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

Facilitate Successful Acquisition Outcomes

NDIA EOD Conference
1 May 2014

Unclassified
Agenda

• The Budget

• Current environment and Balancing risk

• Global EOD Force

• Industry Engagement
Strategic Foundation

National Guidance

DoD Guidance

SECNAV Guidance

CNO CMC Guidance

Tenets
Warfighting First
Operate Forward
Be Ready

Department of the Navy Priorities
People
Platforms
Power
Partnerships

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

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

Protect Homeland
Engage Globally
Project power and win decisively

NDIA EOD Conference
1 May 2014
How Does DoD Decide What to Fund?

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

Joint Publication 1

Doctrine for the Armed Forces of the United States

25 March 2013

Range of Military Operations

Major Operations and Campaigns
- Crisis Response and Limited Contingency Operations
- Military Engagement, Security Cooperation, and Deterrence

Our national leaders can use the military instrument of national power across the conflict continuum in a wide variety of operations that are commonly characterized in three groups as this figure depicts.

Figure I-3. Range of Military Operations

USS Stark

HMS Antelope

Unclassified
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.
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 entrance 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 homemade bombs – improvised explosive devices (IEDs) – in military parlance – that have become the single biggest security threat to the coalition.

New militia 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. Kadhimi Abdul Khalis, the chief of police for Al-Risala 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."
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...
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.
“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

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

<table>
<thead>
<tr>
<th></th>
<th>FY 2013 (Base &amp; OCO)</th>
<th>FY 2014 Base Enacted</th>
<th>OCO Enacted</th>
<th>Total Enacted</th>
<th>FY 2015 Base</th>
<th>FY15/FY14 % Change</th>
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<tr>
<td><strong>O&amp;MN</strong></td>
<td>Combat Support Forces</td>
<td>2,101,091</td>
<td>906,231</td>
<td>1,212,296</td>
<td>2,118,527</td>
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<td><strong>OPN</strong></td>
<td>Underwater EOD Programs</td>
<td>30,605</td>
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<td><strong>OPN</strong></td>
<td>Explosive Ordnance Disposal Equip</td>
<td>3,574</td>
<td>46,586</td>
<td>46,586</td>
<td>20,619</td>
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<td><strong>PMC</strong></td>
<td>EOD Systems</td>
<td>263,651</td>
<td>40,011</td>
<td>42,930</td>
<td>82,941</td>
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<td><strong>RDTE</strong></td>
<td>Joint Service Explosive Ordnance Development</td>
<td>41,468</td>
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<td><strong>RDTEN</strong></td>
<td>Joint Counter Radio Controlled IED Electronic Warfare (JCREW)</td>
<td>42,421</td>
<td>15,874</td>
<td>15,874</td>
<td>15,227</td>
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<td><strong>RDTEN</strong></td>
<td>Joint Service Explosive Ordnance Development</td>
<td>7,394</td>
<td>8,897</td>
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<td>8,985</td>
<td>+1%</td>
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</table>

### 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

NDIA EOD Conference
1 May 2014

Unclassified
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

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
“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.”

DOMAT/9/Dgaben/180202

USD AT&L BBP 2.0 Memo

www.acq.osd.mil/osbp/

www.secnav.navy.mil/smallbusiness
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

NDIA EOD Conference
1 May 2014
Discussion...