Expeditionary Warfare Conference

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U.S. Fleet Forces
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The Long View

**Strategic/Operational**
- Global Demand for Naval Forces
- Middle East and Asia-Pacific Presence
- Fiscal Austerity
- Cost of Operations

**Economic/Financial**

**Political/Cultural**
- Policy Debates and Fiscal Challenges
- Recruiting, Retention, and Demographic Challenges

**Management/Workforce**
- Fog of War
- Fog of Command and Control
- Fog of Staffing
**CNO Guidance**

<table>
<thead>
<tr>
<th>WARFIGHTING FIRST</th>
<th>“We will deliver credible capability for deterrence, sea control, and power projection to deter or contain conflict and fight and win wars.”</th>
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<tr>
<td>OPERATE FORWARD</td>
<td>“Operate forward at strategic maritime crossroads; Sustain our fleet capability through effective maintenance, timely modernization, and sustained production of proven ships and aircraft.”</td>
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<td>BE READY</td>
<td>“We must ensure today’s force is ready for its assigned missions. Maintaining ships and aircraft to their expected service lives is an essential contribution to fleet capacity.”</td>
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**Source:** Navigation Plan 2014 – 2018

We will operationalize the *Sailing Directions* through the Readiness Kill Chain approach
Two Fleets, One Voice

**USFF Lines of Operation** provide the lens through which mission is executed:

- Joint and Fleet Operations
- Warfighting and Readiness
- Global Force Management
- Regional Partnerships
- Sailors, Civilians, and Families
- Safety (Underpins all LOOs)

**CPF Lines of Operation** broadly define primary areas of focus:

- Joint and Fleet Operations and Credible Forward Presence
- Warfighting Readiness
- Organizational Coherence and Excellence
- Advance Regional Partnerships and Alliances
- Value Our People and Their Families
- Professional Execution (Underpins Safety and Exemplary Conduct)
Readiness Kill Chain

Everyone is part of the Readiness Kill Chain
Everyone needs to know their place and role in the Readiness Kill Chain
Means and Ways must support the Ends – our Deployability / Sustainment model, the FRP

Means
- Personnel
- Equipment
- Supplies
- Training
- Ordnance
- Networks

Ways
- Installations
- Community
- Industry
- Elected Leaders

Ends
- FRTP
  - MAINT
  - BASIC
  - INTEGRATED
  - DEPLOY & SUSTAIN

Governance / C2 – Drives integration & synchronization vertically across weapons systems & horizontally across the readiness lifecycle
RKC Warfare Readiness Assessment & Execution Update

Warfighter Inputs
- CNO Sailing Directions
- COCOM Requirements

ASSESS ENDS

Long Term
- POA&M Development (e.g. POM)

Mid-Term
- FRP Adjustment

Short Term
- Mission/Training Revision

BALANCE WAYS & MEANS

ASSESS MEANS

Fleet Commanders Readiness Council (FCRC) Actions
- Doctrine/TTP
- Organizational Training
- Materiel
- Leadership Personnel
- Facilities
- Policy

ADJUST WAYS
Amphibious RKC Assessment & Operational Availability ($A_o$)

- **Amphibs:** First RKC Assessment of Surface Navy
- **Numerous barriers identified by TYCOM**
  - Manpower requirements too low
  - Training Plans inadequate
  - Class maintenance plans not executed
  - COCOM demand and utilization crowding-out maintenance and training
- **Moving out to fix issues**
- **Ongoing analysis**
  - Follow-on to TYCOM RKC Assessment of Amphibs
  - New RKC Assessment of LCAC/LCU
- **Adding impacts to $A_o$**
  - Design and new construction
  - Planned and emergent maintenance
  - Availability execution
- **ID actions across entire RKC to achieve Amphib wholeness and max $A_o$**
Optimized Fleet Response Plan

O-FRP: For the sunk cost of maintenance and training, maximize $A_o$ with a clean chain of command and an acceptable Personnel Tempo

- Maximum Ao for CSG presence given fiscal and environmental factors
  - 36 month FRP, Supply-based, max forward presence w/ available capacity and funding
- Fixed CSG composition: Ships, aircraft and staffs remain aligned
- Predictable FRP cycle
- Fully ready forces, trained to a single MCO certification standard
- Align and stabilize CSG manning throughout the FRP
- Stable and predictable maintenance plan

Started with CSGs

Working with MARFORCOM to extend effort to ARG/MEUs
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Current Issues
- Federal Debates
- DoD Budget Reductions
- QDR
- High demand for forward Naval Forces
- Mission unchanged

Service Perspectives

Political Reality

Naval Expeditionary Warfare
- Defend the homeland
- Send forward the most lethal Naval Forces
- Maximize Ao
- Joint/Coalition operations
- Amphibious exercises
- Prepare for the next fight

Emerging Technology
- Autonomous Systems
- C4ISR
- Networks / Cyber
- Hybrid Warfare
- Mine Warfare
- Air/Sea Battle

Leading our way through uncertainty