NDIA

Expeditionary Warfare Conference

31 Oct 2013

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Pentagon 4C746

Unclassified
Agenda

• Expeditionary context
• Current environment
• Way Ahead
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

- Rapid Acquisition Processes

Facilitate Successful Acquisition Outcomes
Expeditionary Warfare

- “Forward deployed and forward engaged”
- “Alert and ready… respond to today’s crisis, with today’s force…TODAY”
- “Responsive and scalable”
- “Capable of operating independent of local infrastructure”
- “Operate throughout the spectrum of threats”

Commandant’s Planning Guidance 2010

- “Warfighting First”
- “Operate Forward”
- “Be Ready”

CNO Sailing Directions

Agile, Ready, and Capable
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 cannot 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

“DOD is now operating on a short-term continuing resolution which limits our ability to start new programs, and the damaging cuts of sequestration remain the law of the land… If this fiscal uncertainty continues, it will have an impact on our economy, our national security, and America's standing in the world.

Secretary Chuck Hagel, Pentagon press briefing, 17 Oct 2013
“For much of the past decade, DoD has focused on fighting terrorism and countering violent insurgencies, and we will continue to do so as long as these threats exist. But the world has changed. The Department’s strategy developed in this budget creates a smaller, lighter, more agile, flexible joint force to conduct a full range of military activities that are necessary to defend U.S. national interests.”

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 ready for the full range of contingencies...

President Barack Obama, 3 Jan 2012
Aligning to Strategic Guidance

Tenets
Warfighting First
Operate Forward
Be Ready

Department of the Navy Priorities
People
Platforms
Power
Partnerships

10 Primary Missions
Rebalance to Asia-Pacific Region
Joint Force of 2020

Sustain global presence emphasizing Asia-Pacific and Middle East
Protect new capabilities and investments to respond to the changing nature of warfare
Align size and composition of forces to be capable of a range of missions and activities
Ensure reversibility to maintain ability to surge, regenerate and mobilize to counter any threat

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

Infrastructure Sustainment
Equipment Modernization

Unclassified
Amphibious Shipbuilding

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Marine Corps Procurement

G/ATOR

AAV PIP

NDIA EXW Conference
31 Oct 2013

Unclassified
Development

R&D Investment

Major Systems ($B)

Aviation
- Joint Strike Fighter (F-35) 1.25B 1.43B 1.047B
- CH-53K 606 606 503

Next Generation Jammer 161 167 238
MMA (P-8A) 599 436 317

Shipbuilding
- Ohio Replacement Program 781 488 1.084
- LCS 297 429 204
- DDG-1000 250 128 188
- CVN 21 144 173 148
- Virginia Class SSN 109 90 122

Unmanned
- Triton RQ-4 U/AV (BAMS) 549 657 375
- UCLASS 71 102 147
- NUCAS – D 202 142 21

Other
- Defense Research Sciences 448 482 484
- AMDR 149 233 240
- MC Command Systems 211 210 179
- Amphibious Combat Vehicle 37 83 137
- Surface Electronic Warfare Improvement Program 153 114 132
- Surface Ship Torpedo Defense 122 93 89
- G/ATOR 102 79 78
- Sat Com (Space) 109 188 68
- Joint Light Tactical Vehicle 45 35 30
- Marine Personnel Carrier 19 38 21
- TRS 601 267 3

Billions of Dollars

FY12 14.8 2.1 0.5
FY13 13.9 2.2 0.9
FY14 13.1 2.0 0.5

Numbers may not add due to rounding.
Balancing capacity, capability and readiness in an austere budget environment
This year’s baseline budget submission of $24.2 billion 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
The Challenge

We need to continually move forward with designing an acquisition system that responds more efficiently, effectively and quickly to the needs of troops and commanders in the field. One that rewards cost-effectiveness and efficiency, so that our programs do not continue to take longer, cost more, and deliver less than initially planned and promised.

SECDEF Chuck Hagel, NDU, 3 Apr 2013

Our Expeditionary programs must not only be capable and reliable, but affordable
ASN RDA Imperatives

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

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

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
Summary

• We will maintain our Expeditionary Agility
  – Retain Lessons Learned
  – “Rebalance” while adapting to budget pressures
• 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...