



SPAWAR Industry Executive Network

June 11, 2014



Agenda

Current Challenges, Future Opportunities

1400-1445	SPAWAR Update	Pat Sullivan
1445-1515	Contracts Update	Tim Dowd
1515-1530	Break	
1530-1545	SSC Pacific CTO Update	Dr. Stephen Russell
1545-1600	SSC Pacific SBIR Update	John Thom
1600-1645	Environmental Scan	George Galdorisi
1645	Networking Reception	



Space and Naval Warfare Systems Command

"The U.S. Navy's Information Dominance Systems Command"

June 11, 2014

Presented to:
SPAWAR Industry Executive Network

Mr. Pat Sullivan, SES
Executive Director



SPAWAR Leadership Announcements



Ms. Karla Horn
1.0



RADM David H. Lewis



CMDMC(AW/SW) Jeffrey Pickering
CMC



Ms. Amy Weisman
Counsel / 3.0



RDML John Ailes
5.0



Mr. Craig Madsen
6.0



Update – Process Improvements

C4I Installations

- Aligning IMO Organizational Structure
- Common processes, roles and responsibilities



Financial Improvement and Audit Readiness (FIAR)

- Business processes that are standard, sustainable, traceable, and repeatable.
- DoD Requirement by 2017

More efficient internal processes → Easier to do business with the Navy

Questions

*Budget
Trends?*

*Cross –
SYSCOM
Synergy?*

*Cyber
Security?*

*Personnel
Reductions?*

*IT / IA
Technical
Authority?*

BRAC?

*ID
TYCOM?*

*Industry
Events?*



Space and Naval Warfare Systems Command

“The U.S. Navy’s Information Dominance Systems Command”



June 11, 2014

Presented to:
SPAWAR Industry Executive Network

Mr. Tim Dowd
Director for Contracts



Agenda

- ▼ SPAWAR Contracts
 - ▼ Internal Focus Areas
 - ▼ External Focus Areas

- ▼ Services Court(s)

- ▼ Organizational Conflict of Interest (OCI)



Internal Focus Areas

- ▼ Transition from Continuity of Services Contract (CoSC) to Next Generation Enterprise Network (NGEN)
- ▼ Consolidated Afloat Networks and Enterprise Services (CANES) Production, Multiple Award Contracts (MAC),
- ▼ Data Center Consolidation (DCC) Contracts
- ▼ Defense Electronic Health Records Program Support
- ▼ Contracting Officer Representatives (CORs)
- ▼ Efficiency initiatives
- ▼ Refreshing the workforce
- ▼ Trip Wires



External Focus Areas

- ▼ Focus on services
- ▼ Focus on cost
 - The LPTA myth or reality
- ▼ Focus on small business
- ▼ Recent changes in laws, regulations and policies
 - Three year PoP for services rescinded



SPAWAR Services Court

Board Composition

- ▼ Chaired by the Commander, SPAWAR
- ▼ Board Members
 - Deputy Commander
 - Director for Contracts
 - Counsel
 - Comptroller
- ▼ Participants include Senior Executive Service members/ National Competency Leads, PEOs, Technical Directors, Program Managers from Competency PEOs / Directorates / Field Activities, CORs

Data Reviewed

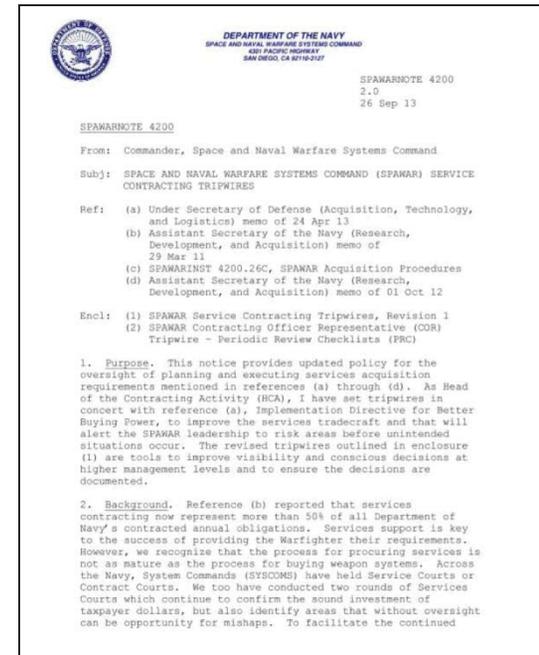
- ▼ Service Contract Actions & Planning Improvements/ Concerns
- ▼ Tripwire Metrics
- ▼ CPARS Metrics
- ▼ CORs
 - COR Training
 - Post Award Surveillance/Invoice Review

Output

- ▼ Enhance Leadership's Visibility, Accountability, Oversight
- ▼ Tripwire Note Revisions and
- ▼ Collection of Tripwire Metrics through the use of the SPAWAR Tripwire On-line Reporting Tool
- ▼ Improved leadership engagement
- ▼ Increased Post Award Oversight
- ▼ Additional emphasis on COR duties
- ▼ COR Training & Incentives
- ▼ Improving focus on CPARS quality



Service Contracting Tripwires



▼ **Policy establishes/mandates:**

- Annual Services Courts be held
- Use of Periodic Review Checklist (PRC)
- Minimum COR training & certification reqs

▼ **When a tripwire is tripped:**

- Reason must be explained in detail at the Services Court
- Identify whether the cause is: systemic*, specific to a certain set of circumstances*, or a one-time occurrence

* *must provide explanations or solutions* 12



SPAWAR Pre-Award Tripwires at a Glance

Tripwire	Originator	Review / Concurrence	Approver	Threshold	Action Yield
Competitive One-Bid	Contract Specialist	PCO	SPAWAR 2.0/2.0A/CCO	Competitive one-bids valued over \$250K (includes contracts & task orders for multiple award contracts)	Efficiency
Bridge Contracting Actions	Contract Specialist	Program Manager (or equivalent), Legal	SPAWAR 2.0/CCO or higher	Period of Performance bridge actions	Visibility
Best Value Source Selection Premiums	Contract Specialist	Program Manager (or equivalent), SSA	SPAWAR 2.0/2.0A/CCO	Any premium greater than 10%	Efficiency
Pre-Award - Other Direct Costs (ODCs)	Acquisition Lead/COR	Program Manager (or equivalent)	PCO	10% of total Labor Value or \$3M	Efficiency
Pre-Award - Negotiated Labor Rates	Contract Specialist	Program Manager (or equivalent), SSA, PCO	SPAWAR 2.0/2.0A	Negotiated fully burdened labor rates in excess of \$150/Hour	Visibility



SPAWAR Post-Award Tripwires at a Glance

Tripwire	Originator	Review / Concurrence	Approver	Threshold	Action Yield
Early Exercise of Options	Contract Specialist	SPAWAR 2.0/2.0A	PCO	Any early option exercise for Contracts and Task Orders above SAT	Visibility
Post-Award - Other Direct Costs (ODC)	COR	Program Manager	PCO	10% increase from the Original ODC Estimate	Fraud Indicator (Potential)
Post-Award Actual Labor Rates (Measured Monthly)	COR	Program Manager, PCO	COR	Actual fully burdened labor rates in excess of \$150/Hour	Visibility
Post-Award Average Labor Rate Variance (Measured Monthly)	COR	Program Manager, PCO	COR, if <15% OR SPAWAR 2.0 or CCO, if > 15% for > three months	Increases in variation of negotiated-to-actual average labor rate in excess of 15%	Efficiency
Subcontractor Adds Post-Award	Contract Specialist	COR, Program Manager, PCO	One Level above PCO if Subk valued over SAT	Any addition of a subcontractor after award	Fraud Indicator (Potential)



Organizational Conflict of Interest Policy

- ▼ FAR 2.101 - OCI means that because of other activities or relationships with other persons, a person is unable or potentially unable to render impartial assistance or advice to the Government, or the person's objectivity in performing the contract work is or might be otherwise impaired, or a person has an unfair competitive advantage.
- ▼ OCIs are more likely to occur in contracts involving --
 - (1) Program management support services;
 - (2) Consultant or advisory and assistance services;
 - (3) Contractor performance of or assistance in technical evaluations; or
 - (4) Preparing Specifications or Statements of Work



Organizational Conflict of Interest Policy

▼ OCI Mitigation Plan:

- If required, the OCI mitigation plan should address but not be limited to the following:
 1. How the company plans to identify and track actual or potential OCIs
 2. How source selection information or proprietary data will be physically safeguarded (e.g., locked file cabinets, safes, etc...)
 3. How company personnel working on the contract will be segregated from the rest of the company workforce and, if need be, report through separate chains of command;
 4. How data security measures, including computer workstations dedicated to the contract will be in separate, secure areas and require unique passwords for access;
 5. How the company handles an improper disclosure of sensitive information and how that is communicated to the Contracting Officer;
 6. How the OCI clause is flowed down to subcontractors and how that is administered;
 7. Training of personnel in their non-disclosure and procurement integrity responsibilities and penalties the company may impose if sensitive information is disclosed;
 8. The process the company goes through to obtain Non-Disclosure Agreements executed between itself and subcontractors as well as those signed by company employees.



Organizational Conflict of Interest Policy

▼ Contract Award and OCI:

- The contracting officer should award the contract to the apparent successful offeror, unless a conflict of interest is determined to exist that cannot be avoided or mitigated.
- Before determining to withhold award based on conflict of interest considerations, the Contracting Officer notifies the Contractor, provides the reasons, and allows the Contractor a reasonable opportunity to respond.
- If the Contracting Officer finds that it is in the best interest of the United States to award the contract notwithstanding a conflict of interest, a request for waiver shall be submitted to the HCA in accordance with FAR 9.503.



SPAWAR
SMALL BUSINESS INNOVATION RESEARCH
(SBIR)/SMALL BUSINESS TECHNOLOGY
TRANSFER (STTR)

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SPAWAR SBIR PM
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Agenda

- ▼ Introduction to SPAWAR SBIR/STTR Program
- ▼ How to Get Started
- ▼ SPAWAR SBIR/STTR Award Structure
- ▼ Phase III Guidance
- ▼ Focus Areas
- ▼ Future Plans



Introduction to SPAWAR SBIR/STTR Program

- ▼ SBIR/STTR is SPAWAR's primary vehicle for funding research and development (R&D) projects by small business companies
- ▼ Purpose and goals of SPAWAR's SBIR/STTR program:
 - Stimulate technological innovation
 - Use small businesses to meet Federal R&D needs
 - Transition new/improved technology into Naval acquisition programs and to warfighter capability
 - Foster and encourage participation by small business companies
 - Increase private sector commercialization of innovations, thereby increasing competition, productivity, and economic growth
- ▼ SPAWAR's program as described in SPAWARINST 4380.3D is compliant with Federal program policy and all direction and instructions from SBA, SECNAV, and ONR



Introduction to SPAWAR SBIR/STTR Program

▼ SBIR vs STTR

- STTR differs from SBIR in that it funds cooperative R/R&D projects involving a **SBC** and a **research institution**.
- Additional purposes of STTR consist of:
 - To create an effective vehicle for moving ideas from research institutions to the marketplace, where they can benefit both private sector and military customers
 - To stimulate a partnership of ideas and technologies between innovative small business concerns and Research Institutions through Federally-funded research or research and development (R/R&D)

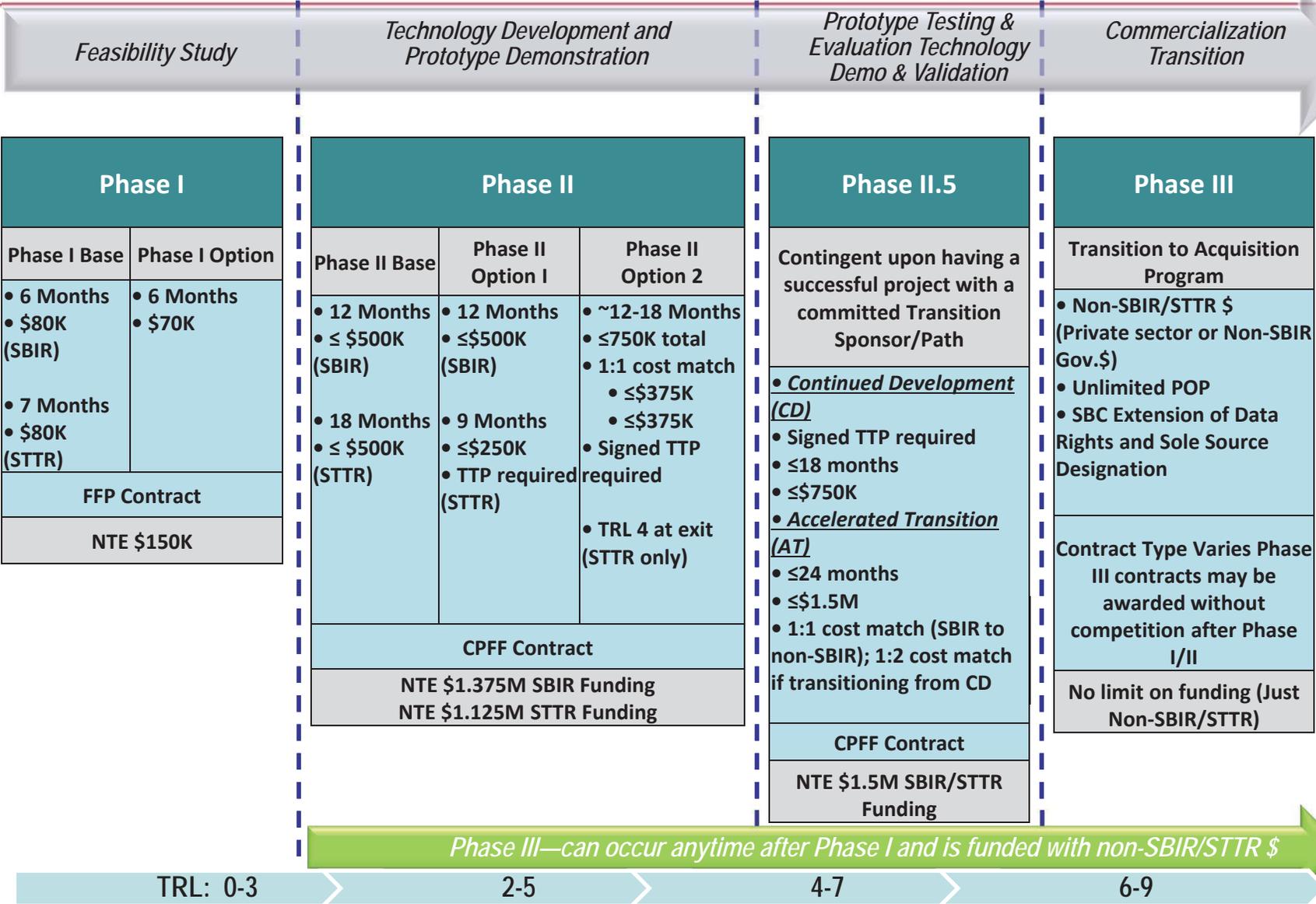


How To Get Started

- ▼ Topics are made available to the public on www.navysbir.com
 - Proposals due on the day the Solicitation closes
- ▼ Identify how your technology satisfies an operational requirement or helps the warfighter
 - Strategic Plans, Roadmaps, Competing Initiatives
- ▼ Communicate and engage with the Program Office and target acquisition programs
 - APM S&T, Technical Directors



SPAWAR SBIR/STTR Award Structure





Phase III Guidance

- ▼ Phase III (commercialization) is the ultimate goal of the SBIR/STTR Programs
 - Phase III work derives from, extends, or completes efforts performed under Phase I and Phase II, use of the authority is required
 - Congress has expressed a clear intent for agencies to use this authority
- ▼ Complete transition with non-SBIR funding
- ▼ Contract amounts, lengths and awards times depend on the type of contract being awarded
- ▼ To the greatest extent possible, agencies shall issue Phase III awards to technology, including sole source awards to the SBIR awardee that developed the technology
- ▼ "Phase III Guidebook" being updated by ONR



Future Plans

▼ Idea Day

- Invite small businesses to share technical approaches on specific focus areas

▼ Industry Day

- Invite small businesses to demonstrate their products and mature prototypes for specific focus areas



Quadrennial Defense Review and the President's Budget: What Does it Mean to Us?

NDIA San Diego
SPAWAR Industry Executive Network Event

SSC Pacific

Corporate Strategy Division

Business and Strategic Planning Branch

Corporate Strategy Group





Outline

- ▼ The Quadrennial Defense Review—*Our* Military Strategy
- ▼ The President's 2015 Budget—Balancing Ends and Means
 - Five Budget Goals
 - Two focused goals: Balanced force and future investments
- ▼ President's Budget: Representative winners and losers
- ▼ Where are we in the budget process *today*
- ▼ Key DoD Personnel Changes "On the Move"
- ▼ Suggested focus for SPAWAR and our industry partners



“This budget also supports—and is informed by—our updated defense strategy outlined in the recently completed 2014 Quadrennial Defense Review (QDR), which is also being released today. This QDR defines the historic transition unfolding throughout our defense enterprise. As we move off the longest continuous war footing in our nation’s history, this QDR explains how we will adapt, reshape, and rebalance our military for the challenges and opportunities of the future.”

Secretary of Defense Chuck Hagel
Statement on the Release of the
FY15 Budget and 2014 QDR
March 04, 2014

U.S. National and Defense Strategy as Articulated in the QDR



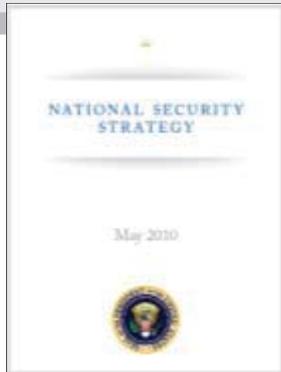
“Strategy is about balancing ends, ways, and means; that is, our national objectives, our operational concepts, and the resources available to us ... With our ‘ends’ fixed and our ‘means’ declining, it is therefore imperative that we innovate within the ‘ways’ we defend the Nation. Thus, the core theme for the FY 2014 QDR from my point of view is one of *rebalance*.”

General Martin Dempsey
Chairman’s Assessment of the QDR
2014 Quadrennial Defense Review

Key Strategic Documents

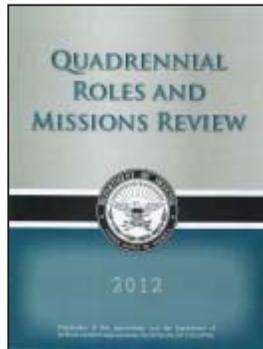
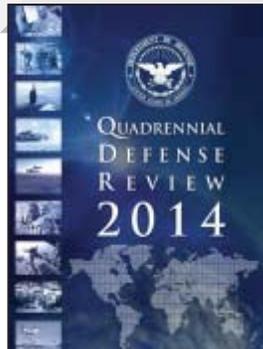
Geo-Political/Geo-Economic Space

U.S. Government



Political-Military Space

Department of Defense



Military-Operational Space

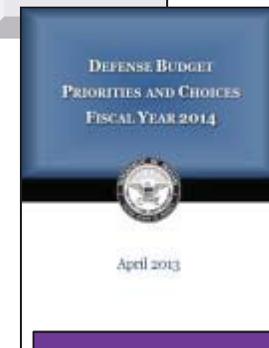
Military Services



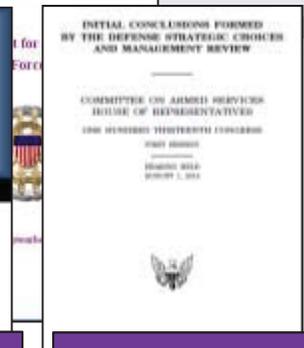
SECRET
Chairman's Risk Assessment
APRIL 2013

Battlespace

Joint Warfighting

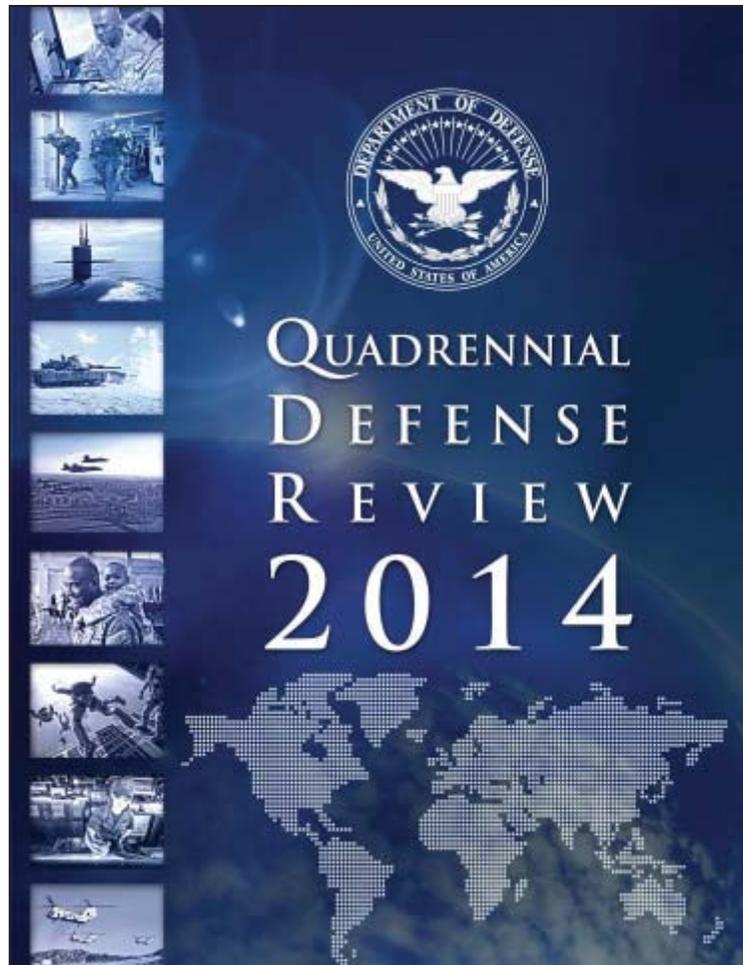


Joint Operating Concepts



Supporting Joint Concepts

2014 QDR at a Glance



CONTENTS

- ▼ Chapter I: Future Security Environment
- ▼ Chapter II: The Defense Strategy
- ▼ Chapter III: Rebalancing the Joint Force
- ▼ Chapter IV: Rebalancing the Defense Institution

2014 QDR: Chapter I

Future Security Environment

- ▼ Tensions in the Asia-Pacific region
 - Military modernization
 - Concerns about North Korea
- ▼ Instability in the Middle East
 - Sunni-Shia tensions
 - Destabilizing influence of Iran
- ▼ Rapid pace of technological and scientific innovation
 - Focus on cyber and space domains
- ▼ Terrorist threat
- ▼ Climate change



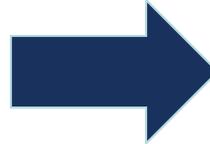


2014 QDR: Chapter II

The Defense Strategy

2012 DSG: Key Elements

- ▼ Rebalancing to the Asia-Pacific region
- ▼ Sustaining commitments in the Middle East and Europe
- ▼ Aggressively pursue global terrorist networks
- ▼ Protect and prioritize key investments in technology
- ▼ Build partnerships and strengthen key alliances and partnerships



2014 QDR: Pillars of the Defense Strategy

- ▼ Protect the homeland
- ▼ Project power and win decisively
- ▼ Build security globally

Foundation of Innovation and Adaptation

2014 QDR: Chapter III

Rebalancing the Joint Force

- ▼ Rebalancing for a broad spectrum of conflict
- ▼ Rebalancing and sustaining our presence and posture abroad
- ▼ Rebalancing capability, capacity, and readiness of the Joint Force

Protecting Key Priorities:



The Navy Will Prioritize:

- ▼ Sea-based strategic deterrent, including required investments to start SSBN(X) submarine construction in FY 2021
- ▼ Asymmetric advantages, including offensive strike capabilities such as the Offensive Anti-Surface Warfare weapons, Next-Generation Land Attack Weapon, Virginia Payload Module, and F-35 programs



2014 QDR: Chapter IV

Rebalancing the Defense Institution

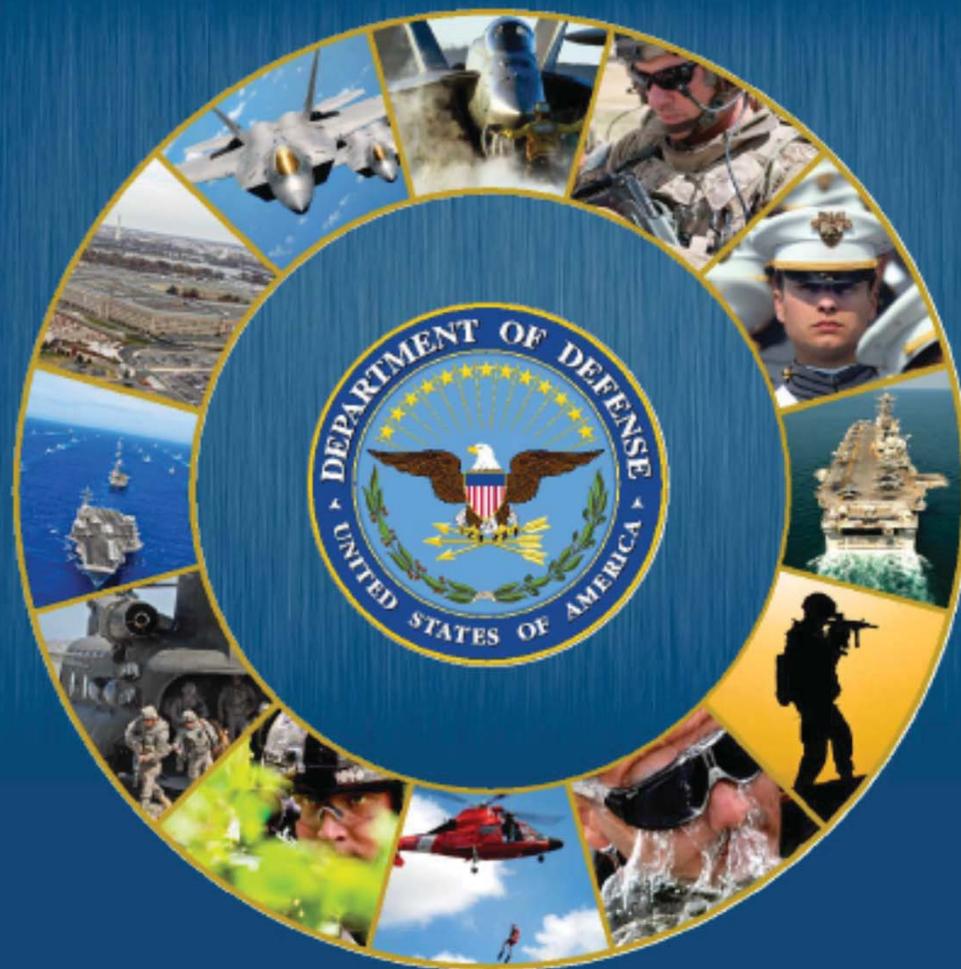
- ▼ Efficiencies
 - \$150B in 2011; \$60B in 2012; \$35B in 2013 (five-year reductions)
 - Reducing headquarters by 20 percent
 - Consolidating/reducing functions in OSD
- ▼ Better Buying Power and Financial Management Reforms
 - BBP 2.0 launched in November 2012
 - Audit-ready budget statements by September 2014
- ▼ Managing the Total Force
 - Efficiencies in total force of military, civilian, and contracted support
- ▼ BRAC
 - Denied by Congress in past two years; sought by DoD in 2017
 - European infrastructure under review

The President's 2015 Budget: Balancing Strategy and Resources

“We had to make some tough choices across force structure and modernization—as reflected in our reduced aviation and weapons accounts, as well as the potential inactivation of an aircraft carrier. But this budget also makes prudent, significant, and enduring good stewardship reforms, allowing us to offset some of these tough decisions wherever possible.”

Rear Admiral Barry Bruner
Director of Programming, N80
Posted on *U.S. Navy Live* Blog
March 18, 2014

OFFICE OF THE UNDER SECRETARY OF DEFENSE (COMPTROLLER) / CFO
March 2014

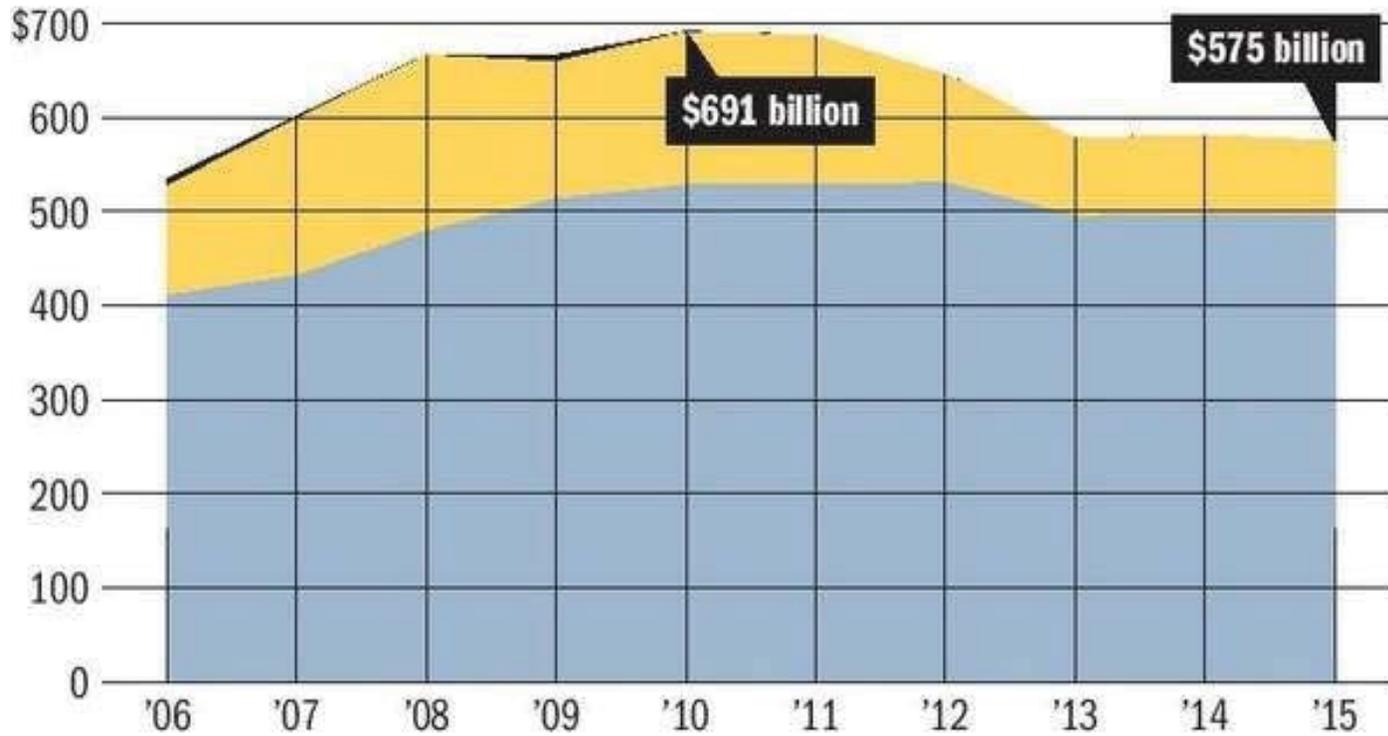
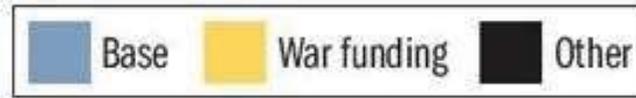


FISCAL YEAR 2015
BUDGET REQUEST

DoD—Historical Perspective

DoD TOP LINE SPENDING

Total spending, in billions of then-year dollars:
(2006-13 actual, 2014 enacted, 2015 requested)



SOURCE: VISUALDoD

JOHN BRETSCHNEIDER/STAFF

FY 2015 President's Budget

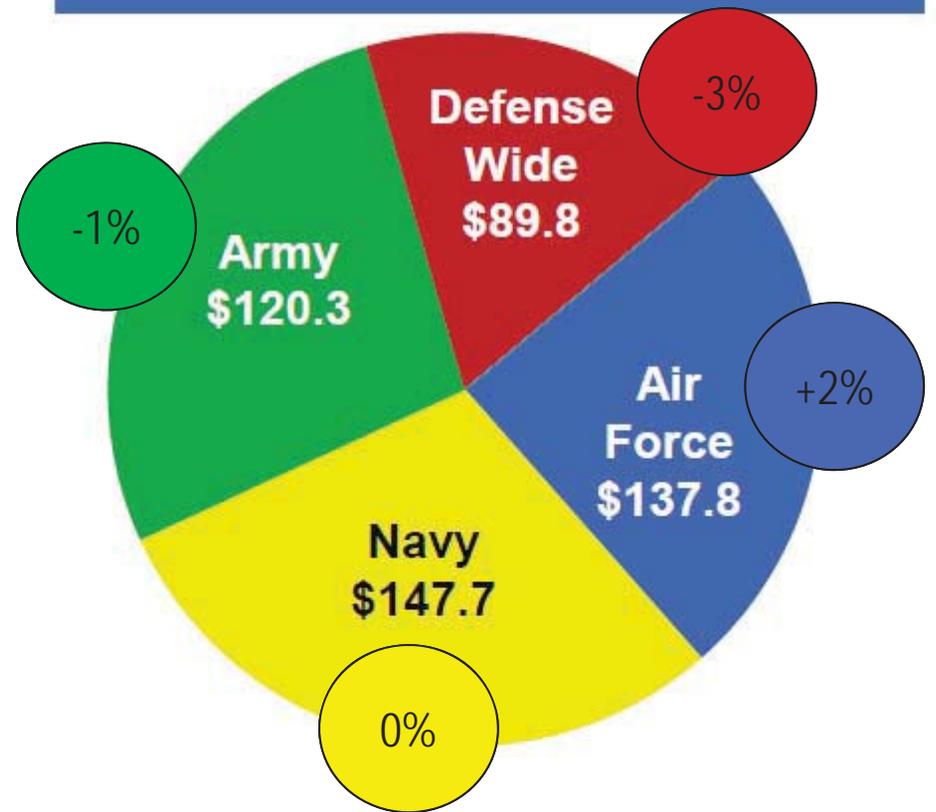
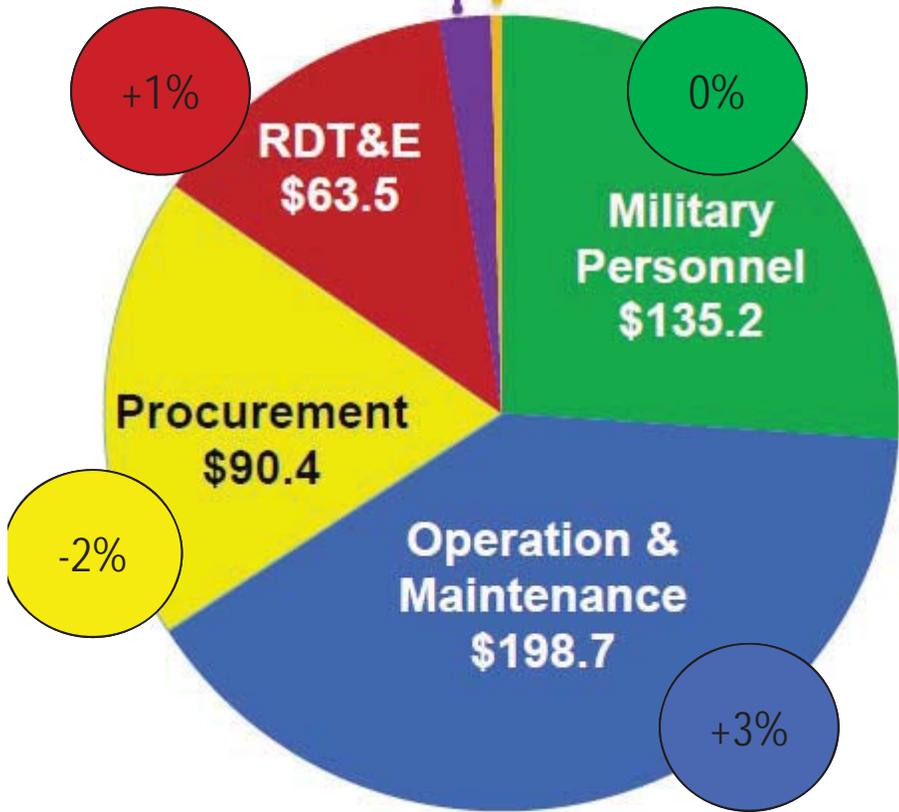
(Dollars in Billions)



Military Construction
Family Housing \$6.6

Others \$1.2

Budget By Military Department



Budget Request: \$495.6 Billion



FY 2015 President's Budget Five Budget Goals

- ▼ **Balanced Force**
- ▼ Prepare for prolonged readiness challenges
- ▼ Continue to focus on institutional reform
- ▼ Pursue compensation changes
- ▼ **Pursue investments in emerging military capabilities**

Balanced Force

Balanced Force

- ▼ Adjusting Force Structure:
 - Reduce Army and Marines
 - Maintain Navy and Air Force
- ▼ Protect Key Capabilities:
 - **Missile Defense**
 - **Cyber**
 - **Nuclear Deterrence**
 - **Space**
 - **Precision Strike**
 - **Intelligence, Surveillance, and Reconnaissance (ISR)**
 - **Counter Terrorism and Special Operations**
- ▼ Rebalance Tooth and Tail

Goals For Forces and End Strength

	End FY 2014	Goal w/o Sequester FY 2019	Sequester FY 2019
Army active end strength	510K	440-450K	420K*
Army Guard end strength	354K	335K	315K*
Army Reserve end strength	202K	195K	185K*
Marines active end strength	189K	182K	175K*
Carriers	10	11	10*

*Level of end strength shown in PB15 FYDP



Balanced Force—Missile Defense

- ▼ Increase number of Ground-Based Interceptors to 44
- ▼ Install second surveillance radar in Japan
- ▼ Increase defensive interceptor reliability and effectiveness, discrimination capabilities, and establish a more robust sensor network
- ▼ Study best location for an additional missile defense interceptor site in U.S.
- ▼ Encourage ally and partner acquisition of interoperable BMD capabilities

BMD will continue to remain a priority for DoD and Navy



Balanced Force—Cyber

- ▼ Department of Defense Cyber Mission Force
 - Continuing increases in CYBERCOM funding

- ▼ Joint Information Environment

- ▼ While overall Federal IT budget declines, cybersecurity increases

- ▼ Cyber funding—“fully funded” at \$5.1 billion
 - 8.5 percent increase on last year's \$4.7 billion

The majority of cybersecurity funding remains with the individual services



Balanced Force—Space

- ▼ Resilient architectures
- ▼ International partnerships
- ▼ Hosted payloads and commercial imagery
- ▼ Detect and characterize interference with space systems
- ▼ Counter adversary space capabilities including adversary ISR and space-enabled precision strike
- ▼ More dynamic, defense focused battle management command, control, and communications architecture

“[T]oday we’re at a juncture where it’s critically important that we find new ways of working more broadly with the civilian and commercial space communities.”

– DARPA Director, Dr. Arati Prabhakar



Balanced Force—ISR

▼ QDR

- Rebalance investments toward systems that will be effective in defended airspace and denied areas
- Sustain capabilities appropriate for more permissive environments
- Extend the range of our counterterrorism airborne ISR platforms and continue to equip them with new and better sensors
- Increase the use and integration of unmanned aerial systems for ISR

Navy ISR Programs of Record		
	RDT&E	Procurement
Increasing	<ul style="list-style-type: none"> • AAI • LDUUV • Triton • VTUAV • UCAS-D • STUAS • MCTUAS • UCLASS 	<ul style="list-style-type: none"> • STUAS
Decreasing	<ul style="list-style-type: none"> • SURTASS • PLUS 	<ul style="list-style-type: none"> • EP-3E • VTUAV

Overall increase of \$446 million (67 percent) in DoN RDT&E for ISR Programs of record over FY 2014 funding.

Pursue Investments in Emerging Military Capabilities



Pursue Investments in Emerging Capabilities

Key Initiatives

- Missile Defense Programs
- Space-Based Systems
- Cyberspace Operations
- Reserve Components
- **Science & Technology**
- Defense Acquisition Workforce Sustainment

DoD S&T Priorities

- Project Power Despite Anti-access/Area-denial Challenges (\$2.0 billion)
- Counter Weapons of Mass Destruction (\$1.0 billion)
- Operate Effectively in Cyberspace and Space (\$0.9 billion)
- Electronic Warfare (\$0.5 billion)
- High-speed Kinetic Strike (\$0.3 billion)

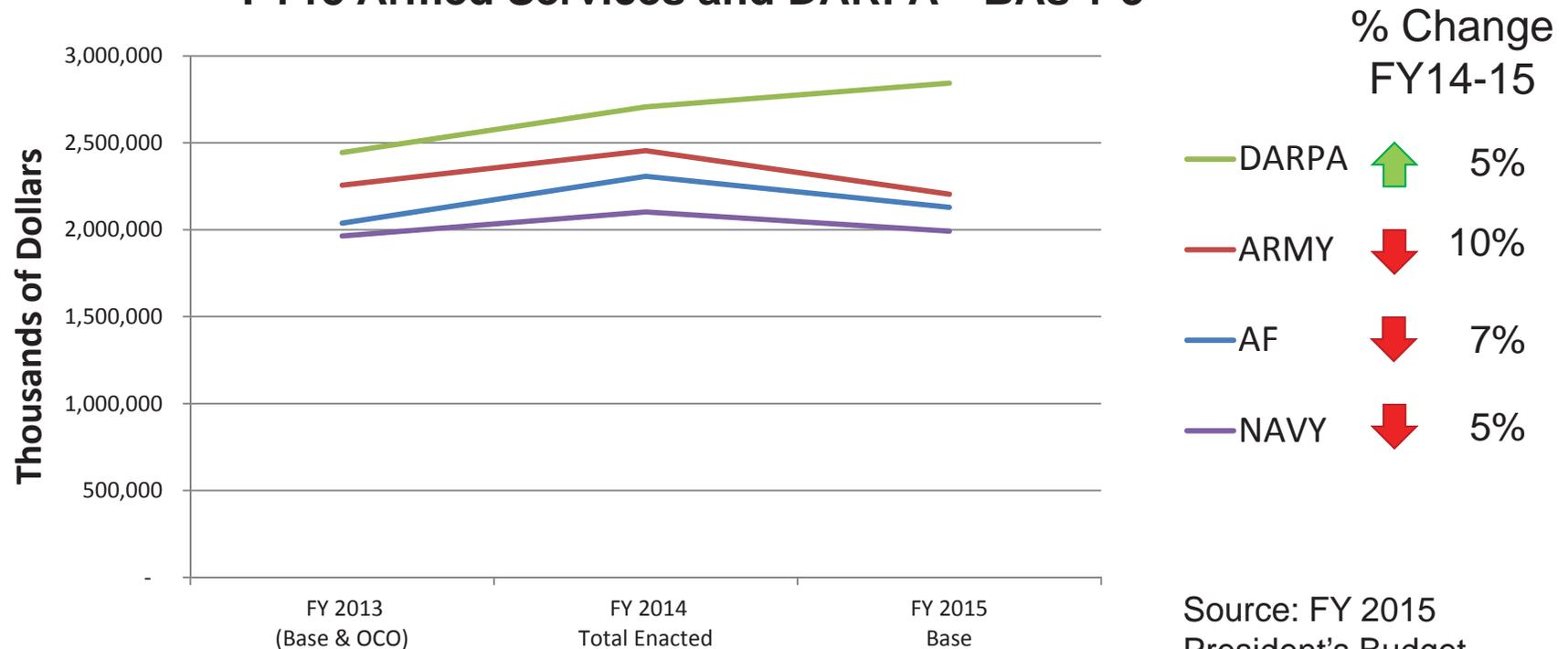
Figure 6-5. Science & Technology Program
(\$ in billions)

Program	FY 2014 Enacted	FY 2015 Request	FY14 – FY15 Change
Basic Research (6.1)	2.2	2.0	-0.2
Applied Research (6.2)	4.6	4.5	-0.1
Adv Tech Dev (6.3)	5.2	5.0	-0.2
Total S&T	12.0	11.5	-0.5



Investments in Emerging Capabilities—S&T

FY15 Armed Services and DARPA—BAs 1-3



Source: FY 2015 President's Budget Request

“One of the key points for S&T of the FY 2015 budget is a shift in focus at the macro scale from basic research to advanced technology development and a shift from the Services to DARPA to develop advanced capabilities.”

– Mr. Alan Shaffer, Principal Deputy, ASD(R&E)

President's 2015 Budget "Winners and Losers"

Balanced Force—Decreases



Cruisers
- 11 of the 22 cruisers would be in "phased maintenance"



LCS
- Reduce number of hulls purchased by 1 (14 total over FYDP)
- Cap total LCS purchased at 32



LCS MCM mission modules
- Fewer planned



MQ-8 Fire Scout
- Funding curtailed
- 83 fewer UAVs purchased



A-10 Thunderbolt II
- Retire fleet



U-2
- Retire fleet
- Transfer sensors to Global Hawk



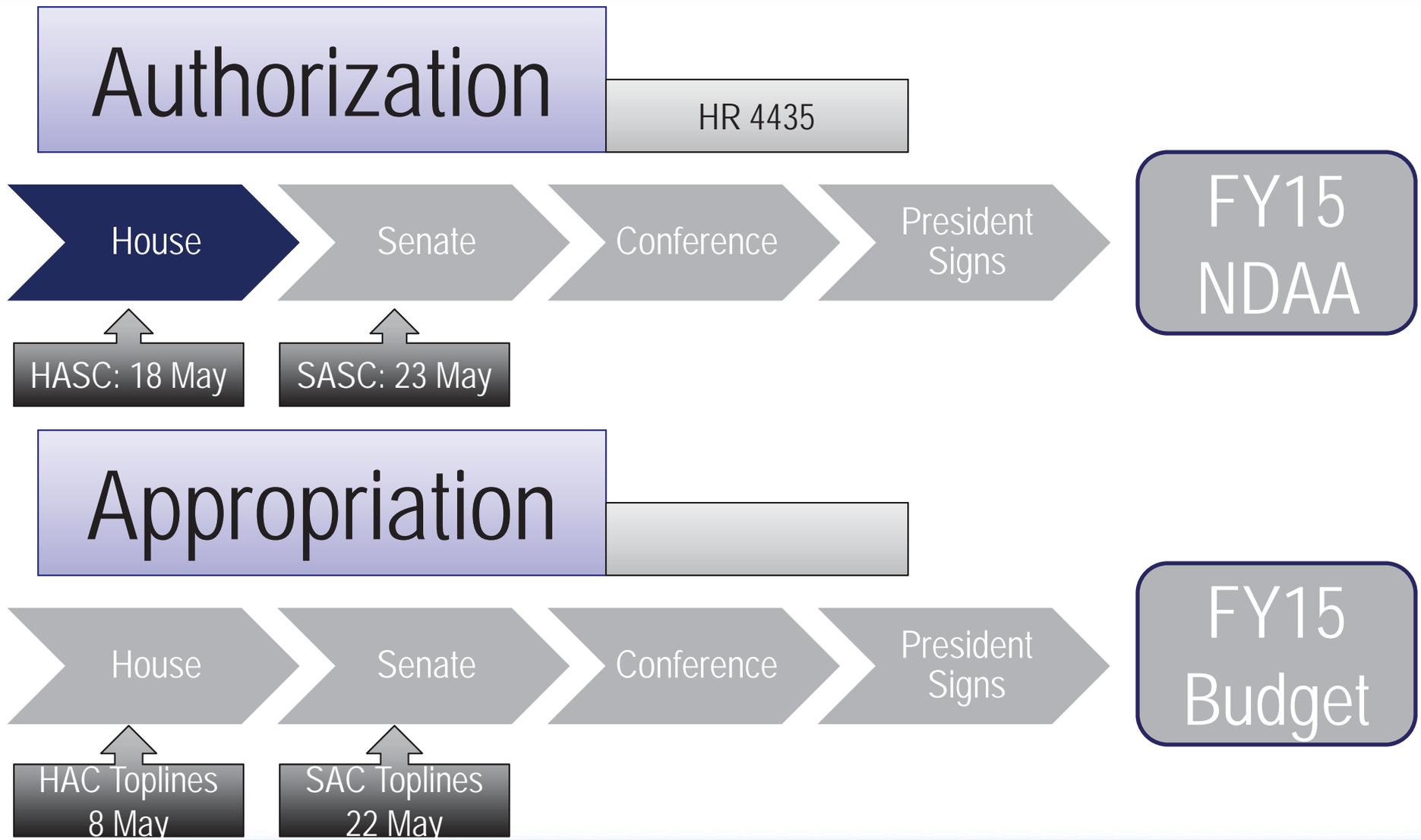
F-35C
- Production delay
- Total number decreased



Defense Intelligence Agency
- Base Budget cut 5 percent

So Where are We in the Budget Process *Today?*

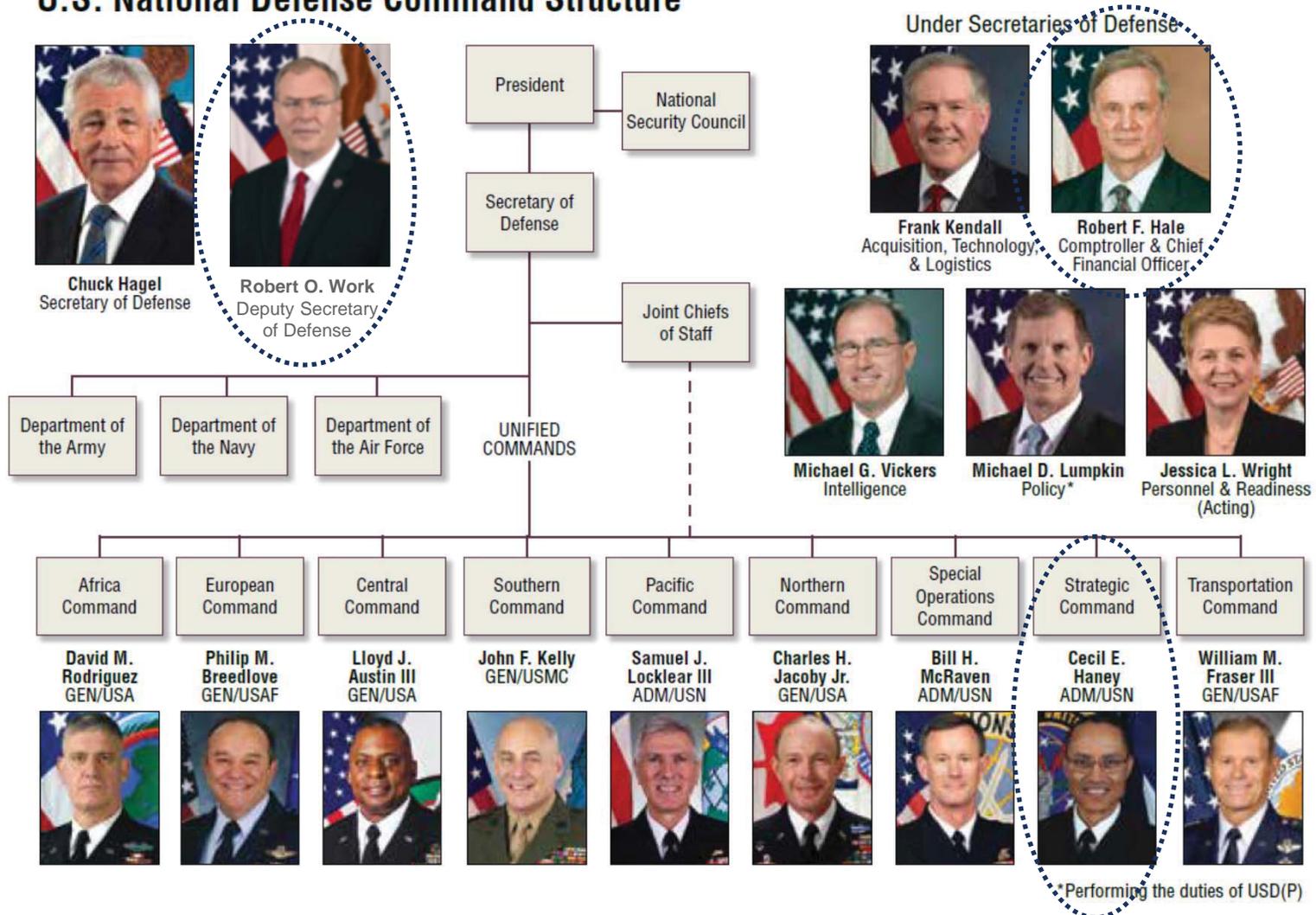
Defense Budget Process



Personnel and Organization Changes: *On the Move*

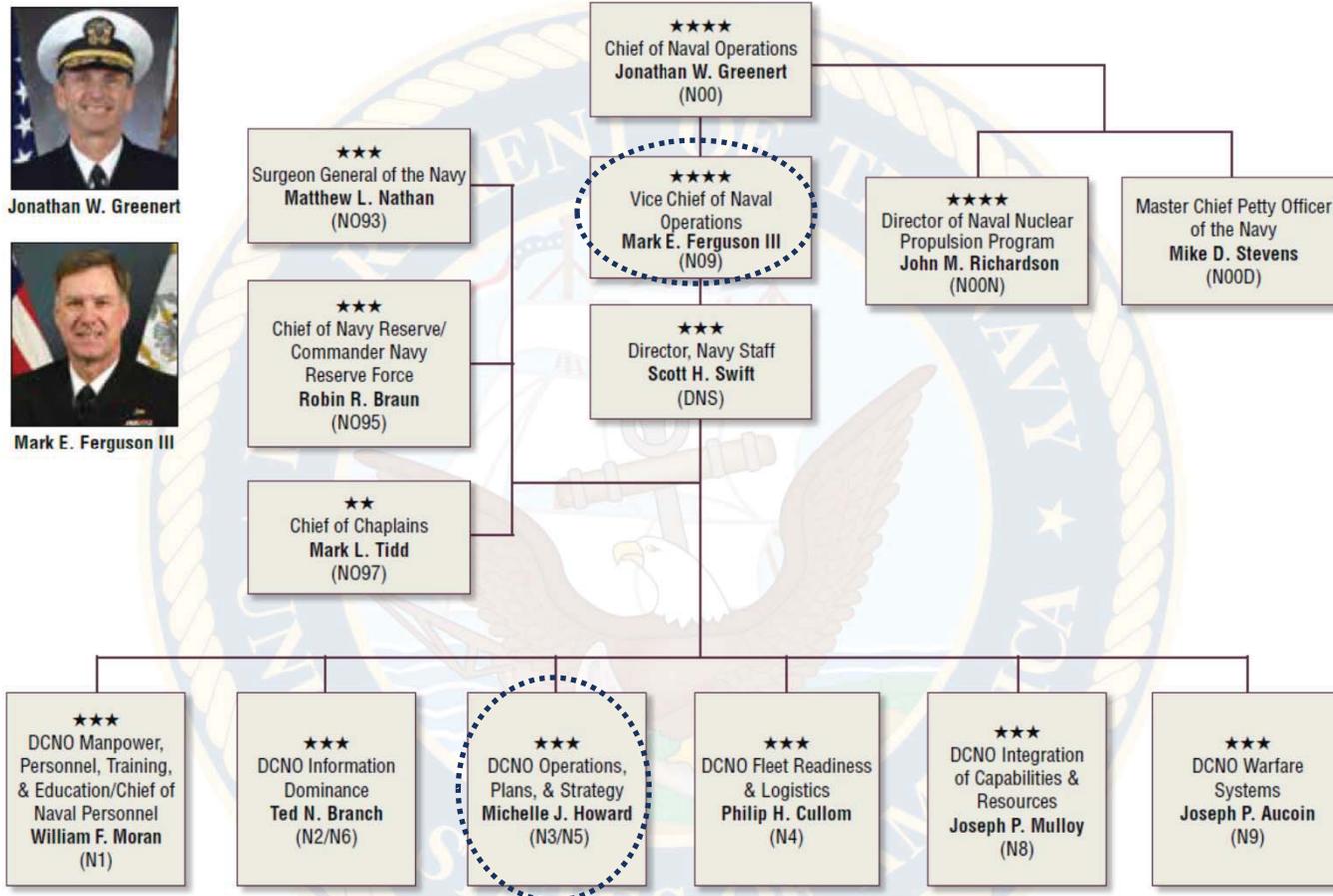
Department of Defense

U.S. National Defense Command Structure



U.S. Navy Leadership

Chief of Naval Operations

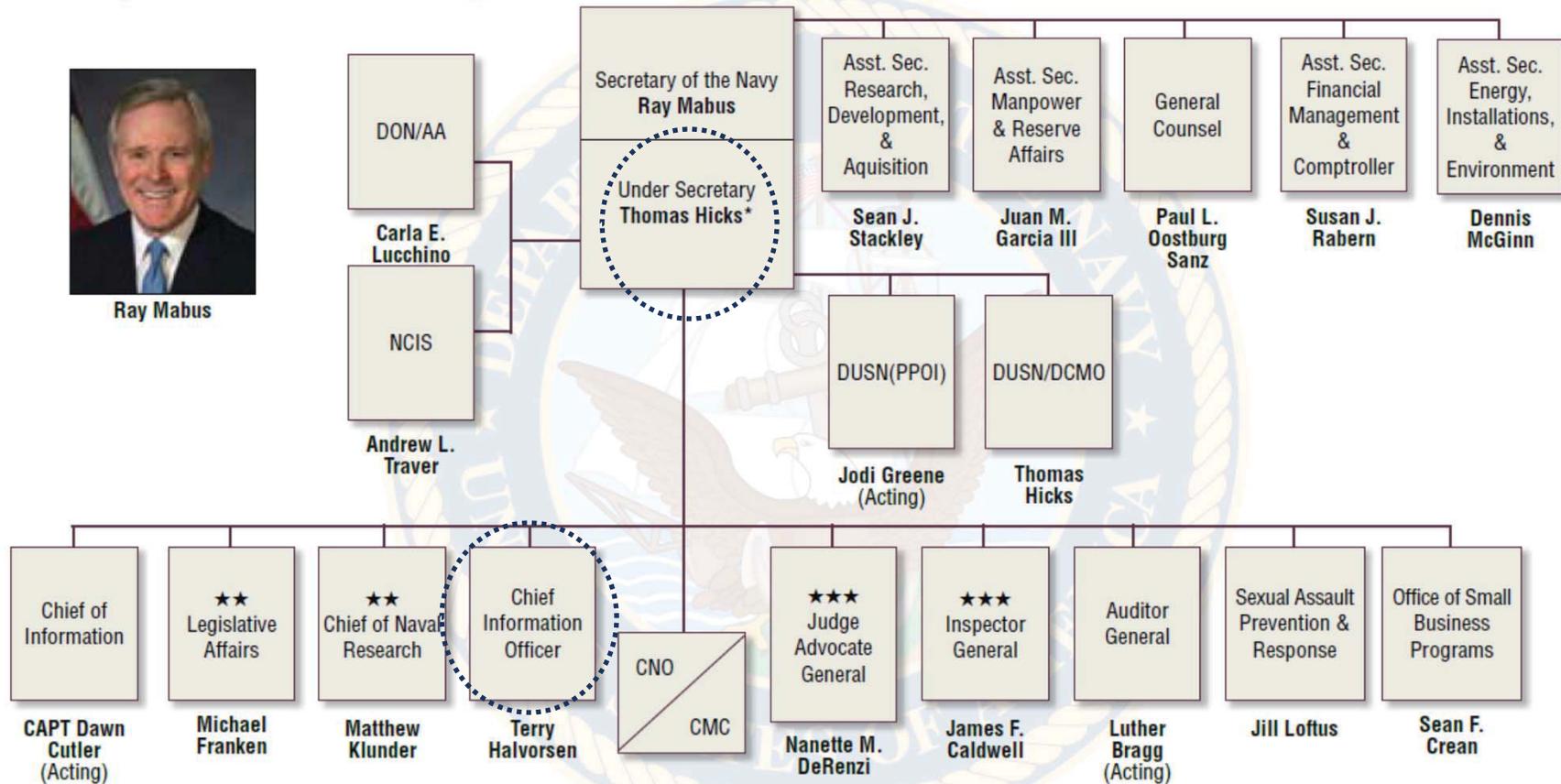


Department of the Navy

Department of the Navy



Ray Mabus



* Performing the duties of the Undersecretary of the Navy.



On the Move

Gen. Joseph F. Dunford Jr., USMC	Commandant of the United States Marine Corps
VADM Michelle J. Howard	Vice Chief of Naval Operations
VADM John W. Miller	Deputy Chief of Naval Operations for Operations, Plans, and Strategy N3/N5
VADM (Sel.) Thomas S. Rowden	Commander, Naval Surface Forces Commander, Naval Surface Force, U.S. Pacific Fleet
VADM (Sel.) Walter E. Carter	Superintendent, U.S. Naval Academy
RADM Philip G. Howe	President, Naval War College
RADM Matthew J. Kohler	Commander, Information Dominance Forces Command Director for Communications and Information Systems, N6, USFFC
RADM (Sel.) Mark W. Darrah	Program Executive Officer for Strike Weapons and Unmanned Aviation
RADM (Sel.) Mathias W. Winter	Chief of Naval Research Director, Innovation, Technology Requirements, and Test and Evaluation
MGen (Sel.) Roger W. Teague, USAF	Director, Space Programs, Office of the Assistant Secretary for Acquisition,

Informed by the Nation's Strategy as Well as Today's Budget Realities...and Mindful of our Core Competencies

Where Should SPAWAR and our Industry Partners be Focused?

“There is no country, no matter how rich or how militarily powerful, no matter how numerous in population, no matter how great its potential in natural and human resources—there is no country so great that it does not need the help of friends.”

Former Secretary of Defense Harold Brown,
Quoted by Secretary of Defense Chuck Hagel

“Q & A” Session at the PLA National Defense University

April 8, 2014

Partnership Opportunities (I)

Missile Defense

- ▼ Acknowledge importance of partnerships and foreign military sales
 - Important areas for Aegis Ashore include Japan, Australia, and South Korea
- ▼ Strengthen sensor networks needed to protect against ICBMs
- ▼ Increase support for on-station ABMD ships “alone and unafraid”
 - Additional BMD-capable Aegis destroyers being deployed to Japan
- ▼ Expect European Phased Adaptive Approach (EPAA) to remain a priority
 - Continuing Aegis Ashore opportunities in Europe

★ Increased focus on EPAA; anticipate an Asia Pacific PAA next, with an Aegis Ashore component

★ Potential for increasing BMD work based in CONUS

Partnership Opportunities (II)

Cyber

- ▼ Acknowledge growing recognition that partnerships can enhance cyber capability, while mitigating shared risks
 - Industry products and services that increase cyber interoperability between services and with allies will be valuable
 - ▼ Partner with industry to leverage rapidly advancing new technologies
 - Majority of cyber funding remains with the services; key Navy players are FCC/C10F and NAVIDFOR
 - ▼ Increase cyber S&T collaboration
 - ▼ Emphasize C2 of cyber
- ★ Cyber is developing and changing rapidly; provides an incentive for Navy and Industry to collaborate
- ★ Cyber is a growth area for all the services; joint cyber capabilities will be increasingly valuable

Partnership Opportunities (III)

Space

- ▼ Increasing demand for **resilience** for space-based networks
 - ▼ Increasing focus on nano-sats and disaggregation
 - Smaller, networked satellites able to work together or individually
 - ▼ Need to increase capabilities for **attribution** of space-based activities
 - ▼ Partnership efforts are increasing
 - This brings opportunities and concerns, as the U.S. explores hosting its payloads on foreign satellites and vice versa
 - ▼ Explore ways for the services to leverage commercial capabilities
- ★ Need more and better satellite coverage across the Asia-Pacific region
- ★ There are many ways to approach the resilience challenge; industry may have innovative methods to share with the services

Partnership Opportunities (IV)

ISR

- ▼ Increasing focus on “unmanning” ISR assets
 - Invest in autonomy, not just unmanned platforms with a high-manning profile
 - ▼ Need for ISR assets will likely trump the need for strike assets
 - CNAF “sweaty palms” example
 - ▼ Emphasize resilient ISR capability for A2/AD environments
 - Will be particularly important in the Asia-Pacific region
 - ▼ Expect increased numbers of interoperable and/or shared ISR platforms
 - PB15 has increases in Navy UxS RDT&E funding: Triton, Fire Scout, UCAS-D, UCLASS
- ★ With procurement of ISR assets under scrutiny, increasing the capabilities of each platform becomes increasingly crucial
- ★ ISR data overload is a key concern; consider how autonomy can be used throughout the TCPED cycle to mitigate this challenge