Naval Power 21

The Naval Vision: The hallmark of the Navy/Marine Corps team has been the ability to change, adapt and transform to meet new threats to America. Once again, our Naval team is changing in response to a new national security posture as articulated in the DoD Quadrennial Defense Review. This vision statement defines this new direction for the United States Navy and Marine Corps to continue to control the sea and to project power, defense and influence beyond the sea as part of a Joint Warfighting Team. Our forces will use the sovereignty of the sea and enhanced networked seabasing to operate without restriction. Our forward expeditionary nature will provide persistent warfighting capabilities and sustained American influence wherever we may be called to deploy. We will assure our friends and allies, and together with the U.S. Air Force, U.S. Army and U.S Coast Guard we will dissuade, deter, and defeat our nation's enemies. Our Sailors, Marines, and Civilians will leverage innovative organizations, concepts, technologies, and business practices to achieve order of magnitude increases in warfighting effectiveness. Sea-Air-Land-and Space will be our domain. The Power of Joint Service Teamwork!

The Navy and Marine Corps exist to control the seas, assure access, and project power beyond the sea, to influence events and advance American interests across the full spectrum of military operations. Above all, we defend our homeland, both through our actions overseas and by our efforts at home. Our vision to achieve this, is based on three fundamental pillars:

- ✓ *We assure access.* **Assuring seabased access worldwide for military operations, diplomatic interaction, and humanitarian relief efforts.** Our nation counts on us to do this.

- ✓ *We fight and win.* **Projecting power to influence events at sea and ashore both at home and overseas.** We project both offensive power and defensive capability. It defines who we are.

- ✓ *We are continually transforming to improve.* **Transforming concepts, organizations, doctrine, technology, networks, sensors, platforms, weapon systems, training, education, and our approach to people.** The ability to continuously transform is at the heart of America's competitive advantage and a *foundation* of our strength.

Qualities That Matter: What It Takes To Win

Our Vision focuses on four fundamental qualities of Naval Forces:

Decisiveness: Every element of the Navy-Marine Team will be equipped, organized, and trained to bring decisive effects – both lethal and non-lethal – to bear where it counts.
Sustainability: We are capable of arriving quickly and remaining on scene for extended periods of time. Transforming to fuller seabasing capabilities will provide even greater expeditionary capabilities across the naval and joint force.

Responsiveness: Naval forces operate around the world, around the clock, continuing to operate from the sea, free from basing or permission constraints.
Agility: Our forces are creatively packaged; continuous organizational transformation will create an even more flexible and responsive Naval Force.

The Navy / Marine Corps Team will focus in seven areas:

People: The Heart of the Team

Sailors and Marines – along with our civilian workforce – are the foundation of our naval capabilities. Our physical platforms have no "asset value" to the nation until manned by trained, educated and motivated people. For this reason, people are our most valued resource. The ability of our Marines, Sailors, and Civilians to embrace and leverage the complexity and uncertainty that will characterize future crises and conflicts will be essential to mission success. Ready, rapidly responsive Reserve forces will continue to be a vital part of the Navy-Marine Corps Team and provide unique capabilities, depth, flexibility, and sustainment.

Homeland Security

We will engage potential adversaries and address threats to our security as far from the United States and our interests as possible. Continually forward, Naval Forces provide the capability to interdict a threat or immediately respond in a measured or overwhelming manner. Additionally, in partnership with the U.S. Coast Guard and other federal agencies the Navy-Marine Corps team will continue defense at home.

Projecting Power and Influence: Winning at Sea and Beyond

If presence fails to deter and crisis becomes conflict, the combat-credible Naval Forces that can peacefully influence an adversary's decisions will form the leading edge of the U.S. response. These forces will assure access through forcible entry to promote and protect American interests. Naval Forces will deliver timely military power to the Joint Force Commander and are critical to enabling and conducting joint force operations. The presence and power of our Naval Team will be the foundation for coalition operations. Sea basing provides force protection, C4ISR, fires, and logistic capabilities that support versatile and flexible power projection, and enables highly lethal forces to move directly from ship to operational objectives deep inland.

Future Naval Capabilities: Transformational by Design

Transformation is a continuous process, not an end state; inserting innovation, experimentation and results from a synthesis of new business processes and technologies with strategic vision, revolutionary operational concepts, and agile, adaptive organizations. We will:

- Improve ISR capability to acquire mobile targets, and deliver an increasingly persistent and decisive volume of timely fire.
- Integrate Navy and Marine strike fighter aviation assets for the optimum balance of efficiency and warfighting effectiveness.
- Use unmanned platforms: Air, Land, Sea, and Undersea for combat and reconnaissance.

- Develop tactics, operating concepts and equipment to operate most effectively in the littoral, including enhanced mine warfare capabilities, better shallow water ASW, effective counters to small craft, and the ability to counter any access denial challenge.
- Project defense against ballistic and cruise missiles extended to include over the shore.
- Enhance capabilities to increase operational reach and tactical mobility for the projection and forcible entry of expeditionary land combat power.
- Extend the persistence and staying power of our forward deployed naval force, and facilitate as well the presence, staying power, and operations of our fellow services.
- Network intelligence, surveillance, and reconnaissance systems and C4 capabilities to enable integrated, forward-deployed Naval Forces to deliver decisive effects.
- Enhance capability for information operations planning and execution, knowledge superiority, reach back intelligence and planning support.

Sea Enterprise: Capturing Business Efficiencies

To become an enterprise that is both effective and efficient, the Department of the Navy will optimize resources at every level of the chain of command. We will rapidly implement business initiatives that can free resources for investment in warfighting capabilities.

Our top business priority is identifying and increasing the resources available to grow and sustain Naval Force core combat capabilities. We will eliminate non-core functions that unnecessarily compete for resources. We will improve business practices to achieve end-to-end capabilities in the most economical manner. These business practices will focus on continuous process improvement with metrics for measurement and evaluation. Resources will not be expended that do not support the capabilities and objectives identified in this vision. Efforts to optimize our resources will include disinvestment in legacy systems and platforms no longer integral to present or future mission accomplishment.

To extract the utmost from scarce resources, the DoN will dedicate the same level of scrutiny on current year fiscal operations as we do in detailed long-range fiscal planning. All aspects of the Department will be critically and continually examined to determine how we might reap efficiencies across all headquarters, acquisition, research, and operating force and field support activities. Sea Enterprise initiatives will drive the Department of the Navy's transformation into a 21st Century Force that focuses on what truly matters - warfighting readiness and combat capability.

The Future: An Expanded Naval Force

Looking toward the decades ahead, we will improve sea basing across the entire naval force. Our netted forces will be more dispersed. This force will simultaneously conduct complex sea control, strike, forcible entry, special operations, sea based missile defense, dispersed logistics, strategic deterrence, and maritime interdiction operations. The strengths of our fellow services will enhance our own. To meet our defense goals to deter forward in critical areas, and decisively defeat threats to our nation, we see the need to reorganize the fleet to provide a large number of strike groups. We believe we could double the number of strike groups available today with a 25% increase in the size of the fleet. The precise number of strike

groups and ships, and the exact mix of ships, will evolve as the capabilities of our future ships evolve. Our objective is a balanced joint force mix that provides the best war fighting capability for our nation. In addition to strike capabilities, we will require maritime prepositioning, and combat logistics capabilities. We will leverage technology and innovation to rapidly transform our force to meet the needs of the nation.

Organizing the Force: A Naval Operational Concept

By developing, and continually revising a Naval Operational Concept and an associated architecture that clearly defines how the Naval Forces of the United States will be equipped, trained, educated, organized, and employed both today and in the future, we will define those capability packages vital to meeting the Nation's needs for a constantly transforming naval force.

Refining the Way Ahead: Navy and Marine Corps Strategies: The Navy and Marine Corps have defined their respective Service strategies in *Seapower 21* and *Marine Corps Strategy 21*. These documents define their advance into the future as part of a Joint Force, and through their implementing capstone concepts focus efforts and resources within each Service.

- ***Marine Corps Strategy 21*** defines a Marine Corps tailored to answer the Nation's call at home or abroad. It provides the vision, goals and aims that support the development of enhanced strategic agility, operational reach, and tactical flexibility that enable joint, allied and coalition operations. These capabilities will continue to provide the regional combatant commanders with scalable, interoperable, combined arms Marine Air-Ground Task Forces that shape the international environment, respond quickly across the complex spectrum of crises and conflicts, and assure access or prosecute forcible entry where and when required. Fundamental to the Marine Corps vision is:

  - Making Marines to win the Nation's battles and create quality citizens.
  - Optimizing the Corps' operating forces, support and sustainment base, and unique capabilities.
  - Sustaining the enduring Navy-Marine Corps relationship.
  - Reinforcing the Marine Corps' strategic partnership with the Army, Air Force, and U.S. Special Operations Command.
  - Contributing to the development of joint, allied, coalition, and interagency capabilities.
  - Capitalizing on innovation, experimentation, and technology.

To advance along this axis, the Marine Corps has implemented ***Expeditionary Maneuver Warfare***, a capstone concept that is the union of the Marine Corps' core competencies; maneuver warfare philosophy; expeditionary heritage; sea basing; and the integrating, operational, and functional concepts by which the Marine Corps will organize, deploy and employ forces today and in the future.

- ***Seapower 21*** defines a Navy with three fundamental concepts: ***Sea Strike, Sea Shield, and Sea Basing***, enabled by ***FORCEnet.*** Respectively, they enhance America's ability to project offensive power, defensive assurance, and operational independence around the globe. A supporting triad of initiatives will develop those core operational concepts: ***Sea Warrior, Sea Trial,*** and the aforementioned ***Sea Enterprise.***

- ***Sea Strike*** is a broadened concept for naval power projection that leverages enhanced C4ISR, precision, stealth, and endurance to increase operational tempo, reach, and effectiveness.

- ***Sea Shield*** develops naval capabilities related to homeland defense, sea control, assured access, and projecting defense overland. By doing so, it reassures allies, strengthens deterrence, and protects the joint force.

- ***Sea Basing*** projects the sovereignty of the United States globally while providing Joint Force Commanders with vital command and control, fire support, and logistics from the sea, thereby minimizing vulnerable assets ashore.

- ***Sea Warrior*** is the process of developing 21st century Sailors. It identifies the knowledge, skills, and abilities needed for mission accomplishment; applies a career-long training and education continuum; and employs a responsive, interactive career management system to ensure the right skills are in the right place at the right time.

- ***Sea Trial*** is a continual process of concept and technology development through focused wargames, experiments, and exercises. It strengthens the Navy's culture of innovation and accelerates the delivery of enhanced capabilities to the Fleet.

- ***Sea Enterprise*** captures efficiencies by employing lessons from the business revolution to assess organizational alignment, target areas for improvement, and prioritize investments.

Conclusion: Charting the Way Ahead

This vision reflects who we are. Our enduring role as America' sea based force will permit the Navy-Marine Corps team to assure access, fight and win, and continually transform. We will be decisive, sustainable, responsive, and agile, with people as the heart of the team. The Service Strategies represented in Seapower 21 and Marine Corps Strategy 21 will focus our ability to transform while meeting the Nation's global security demands and forming a crucial part of our nation's joint force. We will capture business efficiencies through the Sea Enterprise initiative, and work toward an expanded naval force for the turbulent decades ahead. In a world of violent horizons, the Navy-Marine Corps team will serve America: anywhere, anytime, around the world, around the clock.