



**Precision Strike
Winter Roundtable 2005**



The Way Ahead for QDR 06 and Precision Strike

January 26, 2005

PSA Winter Roundtable 2005 Agenda

New Administration & Congress - Implications for National Defense Policy & Strategies, by Peter Huessy, President, GeoStrategic Analysis

Keynote Address by Honorable Ryan Henry, Principal Deputy Under Secretary of Defense for Policy (*Presentation not approved for distribution.*)

National Military Strategy of the United States of America, by Captain Jeff Hesterman, USN

Joint Concept Development, by Colonel Ed Yarnell, USMC

USJFCOM's Experimentation Strategy, by Captain E. Mark Chicoine, USN

Systems and Mission Integration, by Dr. Glenn Lamartin, Director, Defense Systems, OUSD (Acquisition, Technology & Logistics)

The Evolving Strategic Environment - A View from K and Wall Streets, by Pierre Chao, Senior Fellow & Director of Defense Industrial Initiatives, Center for Strategic and International Studies

PSA *Winter Roundtable 2005*



The Way Ahead for QDR 06 and Precision Strike

*Meeting Key National
Security Challenges*



January 26, 2005

*Crystal Gateway Marriott
1700 Jefferson Davis Highway
Arlington, VA*

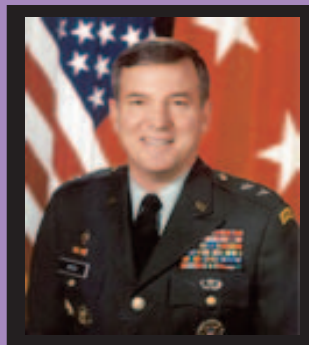
Registration Deadline January 18, 2005




Honorable Ryan Henry
Principal Deputy Under
Secretary of Defense (Policy)



Congressman Curt Weldon
PA, 7th District (Invited)



Major General John Wood, USA
Director, Joint Experimentation
Directorate (J-9)




Dear Colleague:

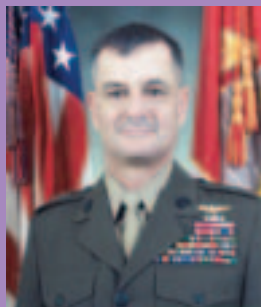
On behalf of the Precision Strike Association, I look forward to starting 2005 with our Winter Roundtable. As you can see with our theme, this year's roundtable will clearly launch us into a time of new challenges, demands and opportunities for precision strike systems. These impacts will cut across the Department of Defense, a new Congress, the White House and Industry. We will continue to see the growing importance of precision strike systems in shaping our national defense posture and influencing events around the world.

This outstanding roundtable is designed to allow you to gain insight into how the precision strike community should plan to address and meet the future key security challenges facing the United States. We are very pleased to have an impressive roster of speakers who will provide YOU with an opportunity to participate in discussions that reflect on the critical issues and hard choices that must clearly be made. As always our distinguished presenters will cover a broad spectrum of subjects that are important to the precision engagement community.

I am also very pleased to invite you to join us for the annual presentation of the Precision Strike Association William J. Perry Award. This award recognizes public or private sector leadership or technical achievements that result in significant contributions to precision strike systems. We are very pleased to announce that the award will recognize the members of our armed services who depend on and utilize our precision engagement systems. Please bring your friends and associates to share in this very important and timely forum.



Wayne Savage
Chairman of the Board



Major General
Emerson Gardner, USMC
Director, Marines QDR



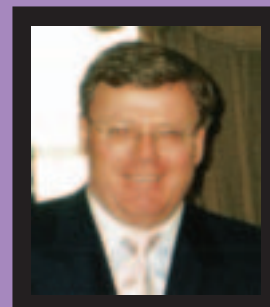
Major General
Ronald D. Bath, USAF
Director, Air Force
Strategic Planning (Invited)



Brigadier General (P)
Robert E. Durbin, USA
Director, Army QDR



Rear Admiral
Patrick Walsh, USN
Director, Navy QDR
Support Office (Invited)



Peter Huessey
President, GeoStrategic
Analysis, Senior
Defense Associate, NDU
Foundation

The Way Ahead for QDR and Precision Strike PROGRAM

Winter
Roundtable
2005

0700	REGISTRATION/CONTINENTAL BREAKFAST
0745	WELCOME: Wayne Savage —Chairman of the Board, Precision Strike Association
0750	NEW ADMINISTRATION & CONGRESS—IMPLICATIONS FOR NATIONAL DEFENSE POLICY & STRATEGIES: Peter Huessy —President, GeoStrategic Analysis & Senior Defense Associate at NDU
0820	CONGRESSIONAL PERSPECTIVE: Congressman Curt Weldon —PA, 7 th District (Invited)
0900	KEYNOTE ADDRESS: Honorable Ryan Henry —Principal Deputy Under Secretary of Defense for Policy
0945	MORNING REFRESHMENT BREAK
1000	NATIONAL MILITARY STRATEGY OF THE UNITED STATES OF AMERICA: Captain Jeff Hesterman, USN Strategy Division Chief, J-5 Strategic Plans and Policy Directorate, The Joint Staff
1030	JOINT CONCEPT DEVELOPMENT: Ed Yarnell, USMC Chief, Concepts Branch (J-7), The Joint Staff
1100	USJFCOM's EXPERIMENTATION STRATEGY: Major General John Wood, USA Director, Joint Experimentation Directorate (J-9), United States Joint Forces Command
1200	LUNCHEON & WILLIAM J. PERRY AWARD CEREMONY (sponsored by Raytheon Co.) <ul style="list-style-type: none">• Luncheon at Crystal Gateway Marriott• Chairman's Remarks: Wayne Savage• Distinguished Remarks: Dr. Bill Perry• Special Remarks: Select Representatives• Presentation of William J. Perry Award to U.S. Warriors of OEF/OIF• Recipients' Remarks: U.S. Warriors selected by Military Departments & U.S. Coast Guard to represent their Services
1330	CONGRESSIONAL PANEL—SASC, SAC, HASC, HAC: Priorities & Issues Professional Staff Members Moderator: Dick Rumpf —President, Rumpf Associates International
1415	SYSTEMS AND MISSION INTEGRATION: Dr. Glenn Lamartin Director, Defense Systems, OUSD (Acquisition, Technology, & Logistics)
1500	AFTERNOON REFRESHMENT BREAK
1515	WARFIGHTERS' STRATEGY ROUNDTABLE—POLICY IMPLICATIONS FOR THE FUTURE OF PRECISION STRIKE WEAPONS: Moderator: Commander Cathal O'Connor, USN —The Joint Staff (J-8) <ul style="list-style-type: none">• Army Perspective: BG (P) Robert E. Durbin, USA—Director, Army QDR• Navy Perspective: RADM Patrick M. Walsh, USN—Director, Navy QDR Support Office (Invited)• Marine Corps Perspective: MajGen Emerson N. Gardner, USMC—Director, USMC QDR• Air Force Perspective: MajGen Ronald J. Bath, USAF—Director, Air Force Strategic Planning (Invited)
1630	CLOSING REMARKS: Wayne Savage

Wednesday
January 26, 2005
7:00 a.m. - 4:30 p.m.

Crystal Gateway Marriott
1700 Jefferson Davis Hwy
Arlington, VA 22202

Winter Roundtable
Committee-2005

Programs Chair:
Ginny Sniegou

Programs Vice-Chair
CDR Cathal O'Connor, USN

Congressional Chair:
Dick Rumpf

Registration
Deadline
January 18,
2005

General Information

REGISTRATION

On-Line: Register for this conference on-line at <http://www.precisionstrike.org>. You will be directed to the NDIA registration web page. You will receive an emailed confirmation after you use the CONFIRM button on the web page. When registering online, please review your information then "submit" and "confirm" your entry. **PLEASE** make sure you check your account information for accuracy (i.e.: spelling of name, address, company name, email address, phone number, etc).

Fax: Complete registration form with payment information and fax to **703-527-5094**

Mail: Complete registration form **with payment** to: **PSA Event #5WIN**, 2111 Wilson Blvd., Suite 400, Arlington, VA 22201-3601

Acceptable forms of payment include: Checks (with mailed registrations); Credit cards: Visa, Master Card, American Express, Diners Club but not Discover Card.

Payment must be made at time of registration. **A late fee of \$50 will be added to any registration received after January 18, 2005. Please register onsite after the deadline date.** *Non-member fee includes individual membership in PSA for a one-year period.*

FINAL AGENDA AND ATTENDANCE ROSTER

A final (revised) agenda and attendance roster will be distributed at the meeting. In order to appear on the roster, your completed registration and payment must be received by COB Tuesday, January 18th. An updated roster will not be printed after the conference.

ATTIRE

Appropriate dress for this conference is business attire for civilian and military Class A uniform for military presenters. Military attendees may wear the Uniform of the Day for their respective organizations.

CANCELLATIONS AND REFUNDS

All cancellations and refund requests must be received in writing to Precision Strike Association, 2111 Wilson Blvd, Suite # 400, Arlington, VA 22201-3061, Fax to: **703-527-5094**, or by e-mail: info@precisionstrike.org no later than **Tuesday, January 18, 2005. After this date NO refunds will be given for any cancellations.** Substitutions are welcome prior to the day of the event. This refund policy applies to all attendees regardless of their method of registration or reason for cancellation.

ACCOMMODATIONS

PSA has reserved a block of rooms at the conference site hotel: Crystal Gateway Marriott. When making reservations please reference **"Precision Strike Association"** to obtain the special rate.

Crystal Gateway Marriott:

1700 Jefferson Davis Hwy
Arlington, VA 22202
703-920-3230 or 800-228-9290

Group Room Rate: \$189 for January 25, 2005

Cut off date for this rate: January 4, 2005

DISABILITIES

PSA/NDIA supports the Americans with Disabilities Act of 1990. Attendees with special needs should call (703) 247-2590, before Tuesday, January 18, 2005.

PROCEEDINGS

The proceedings for Winter Roundtable will be available for all attendees online 2-3 weeks after the event. The URL for the proceedings will be included in the conference materials to be distributed at the symposium. Copies of the CD will be available for purchase for those who cannot attend. The price for the WRT proceedings CD is \$250. Please note not all presentations are included in the proceedings. The decision to include is left up to the presenter.

DOD APPROVAL

"The Department of Defense finds this event meets the minimum regulatory standards for attendance by DOD employees. This finding does not constitute a blanket approval or endorsement for attendance. Individual DoD Components commands or organizations are responsible for approving attendance of its DOD employees based on mission requirements and DOD regulations."

We would like to recognize and thank

Raytheon

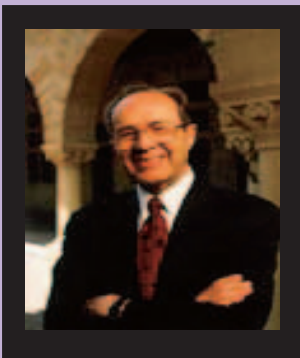
for sponsoring the William J. Perry
Award Luncheon

Morning and afternoon sponsorships still available

Congratulations to the

*2005 Recipients of the
William J. Perry Award*

UNITED STATES WARRIORS
of
**Operation Enduring Freedom
and
Operation Iraqi Freedom**



*Dr. William J. Perry to present award
at the Winter Roundtable luncheon*

CALL FOR EXHIBITS & SPONSORS

Precision Strike Association

Winter Roundtable

Crystal Gateway Marriott
1700 Jefferson Davis Highway * Arlington, Virginia 22202

January 26, 2005

EXHIBITION SPACE: Display space available on a first-come, first-serve basis. The charge for each 10'x10' display area is **\$900 for PSA Corporate Members (includes one registration) and \$1100 for non-members (includes one registration)**. Please refer to the exhibit hall diagram for exact display locations. Each 10'x10' includes (1) 6' table with two chairs, or you can bring your own exhibit display to fit in this space. More than one space is available if desired. (Please note: ceiling height in the display area is 10'). Exhibitors will also receive recognition in onsite conference brochure, attendee's list and slide presentation shown at each break. More information will be distributed once exhibitors are determined.



SPONSORSHIP OPPORTUNITIES

- | | |
|---|------------------|
| 1. Registration & Continental Breakfast | \$1500 |
| 2. Luncheon & William J. Perry Award Ceremony | Raytheon |
| 3. Afternoon Refreshment Break | \$1500 |
| 4. Giveaway Sponsor | Call for details |

Please use the form below to reserve space and mail with payment to: **PSA**
2111 Wilson Blvd-Suite 400, Arlington, VA 22201-3061 or fax with
credit card information to 703-527-5094.



Please reserve booth number _____ for our company

Alternate choice is booth number _____

Sponsorship Opportunity _____

*Subject to change-if opportunity not available

Contact: _____ Company: _____

Address: _____

City, State, Zip: _____

Phone: _____ Fax: _____

Email: _____

Payment: Check (payable to PSA) AMEX Visa M/C Diners Club

Card # _____ Expiration Date _____

Signature: _____

Precision Strike Association

2111 Wilson Blvd. - Suite 400, Arlington, VA 22201-3061
703-247-2590 - Fax: 703-527-5094 - Email: info@precisionstrike.org

PRECISION STRIKE WINTER ROUNDTABLE

Registration Form Crystal Gateway Marriott, Arlington, VA 26 January 2005

Precision Strike Association

2111 Wilson Boulevard, Suite 400
Arlington, VA 22201-3061
(703) 247-2590 • (703) 527-5094 fax
www.precisionstrike.org



- Ways to sign up: 1. Online with a credit card at www.precisionstrike.org
2. By fax with a credit card — Fax: 703-527-5094
3. By mail with a check or credit card

Address change needed

By completing the following, you help us understand who is attending our meetings.

PSA Master ID/Membership # _____ Social Security # _____
(if known—hint: on mailing label above your name) *(last 4 digits – optional)*

Prefix _____ First Name _____ MI _____ Last _____
(e.g. RADM, COL, Mr., Ms., Dr., etc.)

Military Affiliation _____ Nickname _____
(e.g. USMC, USA (Ret.) etc.) *(for Meeting Badges)*

Title _____

Organization _____

Street Address _____

Address *(Suite, PO Box, Mail Stop, Building, etc.)* _____

City _____ State _____ Zip _____ Country _____

Phone _____ ext. _____ Fax _____

E-Mail _____

Signature* _____ Date _____

Preferred way to receive information

Conference information Address above Alternate *(print address below)* E-mail

Subscriptions Address above Alternate *(print address below)*

Alternate Street Address _____

Alternate Address *(Suite, PO Box, Mail Stop, Building, etc.)* _____

City _____ State _____ Zip _____ Country _____

* By your signature above you consent to receive communications sent by or on behalf of NDIA, its Chapters, Divisions and affiliates (NTSA, AFEI, PSA, NCSWG, WID) via regular mail, e-mail, telephone, or fax. NDIA, its Chapters, Divisions and affiliates do not sell data to vendors or other companies.

Primary Occupational Classification. Circle ONE.

- A. Defense Business/Industry
- B. R&D/Laboratories
- C. Army
- D. Navy
- E. Air Force
- F. Marine Corps
- G. Coast Guard
- H. DOD/MOD Civilian
- I. Gov't Civilian (Non-DOD/MOD)
- J. Trade/Professional Assn.
- K. Educator/Academia
- L. Professional Services
- M. Non-Defense Business
- N. Other _____

Current Job/Title/Position. Circle ONE.

- A. Senior Executive
- B. Executive
- C. Manager
- D. Engineer/Scientist
- E. Professor/Instructor/Librarian
- F. Ambassador/Attaché
- G. Legislator/Legislative Aide
- H. General/Admiral
- I. Colonel/Navy Captain
- J. Lieutenant Colonel/Commander/ Major/Lieutenant Commander
- K. Captain/Lieutenant/Ensign
- L. Enlisted Military
- O. Other _____

Year of birth *(Optional)* _____

Registration Fees

On-Time Registration Late Registration

PSA/NDIA Member* \$280 \$330

Non-Member** \$320 \$370

Government/Academia \$265 \$315

Press \$ 0

If you are registering as a media attendee you must fax registration form, you cannot register on-line.

Registration DEADLINE: January 18, 2005
REGISTRATION FEES WILL INCREASE \$50
AFTER THIS DATE

NO refunds for cancellations received after this date.
Substitutions Welcome! Please email request.

* Including NDIA and all affiliates

** Includes a free one-year PSA membership and National Defense magazine for Military and Government employees (first time members only).

HOW DID YOU RECEIVE THIS FORM?

- Brochure Mailing PSA Website NDIA Website
 Other: _____ Email

Payment Options

- Check *(payable to PSA)* Cash VISA
 MasterCard American Express Diners Club
 Government PO/Training Form # _____

If paying by credit card, you may return by fax to (703) 527-5094.

Credit Card Number _____ Exp. date _____/_____/_____

Signature _____

Date _____

Questions? Contact: Dawn Campbell
Office: (703) 247-2590 (fax) 703-527-5094

Mail to: Precision Strike Association (PSA)
Event #5WIN
2111 Wilson Boulevard, Suite 400
Arlington, VA 22201

For more information, please see our website:
www.precisionstrike.org or **email:** info@precisionstrike.org

Affiliate: National Defense Industrial Association

CALENDAR OF EVENTS

ANNUAL PROGRAMS REVIEW

April 19-20, 2005

Theme: *Precision Strike-Interdependency Across the Services*

**Location: The Hilton Crystal City at Ronald Reagan National Airport
Arlington, VA**

SUMMER PEO FORUM

July 27-28, 2005

Theme: *TBD*

**Location: Emerald Coast Conference Center
Fort Walton Beach, FL**

Sponsorship and exhibit opportunities available for both events.

For more information on these events or membership, please contact the PSA office directly.

Precision Strike Association

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Precision Strike Association

2111 Wilson Blvd. Suite 400

Arlington, VA 22201

Registration deadline January 18, 2005

For more information or to register online go to www.precisionstrike.org

The Evolving Strategic Environment – A View From K Street and Wall Street

**Precision Strike Association Winter Round Table 2005
Arlington, VA**

January 26, 2005

Pierre A. Chao

Senior Fellow and Director Defense-Industrial Initiatives

202-775-3128

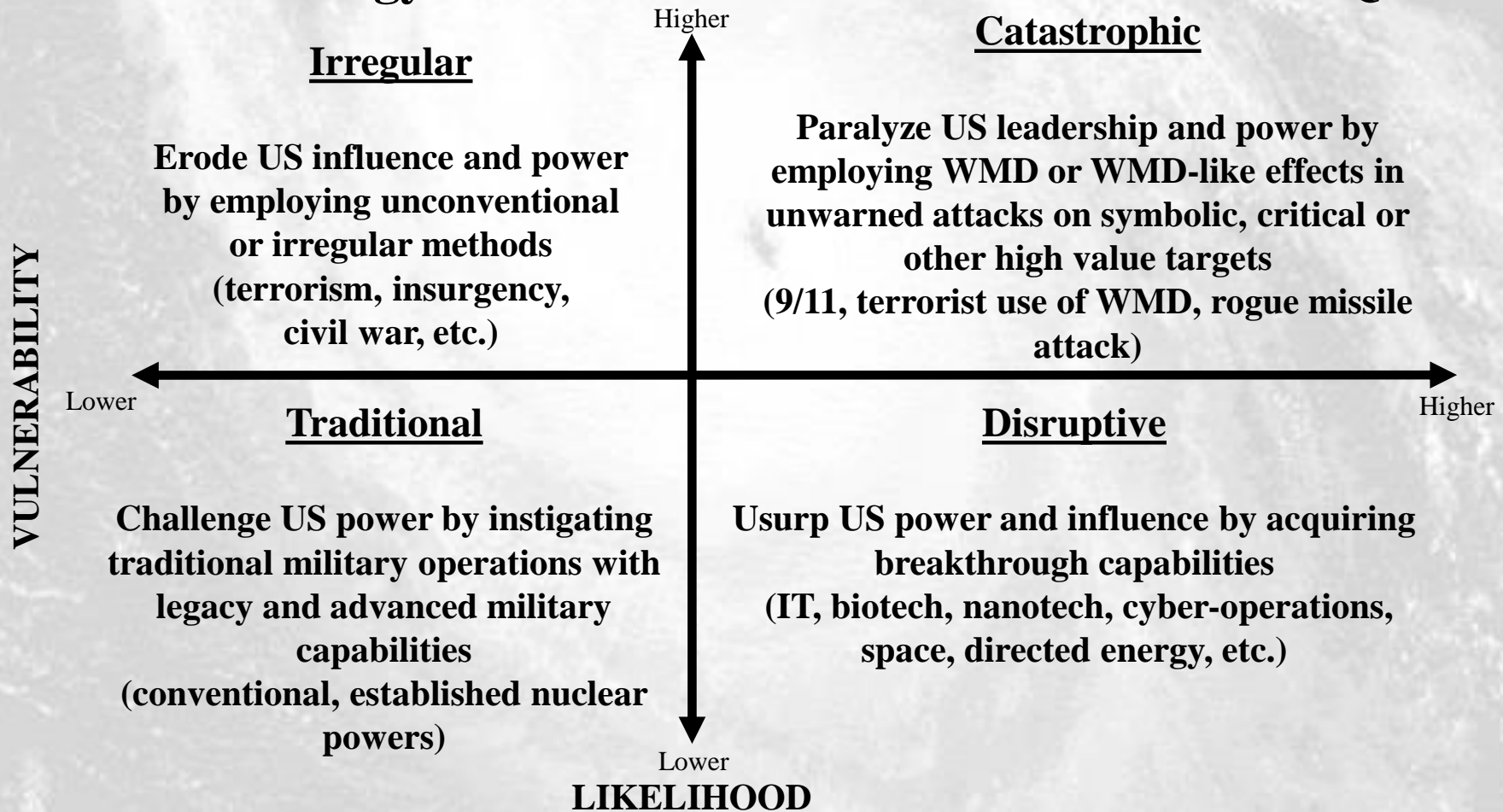
pchao@csis.org

The Evolving Landscape...

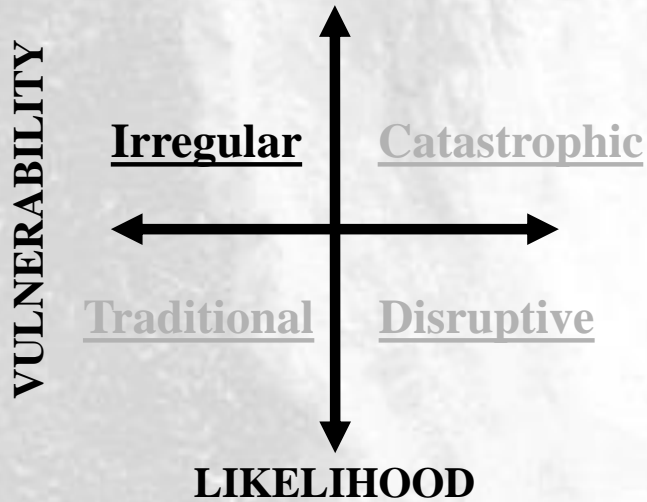
- **The Strategic Issues**
- **The Constraints**
- **Implications for Industry**

The QDR...

- **First post-911 QDR**
- **Strategy documents created and able to inform QDR**



Irregular Threats...



Historically

- Solved with Traditional forces
- SOCOM (\$6.5 billion budget)

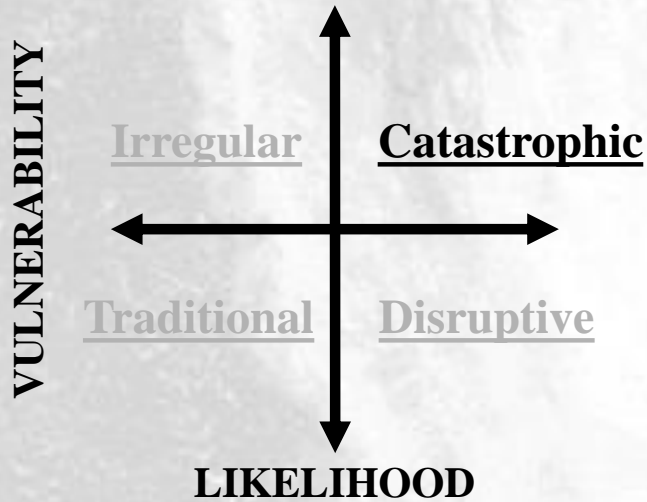
Issues

- What role for non-military or DoD solutions?
- What is the role of allies in manpower intensive tasks?
- Are there viable technical solutions?

Going Forward

- Expanded SOCOM
- Constabulary forces (new role or new force)
- Non-lethal technologies
- More precise and discriminating strike technologies

Catastrophic Threats...



Historically

- Rely on distance
- Rely on intel agencies

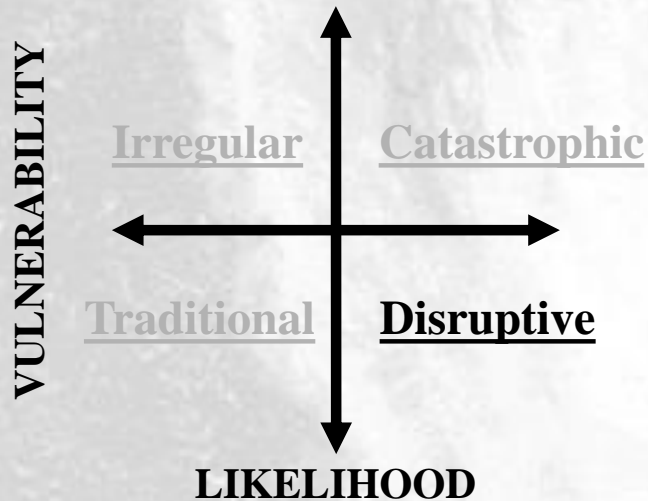
Issues

- What is your strategy – try to prevent/disrupt ahead, try to stop, try to absorb
- What is the role of DoD versus DHS?

Going Forward

- Intelligence (IT, knowledge management, etc)
- Missile defense (Cruise missile defense)
- Sensors (wide and narrow area), security technologies, lot of low tech networked together
- Biodefense

Disruptive Threats...



Historically

- We've been the disruptor
- Addressed with government S&T

Issues

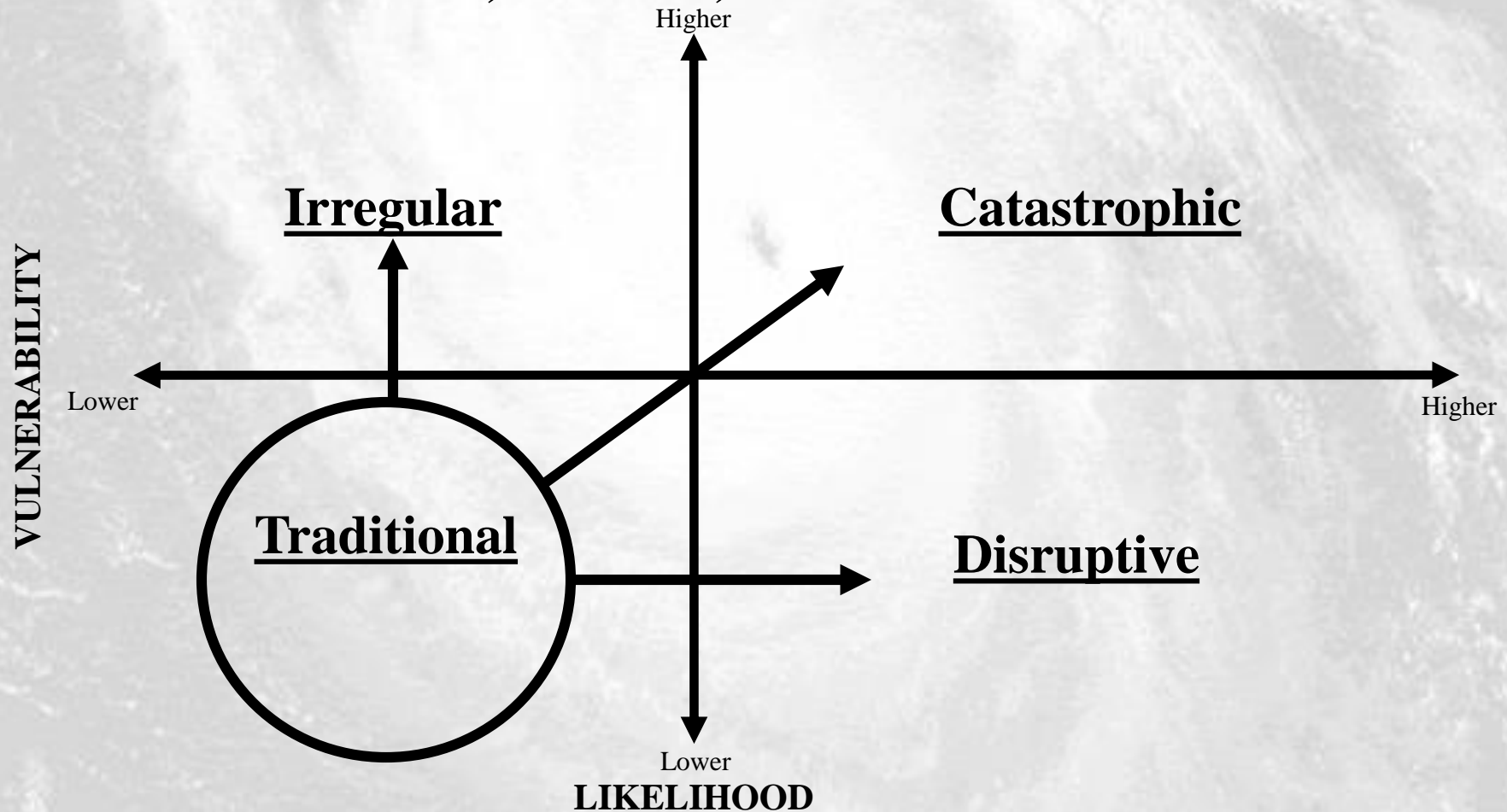
- Is reliance on harvesting commercial technologies creating vulnerabilities?
- Globalization of technology

Going Forward

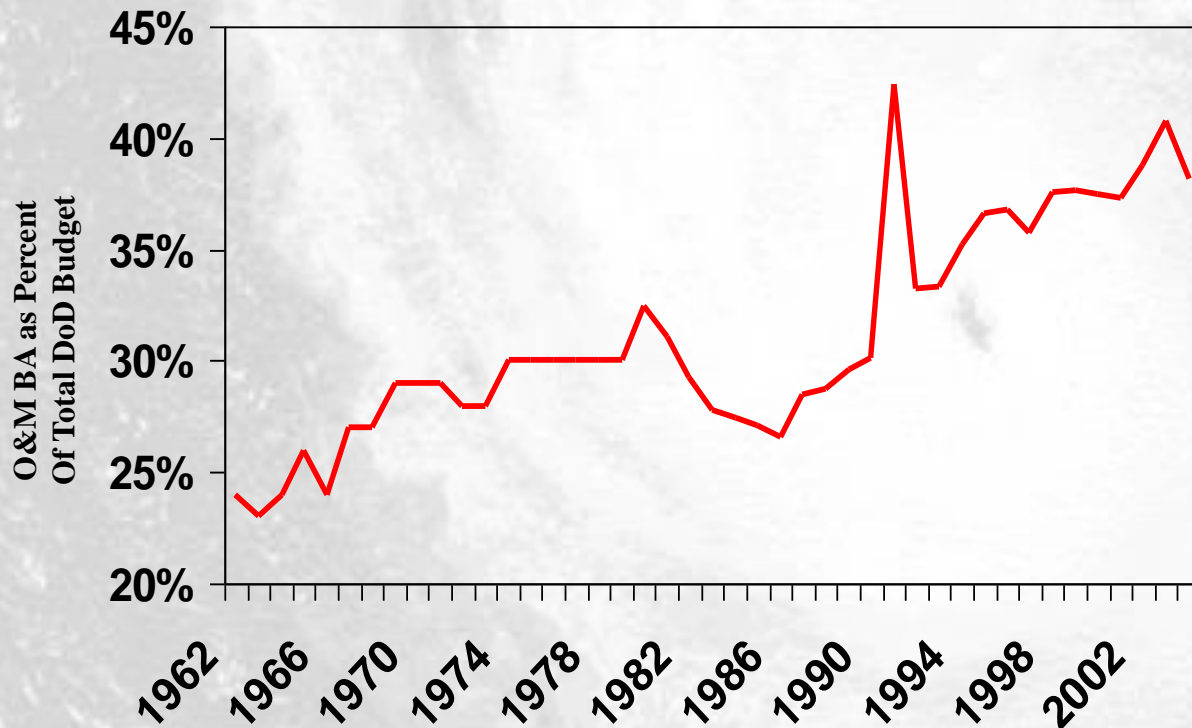
- Smaller, smarter, cheaper weapons
- Cyber-operations – targeting single points of failure
- Challenge for industry and USG is “Innovators Dilemma”

The Central Question...

- How to reallocate resources
- How much, to where, etc.



Problem Exacerbated by Pressures On Defense Budget. . .
The Operations and Maintenance “Death Spiral” Still With Us



	1990 (Avg Age)	2005 (Avg Age)
Ground Combat Vehicles	~ 6 yrs	~14 yrs
Marine Combat Vehicles	~ 5 yrs	~ 15 yrs
AF Fighters	~ 10 yrs	~ 18 yrs
Navy Aircraft	~ 11 yrs	~ 14 yrs
AF Bombers	~ 21 yrs	~ 30 yrs
AF Tankers	~ 27 yrs	~ 42 yrs
Combat Ships	~ 16 yrs	~ 16 yrs
Marine Helos	~ 17 yrs	~ 24 yrs

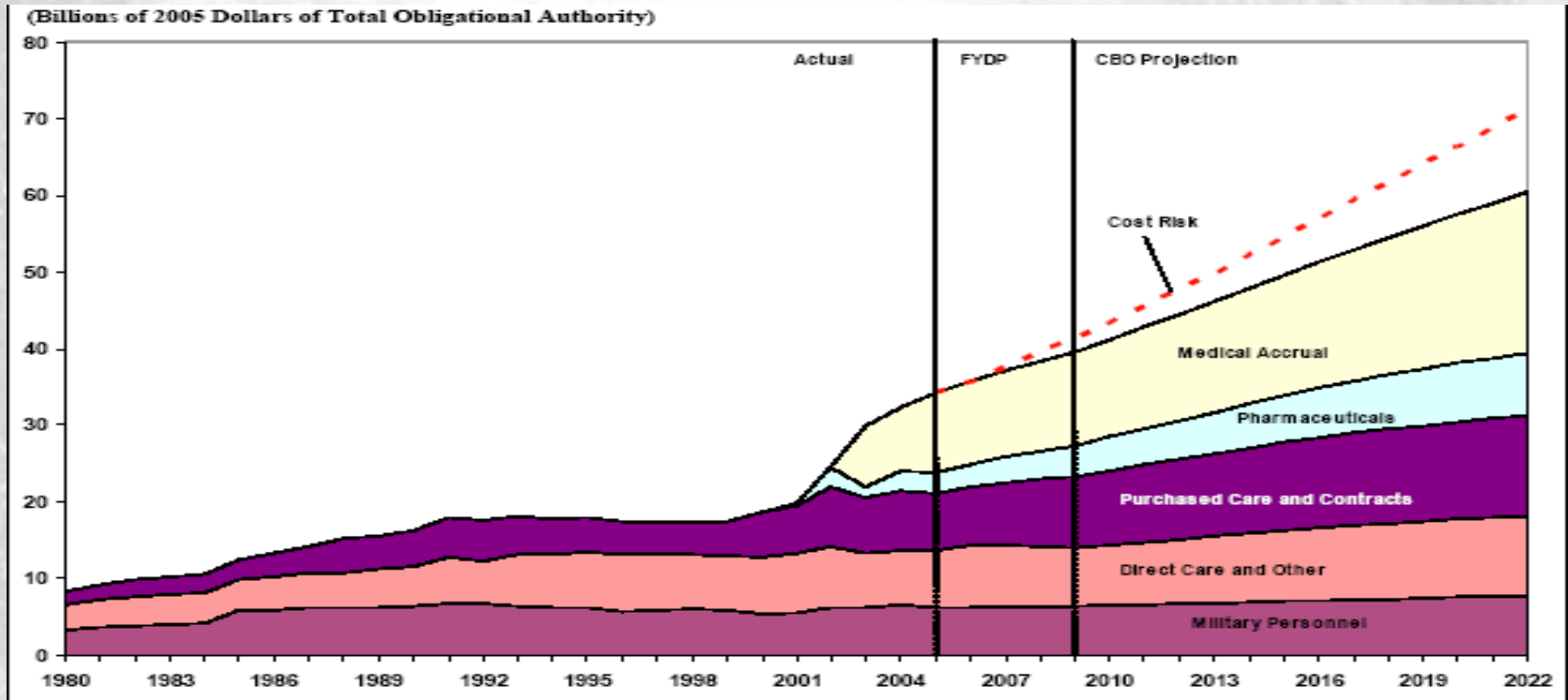
- **Old equipment increasingly more expensive to maintain**
- **Iraqi War costs adding to the operations & maintenance bill**

Problem Exacerbated by Pressures On Defense Budget (2)...

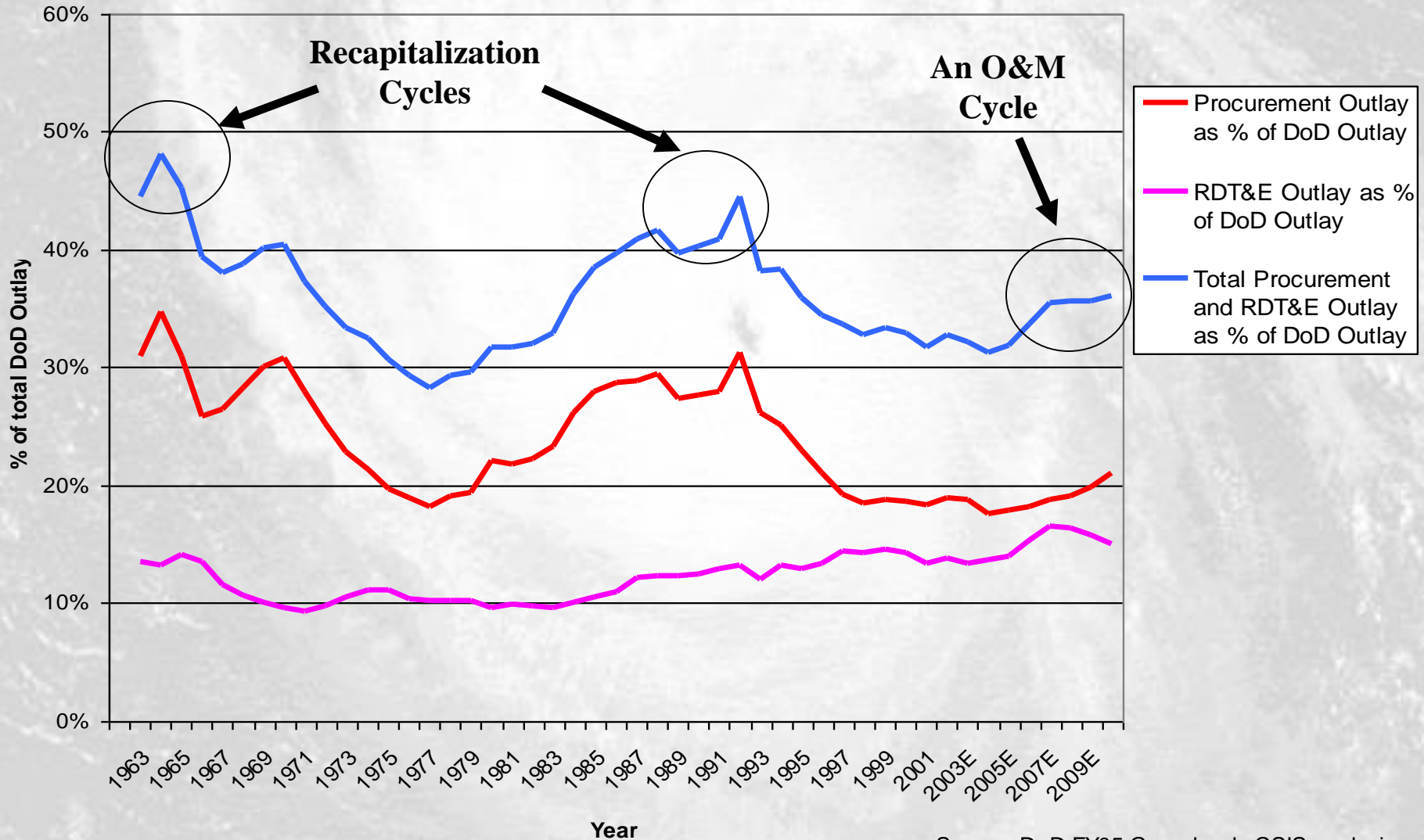
Growth in Personnel Costs ramping up as well

- **End Strength Growth**
- **Exploding Health Care Costs**

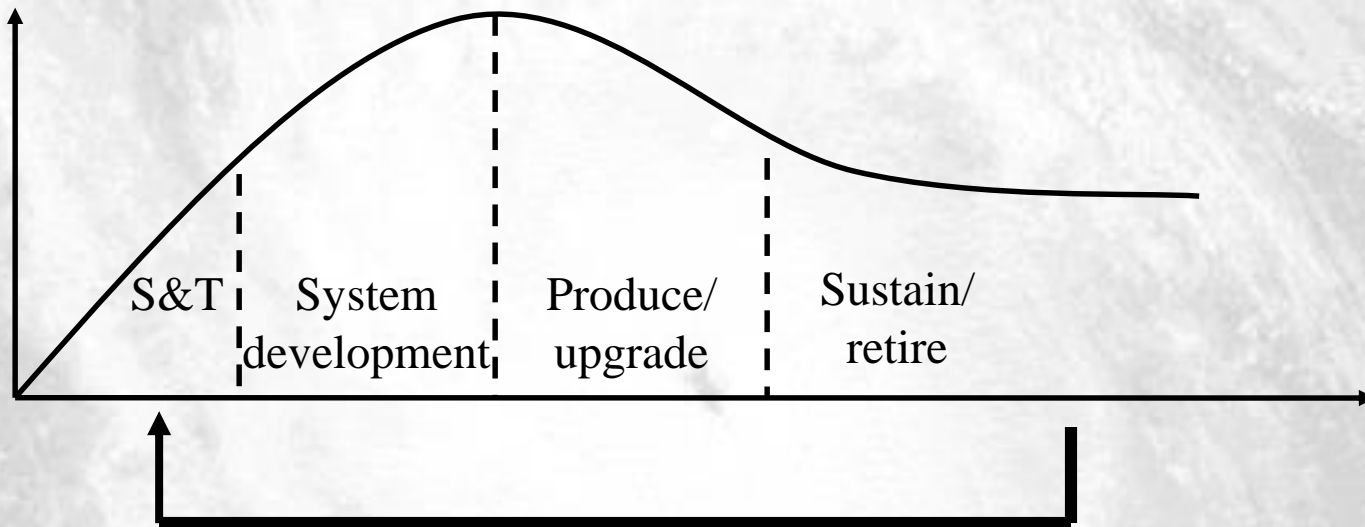
DoD Medical Spending According to CBO



Investment Accounts the Bill Payer, Again...



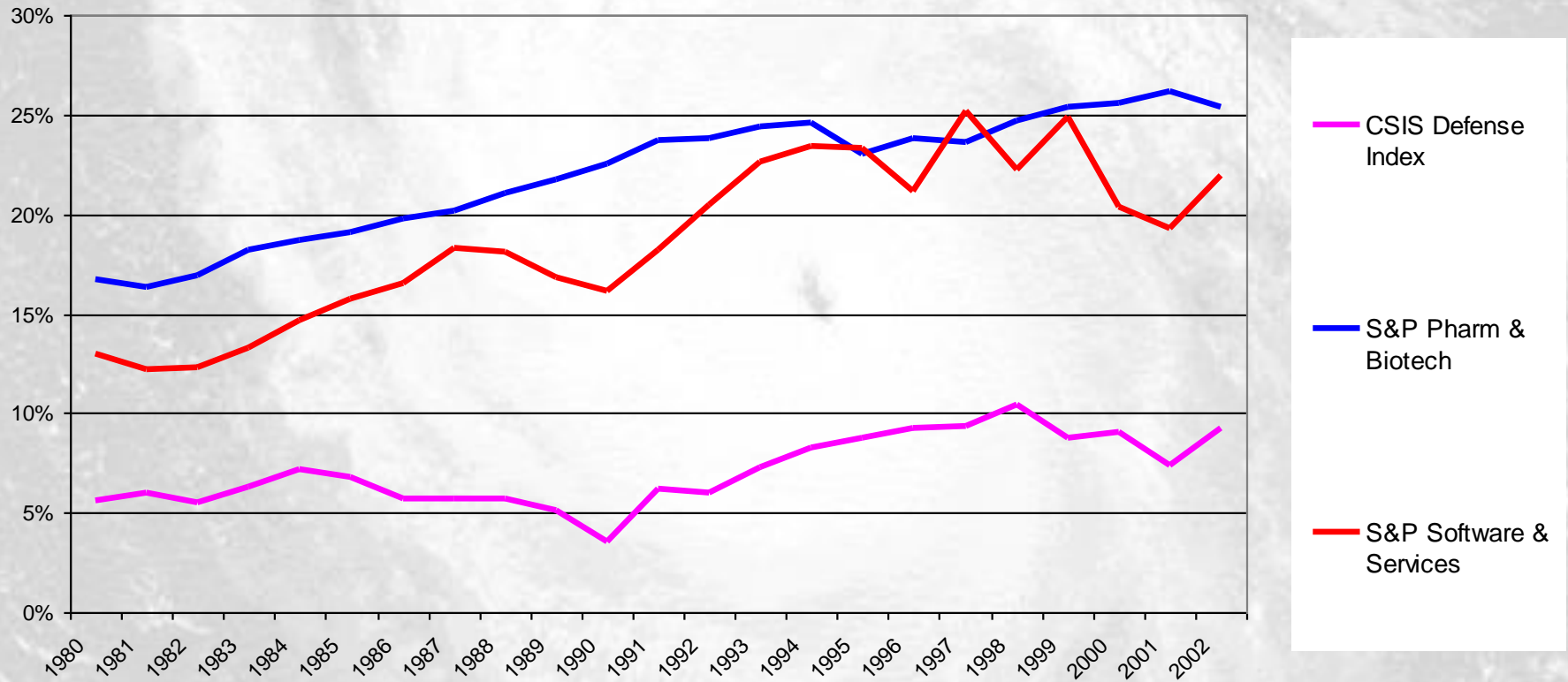
From the Industry's Standpoint...



- The barriers to reallocation of assets are high
 - Structural disincentives
 - No long production runs
 - R&D not rewarded
 - Political pressures

Attracting Non-Traditional Players Will Be Difficult...

Industry Average Operating Margin (weighted by revenue)



Sources: FactSet, S&P Compustat, Energy Information Administration, CSIS Analysis

Notes: 1) CSIS Defense Index comprises 36 publicly-traded companies with majority revenues derived from US defense business.
 (2) S&P Sub-sector constituents accurate back to 1994; composition held constant for years 1980 to 1993.

Implications for Industry – GET CREATIVE

- **In defining solutions**
 - **How to solve non-tradition problems**
 - **How to leverage legacy assets**
 - **Get closer to the end-user**

- **In strategy**
 - **Be conduit for others into the defense world**
 - **More decentralized to address more complex problems**
 - **Venture capital strategy**
 - **Be willing to destroy your own business**
 - **Process innovation as critical as product innovation**

US Joint Forces Command



Briefing to the Precision Strike Association

*CAPT Mark Chicoine
Deputy Director J9
US Joint Forces Command*



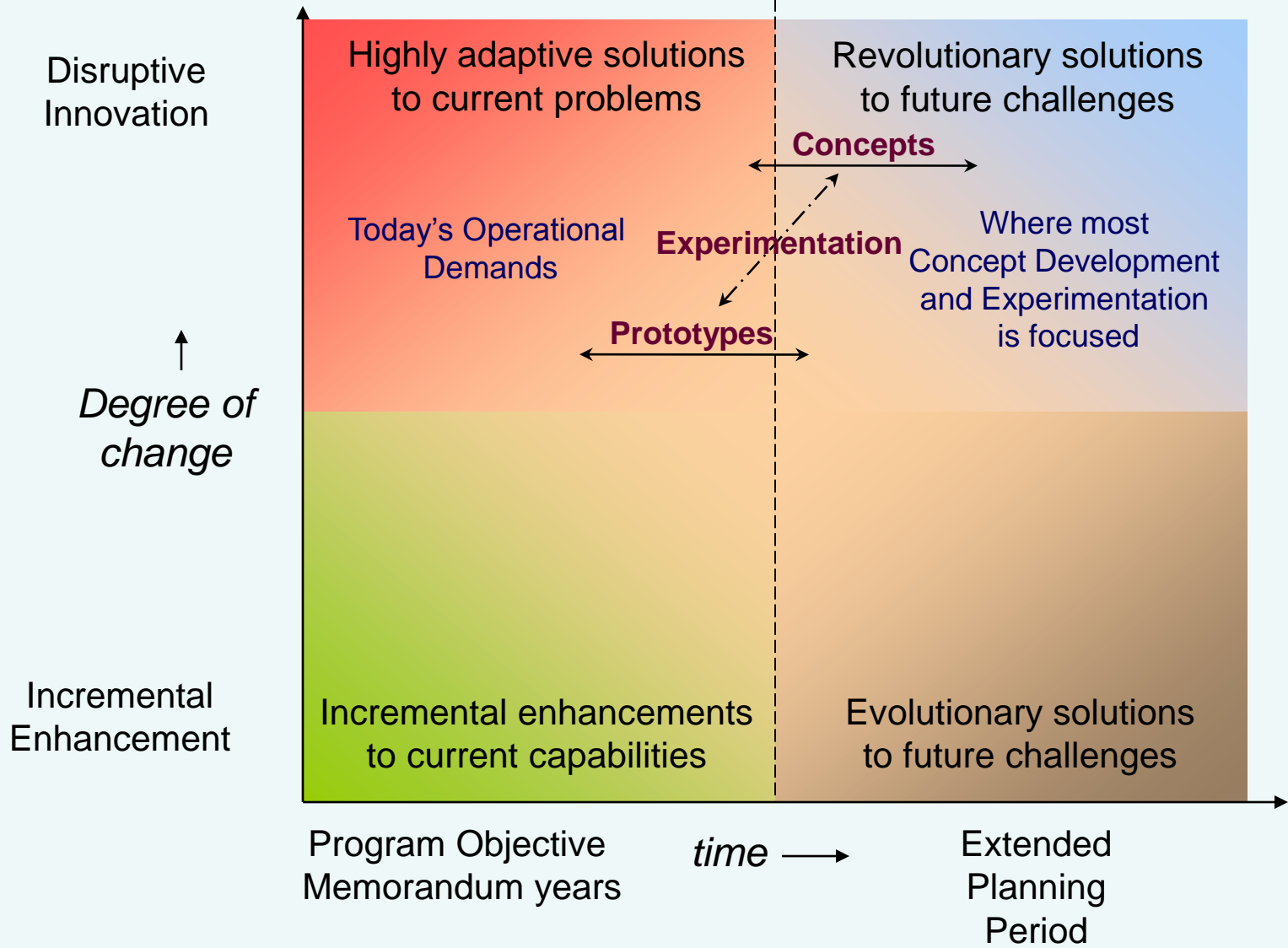
J9 Mission

Coordinate DoD CDE efforts and lead the development, exploration and assessment of new joint concepts, organizational structures and emerging technologies through a process of discovery, innovation, adaptation and integration to drive transformation changes that achieve the optimal future Joint force capability.



Focus

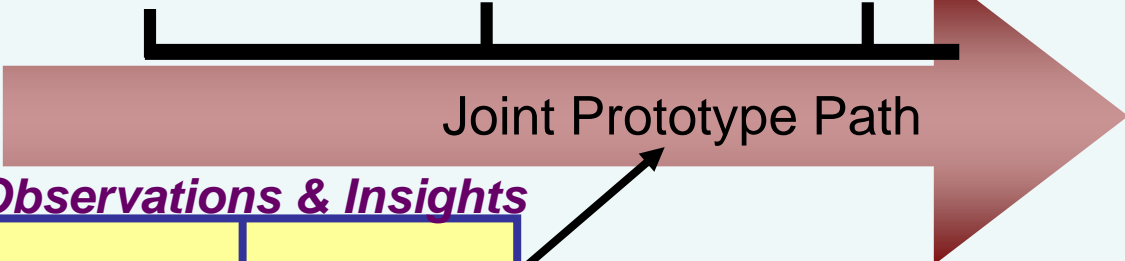
Program Objective Memorandum



Joint Concept Development and Experimentation Strategy (FY 04-05)

- Leverage Combatant Commander Exercises and Operations
- Leverage Service Sponsored Wargames and Seminars

FY 04 FY 05 FY 06



- Field the Standing Joint Force Headquarters (SJFHQ) – including the enabling concepts for developing transformational joint command and control
- Deliver rapid, prototyping of capabilities to improve joint warfighting now

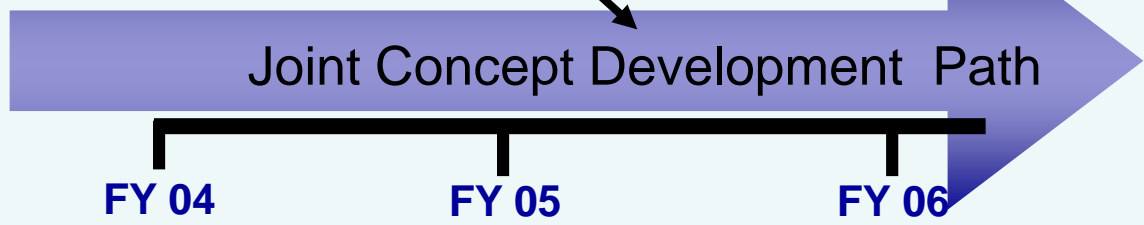
Observations & Insights

Experimentation	Future Studies, Wargames, and Estimates
Concept Development	Current Operations; Lessons Learned

FY 02

Millennium Challenge

Include our Combatant Commands, Services, Defense Agencies and Multinational partners; collaborate in experimentation activities



FY 04 FY 05 FY 06

- Joint Concepts (Joint Operations Concepts, Joint Operating Concepts, and Joint Integrating Concepts)
- Future joint capabilities

- Leverage Combatant Commander Exercises and Operations
- Leverage Service Sponsored Wargames and Seminars

JCD&E Experimentation Domains



Aerospace

This collage features images of a rocket launch, a stealth bomber, fighter jets, and a satellite in orbit.



Information

This collage includes the AFN (American Forces Network Europe) logo, the WHS (Washington Headquarters Services) logo, a network diagram, a map, and a document titled 'The Coalition Bulletin'.



Ground

This collage shows military tanks, soldiers in a field, a military truck, and a soldier interacting with a child.



Sea

This collage depicts a submarine, a carrier aircraft carrier, a fighter jet on a runway, and a surface warship.



Multinational

This collage displays various international military and coalition logos, including NATO, SFOR, C&OP, KFOR, K&OP, and the Combined Joint Task Force - Operation Inherent Resolve.



Interagency

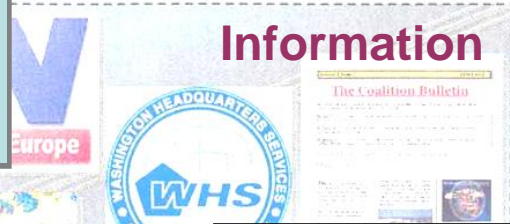
This collage shows logos for US and Non-US agencies, including USAID, the Department of Defense, the Department of State, and the Central Intelligence Agency, along with photos of people in meeting rooms and the UN logo.

A Vision for J9

A transformed Joint Force, decisive across all domains against all threats



Aerospace

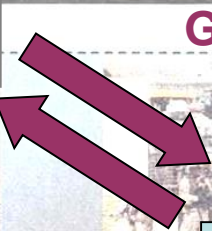


Information

Discovery
Promote competition of ideas, rigorous experimentation, broad and thorough research, and open collaboration



Teamwork
Value contributions to the US JFCOM team of Multinational, Services, Agencies and Industry players to better meet Warfighter requirements



Ground

Sea



Joint Warfighter

Innovation
Introduce new methods and capabilities to the Warfighter through concept development and experimentation

Adaptation
Adapt fundamental strengths and leverage cultural, Service and institutional capabilities as missions dictate, to enhance operational capability



Integration
Ensure coherent, interdependent functions operate effectively and efficiently to satisfy Warfighter requirements.



Multinational

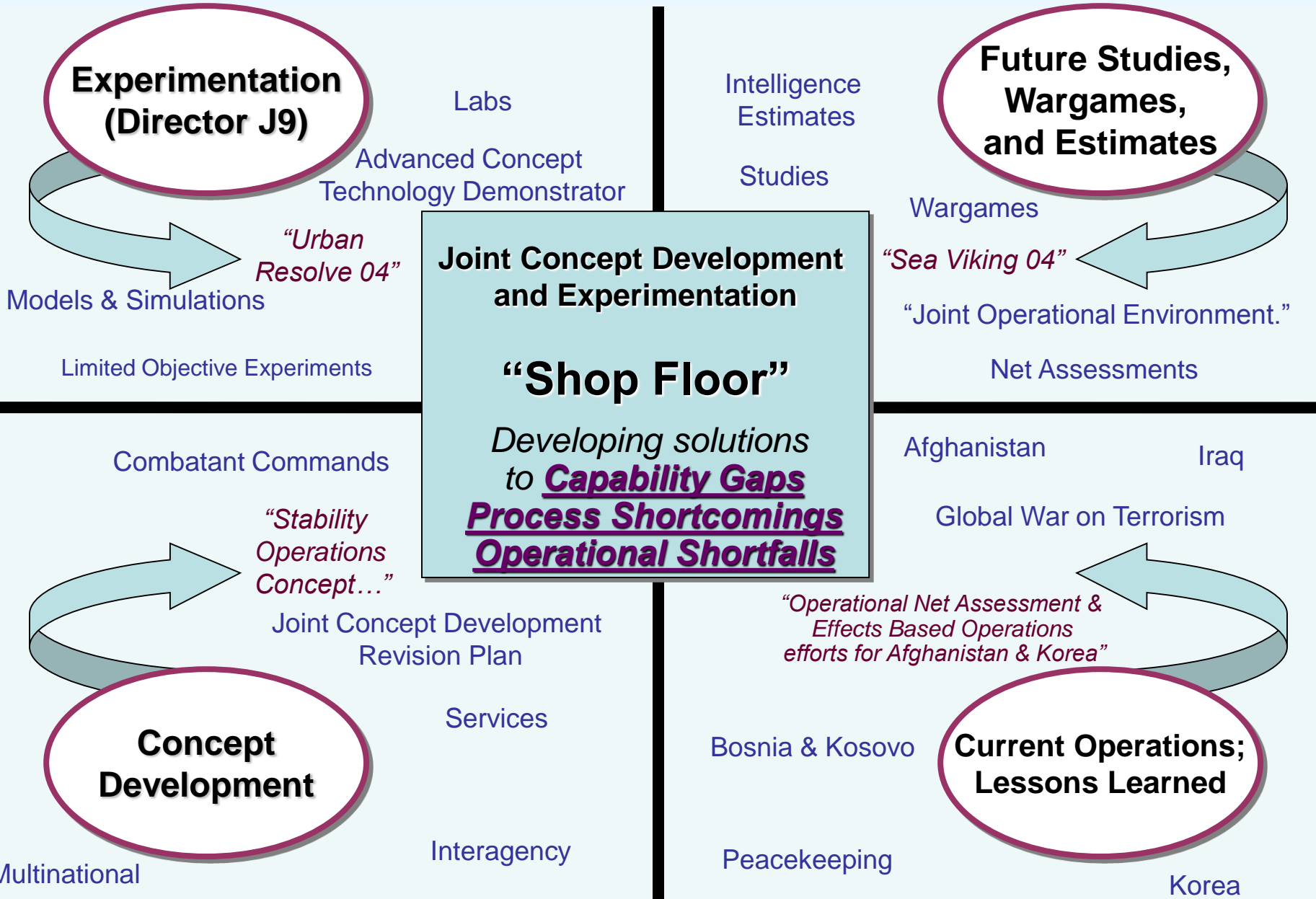


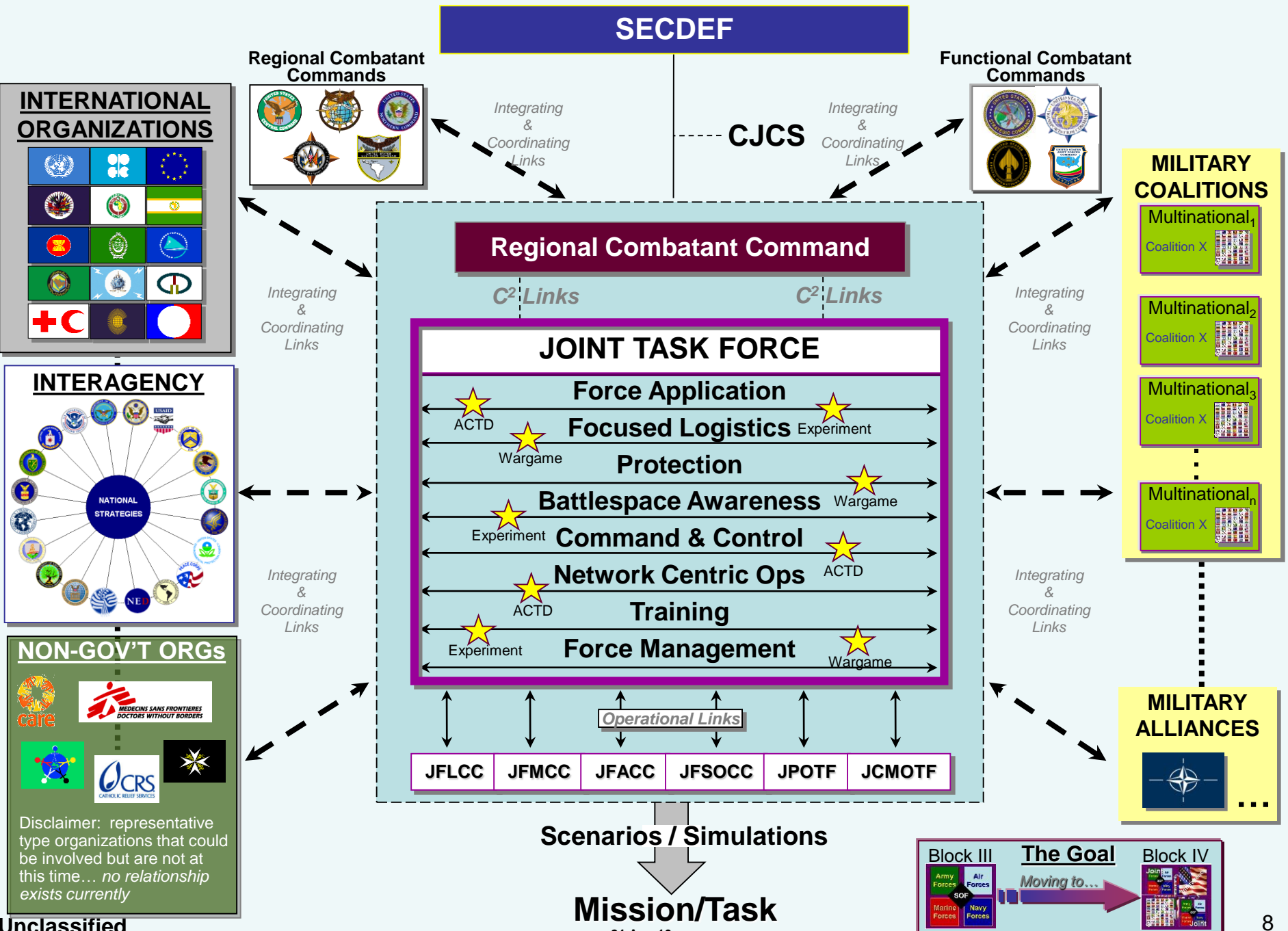
Multinational

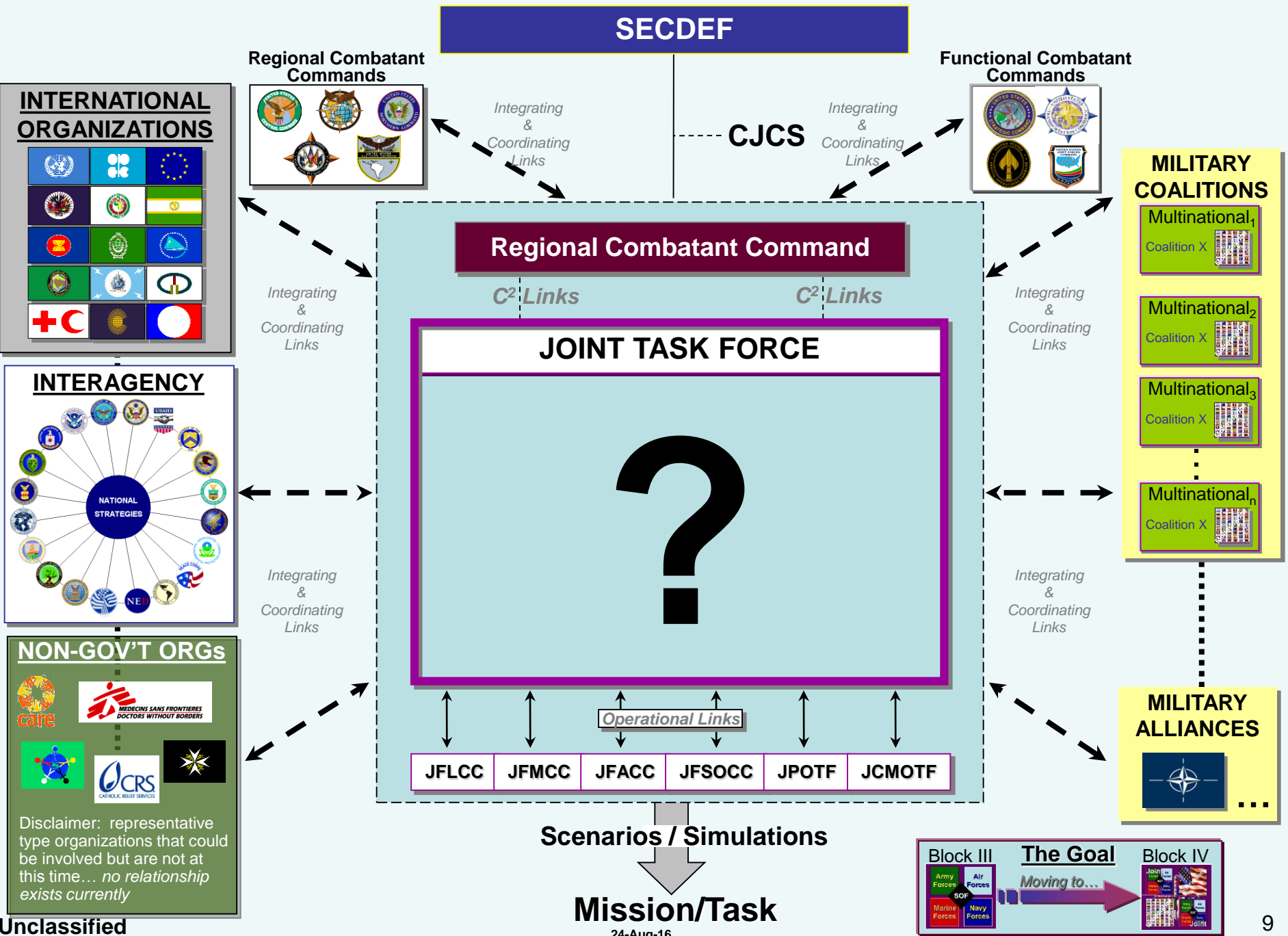


Interagency

Getting onto the J9 Joint Concept Development & Experimentation "Shop Floor"







Expand Joint Context

Before

Deconflict Service Wargaming



- Differing Service definitions of “Joint”
- Separate Service experimentation
- Internal Service assessments
- Conflicting concepts
- Non-interoperable capabilities

Now

Coordinate at Service Seams



“JOINT CONTEXT”

- Common problem set
- Consistent scenarios
- Shared joint concepts
- Transparent analysis
- Full joint participation

Integrate Service Capabilities



- Common starting point for force development
- Collaborative, co-sponsored joint experimentation
- Shared assessment of results
- Co-evolution of Joint and Service concepts
- Precluding, not resolving interoperability problems

Joint Wargaming

Next step

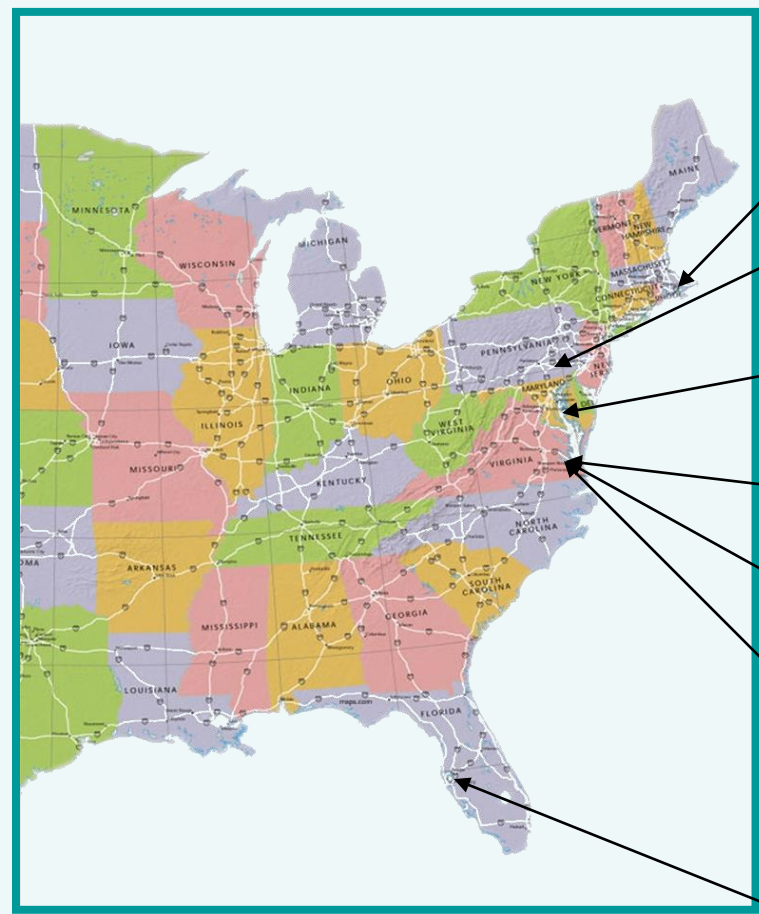


Interdependent, Collaborative Learning & Adaptive Coherently Joint Force

Effects Based Outcomes

“Joint, Interagency, Multinational Context for Wargaming

Distribute the Wargaming Environment



- ▲ Joint Force Maritime Component Commander, Newport, R.I.
- ▲ Joint Force Land Component Commander, Carlisle Barracks, PA
- ▲ Interagency Collaboration Hub, Washington, DC
- ▲ Joint Force Air Component Commander, Langley AFB, VA
- ▲ Joint Task Force Headquarters, Norfolk, VA
- ▲ Regional Combatant Command Headquarters
- ▲ Joint Force Special Operations Commander, McDill AFB, FL

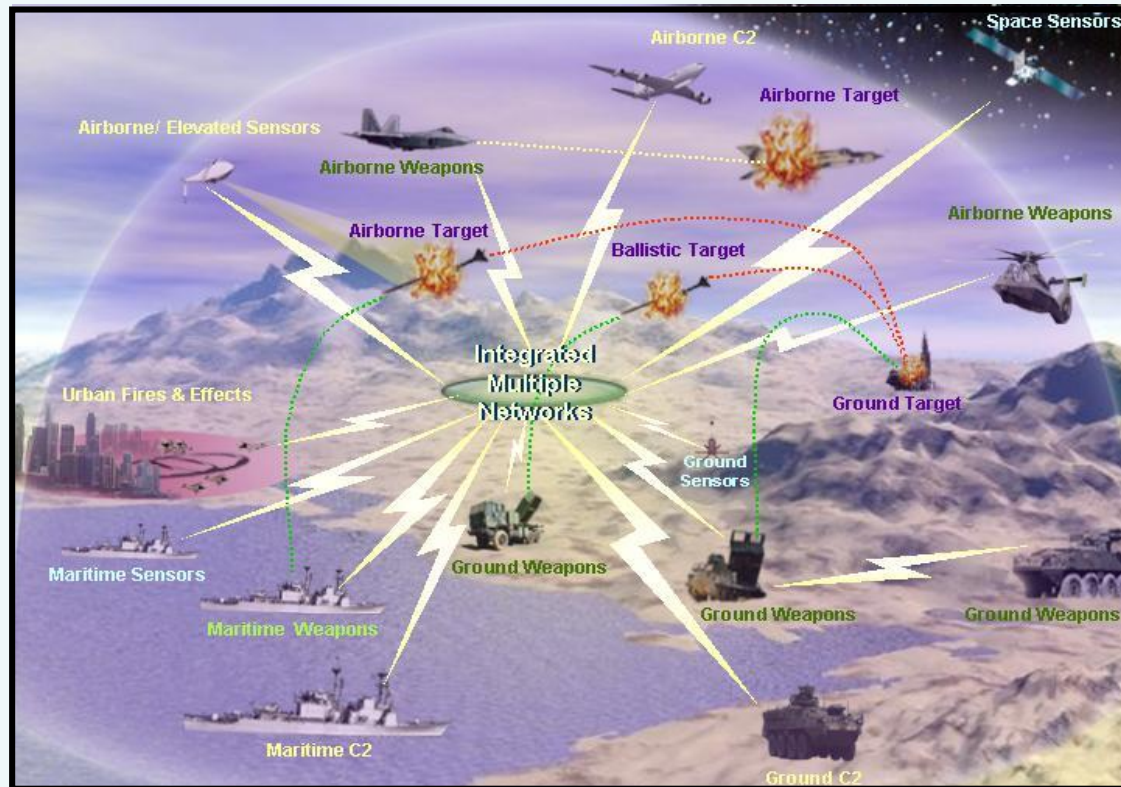
Joint Fires Initiative – 2



Overview and Status

Why a JFI - 2

Reduce the Joint Force Commanders' kill chain for immediate targets during rapid linear and non-linear operations

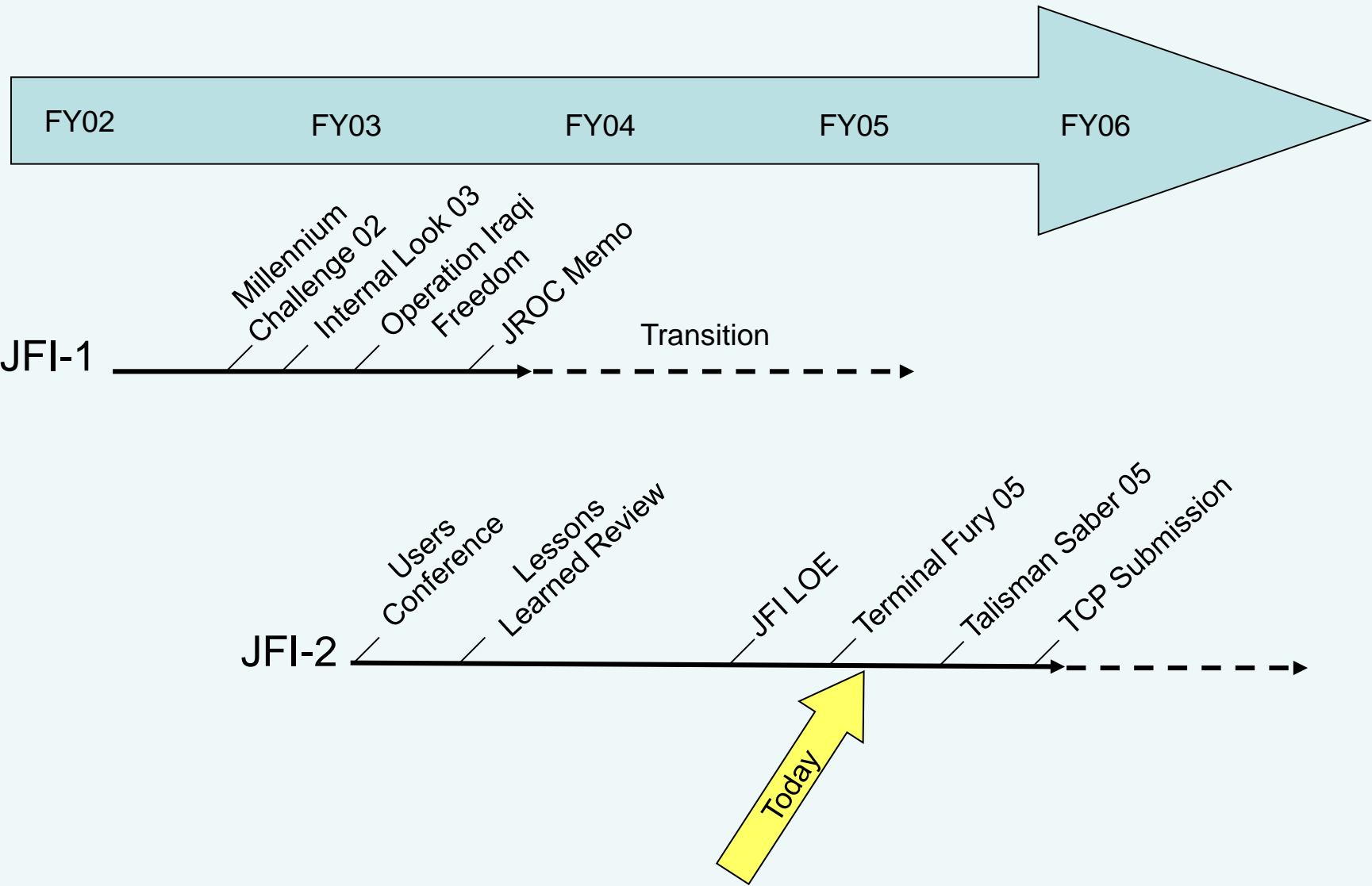


Provide Joint Force Commanders the ability to employ the weapon of their choosing at the time and place of their choosing.

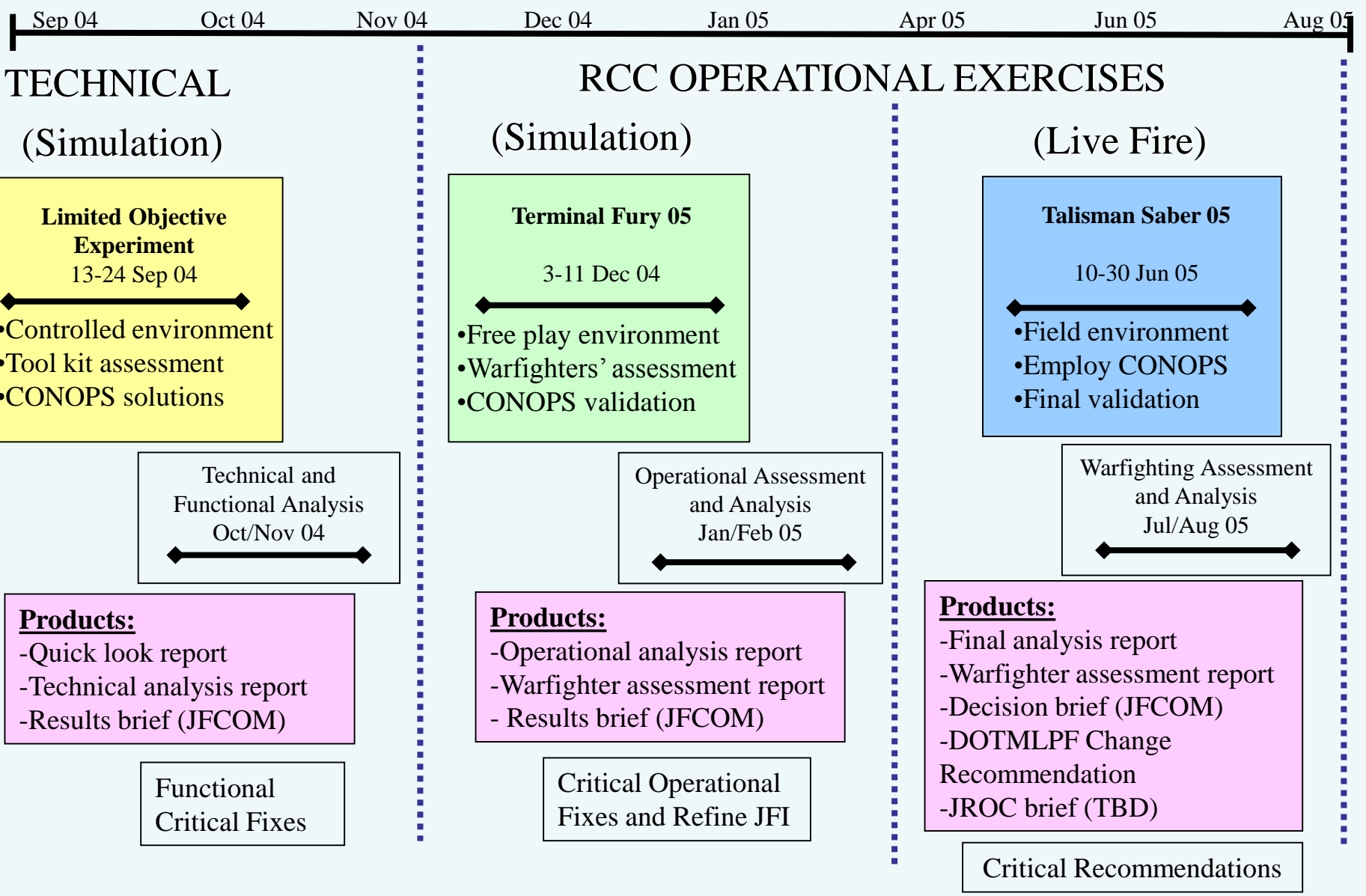
JFI-2 Partners

- Service programs of record
 - Web Enabled Engagement Management Capability (WEEMC)
 - Naval Fires Control System (NFCS)
 - Advanced Field Artillery Tactical Data System (AFATDS)
- Joint Programs Sustainment and Development Program Office (JPSDPO)
 - Joint Automated Deep Operations Coordination System (JADOCS)
- Air, Land, Sea Application Center (ALSA)
- Service Doctrine Centers
- USPACOM/USSOCOM

JFI Prototype Overview



The JFI-2 Roadmap



Discussion



National Military Strategy

Precision Strike Association Winter Roundtable January 26, 2005

**CAPT Jeff Hesterman
Chief, Strategy Division
Deputy Director, Strategy and Policy
Joint Staff**

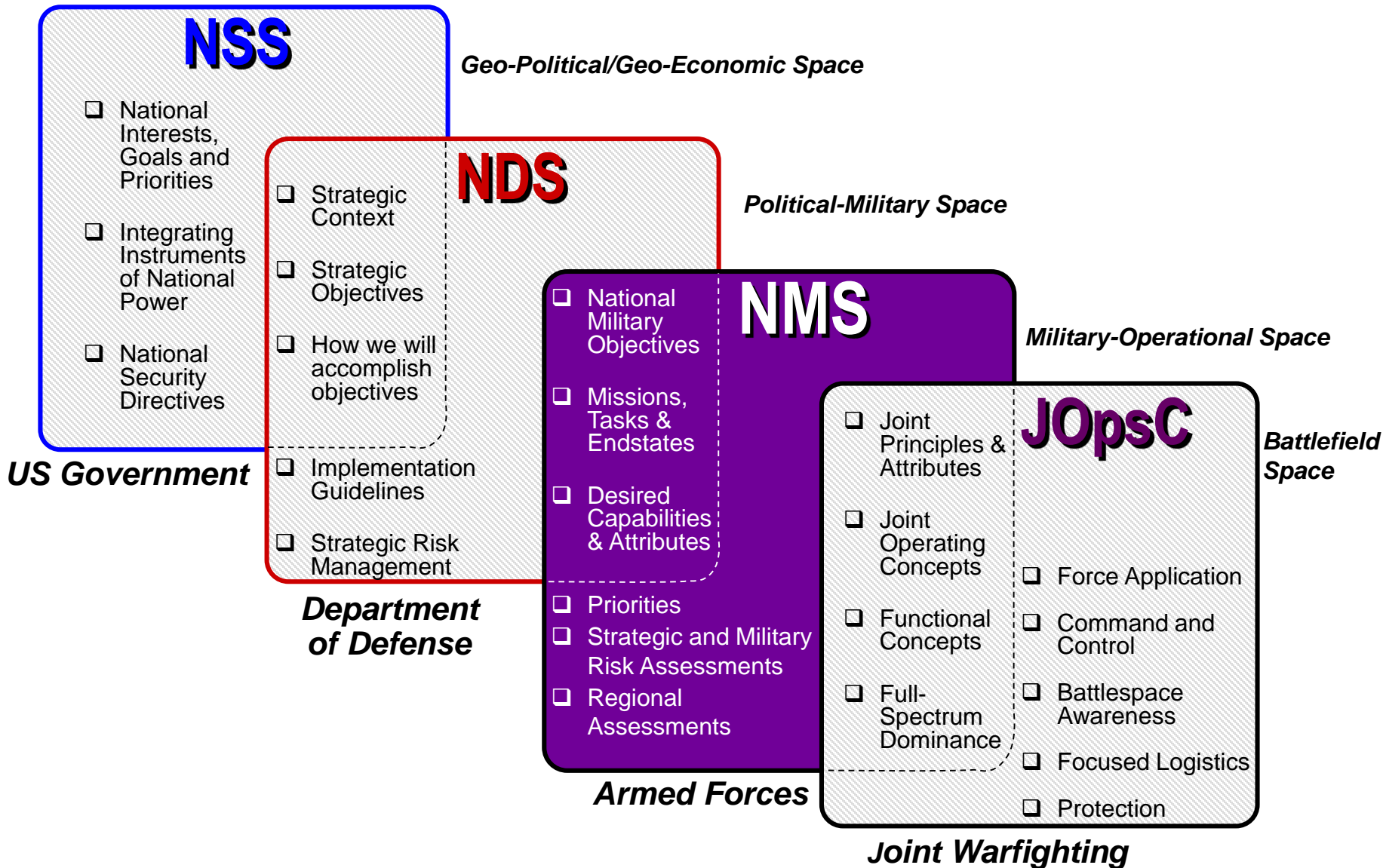


Purpose

- **To provide an overview of the National Military Strategy (NMS) to include:**
 - **The context of national strategic guidance**
 - **The elements of the 2004 NMS**
 - **The major implications for the Armed Forces**
 - **Considerations for future efforts**

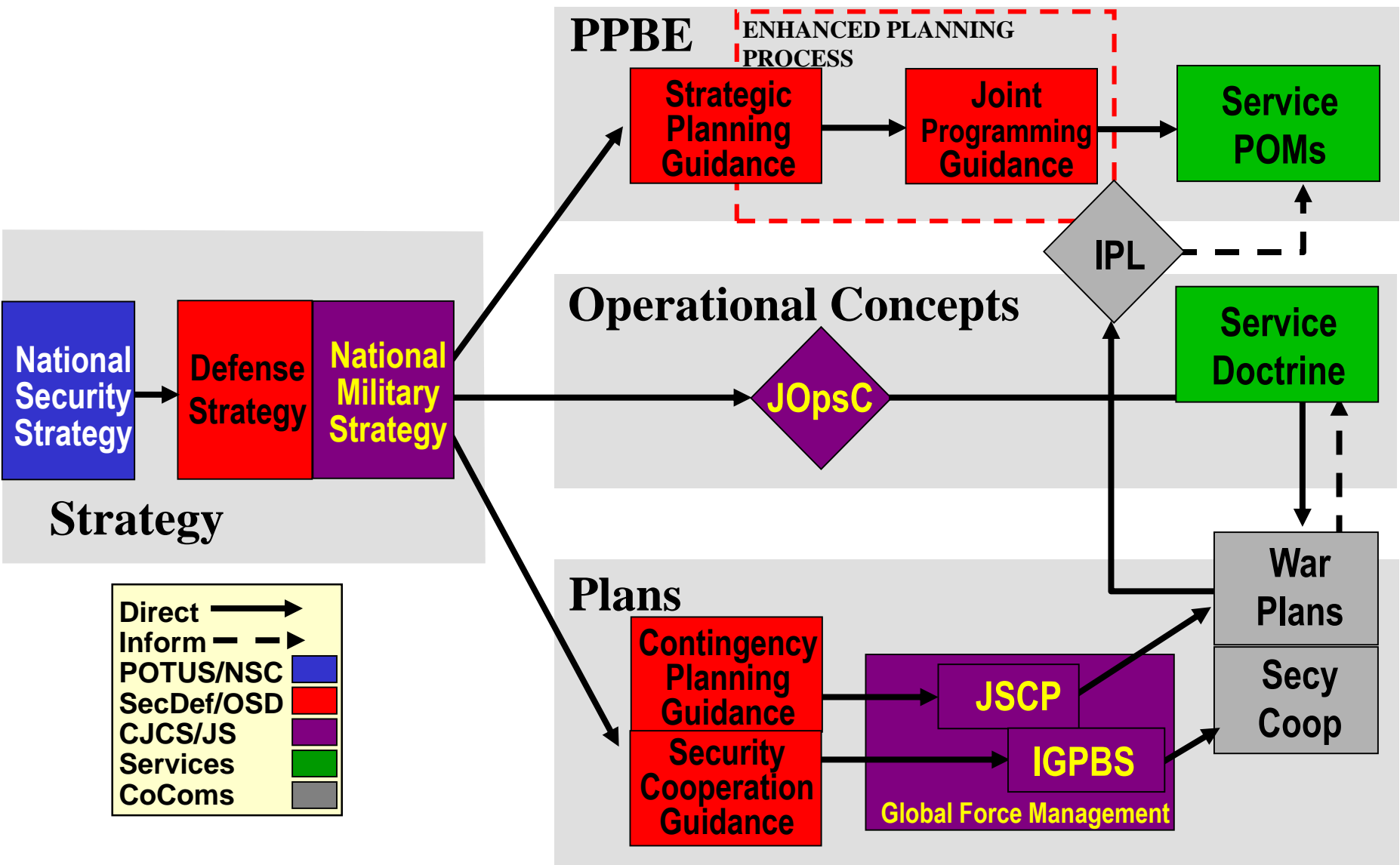


Linking National Strategy to Operational Level





Strategy: Foundation for all Major Processes





21st Century Security Environment

"The gravest danger to freedom lies at the crossroads of radicalism and technology."

2002 NSS

Wider Range of Adversaries



bin Laden




Mohammed Atta

State and Non-state Actors




Kim Jung Il


WMD



Ballistic Missiles



Rogue State Armies




GPS Communications


Technology Diffusion & Access

More Complex & Distributed Battlespace


High Intensity Combat




Insurgency & Unconventional Warfare



Terrorism



Computer Network Attack



Full spectrum capabilities required



Global Posture Priorities

Balanced, rationalized, and strategy-based global posture

Europe: Complete transformation to expeditionary capabilities

Asia: Strengthen ability to assure, deter, dissuade, and defeat

Greater Middle East: Prosecute the War on Terror

Western Hemisphere: Broaden relationships, build capacity

Southeast Asia: Solidify relationships and prosecute War on Terror

Latin America & Africa: Obtain contingency access

Build a global network of capabilities with allies and partners



Emerging Strategic Guidance

2001

- Peacetime “Window of Opportunity”
- Focus on “Leap Ahead Technology”
- Deter in 4 Critical Regions: NEA, EAL, SWA, Europe
- 1-4-2-1
- Respond to and Defeat Aggression

QDR 2005

Response to Change – Reassessing our strategic and operational assumptions and priorities

QDR 2005

State of the Union 2005?

Phase IV

OIF

2002 NSS

POTUS USMA Speech

State of the Union 2002

Citadel II

OEF

ONE

QDR 2001

TODAY

- Global War—GWOT
- Iraq and Afghanistan
- Conduct Operations and Transform “In-stride”
- Prevention and Preemption
- Operate In and From 4 Forward Regions
- New 1-4-2-1
- Campaigns Integrating Major Combat and Stability Operations

A realization that the security environment has changed



Strategic Principles

- **Agility**
 - Contend with uncertainty and counter surprise.
 - Retain the initiative.
 - Simultaneous, non-linear operations.
- **Decisiveness**
 - Generate specific effects to accomplish objectives.
 - Control any situation or defeat any adversary.
 - Achieve overmatch in capabilities.
- **Integration**
 - Focus and unity of effort and enhance collaboration.
 - Fuse and synchronize military with other instruments of national and international power.
 - Conduct seamless operations.

These principles stress speed and support the concept of surging capabilities from widely dispersed locations



The NMS: Executing the Strategy

National Military Objectives

**Protect the United States—
Active Defense in Depth**

- Counter threats close to their source
- Protecting strategic approaches
- Defensive actions at home
- Support to civil authorities and consequence management
- Creating a global anti-terrorism environment

Prevent Conflict and Surprise Attack

- Forward posture and presence
- Promote security
- Deterring aggression
- Prevent surprise attacks
- Eliminate safe havens
- Preempt in self-defense

Prevail Against Adversaries

- Battlespace Preparation
- Swiftly Defeat Adversaries in Overlapping Campaigns
- Win Decisively to Achieve More Enduring Results
- Conduct Post-conflict Stability and Reconstruction Operations

Military Missions & Tasks

- Defend against Air and Missile Threats
- Conduct Maritime Interdiction Operations
- Conduct Persistent Surveillance
- Protect Critical Infrastructure (CIP)
- Provide Support to Civil Authorities and Consequence Management
- Intelligence Sharing
- Interagency Interoperability Training

- Deter Forward
- Forward Stationed, Rotational and Temporarily Deployed Capabilities
- Conduct Global Strike (GS)
- Exercise Flexible Deterrent Options (FDOs)
- Conduct Preemptive Strikes
- Conduct Security Cooperation Activities
- Establish Favorable Security Conditions
- Strategic Lift
- Prevent WMD attacks
- Strategic Communication
- Credible Nuclear Deterrent

- Operation Iraqi Freedom
- Operation Enduring Freedom
- War on Terrorism
- Named OPLANs/CONPLANS



A Joint Force for Mission Success

- **Joint Operations Concepts (JOpsC) desired attributes – characteristics of the Joint Force:**
 - Fully Integrated
 - Expeditionary
 - Networked
 - Decentralized
 - Adaptable
 - Decision Superiority
 - Lethal
- **Functions and capabilities – actions the Joint Force must perform and associated solutions for doctrine, organization, training & education, material, leadership, personnel and facilities (DOTMLPF):**
 - Applying Force
 - Deploying and Sustaining Military Capabilities
 - Securing Battlespace
 - Achieving Decision Superiority

Commanders derive tasks and define required capabilities through an analysis of functions and functional concepts



Force Design and Size

2001 Quadrennial Defense Review

Defense Policy Goals

- Assure allies and friends of US steadiness of purpose and capability to fulfill its security commitments;
- Dissuade adversaries from undertaking programs or operations that could threaten US interests or those of our allies and friends;
- Deter aggression and coercion by deploying forward the capacity to swiftly defeat attacks and impose severe penalties for aggression on an adversary's military capability and supporting infrastructure; and
- Decisively defeat any adversary if deterrence fails.

Force Planning Construct

Defend the United States

**Deter Forward
4 Critical Regions**

Southwest Asia
Northeast Asia
East Asian Littoral
Europe

**Swiftly Defeat the
Efforts 1**

**Swiftly Defeat the
Efforts 2**

**Win
Decisively**

Smaller Scale Contingencies

Force Generation Capability

Strategic Reserve



Considerations for the Way Ahead

- **Issues for further development:**
 - **Interagency integration**
 - **Scope of theater security cooperation and building partner capabilities**
 - **Strengthening alliances and partnerships**
 - **Roles in conflict prevention and resolution**
 - **Civil/military roles in missions requiring national approaches—HLD, Stability & Reconstruction**



Questions

2005: The Strategic Outlook

Strategic Lessons, Regime Change
Proliferation Threats, the Intel
Record, Defense Budgets, & Deficits

The Ultimate in Precision Strike

- It was 1980. The Russell Senate Office Building, Room 222. Hearings on Strategic Nuclear Modernization. The Chairman of the JCS, USAF General David Jones, was asked by Senator John Stennis: “What would the US do if faced with a nuclear armed Libya?”
- The General replied: “Call Qaddafi and keep him on the phone for thirty minutes.”

STRATEGIC LESSONS: Cold War Targeting

- **Defined Frontier of the Fulda Gap and 38th Parallel in Korea**
- **Nuclear Deterrence Targeted Key Nuclear Forces, Industrial Sites, Conventional Tank Armies**
- **Amount of firepower required to destroy targets exponentially reduced—2 B-2 can do the job with JDAMs of 75 aircraft**
- **1996 attack on Libya required 100 combat and support aircraft + 2 carrier battle groups**
- **Only 20% of current Congressional Members in House/Senate in 1991**

Other Cold War Conflicts

- Iran Embassy Capture, (1979); Sandinista's take over Nicaragua, (1979); FMLN seeks overthrow of El Salvador, (1979-90); Beirut Barracks destroyed, (1983); Afghanistan Mujadeen receive Stingers*, (1983); Libyan* strikes in response to Berlin disco bombing, (1986); and expulsion of Iraq from Kuwait*, (1991). [*Relevant to PGMs]

Post-Cold War Conflicts

- **Less Defined Borders and Frontiers**
- **Significant Requirement for Elegant Precision and Intelligence in Some Areas**
- **Haiti, Somalia, Kosovo**
- **Non and Counter Proliferation of WMD rises to most serious threat**
- **USSR nuclear weapons: we knew where they were**
- **We have little if any quality information about nuclear programs in Libya, Iraq, Iran and North Korea**

Regime Change 70's

- In the 1970s there were 16 nations that were taken over by communist regimes; another 6 went from allied with the US to adversary, most notably Iran. President Carter had campaigned on a platform of ending US support for allied third world dictators in Korea, the Philippines, Chile, Nicaragua and El Salvador. Largest recipient of US foreign assistance in 1979 after Israel and Egypt: the Sandinistas government of Nicaragua

Regime Change 80's

- Nicaragua and Grenada ended communist tyrannies
- The Warsaw Pact and Communism ended in Eastern Europe: Poland, Czechoslovakia, Hungary, Rumania, Russia, Bulgaria, East Germany, the Baltic's
- Soviet occupation ended in Afghanistan
- Cubans Removed from Angola

QUESTION FOR CONGRESS:

- WHICH DECADE WAS BETTER FOR AMERICAN SECURITY?

THE INTELLIGENCE RECORD

- **A recent article concluded that the use of PGM's and other precision strike capabilities was complicated by the requirement for elegant intelligence:**
- **The fundamental condition of launching a successful attack or inspection is knowledge of "where".**
- **"Without information about the location of hidden nuclear material and installations, no meaningful inspections are feasible". H. Blix, Washington Quarterly, Autumn 1992**

1981 USSR/TERRORISM

- Former USAF Secretary Reed in “At the Abyss” notes CIA Director Casey asked for an agency assessment of USSR connection to terrorism. The reply: The USSR is opposed to terrorism. Evidence presented: Copies of editorials in Pravda and Tass broadcasts

The Intel Record, (cont)

- **Haiti: Aristide was a “democrat”**
- **Somalia: Adide could be a peace partner**
- **Kosovo/Bosnia: Milosevic in 1995 was our peace partner—**
- **Iran’s Khomeini the Original Terror Master while the US focused on the shortcomings of the Shah**
- **Iraq: Missing the transfer of WMD to Syria and the \$21 billion oil for palaces scam**
- **NK: Missed the Uranium Enrichment Facility; lack of sound intel led to faulty Agreed Framework**
- **Missed Pakistani and Indian nuclear bomb tests**
- **Misjudged Iraqi nuclear program circa 1991**
- **Missed Extent of the Libyan nuclear weapons program**
- **Missed Extent of the Iranian nuclear weapons program**
- **Missed Khan network and nuclear weapons cartel**

Counter Proliferation Lessons?

- **Good target identification not there re: Iran, Iraq, North Korea, Libya, nuclear programs**
- **Makes military options perhaps less useful or credible**
- **But taking such options off the table forces negotiations into an arms control cul de sac, e.g., the Agreed Framework deals with Iran and North Korea**
- **Proliferation Security Initiative: Extraordinary success re: Khan network and Libyan program**
- **Interdiction of Sudanese freighter carrying explosives with the equivalent power of the nuclear bomb dropped on Hiroshima**

Lessons of Proliferation

- David Kay: “The threat from Iraq is even more serious not because of stockpiles of weapons—which still remain unaccounted for—but because Iraq had become prior to its liberation a ‘terrorists bazaar’ where weapons of mass destruction know-how and technology could be stolen, bought or smuggled.” [Testimony before the SASC, January 2004]

In This Context, What Then With Congress and Defense Budgets?

- Ten: (Remember issues are not just budgetary in nature—i.e., \$s, but also involve the time which will be devoted to them)
- 1. Future Direction of Strategic Nuclear Issues, especially RNEP, low yield weapons and whether SLBMs and ICBMs should be given a long range precision strike capability particularly with a conventional payload

Issues, (cont)

- 2. Cost and Timeline for deployment of space assets; issue of “weaponization of space”, and Falcon, Predator, Global Hawk, the MDA space-based test bed, the ASAT test bed at Redstone, and a couple of microsatellite programs -- the MPX, NFIRE, and XSS.

Issues

- 3. Tactical Aircraft, specifically proposed reductions in F-22 and relationship to JSF
- 4. Transfer and Supplement of Some DOD technologies such as the High Altitude Airship, Predator and Global Hawk for domestic homeland security
- 5. Missile Defense: \$4b for land based missile defense which is .096% of the Defense Budget and .0016% of the Federal Budget

Issues

- 6. Has the intel reform bill reformed intel? [For the record: no]
- 7. For PGMs and other lessons learned so far in Afghanistan and Iraq: what are the targets we want to take out? Are they perishable, movable, temporary? What investment is required?
- 8. How fast should we replenish the Army procurement accounts?

Issues

- 9. BRAC: What is the relationship between BRAC and the QDR?
- 10. What is the relationship of the QDR to the current proposed FY06 defense budget? DOD will probably pursue a “rolling QDR” process by which QDR decisions are rolled into the ongoing budget process. I can’t wait to see Congress adopt a “rolling budget process” as well.

Addendum: Revenue/Deficits

- Last year of Bush 41, revenue to USG climbed: \$63 billion/yr; this year, revenue under Bush 43 will grow \$177b
- 93-4, revenue climbed \$104 and \$93billion/yr
- 95-99, revenue climbed \$121b/year
- Stock Market Bubble burst reduced revenue which had climbed from \$25b/year to 120b \$/year, (this after a cut in the capital gains tax)
- Recession reduced revenue additional amounts

Revenue/Deficits

- Now for the period Oct 1999 through October 2002, thus taking into account the stock market/dotcom bubble burst, the recession and 9/11, revenue which started at \$2.025 trillion declined to \$1.853 trillion; the trend line was that the revenue would have increased over that period of time to \$2.425 trillion

Revenue/Deficits

- Now, from October 2002, during the build-up to the liberation of Iraq, through October 2005, (projected), revenue will grow from \$1.853 trillion to \$2.057 trillion, growing this year by \$177 billion.
- [Note: In previous recessions in 1981 revenue fell by \$17 billion and then recovered; in 1990, revenue actually increased modestly by \$24 billion]

Deficits/Revenue

- They key here: The recession of 2000-1 was combined with two other factors not present during 1981-2 and 1990-1: the collapse of the .Com stock market and 9/11.
- It has taken five years to again reach the revenue levels of 2000; tax rate reductions account for only 22% of this; as can now be seen, an economy growing at 4%+ is now generating \$177 billion more revenue A YEAR even under lower tax rates.

SPENDING

- Spending for October 1999 through September 2001 averaged \$1.8 trillion
- Spending after 9/11 BUT prior to Iraq averaged \$2.1 trillion
- Spending went up \$140 billion last year, (FY2004) and is going up \$130 billion this year, (FY 2005). HLSecurity is some \$65 billion of that; defense is some \$75 billion. Without the Iraqi war, we would still have run deficits of +\$300 billion, compared to the projected \$350b this fiscal year.



Systems and Mission Integration

Presented to the

Precision Strike Association

Winter Roundtable 2005

**Glenn F. Lamartin
Director, Defense Systems
January 26, 2005**



Current Situation

What We Need to Do Better

Requirements

- Adapting to changing conditions
- Matching operational needs with systems solutions
- Overcoming biases of Services and others
- Moving to transform military

PPBES

- Laying analytical foundation for budget
- Aligning budgets with acquisition decisions

Personnel and Readiness

- Treating people as a resource

Acquisition

- Acquiring systems-of-systems
- Making system decisions in a joint, mission context
- Transitioning technology
- Assessing complexity of new work and ability to perform it
- Controlling schedule and cost
- Passing operational tests
- Ensuring a robust industrial base

Sustainment

- Controlling O&S costs
- Reducing logistics tails

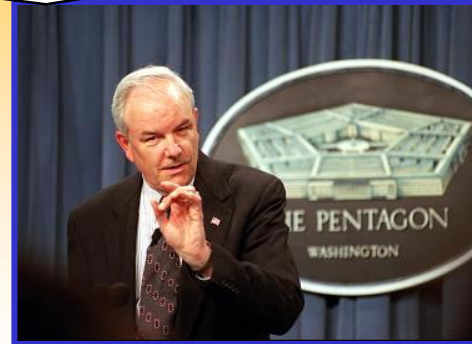


Leadership and Goal Alignment



Leadership Alignment

Security Environment	
Irregular	Catastrophic
Traditional	Disruptive



USD (AT&L) Seven Goals

- Acquisition Excellence with Integrity
- Logistics: Integrated and Efficient
- Systems Integration & Engineering for Mission Success
- Technology Dominance
- Resources Rationalized
- Industrial Base Strengthened
- Motivated, Agile Workforce

Goal Alignment

SECDEF Top 10 Priorities

- Successfully Pursue the Global War on Terrorism
- Strengthen Combined/Joint Warfighting Capabilities
- Transform the Joint Force
- Optimize Intelligence Capabilities
- Counter Proliferation of WMD
- Improve Force Manning
- New Concepts of Global Engagement
- Homeland Security
- Streamline DoD Processes
- Reorganize DoD and USG to Deal with Pre-War Opportunities and Post-War Responsibilities

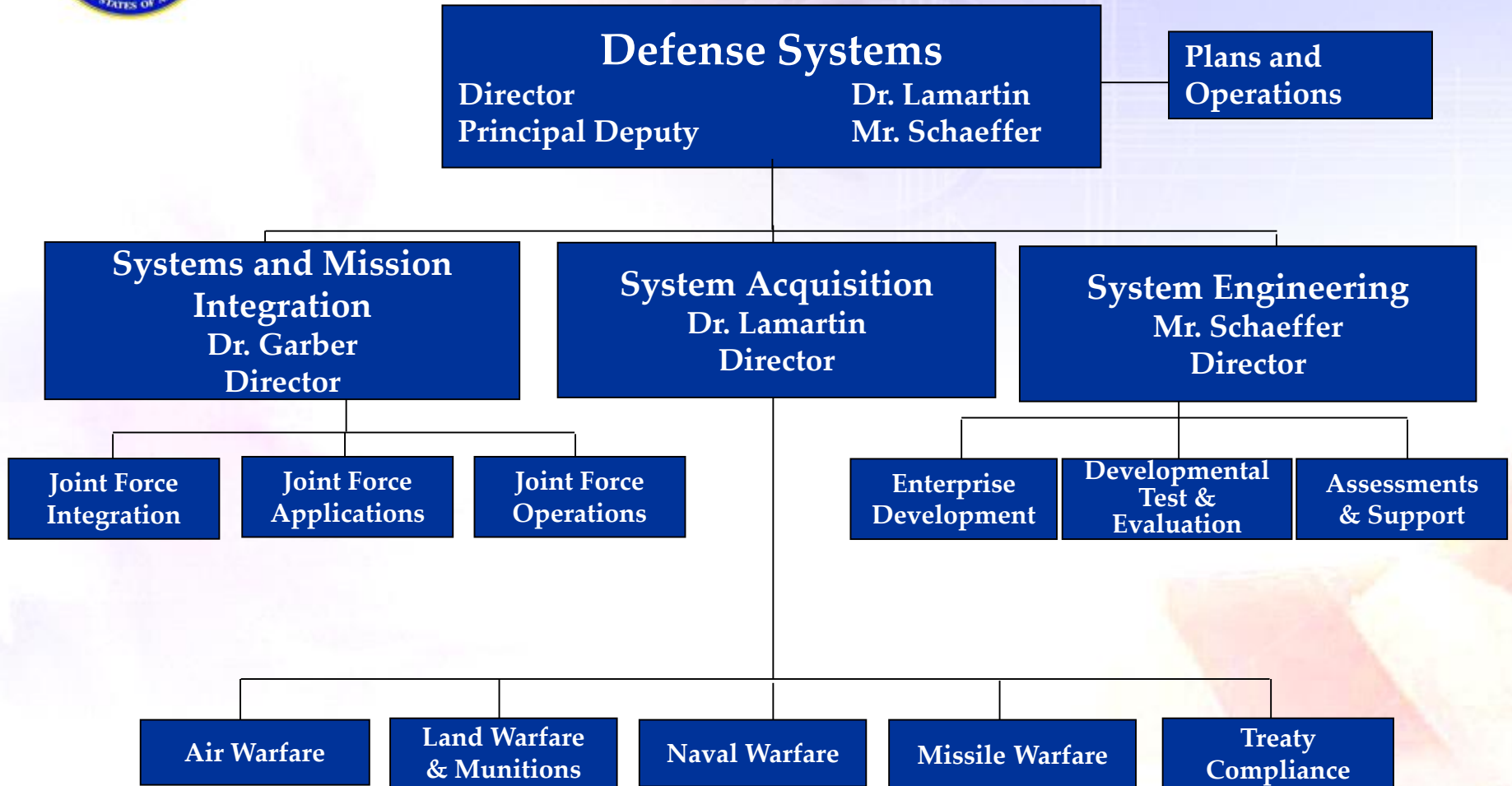


USD(AT&L) Imperatives for Defense Systems

- **“Provide a context within which I can make decisions about individual programs.”**
- **“Achieve credibility and effectiveness in the acquisition and logistics support processes.”**
- **“Help drive good systems engineering practice back into the way we do business.”**



Organization of the Defense Systems Directorate, OUSD(AT&L)





Systems and Mission Integration

What are the right things to do?

- Leads the development of integrated plans and/or roadmaps
- Leads the development of systems views of integrated architectures
- Establishes a broader context for DAB reviews for individual systems
- Leads DAB reviews for Capability Areas
- Fosters interoperability, joint and coalition capabilities
- Conducts systems assessments to judge how well newly fielded systems meet capability needs
- Develops/refines systems engineering concepts and practices for application at the architecture level



Systems Acquisition

How to best buy the right things?

- **Responsible for technical review and program oversight of assigned acquisition programs**
- **Leads overarching integrated product teams for strategic and tactical systems; develops recommendations on major weapon systems for the Defense Acquisition Board**
- **Provides technical support to arms negotiations, makes recommendations concerning treaty implications on the acquisition of new systems, and monitors compliance with treaties**
- **Tailoring the application of the revised DoD 5000 series**
- **Emphasis now on helping programs succeed and transition to new Department processes**



Systems Engineering

How to do things right?

- **Defines “good systems engineering” for the Department**
- **Finds, captures, and shares best practices**
- **Establishes systems engineering policy and procedures**
- **Implements education of government and industry workforce**
- **Conducts outreach with industry, academia, associations, individual programs, and others**
- **Directs and manages SE and SW studies and reviews**
- **Focal point for developmental test and evaluation**
- **Provides program support to Program Managers**



DoD End-to-End Capabilities Definition, Acquisition and Test Process

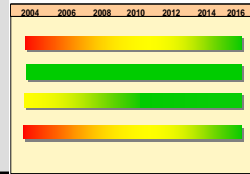
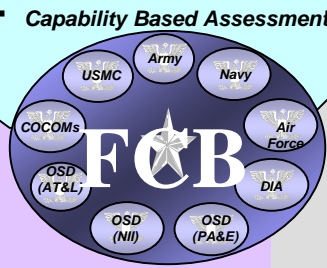
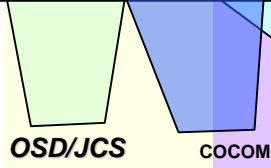
- Strategic Planning Guidance
- Defense Planning Scenarios
- Family of Concepts
- Transformation

Capabilities Based Assessment

- Capabilities
- Tasks
- Attributes
- Metrics
- Gaps
- Shortfalls
- Redundancies
- Risk areas
- Non-materiel solutions
- Materiel solutions
- S+T initiatives
- Experimentation

Capability Area Reviews (CARs)

- Refined concept
- Analysis of Alternatives
- Technology Strategy
- Systems Engineering Plan
- Affordable military-useful increment
- Technology demonstrated
- Initial KPPs
- Revise KPPs
- Detailed design
- System integration
- DT&E/IOT&E
- LRIP
- IOT&E



OSD (AT&L)-led Capability Roadmaps

Services

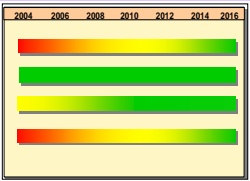


Strategy

Capabilities Definition

Concept Refinement

Acquisition and Test

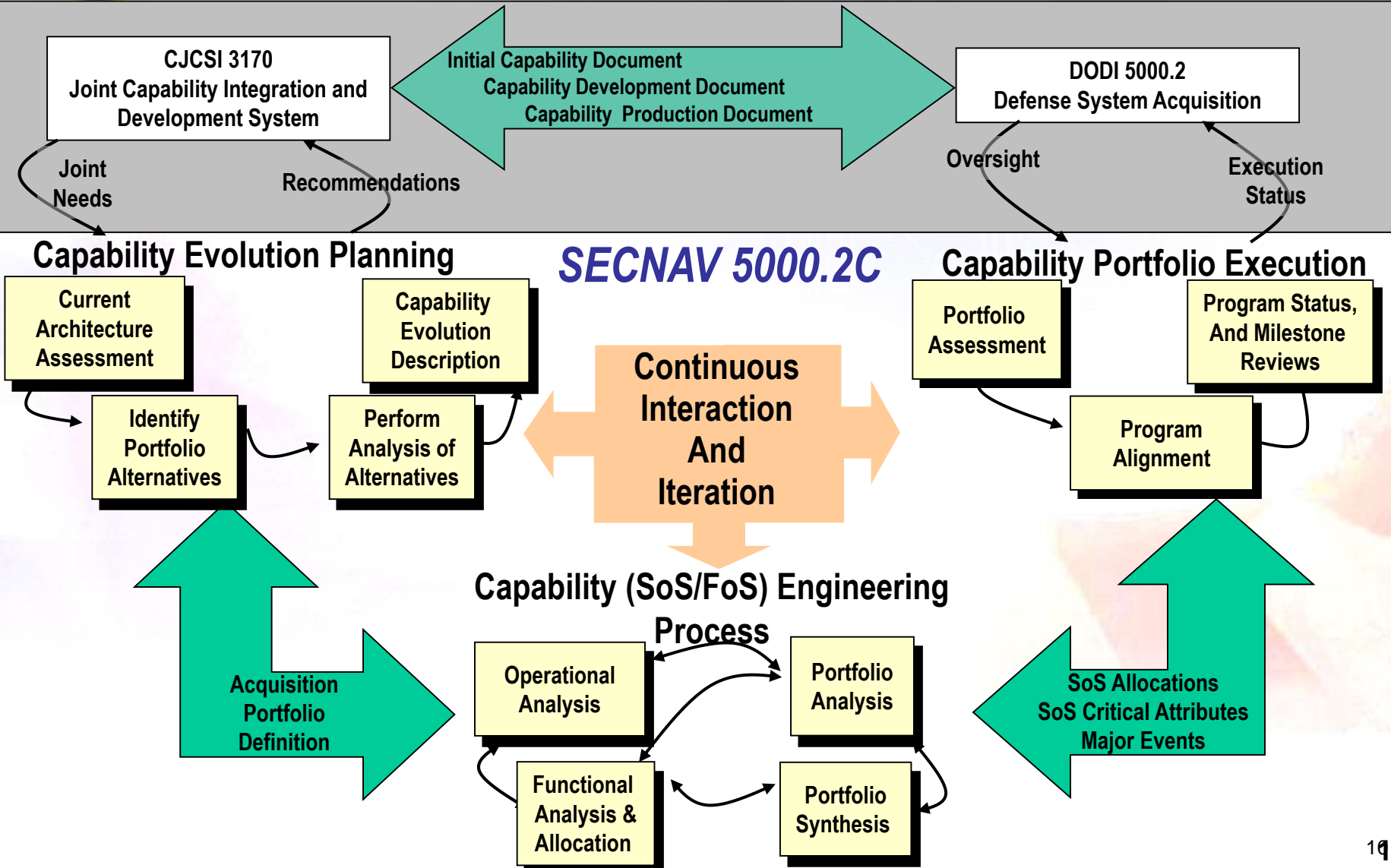


"As Is" Roadmaps



Naval Capability Evolution Process

A Complete Process for Capability Acquisition





Capability Area Reviews

USD(AT&L), as DAE, will lead reviews of select capability areas to:

- **Provide mission area context – from a top-down perspective**
- **Implement capability-based methodology on provider side**
- **Link policy, capability generation, acquisition, and budget processes**
- **Identify joint solutions and added work to be done (across DOTMLPF)**
- **Reveal need for management, engineering, and testing across an area**
- **Help align individual program expectations**
- **Provide basis to set metrics and gauge progress over time**
- **Assess the cumulative effect of individual program decisions**

But...wide participation is essential



Roadmaps and Roadmapping

Roadmaps provide a framework for decision making – prompt discussion, inform decisions, and capture decisions made

- **Lay out Department’s strategic plan considering:**
 - **Matériel and non-matériel solutions**
 - **Capability that only exists at Family/System-of-Systems level**
 - **What to expect from each system**
 - **Cross-cutting management, engineering, and testing**
 - **Network enablers**
 - **Affordability**
- **Nature of Roadmaps will vary by topic**
- **Start with the “as is” and show where we want to go**

But... must balance decisions across capability areas



Key Roadmaps and Related Activities

Accomplishments

- Dec 02 – *UAV Roadmap*
- Oct 03 – *Information Operations Roadmap*
- Apr 04 -- *Joint Battle Management Command and Control (JBMC2) Roadmap*
- May 04 -- *Air and Missile Defense (AMD) Roadmap*
- Nov 04 -- SecDef and CJCS endorse *JBMC2 Roadmap*

2005 Actions

- *UAV Roadmap Update*
- *JBMC2 Roadmap Update*
- *Integrated Air and Missile Defense Roadmap Update*
- *Electronic Warfare Roadmap*
- *Directed Energy Roadmap*
- *Conventional Engagement Capability (formerly Land Attack Weapons) Roadmap*
- *Precision Engagement Capability Roadmap*
- *Joint Network Fires Capability Roadmap*



Example: Conventional Engagement Capability Roadmap (CECR)



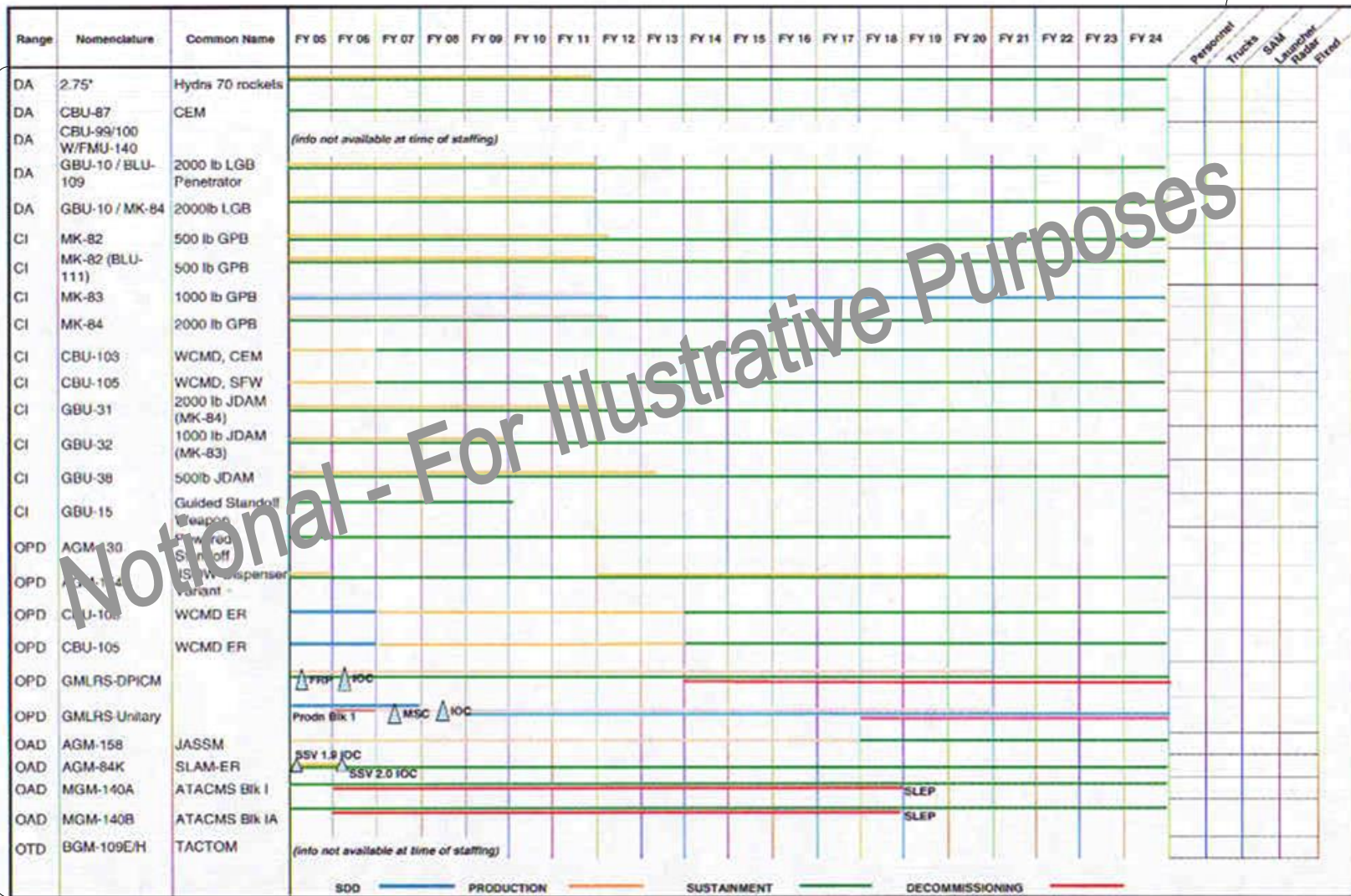
1. INTRODUCTION
2. CECR CONTEXT
3. DEPENDENCIES AND ISSUES
 - Kill Chain
 - Engagement Interdependencies and Issues
4. WEAPONS INFORMATION
 - Weapon Programs
 - Weapon/Platform Integration
5. ENGAGEMENT CAPABILITY ASSESSMENT RESULTS AND GAP ANALYSIS
 - Moving Target Assessment
 - Area Target Assessment
6. ROADMAP
7. EXPERIMENTATION AND EMERGING TECHNOLOGY
8. CONCLUSIONS AND RECOMMENDATIONS
9. APPENDICES



Example: Conventional Engagement Capability Roadmap - Area Target Capability Roadmap

Capabilities

Systems





Example: Systems Context for DAB Reviews

SDB Increment I Complementary Systems

Complementary Systems:

JDAM
GBU Series
MK 80 Series

Threshold Fixed Wing Platforms:

F-15E

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Objective Fixed Wing Platforms:

F/A-22
JSF
UCAV
F-16 (30/40/50)
F-117
A-10
MQ-9
B-1
B-2

ISR:
DPPDB
GPS



Notional - for illustrative purposes

	Cost, Schedule, Performance & Integration Support Fielding
	Cost, Schedule, Performance & Integration Issues
	Cost, Schedule, Performance & Integration Deficiencies Prevent Fielding

	SOLID DENOTES CURRENT SYSTEM
	DASH DENOTES FUTURE SYSTEM

Status:	Cost	Sched	Perf	Not Rated



Our Shared Challenges

- **Focus shifting from platforms to capabilities and joint system solutions**
- **System complexity is increasing: Family-of-Systems and/or System-of-Systems interdependencies**
- **Understanding what capabilities only exist in the Family-of-Systems or System-of-Systems**
- **Demand for net-centric capability drives higher levels of integration**
- **Functional and physical interfaces expanding in number and complexity**
- **Testing System-of-Systems capabilities (demands on R&D and operational assets; JDEP-like approach)**
- **Evolutionary acquisition institutionalizing change**
- **New approaches in design and development must match new systems views**



Future Joint Concepts

January 2005

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Purpose & Agenda

Purpose

- To describe the role of future joint concepts in transforming the joint force.

Agenda

- Capabilities Based Approach
- Family of Future Joint Concepts
- Joint Experimentation
- Linkage to Joint Capabilities Integration and Development System (JCIDS)
- Way Ahead

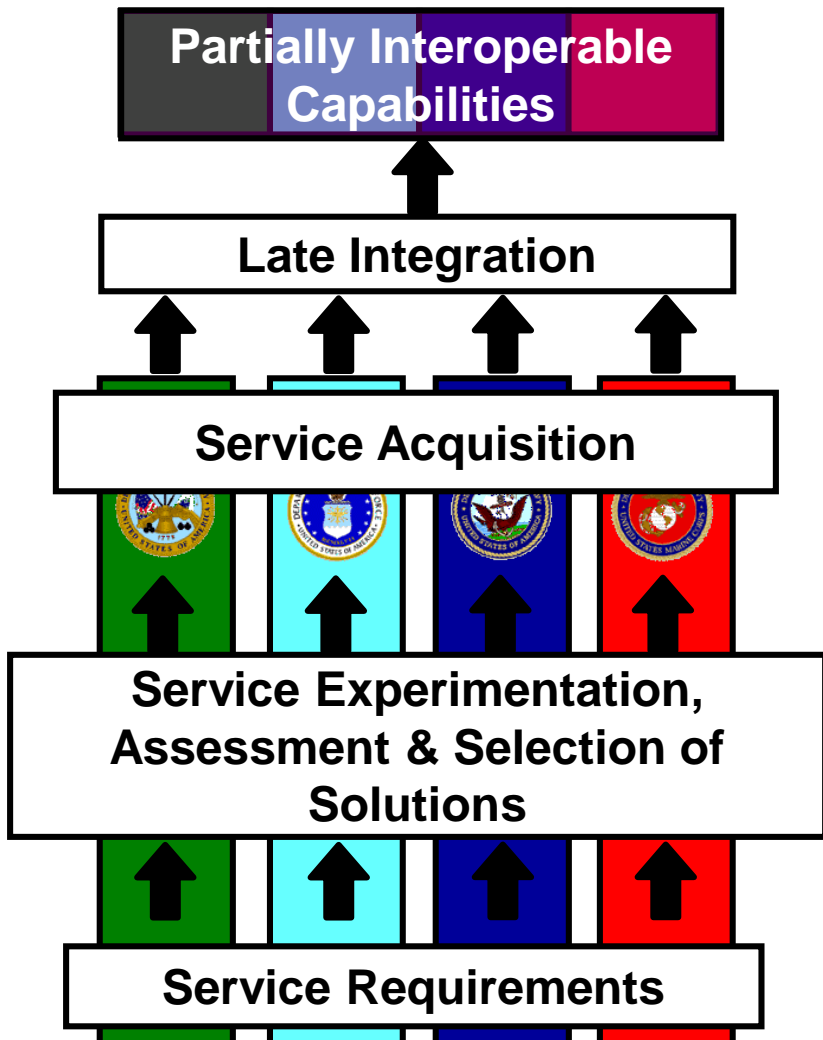


Capabilities Based Approach

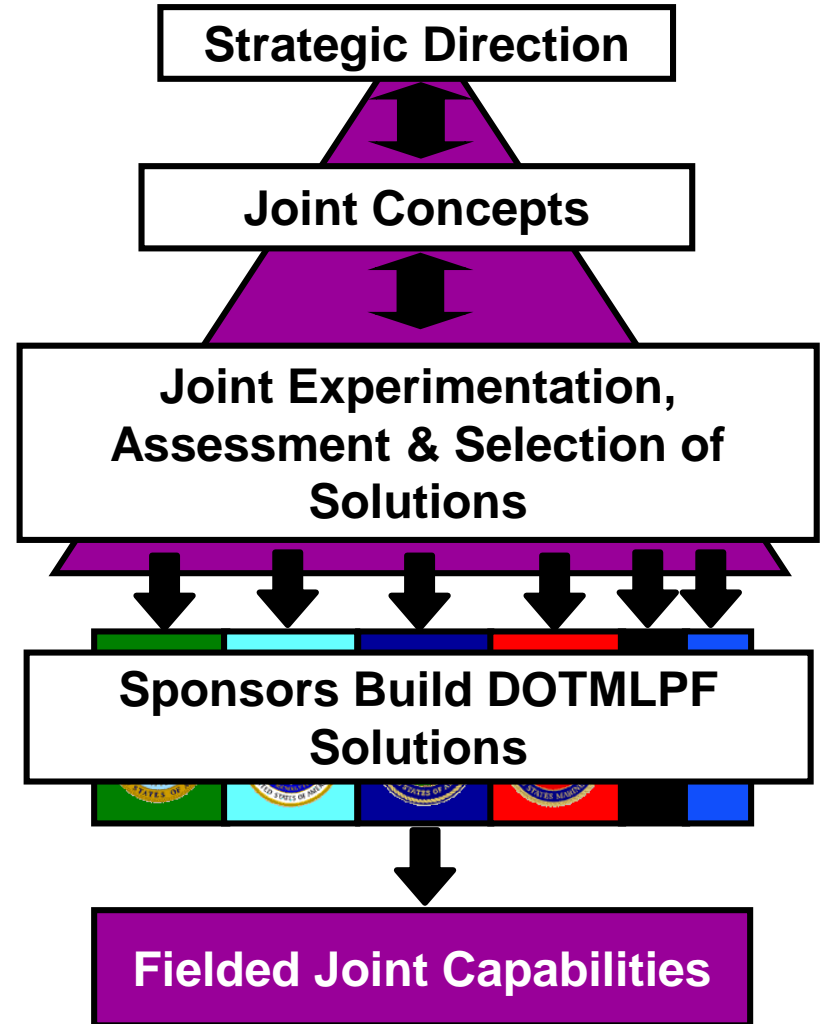


Capabilities Based Approach

Bottom-Up Threat Based



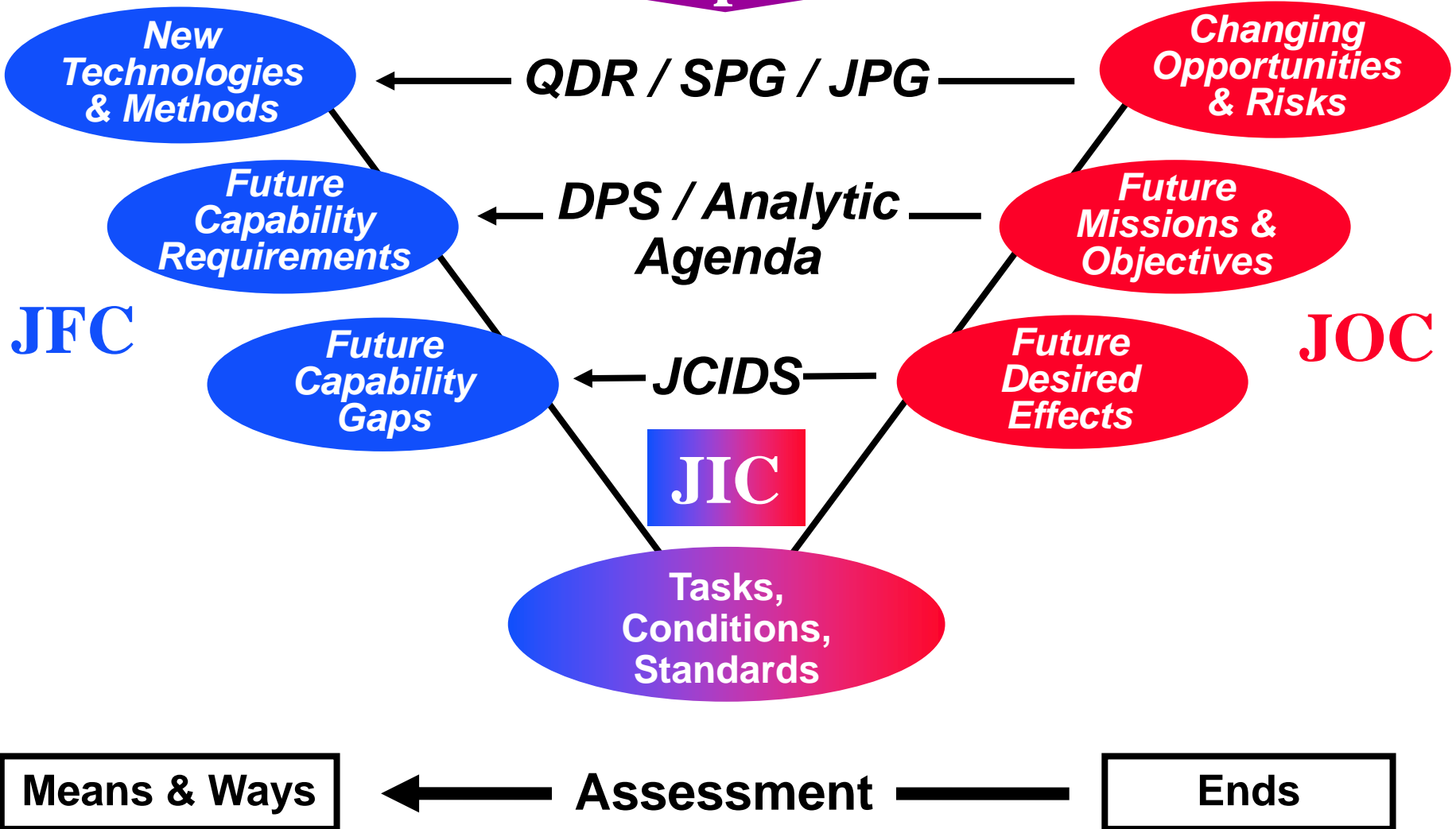
Top-Down Capabilities Based





Solving for Future Capabilities

Strategy JOpsC





Family of Future Joint Concepts



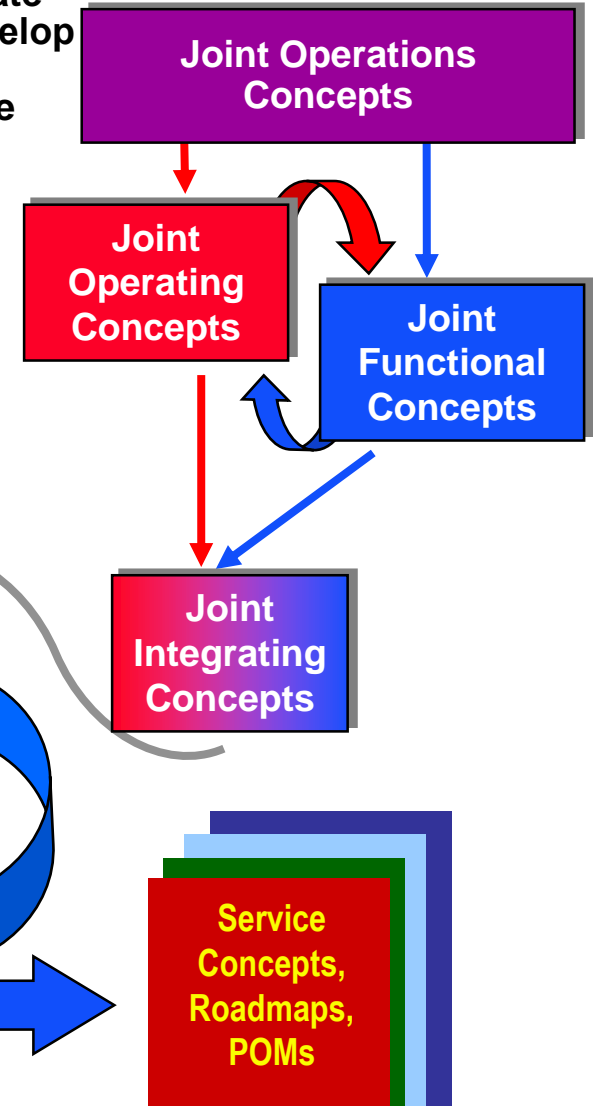
Family of Joint Concepts

The Capabilities Based Methodology relies on joint concepts that translate strategic guidance into “born joint” capabilities. Current focus is to develop capability needs, **focused on 10-20 years in the future**, with sufficient resolution to support rigorous analysis and inform both future joint force employment and future joint force development.

Strategic Guidance
 NSS, QDR, DS, CPG, TPG, SPG, NMS

- Concept Elements**
- Broad statement of how to operate 10-20 years in the future
 - Focus on operational objectives / effects
 - Focus on functional capabilities
 - Tasks & measures level of detail

Experimentation, DOTMLPF solutions, JCIDS, etc.

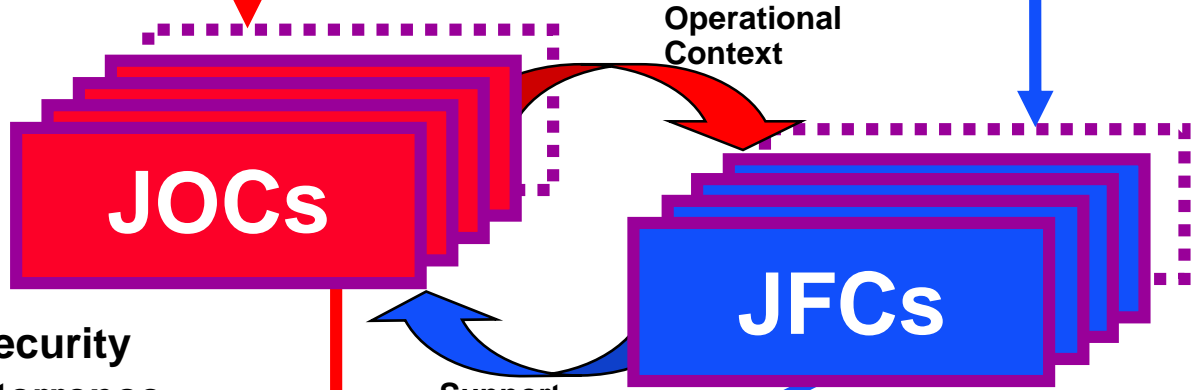




Current Joint Concepts



JOpsC



Operational Context

JOCs

JFCs

Support

- 1. Homeland Security
- 2. Strategic Deterrence
- 3. Major Combat Operations
- 4. Stability Operations

- 1. Battlespace Awareness
- 2. Command and Control
- 3. Force Application
- 4. Focused Logistics
- 5. Protection
- 6. Net-Centric Ops
- 7. Force Management
- 8. Training



JICs

- 1. Undersea Superiority
- 2. Forcible Entry Ops
- 3. Global Strike
- 4. Integrated Air & Missile Defense

- 5. Sea-Basing
- 6. Joint C2
- 7. Joint Logistics



Future Joint Concepts Application

- **Approved joint concepts:**
 - **Guide future force development (JCIDS, Defense Acquisition System, PPBE, Service & Joint Transformation Roadmaps)**
 - **Influence Defense Planning Scenarios (DPS)
CONOPS**
 - **Provide hypotheses and context for experimentation**
 - **Guide Science & Technology exploration**
 - **Provide context for Test & Evaluation**

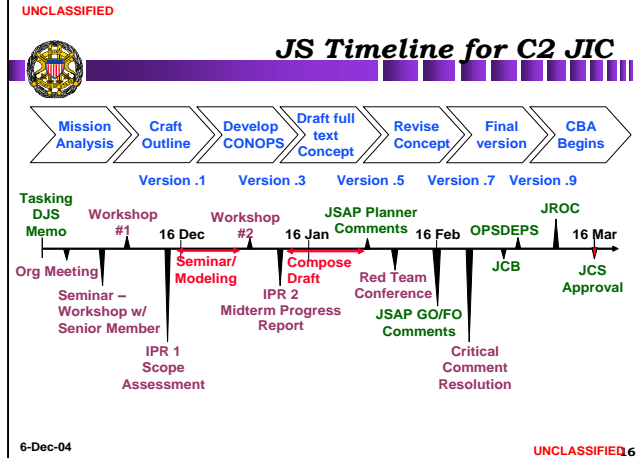
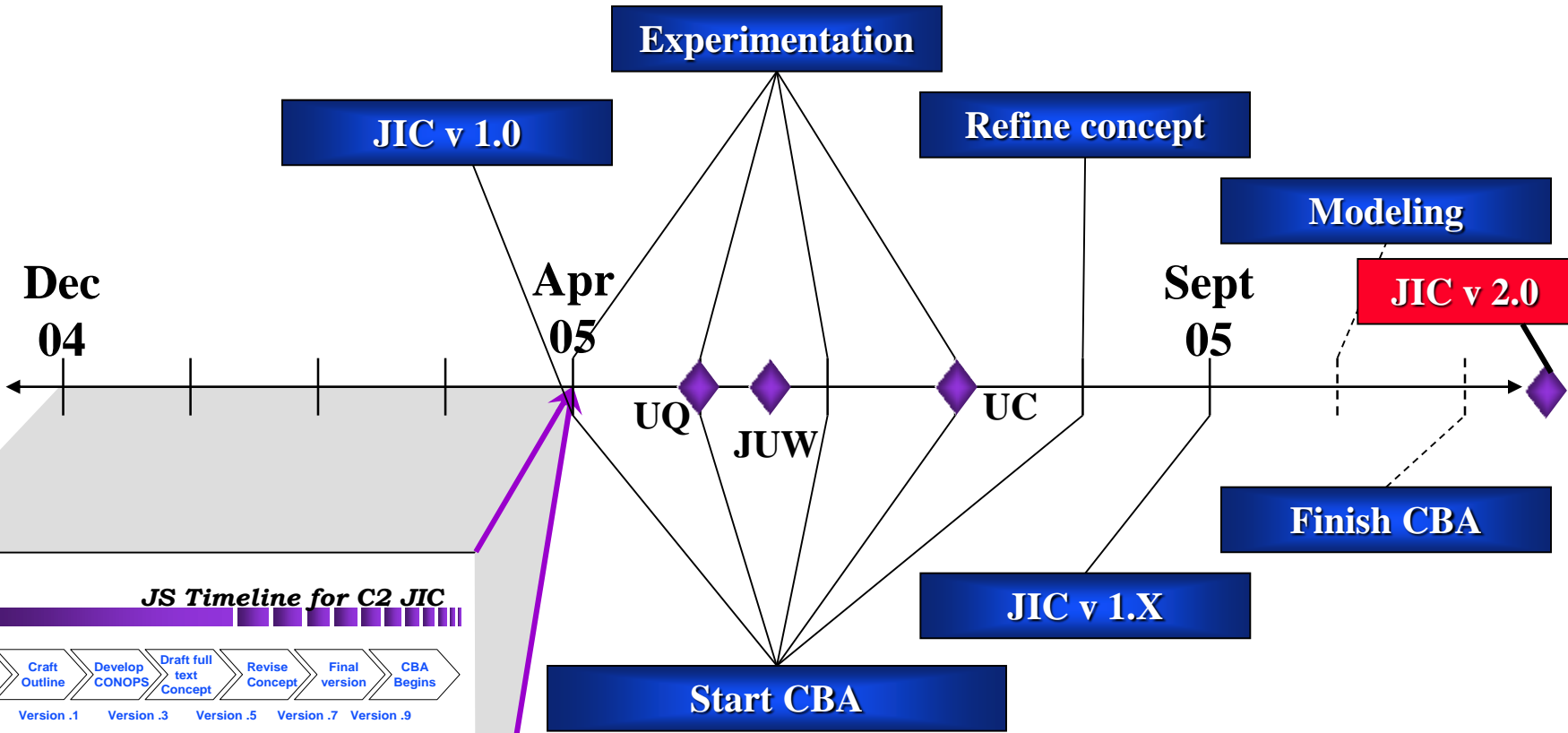


Joint Experimentation



Moving Beyond Version 1.0

C2 JIC & Capabilities Based Assessment Timeline



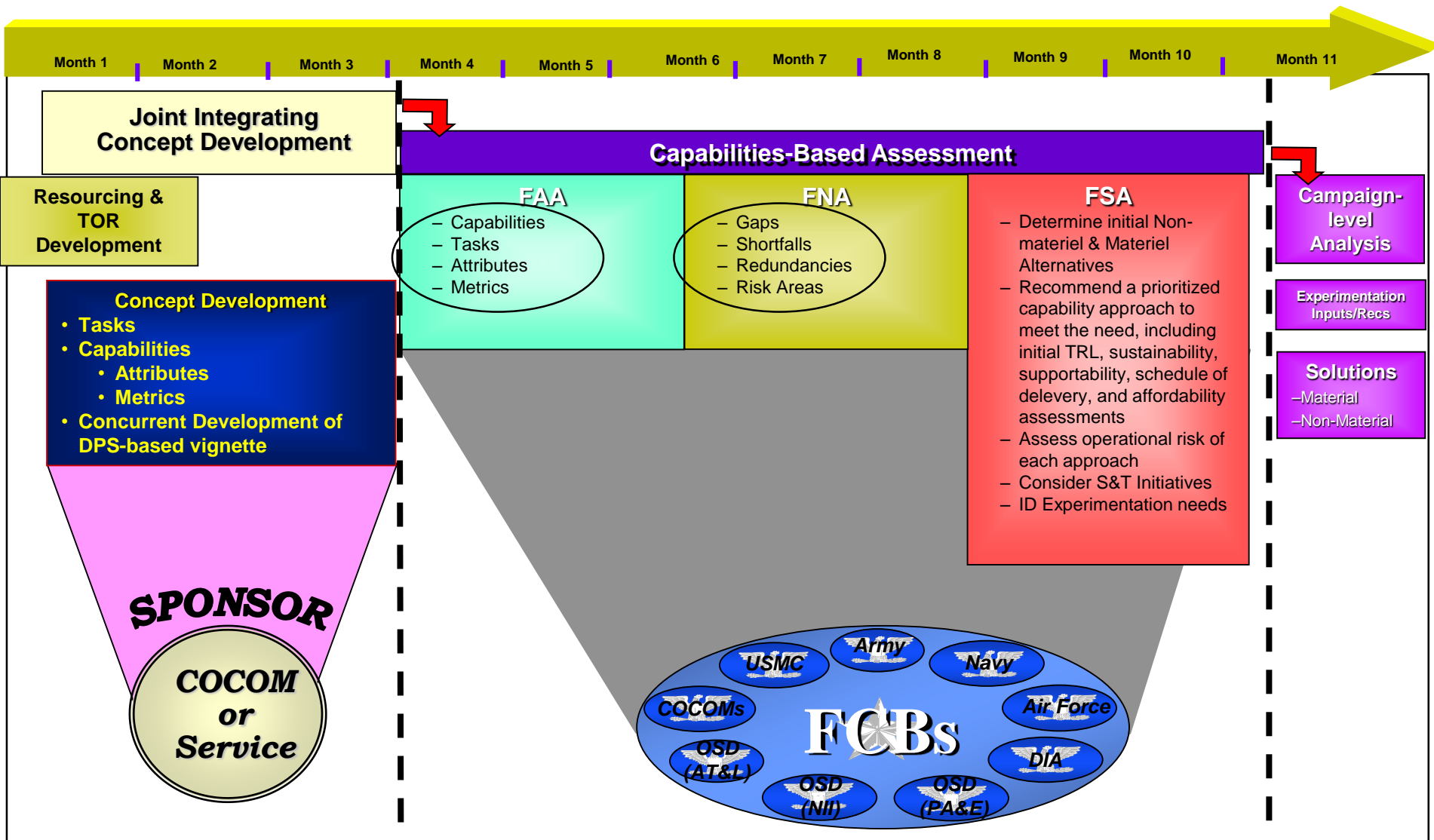
- UQ - Unified Quest
- JUW – Joint Urban Warrior
- UC – Unified Course



Linkage to JCIDS



Joint Integrating Concepts Process





JIC Linkage to JCIDS

- **Authors deliver JICs with a detailed scenario, CONOPS, and list of tasks (with measures)**
- **Functional Capabilities Boards (FCB) perform Capabilities Based Assessment (CBA) on each JIC (one as lead, others supporting)**
- **FCBs perform data call to services to match JIC tasks to current, programmed, and planned systems**
- **FCB assesses JIC against baseline scenario provided by author, and then may run against additional scenarios (Defense Planning Scenarios) to refine the conditions and standards for each task and aggregate capability**
- **CBA output is a weighted list of capability needs, gaps, and excesses**



Way Ahead



Functional

1. **Battlespace Awareness**
2. **Command & Control (C2)**
3. **Net-Centric**
4. **Force Application**
5. **Logistics**
6. **Force Protection**
7. **Force Management**
8. **Training**

Operational

9. **Strategic Deterrence**
10. **Homeland Defense**
11. **Civil Support**
12. **Access & Interdiction**
13. **Air/Space Control Operations**
14. **Maritime/Littoral Control Operations**
15. **Land Control Operations**
16. **Special Operations**
17. **Information Operations**
18. **Noncombatant Protection**
19. **Assistance & Stabilization**
20. **Reconstruction & Transition**
21. **Shaping & Security Cooperation**

SPG OA 05 Study
Joint Force Capabilities
Assessment (JFCA)



Common Lexicon

- **Capability**: a combination of means (available resources) and ways (methods of employment) sufficient to perform an assigned task.
- **Task**: an action or activity derived from mission analysis, doctrine, standard procedures, or concepts that may be assigned to an individual or organization.
- **Standard**: a level of proficiency and sufficiency in performing a task.
- **Condition**: a variable of the battlespace (friendlies, adversaries, neutrals, environment) that affects task performance.
- **CONOPS**: a commander's overall concept and broad flow of tasks for an operation that shows how available capabilities will be applied to produce the effects necessary to achieve the mission endstate.
- **Effect**: a change to a condition, behavior, or degree of freedom.
- **Endstate**: the set of conditions, behaviors, and freedoms that defines achievement of the commander's mission.
- **Mission**: the purpose (objectives and endstate) and tasks assigned to a commander.
- **Measure**: quantitative or qualitative basis for describing the proficiency or sufficiency of task performance.



• Unified Action

- Rapidly and with minimal warning
- With interdependent U.S. Armed Forces
- Striking directly at operational and strategic objectives
- Via decentralized/dispersed and networked command functions
- Continuously, simultaneously, and sequentially from multiple directions
- In multiple domains
- Using effects based approach



• Knowledge Empowered

- Enhanced human understanding and technical data collection, and a system of systems understanding of the enemy, his culture and the environment
- Reliance on a heuristic organization

• Networked

- Connected and synchronized in time and purpose at all levels — which facilitates interdependent operations across the global battlespace

• Integrated

- The future joint force will have integrated planning and execution at all levels, operational through tactical, which facilitate seamless operations without extra effort

• Expeditionary

- Postured for rapid deployment, employment and sustainment – regardless of anti-access, or area-denial environments

• Adaptable

- Forces that are versatile, scalable, agile, and responsive, and whose leaders are intellectually empowered by background of experience and education

• Compelling

- An enhanced ability to precisely engage holistically in all domains, conditions and environments with an array of lethal and non-lethal capabilities



Joint Concept Development and Revision Plan

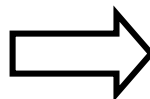
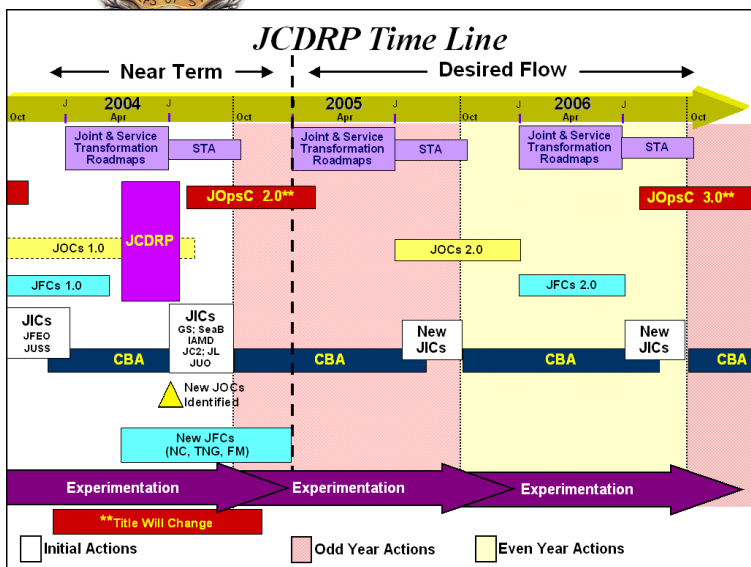
- **Updated guidance on Family of Joint Future Concepts**
 - **Definitions & Purpose**
 - **Topic Selection, Assignment and Approval**
 - **Development & Revision Responsibilities**
 - **Timelines**
- **Currently under revision as CJCSI 3010.02B**
- ***Joint Staff J7 is single OPR for all Joint Concepts (JOpsC, JOCs, JFCs, JICs)***
- ***JCDRP available at www.dtic.mil/jointvision***



- **Establish forums for competition of ideas**
- **Any Service, COCOM, or JS Directorate may lead concept development and all may participate**
- **Required concept elements (template / lexicon)**
- **Progress reviews presented to JCS or JROC**
- **Concept revision battle rhythm to facilitate experimentation and synchronize efforts**
- **Identifies responsibilities for concept development**
- **Establish approval process**



Process-Guidance-Recommendation Linkage



	Traditional	Irregular	Catastrophic	Disruptive
Strategic Objectives (Policy Outcomes)	Defeat adversaries at the time, place, and manner of our choosing	Assure security conditions for others (indigenous, international, or other USG elements) to stabilize environment in theater of ops (rule of law, nation-state accountability, economic viability)	Deter & Defeat attacks on the Homeland from the commons	Dissuade potential enemies from seeking asymmetric military advantage
Planning Targets (Stretch Goals)	Seize Initiative – 10 Meet 1st SD Objectives – 30 Engage 2nd SD – 30 IAW Contingency Planning Guidance	Sustain distributed expeditionary ops – 300K / 2 years, 200K / 5 years Constitute, train, & equip local force -100K in 180 days	Deny attacks from commons Respond to 3 coordinated domestic CM events involving 100K each Prevent proliferation of WMD through the commons within 12 hours of tasking	Stay 1 generation ahead of potential competitors Provide decade of forewarning of new disruptive technology
Joint Concepts	<ul style="list-style-type: none"> Major Combat Operations - Forcible Entry - Global Strike - Undersea Superiority - Integrated Air & Missile Defense 	<ul style="list-style-type: none"> Stability Operations Combating Terrorism? Irregular Operations? <p>Potential JOCs</p>	<ul style="list-style-type: none"> Strategic Deterrence Homeland Security 	<ul style="list-style-type: none"> Dissuasion? Cost-Imposing Approaches? <p>Potential JOCs</p>

Illustrative Only



Recommendations

- Irregular Operations (SOCOM) (C, I)
- Shaping Operations (EUCOM or JFCOM) (T,D)
- Information Operations* (STRATCOM) (I, D)
- Re-scope MCO & SO JOCs (T,D)

*recommend JFC



Winnowing Process

- Reviewed Departmental guidance (SPG)
- Analyzed current concept coverage against potential areas of significant interest
- Solicited recommendations for candidate JOCs from OSD, JS, Services, & COCOMs,
- Briefed OPSDEPS
- Socialization with OSD and other stakeholders



Questions?

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703-697-3638**



Joint Operations Concepts (JOpsC)

Evolved Definition:

The JOpsC is an overarching description of how the joint force will operate 10-20 years in the future in all domains across the range of military operations within a multi-lateral environment in collaboration with interagency and multinational partners. It guides the development of future joint concepts and joint force capabilities. The JOpsC establishes the unifying framework for the family of joint concepts, the attributes and broad strategic and operational tasks for the future joint force, a campaign framework for future operations, the long-range focus for joint experimentation, and the conceptual foundation for unified action towards implementing the military aspects of national strategy.

-JCDRP



Joint Operating Concept (JOC)

Evolved Definition:

A JOC is an operational-level description of how a Joint Force Commander 10-20 years in the future will accomplish a strategic objective through the conduct of operations within a military campaign. This campaign links endstate, objectives, and desired effects necessary for success. The concept identifies broad principles and essential capabilities and provides operational context for JFC and JIC development and experimentation.

-JCDRP



Joint Functional Concept (JFC)

Evolved Definition:

A JFC is a description of how the joint force will perform a particular military function across the full range of military operations 10-20 years in the future. JFCs support the JOpsC and JOCs and draw operational context from them. JFCs identify required capabilities and attributes, inform JOCs, and provide functional context for JIC development and joint experimentation.

-JCDRP



Joint Integrating Concept (JIC)

Evolved Definition:

A JIC is a description of how a Joint Force Commander 10-20 years in the future will integrate capabilities to generate effects and achieve an objective. A JIC includes an illustrative CONOPS for a specific scenario and a set of distinguishing principles applicable to a range of scenarios. JICs have the narrowest focus of all concepts and distill JOC and JFC-derived capabilities into the fundamental tasks, conditions and standards required to conduct Capabilities-Based Assessment (CBA).

-JCDRP

Bounding the Problem

(JCS Tank Guidance, 14 June 04)



Homeland Security

Stability Operations

Major Combat Operations

Strategic Deterrence

This context ...

Seize the Initiative

Operational Access

... for these topics

Undersea Superiority

JUSS

Forcible Entry

JFEO

Basing

Global Strike

IAMD



Horizontal Assessment

(JCS Tank Guidance, 14 June 04)

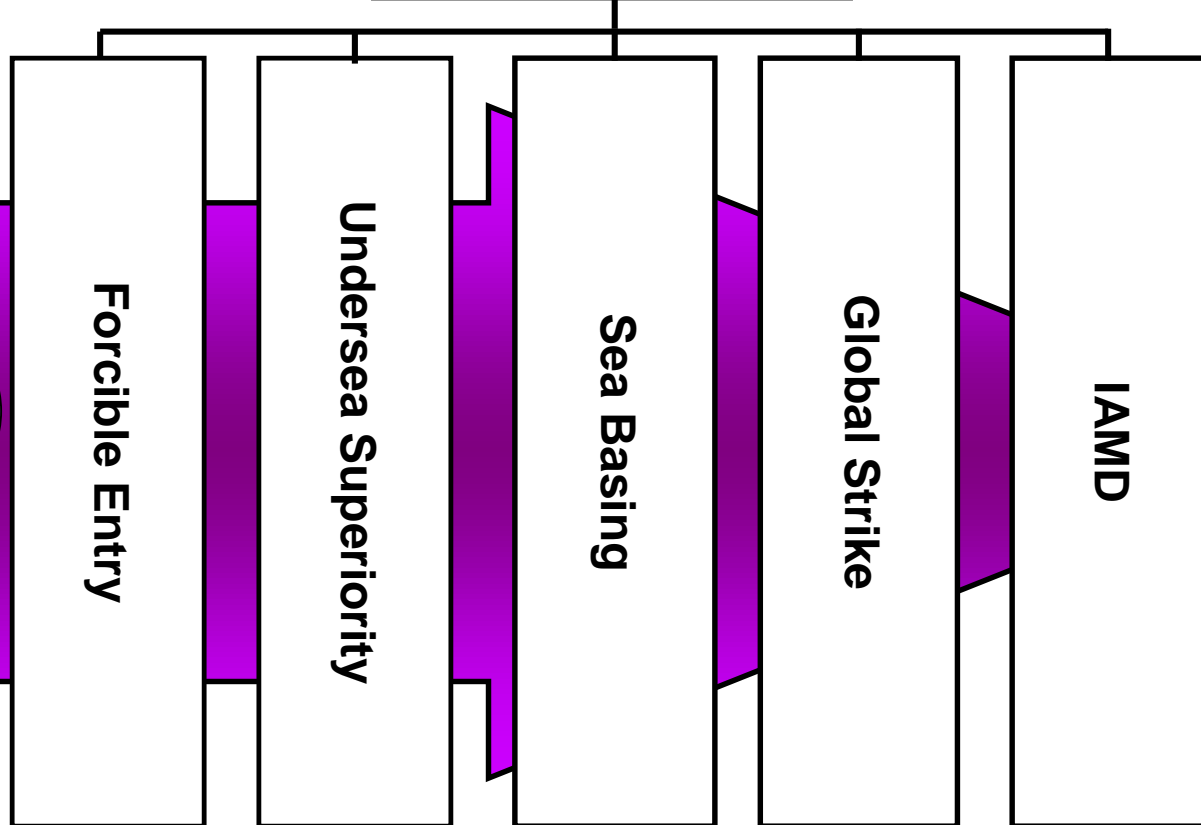
Joint Integrating Concepts

“how a Joint Force Commander integrates functional means to achieve operational ends”



“hot sweaty pile” approach

Operational Access





JCDRP Assigned Responsibilities

- **SecDef**

- Assign and approve revisions to the JOpsC
- Approve all JOCs

- **Chairman**

- Ensure all concepts reflect applicable guidance and each accomplishes its tasked purpose

- **JCS and JROC**

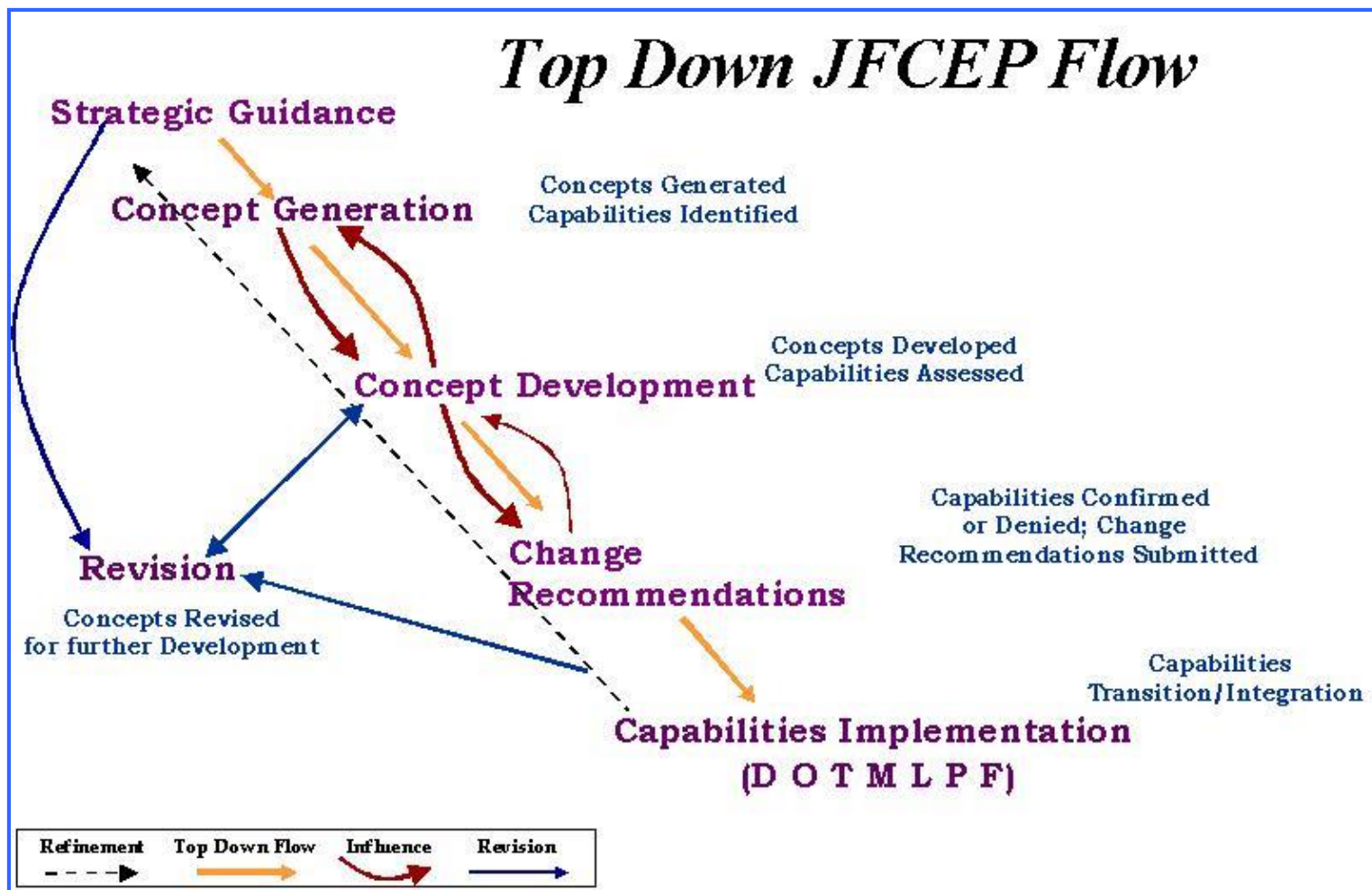
- JCS endorse the JOpsC and JOCs for SecDef approval
- JCS assign JOCs
- JCS assign and approve JICs
- JROC assigns and approve JFCs

- **JFCOM**

- Leads joint experimentation → Recommendations to improve the joint force

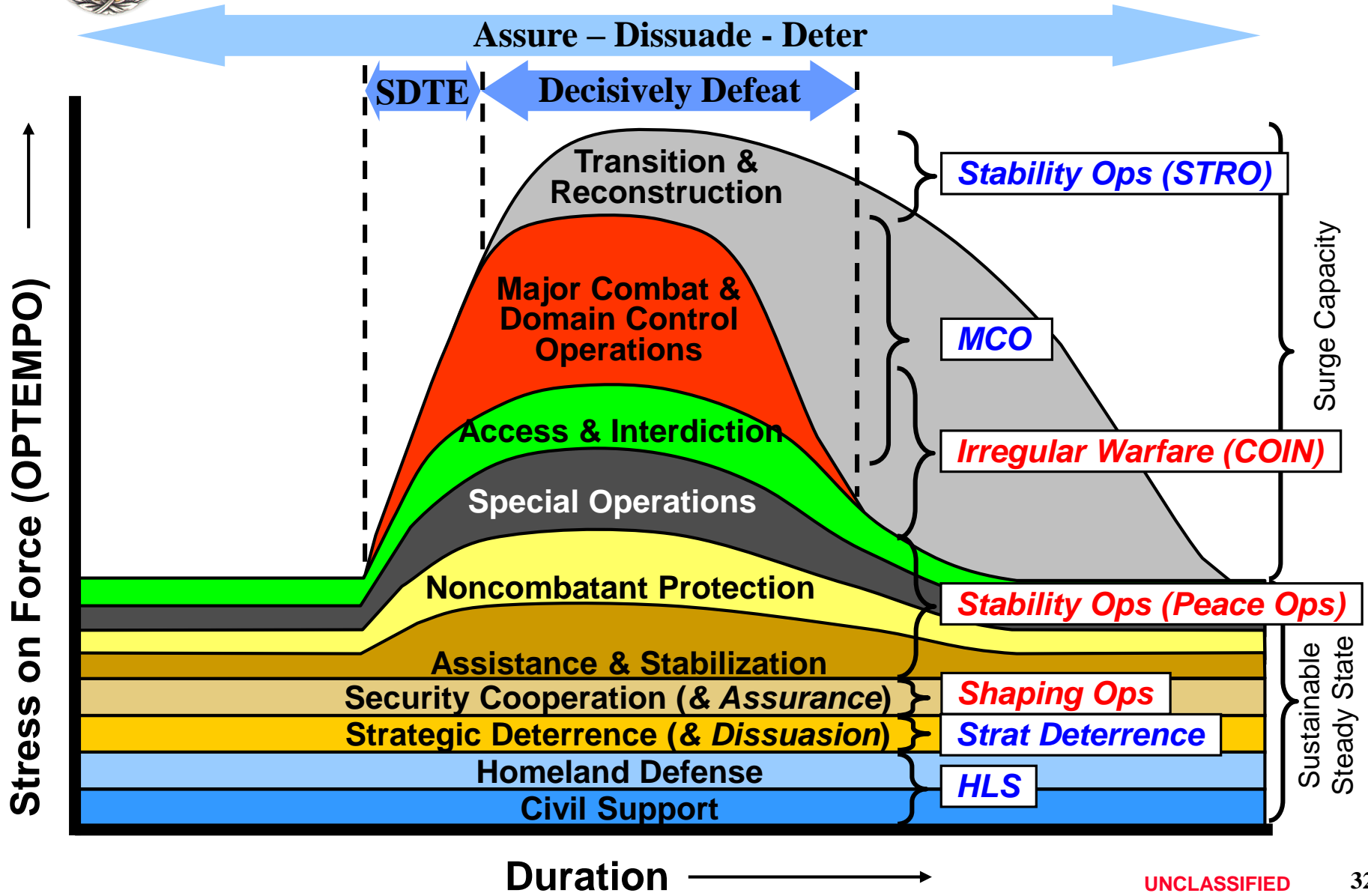


Concept Development Flow





Spectrum of Military Engagement



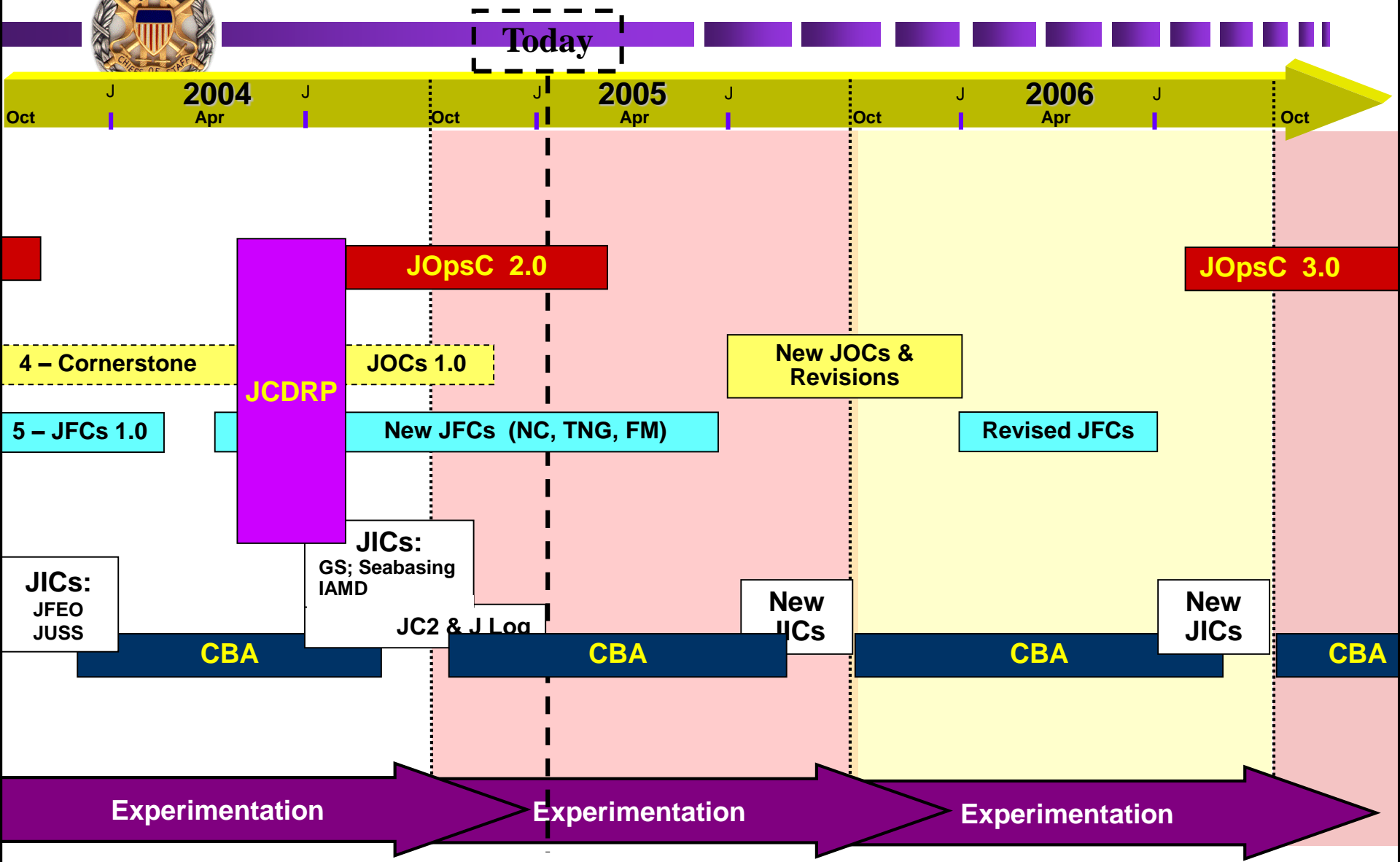


Attributes of a Transformed Joint Force

- **Fully Integrated**
 - All DoD component capabilities are born joint and are able to integrate into a focused effort with a unified purpose
- **Networked**
 - Linked and synchronized in time and purpose—allowing dispersed forces to communicate, maneuver, and share a common operating picture
- **Adaptable**
 - Forces that are tailorable and scalable, prepared to quickly respond to any contingency
- **Expeditionary**
 - Rapidly deployable, employable, and sustainable—regardless of anti-access, or area denial environments
- **Decision Superior**
 - Gain and maintain information superiority to shape the situation or react to changes
- **Decentralized**
 - Uses collaborative planning and shared knowledge to empower subordinate commanders to compress decision cycles
- **Lethal**
 - Capability to destroy an adversary and/or his systems in all conditions and environments



Joint Concept Development & Revision Plan Time Line



Initial Actions

Odd Year Actions

Even Year Actions

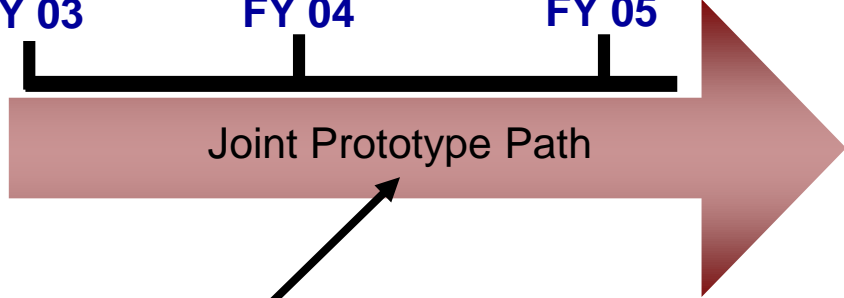


Joint Experimentation Strategy

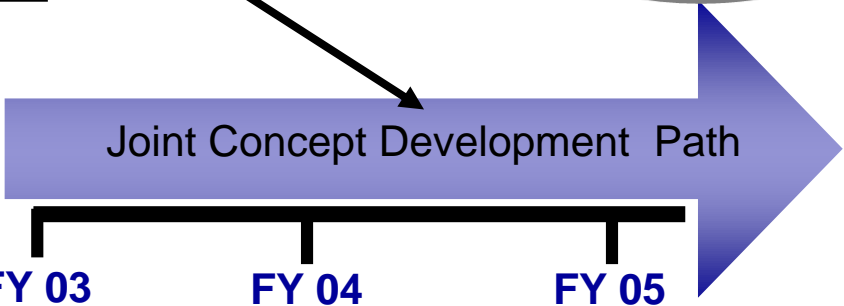
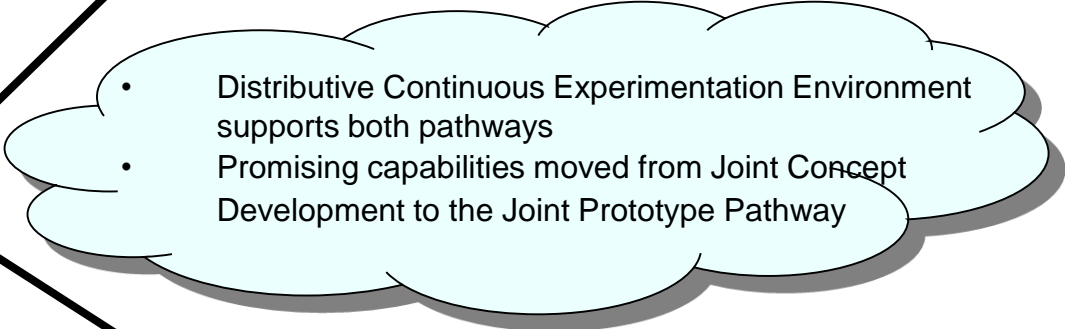
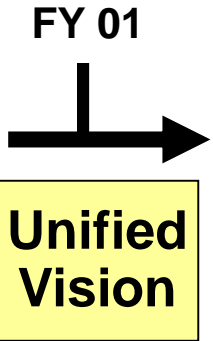
- Leverage Combatant Commander Exercises and Operations
- Leverage Service Sponsored Wargames and Seminars

- Field the Standing Joint Force Headquarters (SJFHQ) – including the enabling concepts for developing transformational joint command and control
- Pursue rapid, prototyping of capabilities to improve joint warfighting now

FY 03 FY 04 FY 05



FY 02
Major
Experiment



- Leverage Combatant Commander Exercises and Operations
- Leverage Service Sponsored Wargames and Seminars

- Provide actionable recommendations from experimentation results to senior leaders to inform options for future force investments