

**Navy League Sea Air Space  
16-18 April 2012, National Harbor, Maryland**

**Navy League 2012 Sea Air Space Symposium Summary**

Navy League's Sea Air Space was held 16-18 April 2012 in National Harbor, Maryland. This year's event was entitled, "Naval Expeditionary Forces: Preserving Global Economic Stability and National Security." The event included keynote addresses, roundtable panel discussions, floor speaker sessions, technology demonstrations, and exhibitions. Participants included: NAVSEA, NAVAIR, ONR/NRL, U.S. Marine Corps, U.S. Coast Guard, Defense Security Cooperation Agency, JPEO JTRS, NAVSUP, BUMED, SPAWAR, and numerous industry partners. The complete agenda can be accessed [here](#).

According to *SEAPOWERS Magazine*, "the conference highlighted a broad range of topics, including performance-based logistics, security cooperation initiatives, small companies and energy security, international engagement and implications in the Arctic, the value and utility of amphibious forces, the value of Marine aviation, strategic investments in homeland security, establishing a military hiring program, Law of the Sea Treaty, mine countermeasures and battle fleet simulators." *SEAPOWERS Magazine* also provided daily articles and summaries of key agenda items, which can be accessed [here](#).

**16 April 2012 (DAY 1)**

**Breakfast with Chief of Naval Operations (CNO) Admiral Jonathan Greenert sponsored by the Cohen Group (Invitation only).** The Cohen Group is a consulting firm that was formed by William Cohen, former Secretary of Defense under President Clinton. The firm's Vice Chairman is retired **General Joseph Ralston**, the former Vice Chairman of the Joint Chiefs of Staff and former Supreme Allied Commander.

The event was led by retired Coast Guard Commandant Admiral Loy, with keynote from CNO, and participation from the Coast Guard Commandant, OPNAV N2/N6, NAVAIR, NAVSEA, Navy League's Executive Director, the CEO of the Naval Institute, and approximately forty others.

Admiral Greenert spoke about the importance of articulating the Navy's message for attribution, and that "the public needs to hear from us." Consistent with his [Sailing Directions](#), he emphasized forward presence, stating "We need to have our ships and forces where it is most important to have them – forward." This forward presence is outlined in his [March 2012 Posture Statement](#) as well in his [November 2011 blog](#). He noted that to have one ship forward we need four ships (one on station, one returning, one working up to go, one in depot maintenance.) Consistent with the [Defense Strategic Guidance](#) (DSG), Admiral Greenert spoke about the rebalance to the Asia Pacific and Middle East.

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He emphasized that the primary near-term focus is in the Arabian Gulf and the need to give General Mattis the forces he needs to deter Iran. In support, Admiral Greenert commented on the importance of minesweeping and mine warfare. He also noted that there will be a two carrier strike group presence in the Gulf at least through the end of the fiscal year, with the low likelihood that it would decrease substantially after that. Furthermore, Admiral Greenert discussed the Asia Pacific presence and the importance of continuing to hone and expand our partnerships, such as those with Japan, Australia, and India. He noted that what is occurring in North Korea “is our biggest concern.”

Regarding force structure, Admiral Greenert acknowledged that we can’t afford to build fewer ships than we are currently building – with an emphasis on warfighting wholeness. Specifically, he stated “we must own the undersea domain going forward”, and “I need payloads, I need lethality!”

### **Service Chiefs’ Panel**

Chief of Naval Operations (CNO) Admiral Jonathan Greenert, United States Marine Corps (USMC) Commandant General James Amos, and United States Coast Guard (USCG) Commandant Admiral Robert Papp Jr, began the event with the Service Chiefs’ Panel on 16 April. They each spoke about the Services’ priorities and operating in projected leaner times – i.e. **strategy**.

#### Admiral Greenert, USN

Admiral Greenert discussed his 3 Tenets outlined in his [Sailing Directions](#) and [Navigation Plan](#), which are: Warfighting First, Operate Forward, and Be Ready. As previously blogged, each of these tenets are consistent and aligned with the [Defense Strategic Guidance](#) (DSG). The Navigation Plan provides additional details for the Sailing Directions and the FY13-17 budget. As outlined in his March 2012 [Posture Statement](#) and his [November 2011 blog](#), the Navy has 50,000 personnel deployed on 282 ships with about 145 at sea at any given time, and about 100 of those are deployed overseas. Of those, approximately 30 ships are in the Middle East and 50 ships are in the Asia Pacific. These numbers are expected to increase to approximately 34 and 58, respectively by FY20 (for a total of 295 ships in FY20). CNO Greenert outlined the importance of operating at the “chokepoints” and the “global crossroads.” He spoke about “bases” which facilities operate from and “places” that provide opportunities for rest and resupply. Consistent with the [DSG](#), the Asia Pacific “rebalance” is “for the long term,” but presence in this region is not new as the Navy currently conducts over 170 exercises a year there. Admiral Greenert emphasized that while the Navy has been busy in the Mideast over the past decade, the Navy’s long term focus was in the Asia-Pacific region.

#### General Amos, USMC

Consistent with the [35<sup>th</sup> Commandant of Marine Corps \(CMC\), Commandant’s Planning Guidance](#) and [2012 CMC Posture Statement](#), General Amos emphasized the importance of “the ability to respond to today’s crisis with the force of today”, and the USMC’s return to its

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expeditionary operations roots. General Amos outlined his beliefs for the future security environment over the next two decades, which includes: competition for resources (water and food), natural disasters, social unrest, hostile cyber activity, violent extremism, proliferation of weapons of mass destruction, and advanced weaponry in terrorist hands. The littoral areas will play a critical role as “at the geo-strategic level, it’s all about the littorals.” For example, 95% of communication is via underwater cables; 95% of commercial cargo is transported through the littorals; 95% of the world’s commerce travels by sea, and approximately 42,000 trading ships are underway daily. “Forward presence matters. If we’re not there, we’re not there.”

Admiral Papp, USCG

Admiral Papp spoke about “Navigating through uncertain and stormy seas, the [2012 USCG Posture Statement](#), and [USCG Strategy](#). Admiral Papp highlighted the importance of having a signed Convention on the Law of the Sea treaty, of maintaining a sovereign presence on the high seas, and the Arctic. He spoke about continental shelf claims beyond the exclusive economic zone and how the U.S.’ lack of signature on the Law of the Sea treaty is restricting and setting the U.S. back in establishing relationships. He also highlighted the USCG’s acquisition plans.

Question and Answer

During the question and answer segment, Admiral Greenert noted that the Navy has not budgeted for operations continuing through the FYDP at the same rate they currently are, and as a result, the Navy will not be able to continue to support. Admiral Greenert agreed with former Chairman of the Joint Chiefs of Staff (CJCS) Admiral Mullen in his statement that the national debt is our largest security threat, adding that the debt also impacts national security and preserving an economically viable world. Admiral Greenert believes the Cooperative Strategy for 21<sup>st</sup> Century Seapower (aka the [Maritime Strategy](#)) is “solid, but its pre-DSG and the Budget Control Act”. As a result, it is in its “very early stages” of a “refresh,” which may encompass new chapters and classified addendums regarding anti-access/area-denial.

Regarding the Convention on the Law of the Sea, Admiral Greenert stated that it was to the Navy’s advantage to follow and that the treaty would assist with the Arctic as well as other continental shelf and offshore claims around the world, including in Asia Pacific.

When asked about cyber, General Amos commented that it’s “greater than anyone in this room thinks it is”, “it is a domain” and there is potential for it to become a significant issue with significant effects. Admiral Greenert echoed his comments, noted the strong interest from CJCS, and that CYBERCOM is being looked at for becoming a Combatant Command.

Regarding science and technology (S&T), Admiral Greenert stated that they were directed to keep funding where it is; however, he recognized the need to remain flexible within the S&T budget in order to ensure technology investments are made toward promising opportunities and technology advancement. CNO Greenert also noted that although there has been improvements in mine warfare and mine countermeasures over the last six months, he is still “not comfortable” with the status in choke points. Thus, there is still work to accomplish over the long term.

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In addition, Daisy Khalifa for SEAPOWER magazine wrote this summary of the [Service Chiefs' Panel](#).

**Energy Security Tom Hicks, Deputy Assistant Secretary of the Navy for Energy**

As part of the floor session presentations, Tom Hicks, Deputy Assistant Secretary of the Navy for Energy, provided a status of key energy security efforts. The Navy's efforts are "about combat capability – not about being 'green' or currently achieving a certain return on investment." The Navy has a "significant fuel dependency," spending \$4-5B each year on fuel. In FY12, the Navy is facing an additional \$1B bill for fuel due to underestimating actual costs. As a result, personnel will be training less, flying less, steaming less, and programs are being pushed to the right – but this is not a long-term solution. In order to address, the Navy is: investing in more efficient equipment; focusing on acquisition by making energy a key performance parameter in JCIDs, which is also influencing the analysis of alternatives; and diversifying fuel sources. Mr. Hicks also discussed the importance of shore-based energy efficiency, including Navy's pursuit of 1 Gigawatt of power from renewable energy by 2020, and procurement of micro-grids.

**Secretary Mabus Keynote**

Secretary of the Navy Ray Mabus provided the lunch keynote address on 16 April. In continuing his push toward [energy efficiency and renewable energy](#), he focused on the "need to change how we get and use energy" and the need for the right fleet capability and size. Like Undersecretary Work, Secretary Mabus emphasized the importance of capability vs. number of ships. "Comparing the fleet today to the fleet of 1917 is like comparing the telegraph to the smart phone," Secretary Mabus stated. He stated that energy is a vulnerability and that it is an "issue of national security." He continued, "It would be completely irresponsible to look at a national security vulnerability [like energy] without acting. Lack of action would increase our vulnerability." Every time oil goes up a dollar a barrel it costs the Navy an additional \$40 million. Secretary Mabus also highlighted acquisition issues whereby contracts were awarded before the design had been completed. When asked why this was occurring, Secretary Mabus candidly responded, "Beats me. This is not the way to do business and we are addressing." He emphasized the importance of having a better handle on requirements, having stable designs, and the vision for the future before it is built.

**Other Items of Interest as reported by SEAPOWER magazine**

[First DDG 1000 Expected to Commission in Fiscal 2015](#)

[Coast Guard Arctic Operations Changing](#)

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**17 April 2012 (DAY 2)**

***The Systems Command Challenge: Meeting Requirements in an Era of Austerity (i.e., capabilities)***

**Vice Admiral Kevin M. McCoy, Commander, Naval Sea Systems Command**

Vice Admiral McCoy discussed three key themes: 1) fundamental execution of acquisition programs, NAVSEA has stabilized shipbuilding, and now execution resides in the hands of the program offices and industry, whereby NAVSEA “expects delivery on cost, on schedule, and at quality.” “There is no margin in this era of austerity, to fix things after the fact that don't work right or to deal with cost overruns.” There is a need to have all ships on point, and ensuring executing on cost, schedule, and quality. 2) “Wholeness” – all manning, training, logistics, spare parts, equipment, etc are “operating as designed” (without workarounds). 3) NAVSEA is taking a “hard look and evaluation of service contracts,” including asking questions such as, do we need the contract, evaluating rates, contract structure, contract incentives and competition? NAVSEA has put in budget marks to help improve efficiencies and lower cost of their service contracts.

**Vice Admiral David Architzel, Commander, Naval Air Systems Command**

Vice Admiral David Architzel spoke about NAVAIR’s focus on being a “full service SYSCOM, thereby reviewing platforms in terms of capability.” Admiral Architzel believes his biggest challenge is his current undertaking as he’s “never had such a huge transition in aircraft from legacy to new capability.” He is looking at budget pressures and controlling costs on procurement, sustaining legacy aircraft longer, as the new future capability is brought on.

**Rear Admiral Patrick H. Brady, Commander, Space and Naval Warfare Systems Command**

Rear Admiral Brady spoke about the need for change as we enter the austere environment. “We no longer have the resources for each Command to optimize at a disincentive for the Navy as a whole.” He stated that this requires close collaboration across the SYSCOMs, and that we have accountability down to the individual. Admiral Brady recognized the new appreciation of the use of information dominance (ID) and for it to be a new main battery of war. Recently SPAWAR, stood up a Fleet Readiness Directorate focused on improving installation performance and Fleet response. SPAWAR is actively working single Technical Authority for ID, whereby the same rigor would be applied in C4I systems as is currently in combat systems and ship propulsion systems. Furthermore, he spoke about the data center consolidation task force that has been stood up to achieve savings and accomplish data center consolidation process via 1) understanding what we have (which is more than what was originally thought); 2) determining how to achieve efficiencies/savings; and 3) learning what is gained regarding security. In conclusion, Admiral Brady promoted the need for a focus on “Higher Navy value” vice “sub-optimization” at lower level. “We need to develop and implement a governance model that controls the number of decentralized decisions made at lower levels in our organizations that may be producing suboptimal outcomes for the Navy,” he stated.

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**Brigadier General Frank L. Kelley, Commander, Marine Corps Systems Command**

Brigadier General Kelley spoke about Commander, Marine Corps Systems Command priorities, which include Afghanistan, rebalancing for the future, education and training of the Marines, and keeping the faith of the Marines. Over the past 10 years for USMC, it has been “buy, buy, buy,” and “more, more, more,” but profile has changed dramatically. Now, it is “Only spend what you need to spend.” General Kelley stated that the USMC has to “learn how to get along with less...and stop waiting around for more.” He stated that the USMC is actively working to understand what affordability truly means and how to drive it. Regarding his biggest concern, he stated that it was the workforce and ensuring the proper numbers, skill sets, and workload in order to continue to operate in the austere environment.

**Rear Admiral John H. Korn, USCG Assistant Commandant for Acquisition and Chief Acquisition Officer**

Rear Admiral Korn spoke about US Coast Guard priorities and efforts toward “Buying state of the market vs. state of the art,” with an emphasis on open systems architecture and standardization. He discussed the status of cutters procurement (which is in the early stages of recapitalization) and noted “we have to keep going or we are going to have a significant degradation.” Given the environment, he recognized that there will be gaps in the offshore environment. Admiral Korn also noted that the USCG doesn’t currently have infrastructure on North Seas in order to support Arctic operations.

**Rear Admiral Mark Heinrich, Commander, Naval Supply Systems Command and Chief of Supply Corps**

Rear Admiral Heinrich stated that, “Wholeness means alignment.” Similar to Admiral Brady, he recognized the need to be aligned well within the Navy (with SYSCOMS, resource sponsor, and with the Fleet) in order to be successful. NAVSUP’s focus is on improving allowances and the effectiveness of spares on ships. He stated that every SYSCOM, industry partner, In-Service Engineering Agent, program office, etc play a key role to delivering the right spares at the right time at the right quality. “We are the Navy’s logisticians and **enterprise resource planning (ERP)** is our weapon system.”

**Question and Answer**

During question and answer, the panelists discussed the importance of delivering integrated and interoperable products, and having an integrated test environment to evaluate interoperability and systems of systems. The panelists believe interoperability will become more critical as the Navy focuses on capabilities vice platforms.

When asked where would you invest additional money if you had it (top response), the following were their responses:

- VADM McCoy: Investing in cost efficient infrastructure in Naval shipyards

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- VADM Architzel: Investing in engineering and logistics to help sustain the force
- RADM Brady: Accelerating CANES
- BG Kelley: Having the right people to support PEO Land and amphibious operations
- RADM Korn: Accelerating programs (such as cutters) that are going on now
- RADM Heinrich: Accelerating training in ERP

Additional information can be located on SEAPOWER at: [Systems Commands Ready To Do More With Less](#)

**Keynote Speaker Admiral Jonathan W. Greenert**

CNO spoke during lunch on 17 April. CNO Greenert discussed similar themes from earlier in the conference – focusing on his 3 Tenets of his [Sailing Directions](#): Warfighting First, Operate Forward, and Be Ready. He spoke about the importance of alignment with the [Defense Strategic Guidance](#) and shift toward Asia Pacific and the Middle East. While Asia Pacific is a long-term focus, the Middle East is today. Per the DSG, the Navy’s presence will continue to increase through FY2020. The FY13 budget is consistent with the Navy meeting the Global Force Management Allocation Plan, which he termed the real, documented demand for the Services. Admiral Greenert stated that the number of ships will be about the same in FY13 and FY17; however the mix would be more applicable to address Combatant Commander needs (e.g., more littoral combat ships, cruisers and destroyers.)

Admiral Greenert asked industry to get the ships built and out to the fleet. “We need to get the ships and the aircraft that are under contract built and out to the fleet. I would submit, let’s get together and get those moving. The sooner we get those out to fleet, the sooner they relieve those older ships that are carrying older systems that we are trying to keep forward and relevant, and we could use that help.” “Perfect will not work in the future, we need to be good enough,” he stated. CNO focused on the need to decouple payloads from platforms (focusing on capability vs. ship numbers), more rapid adaptation and technology refresh with modular payloads. However, he reiterated previous statements he and Admiral Harvey have made regarding the importance of “wholeness” of systems.

When asked about STEM, Admiral Greenert stated that it was important, and that the Navy invests about \$100M on it. He believes the funding is needed, and Secretary Mabus also supports. He pointed out the need to get into middle schools and having a diverse geographical impact. When asked about capabilities of our allies, Admiral Greenert stated that we need to better understand their needs, listen, and then work to facilitate and execute the foreign military sales process.

Additional information from CNO’s speech is available on SEAPOWER magazine at: [CNO Focuses on Priorities, Urges Industry to Be Cost Efficient](#)

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***Data Center Consolidation from the Department of the Navy Perspective***

**Ms. Michele R. Weslander Quaid, Google, Chief Technology Officer (Federal) and Innovation Evangelist**

Ms. Quaid noted that the consumer industry is driving the expectations and standards, and as a result, is impacting commercial industry and can impact the Navy.

**Ms. Janice Haith, Director, Assessments and Compliance Chief Information Officer (N2N6)**

What can industry do to help? Ms. Haith believes that industry has provided great ideas and innovation on data center consolidation, but now the Navy needs help consolidating faster and with cost savings. In addition, she noted that industry is helping the Navy educate our workforce, and helping maximize space utilization. How can industry show best value given the austere environment? Ms. Haith stated that value is shown in ensuring that data is delivered rapidly, securely, and without mega-centers of underutilized data centers. She emphasized that the Navy needs to ensure transparent, instantaneous delivery of information from afloat to ashore and vice versa.

**Rear Admiral Matthew L. Klunder, Chief of Naval Research; Director, Test Evaluation and Technology Requirements**

From a technology standpoint, Rear Admiral Klunder believes industry has done tremendous things, but has some different operational environments in Navy. To further help the Navy, he stated that we need multi-multi-core processing. The Navy would like to bring processing power up and at same time, it isn't always looking for 100% throughput. Instead, the Navy would rather have some decision and analytical tools to bound to mission-enabled information on a classified network.

Rear Admiral Klunder believes that the same goals and requirements in the commercial industry are primarily the same as what is needed within the Navy. If teaming, he believes there will be win-wins - applications and benefits for both sides.

**Mr. Johnny Barnes, IBM, Federal Chief Technology Officer**

Mr. Barnes spoke about how cultural change and support is critical for preparing for and executing data center consolidation. He stressed the importance of addressing resistance to change and moving away from stovepipes.

**Mr. Ray Paquet, Gartner, Inc. Managing Vice President**

Mr. Paquet concurred with Rear Admiral Klunder's perspective on consistent requirements. He stated that other than scale of extremely large proportions, the requirements on the commercial

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and governmental-side are fundamentally similar. He emphasized the need to be aware (and document) assumptions and baseline in order to be fully aware of the implications.

**Other Item of Interest**

[Quinn: Navy Energy Efficiency Will Take Reshaping Culture, Acquisition Process](#)

**Tuesday Night Banquet Address by 22<sup>nd</sup> Secretary of Defense Robert Gates**

Former Secretary of Defense Robert Gates was the speaker at Tuesday evening's invitation-only, black-tie banquet. Former U.S. Senator John Warner was the honored guest and was recognized for his decades of service to the Nation and the Navy. Senator Warner was also a prominent participant in the Law of the Sea roundtable session on Wednesday (he has been a vocal supporter of U.S. accession to the Law of the Sea Convention throughout his career as a Senator).

Secretary Gates began his remarks by tying what the Navy League stands for with a term familiar to naval officers, "Not for self, but for country." He then echoed many themes he had voiced during his tenure as Secretary of Defense. He noted that the weight of America's military strategic strength was now – and would continue to be for the foreseeable future – be vested in the Navy and the Air Force. He emphasized that what the U.S. Navy and Marine Corps brought to the table was the ability to project power without having to place forces on someone else's sovereign soil.

Secretary spoke at length about how the strategic pivot to Asia is a pivot to an "inherently maritime theater" where the U.S. Navy and Marine Corps would likely have increasing responsibility. He noted that "America's record of predicting where we would fight has been perfect over the past 35 years: we have never gotten it right once." He went on to describe how the U.S. Navy and Marine Corps provide the strategic flexibility – especially in the Asia-Pacific region – to recover and cope when we get it wrong.

Finally, the Secretary discussed the issues and concerns surrounding potential defense budget sequestration noting in his remarks that if sequestration is allowed to take effect, it will result in "defense budget Armageddon."

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**18 April 2012 (DAY 3)**

**Honorable Sean J. Stackley**, Assistant Secretary of the Navy (Research, Development & Acquisition)

Honorable Stackley spoke about meeting the [Defense Strategic Guidance \(DSG\)](#). Forward presence is a fundamental core to the defense strategy. Global presence at sea is critical and will be maintained. The DSG increased the responsibility on the DoN, and ultimately calls for ship numbers larger than 282. Secretary Stackley stated that we need to take “greater care in what we buy and greater prudence in how we buy what we buy.” He continued by stating, “Controlling costs and delivering strategic requirements are priorities for the Department.” He noted that the DoN is reshaping ships and aviation, including balancing capacity, capability, and affordability. As Secretary Stackley stated, “we are attacking rising costs aggressively.”

“The numbers in the 30 year shipbuilding plan are compelling,” Stackley stated. Regarding specific ships, he stated the Navy is continuing to press forward with DDG 51 (hopefully through multi-year procurement), VA-class submarines, LCS, CVN 78, and the Ohio-class submarines. Specifically, Secretary Stackley discussed the LCS dual contract award to build 16 ships in the FYDP. He stated that the Navy and contractors are committed to block buys, whereby the 10<sup>th</sup> ship delivered will cost approximately ½ of the lead ship. Furthermore, the Navy is pressing forward with developmental test of the mission packages. Mr. Stackley believes the CVN 78 costs to build are “unacceptably high.” As a result, the Navy is working to reverse cost trends for CVN 79 through addressing lessons learned and leveraging opportunities for competition. Regarding the Ohio-class submarines, Secretary Stackley noted the procurement shift from FY19 to FY21, deferring \$8.5B in costs. He assured the audience that the current ten ships will meet the requirements with manageable risk.

When asked about firm fixed price contracts, he replied that they should be used appropriately. They are not appropriate for new programs; instead, cost plus contracts should be used. However, when there is stable design and locked down requirements, contracts should be firm-fixed price.

Additional information can be found on SEAPOWER magazine: [Stackley: ‘Demand for Affordability Will Continue’](#)

**Budget Challenges and Opportunities**

**Honorable Robert O. Work**, Under Secretary of the Navy

Undersecretary Work discussed budget challenges and opportunities – choosing to focus on opportunities. As he stated, there are those who look at the glass as half empty or half full, but he commented, “Count me in as the glass if half full – in fact ¾ full.” When talking with those that see the glass as half empty, he said he uses the four arguments. 1) Any good strategy starts

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with an assumption that resources are scarce. 2) This is the 4<sup>th</sup> defense drawdown since WWII; assuming no sequestration, this will be the most shallow of those drawdowns. 3) We will have less capacity, but will be world class in capabilities. 4) Whenever one prioritizes, there is goodness. In fact, Undersecretary Work believes that we will begin to view the 21<sup>st</sup> century as a new Naval Golden Age.

Undersecretary Work acknowledged that the budget control act (BCA) triggered a strategic review as it sought to balance military plans with budget caps in the BCA. However the results were positive - balanced ways, means, and ends. Regarding the strategic review, he stated, “This is the biggest effort since 1954. There is nothing remotely like it. That is what you have to keep in mind when you read the [Defense Strategic Guidance \(DSG\)](#).” The [DSG](#) was the outcome of the strategic review as it moves us along a more sustainable path and ensures reductions are taken strategically. “There is no other time in our history when naval forces were so central to our national strategy,” stated Undersecretary Work. “Our fleet matches the strategy perfectly,” and Undersecretary Work believes it will continue to do well in the future. In the context of the DSG, DoN assumes that in the second FYDP (FY17-22) and FY22-32 that additional resources will continue to flow to Navy to maintain a fleet of about 300 ships. He’s not sure it will happen, but he believes if you read the strategy, that it seems to be a good assumption. When discussing items that he is concerned about, he focused on the short, mid-, and long-term. In the short term, he is worried about the USMC; in the mid-term, he is worried about sustaining costs for the Joint Strike Fighter; and in the long term, ensuring the resources for shipbuilding. In addition, he also mentioned two other general concerns regarding keeping the force “whole” and sequestration. Undersecretary Work recognizes that sequestration will force further prioritization. Given the [DSG](#), though, if sequestration does hit, Undersecretary Work believes the DoN will likely end in a better position than the other services.

**Admiral Mark E. Ferguson, III, Vice Chief of Naval Operations**

Admiral Ferguson spoke about the Department’s prioritization of capabilities over capacity, and the conscious investments that have and will continue to be made toward meeting the [DSG](#). As outlined in the [DSG](#), DoD is committed to maintaining a technological edge with designated priorities in unmanned systems, cyber, missile defense, and undersea dominance. Furthermore, Admiral Ferguson spoke about evaluating everything against 3 axes: cost/schedule and performance; integration and interoperability across systems and kill chains; and balancing the present and future. Like Undersecretary Work, Admiral Ferguson believes the DoN fared well with the DSG and the budget, stating “DoN is ideally suited for DSG.”

**General Joseph F. Dunford, Jr., Assistant Commandant of the Marine Corps**

General Dunford has a “strain of optimism” for USMC end strength and the procurement and maintenance accounts. However, he is concerned about ensuring the USMC has the resources to meet the strategy, the health of the force from the wounds of war, and keeping faith with the Marines. General Dunford spoke about resetting the USMC to meet tomorrow’s challenges, stating, “We are reconstituting for the future” vice the past. He believes the [DSG](#) is ideally suited for the Navy and USMC, and that overall, the risks are manageable.

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**Vice Admiral John P. Currier, USCG, Deputy Commandant for Mission Support**

Vice Admiral Currier also believes the “glass really is ½ full and that [we] need to look at it that way,” by placing the current budget constraints and pressures in perspective. Admiral Currier spoke about the need to recapitalize the USCG’s aging fleet – primarily the cutters. He spoke about emerging missions and opportunities in the Arctic, drug trafficking, and cyber security – especially its importance for port operations and commerce. He stated that the “challenges are almost daunting,” and that there needs to be a balance between what resources are provided and what can be accomplished.”

**Question and Answer**

During question and answer, numerous topics were addressed.

When asked about plans regarding the growing concern that sequestration will occur, Undersecretary Work stated, “No one ever expected it to occur. No one wants it to occur.” He continued by stating that he is hoping for a delay to have a less heated debate, and that the DoN is not planning for sequestration now. “We will when we are told to and when we are given the parameters to accomplish.” However, he doesn’t expect to plan until a later in the year, if needed. Furthermore, he stated, that if sequestration is triggered, that because DoN is essential to DGS, he believes the other Services will likely take a larger cut. General Dunford commented that there would be much re-planning as the [DSG](#) would be un-executable. Admiral Currier continued that for the USCG, it would be a fundamental shift in mission and priorities.

Undersecretary Work also commented that he believes that the current request for forces process [the global force management plan (GFMP)] is “fundamentally broken in that it is demand-driven, and absent fiscal prioritization.” Admiral Ferguson responded that the GFMP does indeed drive many aspects and that he has seen the demand for DoN at a much higher level that have been sustained through supplemental funding. As the supplemental funding goes away and during further transition, he acknowledged that there is a growing realization that discussions need to begin regarding demand vs. funds to support, especially in the context of long-term sustainability. He did, however, caution that when the nation calls, “we will respond.”

When asked if LCS was the right ship at the right time, and to address concerns about fuel capacity and crew size for LCS, Undersecretary Work stated the focus needed to be on meeting the [DSG](#) of today – for which LCS is the right ship at the right time. He stated, “Those questioning LCS just don’t get it.” He acknowledged that the Navy has to do some work to prove the LCS is good platform, but that it will support the Navy in being “the best fleet ever.” Undersecretary Work stated that fuel capacity won’t be an issue and that they will likely still need to modify the crew size once the ships are in the fleet.

If there was more money, the panelists responded with the following of where they would put it toward:

- Undersecretary Work: would buy back more capacity

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- General Dunford: simply stated, the “USMC will spend it wisely.”
- VADM Currier: would continue to relieve some tension on current operations and recapitalization

Where should industry be investing?

- General Dunford: weight of equipment, clothes – need to lighten the load.
- Admiral Ferguson: referred to the strategic priorities within the [DSG](#) and FY13 budget: cyber warfare, including automating defense and offense; electronic warfare; technologies to counter anti-access/area denial technologies; ballistic missile defense; and anti-submarine warfare.
- VADM Currier: systems of affordable, open architecture C4I.
- Undersecretary Work: Human factors (weight, crew and reductions), energy (better batteries, safe power); unmanned systems with more endurance, cyber and electronic warfare, lasers, and electromagnetic rail guns.

When asked about the recently released Navy’s 30 year shipbuilding plan, Undersecretary Work stated that the numbers in the 30 year plan are not final. The DoN is currently undergoing a “very formal and comprehensive” force structure review associated with the [DSG](#). He continued by stating that “the force structure review is still in progress, and as a result, the number of ships may be around 300, but it is not final.” Undersecretary Work noted that when the force structure assessment is complete, that “the numbers will be what is needed to execute strategy.”

Additional information regarding this session is available on SEAPOWER magazine: [Military Leaders: Budget Cuts are Manageable, Sequestration is Not](#)

***Air-Sea Battle Operational Concept, Rear Admiral Sinclair Harris, Navy Irregular Warfare Office***

Rear Admiral Harris provided an overview of the Air-Sea Battle concept. Over the next 12 months the way ahead is: war gaming and exercising concept principles; updating the implementation master plan for POM 15, and interacting with key allies. Beyond 12 months, the plan is to institutionalize the process, work through concept refinement, and work a shared investment strategy.

**General Joseph F. Dunford, Assistant Commandant of the Marine Corps**

General Dunford spoke about how the Naval Forces will be critical enablers for the execution of the [DSG](#), and the dynamic nature of the future operating environment. General Dunford stated that the budgetary constraints have driven the Navy and Marine Corps to work more closely together to make tough choices. He mentioned that the Naval Board has been resurrected to form a common vision between the Navy and Marine Corps in order to ensure naval capabilities are optimized across a wide range of operations. General Dunford stated that the current challenges in the Middle East continue, and that forces are being rotated within the other Combatant Commanders’ areas of responsibility in order to support. Maritime Pre-positioning will continue to be a key aspect for naval operations. He stated that the USMC is committed to

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having the capabilities and enablers to provide and leverage intelligence, surveillance, and reconnaissance (ISR) for anti-access/area denial (A2/AD) scenarios. General Dunford acknowledged the tough challenges ahead, but he believes the future for naval operations is bright and relevant.

**Other Items of Interest**

[Virginia-Class Subs Seek Greater Missile Capacity, UUV Flexibility](#)

[Shannon Touts Warfare Centers' Legacy, Innovation](#)

**Summary**

As highlighted above, overall, Day 1 focused on strategy; Day 2 on capabilities and requirements; and Day 3 on the budget. Many of the speakers emphasized the importance of the [Defense Strategic Guidance \(DSG\)](#) and the FY13 budget priorities. Emphasis will continue to be placed on “capabilities” vs. “capacity” (i.e., ship numbers) and platform and system “wholeness.”

Similar to [A National Strategic Narrative](#), and “our enduring national interests – prosperity and security” which is bounded by our “national values,” the Navy League supports these efforts through: 1) enhancing the morale of active duty personnel and their families; 2) informing Congress and the American public on the importance of strong sea services; and 3) supporting youth through programs that expose young people to the values of our sea services.

One area of emphasis highlighted during the Symposium by Navy League President Phillip Dunmire is the threat of sequestration. Mr. Dunmire spoke about the need for Congress to “take action” and find a “compromise” so that the defense and security budgets are not affected by an additional approximate \$492 billion in cuts over ten years as a result of sequestration. As Mr. Dunmire notes, it is important to fulfill the Services’ “commitments to our national security,” and “prevent severe weakening of our sea services.”