LREC Strategy promulgated
- Heritage Language Improvement Program
- COIN Pre-deployment Training Initiative

**FLEETS**
- AGILE QUEST
- TRIDNET REACH/OCEAN LOOK
- TURBULENT SAIL

**SUBLANT**
- SOF Specific LANs
- TRIDENT REACH/OCEAN LOOK
- TURBULENT SAIL

**OPNAV**
- NCIS FAO program
- NECC AQD development
- SOLO