NDIA

Expeditionary Warfare Conference

19 Nov 2014

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

Unclassified
Agenda

• Expeditionary context
• Fiscal Environment
• Programs
• Affordability
Facilitate Successful Acquisition Outcomes

Unclassified
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.
“While meeting current commitments and preserving readiness, the Marine Corps must reconfigure and refit to meet coming challenges. The future evolving and complex security environment will only increase the demands on the Marine Corps.”

Expeditionary Force 21, March 2014

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

SECDEF Transformation Planning Guidance, Apr 2003

“The QDR describes the tough choices we are making in a period of fiscal austerity to maintain the world's finest fighting forces… Although the future force will be smaller, it will be ready, capable, and able to project power over great distances. Investment decisions will ensure that we maintain our technological edge over potential adversaries…”

Secretary Chuck Hagel, QDR, 4 Mar 2014
• **Pressure for reductions in federal budgets**
  • will continue to increase; therefore, DoD cannot afford to acquire capabilities exceeding military needs.

• **Operational issues will be more complex**
  • Designing systems to easily accept technological improvements and support multiple mission needs will be increasingly important.

• **U.S. military forces will be rebalanced.**

• **Violent extremism**
  • will continue to threaten U.S. interests at home and around the globe.

• **Unmanned technologies**
  • will continue to improve in many different capability areas.

• **Cyber domain**
  • will be a conflict environment as readily as land, sea, or air and space.
Strategy, Informed by Reality: Threats, Opportunities, and a Dynamic Political/Military Environment
“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.”

“We are repositioning to focus on the strategic challenges and opportunities that will define our future: new technologies, new centers of power, and a world that is growing more volatile, more unpredictable, and, in some instances, more threatening to the United States.”

This budget will protect basic and applied research despite a significantly constrained fiscal environment to ensure our technological edge. The Administration emphasizes a strong national investment in research and development, emphasizing science and technology that is vital to our future competitive advantage.
Continued Uncertainty…

“A central challenge in delivering the best Navy possible for the funds appropriated is properly balancing the cost of procuring force structure and capability with the cost of maintaining them at an appropriate level of readiness... Unstable budget levels...force reductions in maintenance and training. Over time, this begins to take an untenable toll on our enduring ability to deploy forces that are sufficiently ready to complete their missions with acceptable risk…”

CNO Posture Statement to HASC, 12 March 2014
Dept of the Navy PB 15

Department of the Navy Topline FY 2002-2019 (CY 2014)

USN Programmatic Priorities:
- Sea-based strategic deterrent
- Forward ready forces
- Capability and capacity to win decisively
- Critical assets and assured readiness
- Asymmetric capabilities
- Relevant industrial base

USMC Programmatic Priorities:
- Ready force, forward based for crisis response
- Critical fifth generation aviation (F-35)
- Littoral/land maneuver capability (ACV)

PB15: Hard Choices; Innovative Approaches; Balancing Risk

Unclassified
### Amphibious Shipbuilding

**LHA-6 USS America**
Commissioned 11 Oct 14

**MLP-2 Mountford Point**

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#### 30 Year Shipbuilding Plan

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NDIA EXW Conference
19 Nov 2014
## PEO Ships Workload

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<tr>
<th>Ships Under Construction</th>
<th>Add’l Ships Under Contract</th>
<th>Pending Award (FY14)</th>
<th>Deliveries (FY14)</th>
<th>Future Contracts</th>
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<td>4 DDG 51 class (DDG 113, 114, 115, 116)</td>
<td>10 ships (DDG 117-126, FY13-17 MYP)</td>
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<td>DDG 51 FLT III</td>
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<tr>
<td>3 DDG 1000 class (DDG 1000, 1001, 1002)</td>
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<td>1 LPD (LPD 25)</td>
<td>1 LHA (LHA 6)</td>
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<td>2 LPD 17 class (LPD 26, 27)</td>
<td>4 JHSV (JHSV 7-10)</td>
<td>1 JHSV (JHSV 3)</td>
<td>1 JHSV (JHSV 4)</td>
<td>LHA 8 (FY17)</td>
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<td>1 LHA (LHA 7)</td>
<td>1 LHA (LHA 6)</td>
<td>1 LHA (LHA 6)</td>
<td>1 LHA (LHA 6)</td>
<td>LHA 8 (FY17)</td>
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<td>1 T-AGS (T-AGS 66)</td>
<td>1 JHSV (JHSV 3)</td>
<td>1 JHSV (JHSV 4)</td>
<td>1 JHSV (JHSV 4)</td>
<td>T-ATF (FY17)</td>
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<td>1 MLP AFSB (MLP 3 AFSB)</td>
<td>1 MLP AFSB (MLP 4 AFSB)</td>
<td>1 MLP (MLP 2)</td>
<td>1 MLP (MLP 2)</td>
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<td>2 AGOR (AGOR 27, 28)</td>
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<td>T-AO(X) (FY16)</td>
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<td>9 SSC (SSC 1-9)</td>
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Ship to Shore Mobility
Recapitalization of primary surface ship to shore connectors

- Increased payload, temperature and sea state parameters (74 tons; 100 F; high SS 3)
- 72 craft procurement ~$ 4.1B through 2027
- Under contract for detail design with options for the first 9 craft

- Ship to Shore Connector (SSC) replaces LCAC to retain high speed over the shore assault capability-- from sea basing ranges.

- Surface Connector (X) Replacement (SC(X)R) recapitalizes a rugged, persistent, economical, high capacity utility landing craft.

- Analysis of Alternatives in progress
- Anticipate 32 craft procurement beginning 2018
R&D Investment

Advanced Defense Vehicle Systems (ADVS), BAE/IVECO, SAIC/ST KINETICS/ARMATEC, GDLS, LOCKHEED MARTIN/PATRIA/PLASAN

ACV 1.0

Major Systems (SM) | FY13 | FY14 | FY15
---|---|---|---
**Aviation**
Joint Strike Fighter (F-35) | 1,281 | 856 | 1,029
CH-53K | 536 | 462 | 573
Executive Helo Development | 46 | 94 | 388

**Shipbuilding**
Ohio Replacement Program | 506 | 1,081 | 1,219
Virginia Class SSN | 81 | 122 | 205
AMDR | 194 | 125 | 145
CVN 78 | 158 | 148 | 123
Surface Ship Torpedo Defense | 84 | 86 | 53

**Unmanned**
MQ-4C Triton | 613 | 375 | 498
UCLASS | 99 | 122 | 403
NUCAS - D | 128 | 21 | 36

**USMC**
Amphibious Combat Vehicle | 83 | 123 | 106
G/ATOR | 70 | 78 | 99

DoN PB15 Budget brief 4 Mar 2014

Unclassified

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19 Nov 2014
### Marine Corps Procurement

<table>
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<th>Major Combat Systems (SM)</th>
<th>FY13</th>
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<td>AAV PIP</td>
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<tr>
<td>Mod Kits (Armor/Weapons)</td>
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<td>Weapons and Combat Vehicles</td>
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<td>LAV PIP</td>
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<td>Guided Missiles &amp; Equipment</td>
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<td>Ground Base Air Defense (GBAD)</td>
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<td>Communications &amp; Electrical Equipment</td>
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<td>Support Vehicles</td>
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**DoN PB15 Budget brief 4 Mar 2014**

**NDIA EXW Conference**
19 Nov 2014

**Unclassified**
PEO Land Systems Workload

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<tr>
<th>Material Solution Analysis</th>
<th>Technology Maturation &amp; Risk Reduction</th>
<th>Engineering &amp; Manufacturing Development</th>
<th>Production &amp; Deployment</th>
<th>Operations &amp; Support</th>
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<td>PB-15 SK</td>
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<td><strong>ACAT II</strong></td>
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<td><strong>Sustainment</strong></td>
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**PB-15 SK**

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* Over 90% expended; non-reporting

NDIA EXW Conference 19 Nov 2014
Amphibious Vehicle Replacement Strategy

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**Total Requirement (12 BNs)**

- AAV Survivability Upgrade and Sustainment
  (Bridge)

- Procure Non-Developmental ACV
  (Production Models)

- Procure ACV Variants
  (C2, Fires, Log, Etc)

**Key Considerations**
- No changes to current Amphibious Shipbuilding Plan
- No change to currently programmed connectors
- Vehicle square footage is a finite resource (Amphibs, MPSRON, connectors)

**Connector Strategy**
Work closely with our Naval partners on the next generation of surface connectors.

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19 Nov 2014

Unclassified
DON Objectives and Imperatives

DON Objectives for FY 2015

4. Increase Cost Effectiveness through Enhanced Competition
   - Enhance Timeliness of Program Execution
   - Preserve the Core Industrial Base
   - Reset the Acquisition Workforce

6. Drive Innovative Enterprise Transformation
   - Strengthen Financial Management and Auditability

 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

“The issue is affordability...”
In order to improve its ability to meet the nation’s security needs in a time of increased fiscal constraint, the QDR also calls for the Joint Force to “rebalance” in four key areas; (1) rebalancing for a broad spectrum of conflict, (2) rebalancing and sustaining our presence and posture abroad, (3) rebalancing capability, capacity, and readiness within the Joint Force, and (4) rebalancing tooth and tail. To satisfy these mandates of the QDR strategy, the Navy has been compelled to make tough choices between capability and capacity, cost and risk, and to do so across a wide range of competing priorities. Our fundamental approach to these choices has not changed since I assumed this position. We continue to view each decision through the lens of the tenets I established when I took office: Warfighting First, Operate Forward, Be Ready.

CNO Posture Statement to HASC, 12 March 2014
Better Buying Power

Better Buying Power 2.0
A Guide to Help You Think

Better Buying Power 3.0 DRAFT
Achieving Dominant Capabilities through Technical Excellence and Innovation

Achieve Affordable Programs
- Continue to set and enforce affordability caps

Achieve Dominant Capabilities While Controlling Lifecycle Costs
- Strengthen and expand “should cost” based cost management
- Build stronger partnerships between the acquisition, requirements, and intelligence communities
- Anticipate and plan for responsive and emerging threats
- Institutionalize stronger DoD level Long Range R&D Planning

Incentivize Productivity in Industry and Government
- Align profitability more tightly with Department goals
- Employ appropriate contract types, but increase the use of incentive type contracts
- Expand the superior supplier incentive program across DoD
- Increase effective use of Performance-Based Logistics
- Remove barriers to commercial technology utilization
- Improve the return on investment in DoD laboratories
- Increase the productivity of IRAD and CR&D

Incentivize Innovation in Industry and Government
- Increase the use of prototyping and experimentation
- Emphasize technology insertion and refresh in program planning
- Use Modular Open Systems Architecture to stimulate innovation
- Increase the return on Small Business Innovation Research (SBIR)
- Provide draft technical requirements to industry early and involve industry in funded concept definition to support requirements definition
- Provide clear “best value” definitions so industry can propose and DoD can choose wisely

Eliminate Unproductive Processes and Bureaucracy
- Emphasize Acquisition Executive, Program Executive Officer and Program Manager responsibility, authority, and accountability
- Reduce cycle times while ensuring sound investments
- Streamline documentation requirements and staff reviews

Promote Effective Competition
- Create and maintain competitive environments
- Improve technology search and outreach in global markets

Improve Tradecraft in Acquisition of Services
- Increase small business participation, including more effective use of market research
- Strengthen contract management outside the normal acquisition chain
- Improve requirements definition
- Improve the effectiveness and productivity of contracted engineering and technical services

Improve the Professionalism of the Total Acquisition Workforce
- Establish higher standards for key leadership positions
- Establish stronger professional qualification requirements for all acquisition specialties
- Strengthen organic engineering capabilities
- Ensure the DoD leadership for development programs is technically qualified to manage R&D activities
- Improve our leaders’ ability to understand and mitigate technical risk
- Increase DoD support for Science, Technology, Engineering and Mathematics (STEM) education

Continue Strengthening Our Culture of:
Cost Consciousness, Professionalism, and Technical Excellence
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

“The Marine Corps will continue to meet the needs of the Combatant Commanders as a strategically mobile force optimized for forward-presence, and crisis response. As we continue to work with Congress, the Department of the Navy, and the Department of Defense, your Marine Corps remains focused on today’s fight and the Marines in harm’s way. The United States Marine Corps will remain the nation’s premier crisis response force. We will remain most ready, when the nation is least ready…”

CMC, 2014 Report to Congress, Posture of the USMC, 12 Mar 2014
Discussion...