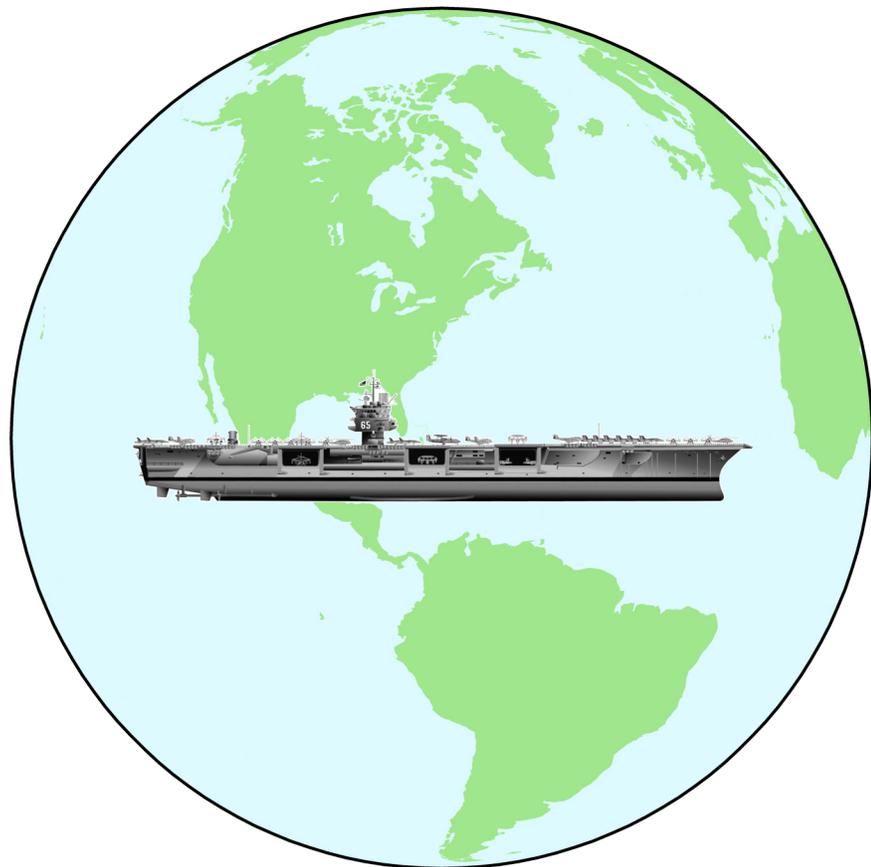


# The U.S. Navy in the World (1970-2010):

Context for U.S. Navy Capstone Strategies and Concepts:  
Volume I

Peter M. Swartz  
with Karin Duggan



MISC D0026417.A1/Final  
December 2011

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Approved for distribution:

December 2011



Dr. W. Eugene Cobble, Jr.  
Director, Strategic Initiatives Group

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## Introduction & guide

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- ◆ This paper provides context & trends across entire 1970-2010 period
- ◆ **Some charts also reproduced separately in larger, more readable format**
  - ◆ In *U.S. Navy in the World (1970-2010): Context for U.S. Navy Capstone Strategies and Concepts, Volume II*
  - ◆ See inside back cover for complete reference information
- ◆ Detailed context for each decade also provided separately
  - ◆ See inside back cover for complete reference information

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## Context & trends (1970-2010)

CNA

- ◆ This study shows context & trends
  - ◆ World events & threats
  - ◆ Presidential administrations
  - ◆ National security strategies & policies
  - ◆ SECDEFs & CJCSs
  - ◆ SECNAVs & CNOs
  - ◆ Higher authority documents
  - ◆ Economic, budget, force level & personnel trends
  - ◆ New capabilities

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## Why so much discussion of *context*?

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- ◆ The documents make little sense without understanding the *context* within which their authors drafted and signed them
  - ◆ “*Strategies* describe the *ways* organizations apply *means* to accomplish their *ends*, or objectives. Military strategy . . . . is about the *context* in which means will be applied”
  - ◆ “Context is the centerpiece to understanding Navy strategic culture. The study of naval affairs and of naval history takes place in a setting in which leadership provides the beacons, but events and how they were resolved in the prevailing environmental, social, economic, and political contexts constitutes the learning process.”
    - ◆ CAPT Roger Barnett USN (Ret), *Navy Strategic Culture: Why the Navy Thinks Differently* (2009)

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## Context: The world of 1970

CNA

- ◆ Cold war ongoing for over two decades; 5 nuclear powers ☢
- ◆ Hot war in Vietnam since 1964-5 ☀
- ◆ De-colonization almost complete
- ◆ U.S. & Soviet alliance systems
  - ◆ Sino-Soviet split
- ◆ Real & potential wars, crises, & tensions ☀



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## Context: The world of 2010

CNA

- ◆ High globalization & world trade levels; but global economic crises
- ◆ Great economic growth in big “BRIC” states (Brazil/Russia/India/China)
- ◆ U.S. still sole superpower; expanded NATO; other major allies
- ◆ Alienation, ferment, crises in parts of non-Western world (“the Gap”)
- ◆ U.S. prosecuting Global War on Terrorism; opposing “rogues”
- ◆ 4 new nuclear states since 1970; but few interstate wars foreseen



## Growth of world international system (1970-2010) CNA

- ◆ United Nations membership
  - ◆ 1970 127
  - ◆ 1980 154
  - ◆ 1990 159
  - ◆ 2000 189
  - ◆ 2010 192

## Comparing national economic power (1970-2010) CNA

Ranked by Gross Domestic Product (GDP). Also percent share of world GDP\*

	1st	2nd	3rd	4th	5th	6th	7th	8th	9th	10th
1970 <sup>+</sup>	USA  35%	Germany  7	Japan  7	France  5	UK  4	Italy  4	China  3	Canada  3	India  2	Brazil  1
1980 <sup>+</sup>	USA  25	Japan  10	Germany  8	France  6	UK  5	Italy  4	Canada  2	Brazil  2	Spain  2	Mexico  2
1990	USA  26	Japan  14	Germany  8	France  6	Italy  5	UK  5	Canada  3	Spain  2	USSR  2	Brazil  2
2000	USA  32	Japan  13	Germany  6	UK  5	France  4	China  4	Italy  3	Canada  2	Brazil  2	Mexico  2
2010	USA  24	China  9	Japan  9	Germany  6	France  5	UK  4	Italy  4	Brazil  3	Canada  2	Russia  2

\*Source: World Bank + Excludes USSR

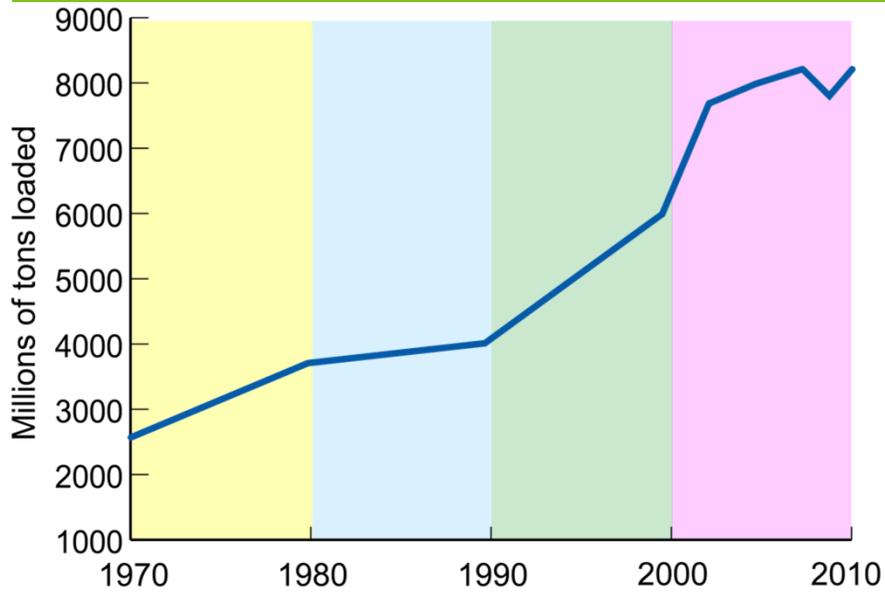
9

## Comparing national economic power (1970-2010) CNA

- ◆ USA remained the world's leading economic power across all four decades
  - ◆ But with decreased share of world GDP
- ◆ Close US allies also leading economic powers (Japan, Germany, France, UK, Italy, Canada, etc.)
- ◆ Rapid rise of China over past 20 years to become world's #2 economic power
  - ◆ With increased share of world GDP

10

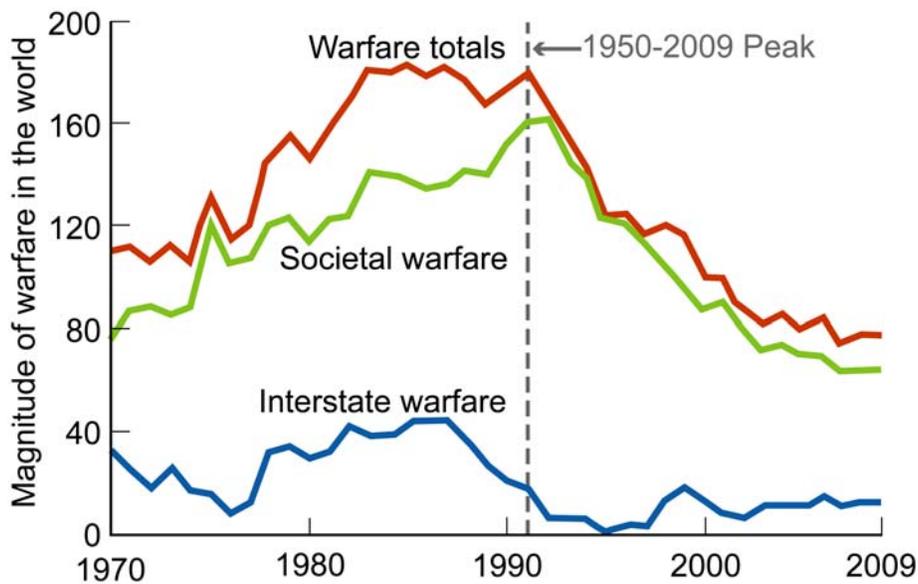
## Growth of world maritime trade (1970-2010) CNA



Source: UNCTAD (with 2010 data added)

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## Global trends in armed conflict, 1970-2009\* CNA



\*Center for Systemic Peace, Center for Global Policy, George Mason University

## Global trends in armed conflict: 1970-2010 CNA

- ◆ *Chart based on a rating scale developed at Center for Systemic Peace, Center for Global Policy, George Mason University*
- ◆ Societal warfare the predominant mode of warfare since the mid-1950s
  - ◆ Increased steeply & steadily during the Cold War years
  - ◆ Average of four new societal wars per year
- ◆ Low level of interstate warfare since World War II
  - ◆ Moderate increase during late Cold War (1977-1987)
- ◆ Substantial decline in all forms of warfare since end of Cold War

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## Global trends in armed conflict: 1970-2010 CNA

- ◆ Limited number of high-magnitude interstate wars
  - ◆ Arab-Israeli wars
  - ◆ Vietnamese wars
  - ◆ Afghanistan wars
  - ◆ India-Pakistan wars
  - ◆ Ethiopia-Eritrea War
  - ◆ Iraq-Iran War
  - ◆ Iraq wars

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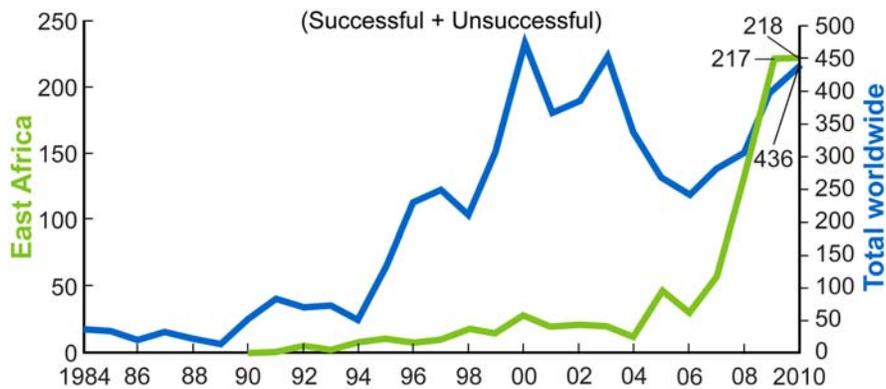
## Global trends in armed conflict: 1970-2010 CNA

### ◆ Protracted societal conflicts (as of 2009)

- |                        |                          |
|------------------------|--------------------------|
| ◆ Afghanistan (30 yrs) | ◆ Nigeria (11 yrs)       |
| ◆ Colombia (33 yrs)    | ◆ Philippines (36 yrs)   |
| ◆ Congo (16 yrs)       | ◆ Somalia (20 yrs)       |
| ◆ India (56 yrs)       | ◆ Sri Lanka (just ended) |
| ◆ Iraq (28 yrs)        | ◆ Sudan (25 yrs)         |
| ◆ Israel (43 yrs)      | ◆ Turkey (24 yrs)        |
| ◆ Myanmar (60 yrs)     | ◆ Uganda (37 yrs)        |

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## Piracy incidents reported (1984-2010) CNA

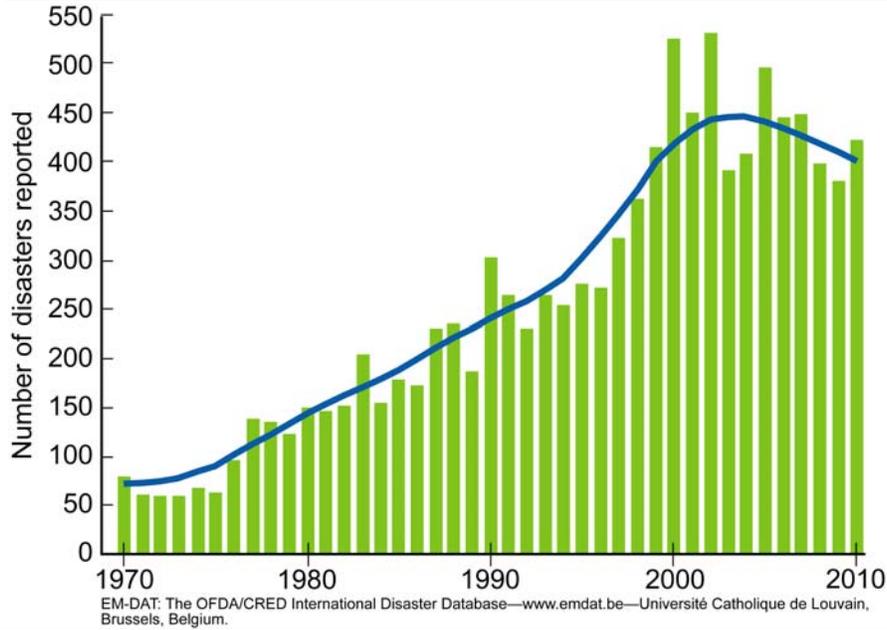


Reference: International Maritime Organization (IMO) Ref. T2-MSS/2.11.4.1 MSC.4/Circ. 152, 29 Mar 10 [with 2010 data added]

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## Natural disasters reported: 1970-2010

CNA



## Comparing national defense spending (1970-2010)

CNA

### Ranked by reported defense expenditures\*

	1st	2nd	3rd	4th	5th	6th	7th	8th	9th	10th
1970 +	USA 	USSR 	UK 	FRG 	France 	Italy 	Japan 	Australia 	Neth. 	Canada 
1980	USA 	USSR 	UK 	FRG 	France 	S. Arabia 	China 	Japan 	Italy 	Iran 
1990	USA 	USSR 	S. Arabia 	UK 	France 	Germany 	Japan 	China 	Italy 	Canada 
2000	USA 	Russia 	Japan 	China 	UK 	France 	Germany 	Italy 	S. Arabia 	Taiwan 
2010	USA 	China 	UK 	Japan 	S. Arabia 	France 	Russia 	Germany 	India 	Brazil 

FRG = West Germany + Excludes China

\*Sources: IISS *Military Balance*: 1987-1988; 1992-1993; 2002-2003; 2011.

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## Comparing national defense spending (1970-2010) CNA

- ◆ Caveat: Defense spending only one of many indicators of national military power
  - ◆ Experience, training, morale, doctrine, efficiency, etc. also important indicators
- ◆ US remained the leader in defense spending across the four decades
- ◆ Many US allies also leaders in defense spending
- ◆ Rise of China, Japan, India across the four decades, quickening from end of Cold War (1990)
- ◆ Greatly decreased defense spending by Russia – main successor state to old USSR

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## US economy & defense spending (1970-2010) CNA

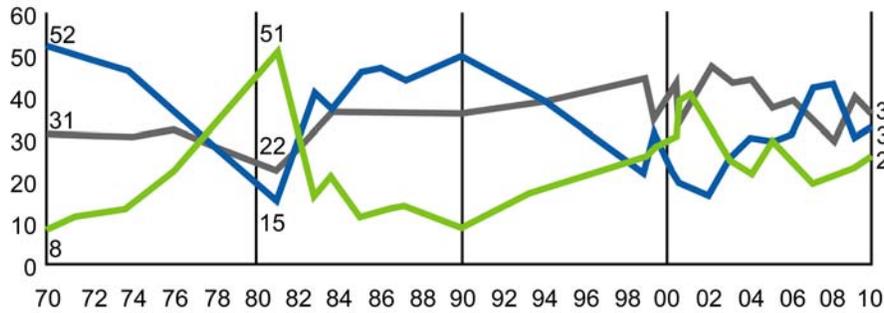
YEAR	President	ECONOMY	DOD % of GDP	DOD TOA (Constant FY 12 \$)	CNO	CAPSTONE DOCUMENT
1970	Nixon	Nixon Shock	7.6	485B	Zumwalt	Project SIXTY (S)
1971			6.9	441B		
1972			6.4	425B		
1973	Ford	Oil Crisis	5.6	404B	Holloway	Missions of the U.S. Navy (U)
1974		Recession	5.4	383B		
1975			5.4	372B		Strategic Concept for the U.S.N. (S)
1976			5.1	376B		NWP 1 Strategic Concepts (U)
1977	Carter	Recession	4.8	395B	Hayward	Sea Plan 2000 (S)
1978			4.6	393B		
1979		Oil Crisis	4.6	391B		CNO Strategic Concepts (TS)
1980		Recession	4.9	398B		Future of U.S. Sea Power (U)
1981	Reagan	Recession	5.1	438B	Watkins	Maritime Strategy (Brief) (S)
1982			5.7	482B		
1983			6.0	514B		Maritime Strategy (Pub) (S)
1984			5.7	537B		Ambiguous Warfare Strategy (S)
1985		Gramm-Rudman Act	5.9	561B		Maritime Strategy (Rev) (S)
1986			6.0	552B		Maritime Strategy (U)
1987	Bush	Stock Market Crash	5.9	546B	Trost	Maritime Strategy (Rev) (U)
1988		Savings & Loan Crisis	5.6	536B		
1989			5.5	524B		Maritime Strategy (Rev) (S)
1990		Oil Crisis	5.1	510B		Maritime Strategy (Rev) (U)
1991	Clinton	Recession	4.4	516B	Kelso	The Way Ahead Navy Policy Book, ...From the Sea
1992		4.6	467B			
1993			4.2	438B		NDP 1 Naval Warfare
1994			3.9	401B	Boorda	Forward...From the Sea
1995			3.5	397B		
1996			3.3	388B		
1997		Stock Market Crash	3.1	378B	Johnson	NOC; Anytime, Anywhere
1998			3.0	374B		
1999			2.8	384B		NSPG I (S)
2000			2.9	394B		NSPG II (U)
2001	GW Bush	Recession	2.8	408B	Clark	SP 21 & Global CONOPs, Naval Power 21 NOCJO, Fleet Response Plan
2002		Stock Market Crash	3.1	459B		
2003			3.5	542B		
2004			3.7	554B		
2005		Oil Price Rise	3.8	584B	Mullen	NSP ISO POM 08, NOC, NSP ISO POM 10
2006			3.8	604B		
2007		Subprime Mortgage Crisis	3.8	662B	Roughhead	Cooperative Strategy, NSP ISO POM 10 (Ch. 1)
2008		Recession/Financial Crisis	4.1	716B		
2009	Obama	Global Economic Crisis	4.5	700B		
2010				4.6	713B	

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## US popular views on US defense spending (1970-2010)\*

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■ % spending too little ■ % spending too much ■ % spending about right



\* Gallup poll data

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## USN capstone documents in context (1970-2010)

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WORLD EVENTS	Year	ADMINISTRATION	SECNAV	CNO	CAPSTONE DOCUMENT	
Soviet Ocean 70	1970	Nixon	Laird	Chafee	Zumwalt	Project SIXTY
India-Pakistan War	1971					
US-USSR INCSEA Agreement/Pres. Nixon to China	1972			Warner		
US Vietnam Pullout/USN-SN Med faceoff	1973		Richardson			Missions of the U.S. Navy
India nuclear test	1974	Ford	Schlesinger	Middendorf	Holloway	Strategic Concept for the U.S. Navy (S)
South Vietnam fell	1975					NWP 1 Strategic Concepts of the U.S. Navy
Soviet-Egypt Treaty cancelled	1976		Rumsfeld			NWP 1 Strategic Concept of the U.S. Navy (Rev. A)
Panama Canal Treaty	1977	Carter	Brown	Claytor		Sea Plan 2000 (S)
Deng Xiaoping leads PRC	1978				Hayward	CNO Strategic Concepts (TS)
Shah fell/Taiwan R. Act/USSR invaded Afghanistan	1979					Future of U.S. Sea Power
Marinel (Cuba) boatlift/iran rescue Op	1980			Hidalgo		
Gulf of Sidra incident	1981	Reagan	Weinberger	Lehman		
Bekka Valley battles	1982					
Beirut/Grenada ops	1983				Watkins	Maritime Strategy (Brief) (S)
Iran-Iraq War	1984					Maritime Strategy (Pub) (S)
Gorbachev is GSCPSU	1985					Amphibious Warfare Strategy (S), Maritime Strategy (S)
Goldwater-Nichols Act	1986					Maritime Strategy (U)
US air strikes on Libya	1987				Trost	Maritime Strategy (Rev) (U)
Operation Praying Mantis	1988			Webb		
Panama intervention/Cold War ended	1989	Bush	Cheney	Ball	Garrett	Maritime Strategy (Rev) (S)
Iraq invaded Kuwait/Somalia Ops	1990					Maritime Strategy (Rev) (U)
Gulf War/Somalia Ops	1991				Kelso	The Way Ahead
Somalia/Adriatic Ops/Southern Watch	1992					Navy Policy Book, ...From the Sea
Somalia/Adriatic/Haiti Ops/Southern Watch	1993	Clinton	Aspin	O'Keefe	Dalton	
Somalia/Adriatic/Haiti Ops	1994					NDP 1: Naval Warfare
Somalia/Adriatic/Haiti Ops	1995				Boorda	Forward...From the Sea
Desert Strike/Taiwan Straits Crisis	1996		Perry			
Hong Kong restored to China	1997				Johnson	Navy Operational Concept (NOC); Anytime, Anywhere
Operation Desert Fox	1998					
Operation Allied Force/Kosovo occupied	1999		Cohen	Danzig		Navy Strategic Planning Guidance (NSPG) I (S)
USS Cole attacked	2000					Navy Strategic Planning Guidance (NSPG) II (U)
America attacked	2001	GWBush	Rumsfeld	England	Clark	Sea Power 21 & Global CONOPs, Naval Power 21
OEF Afghanistan begins	2002					
OIF began	2003					
IO tsunami	2004					Naval Operating Concept for Joint Operations (NOCJO), Fleet Response Plan (FRP)
Hurricane Katrina	2005					
Lebanon evacuation/DPRK nuclear test	2006				Winter	NSP ISO POM 08, NOC, NSP ISO POM 10
Pakistan unrest	2007		Gates			
Somalia, Nigeria piracy	2008				Roughead	Cooperative Strategy, NSP ISO POM 10 (Change 1)
Global economic crisis	2009					NSG ISO PR 11, NSP ISO POM 12
OEF Afghanistan intensified	2010	Obama			Mabus	NOC, NDP 1 Naval Warfare, NSP ISO POM 13

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## Direction to the US Navy (1970-2010) (I)

Year	President	National Document	SECDEF	CJCS	Defense Document	CNO	USN Capstone Document
1969	Nixon	Nixon Doctrine	Laird	Moorer USN	Defense Policy & Planning Guidance JSPS & PPBS documents	Zumwalt	Project SIXTY (S)
1970		NSSMs & NSDMs					
1971		Shanghai Communique, ABM Treaty					
1972		NSDM 242					
1973	Ford	NSDM 344, NSDM 348	Rumsfeld	Brown USAF	SECDEF Posture Statements	Holloway	Strategic Concept for the U.S. Navy (S) NWP 1 Strategic Concepts of the U.S. Navy NWP 1 (Rev. A) Strategic Concepts of the U.S.N. Sea Plan 2000 (S)
1974							
1975							
1976							
1977	Carter	PRM 10, PD 18	Brown	Jones USAF	Contingency Planning Guidance DOD 5100.1	Hayward	CNO Strategic Concepts (TS) Future of U.S. Sea Power (U)
1978		PRMs & PDs					
1979		Carter Doctrine, PD 59, PD 62, PD 63					
1980	Reagan	NSSDs & NSDDs NSDD 13 NSDD 32, NSDD 72 NSDD 75 SDI Reagan Doctrine INF Treaty, NSDD 265 National Security Strategy	Weinberger	Vessey USA	Weinberger Doctrine	Watkins	Maritime Strategy (Brief) (S) Maritime Strategy (Pub) (S) Amphib. Warfare Strategy (S), Maritime Strategy (S) Maritime Strategy (U)
1981							
1982							
1983							
1984							
1985							
1986							
1987							
1988							
1989							
1990							
1991	Clinton	National Security Strategy, NSD 49 National Security Strategy, PNI NSD 74 National Security Strategy PRDs & PDDs (Start II Treaty) National Security Strategy, PDD 25 National Security Strategy, PDD 32 National Security Strategy National Security Strategy, PDD 56, PDD 60 National Security Strategy National Security Strategy, Clinton Doctrine National Security Strategy	Aspin	Shall USA	Bottom-Up Review Nuclear Posture Review Joint Pub 1, NMS, CORM JV 2010 QDR, National Military Strategy	Kelso	The Way Ahead Navy Policy Book... From the Sea NDP 1 Naval Warfare
1992							
1993							
1994							
1995							
1996							
1997							
1998							
1999							
2000							
2001	GWBush	NSPDs, HSPDs National Security Strategy, SORT NSCWM, NSCT, PSI NSPD 41/HSPD 13 NSMS National Security Strategy, MOTR NSCT, NSHS	Rumsfeld	Myers USAF	Nuclear Posture Review, QDR SPG, TRG, CPG, SCC JOPsc, CJCS JOCs, DOD 5100.1 GDPR, National Military Strategy National Defense Strategy, SCA CCJO, NMSPIVOT	Clark	SP 21 & Global CONOPs, Naval Power 21 NOCJO, Fleet Response Plan
2002							
2003							
2004							
2005							
2006							
2007							
2008							
2009							
2010							
2010	Obama	PSDs, PPDs National Security Strategy					

## Direction to the U.S. Navy (1970-2010) (II)

- ◆ U.S. Constitution
- ◆ Title 10 of U.S. Code, as amended
  - ◆ Other public law
  - ◆ Congressional record on authorization & appropriation language
  - ◆ Congressional intent & committee reports
- ◆ Presidential documents
  - ◆ Classified NSC system documents
    - ◆ NSSMs, NSDDs, PRMs, PDs, NSPDs, HSPDs, PPDs, PSDs, etc.
    - ◆ *Unified Command Plan (UCP)* (began in 1946)
    - ◆ *UNCLAS National Security Strategy* (began in 1987)

## Direction to the U.S. Navy (1970-2010) (III)

- ◆ Successive SECDEF documents
  - ◆ “Functions directives”
    - ◆ *DOD Dir 5100.1, Functions of the Armed Forces and the Joint Chiefs of Staff (later Functions of the Department of Defense and Its Major Components)*
  - ◆ *Forces for Unified Commands* memorandum (“Forces for’ memo”) (from Feb 1987)
  - ◆ UNCLAS *National Defense Strategy* (began 2005)
  - ◆ UNCLAS Posture Statement
  - ◆ *Quadrennial Defense Review (QDR) Reports*
  - ◆ *Guidance for Employment of the Force (GEF)* (began 2008)
    - ◆ *And predecessor documents (CPG, etc.)*
  - ◆ *Defense Planning and Programming Guidance (DPPG)* (2010)
    - ◆ *And predecessor documents (GDF, DG, DPG, etc.)*

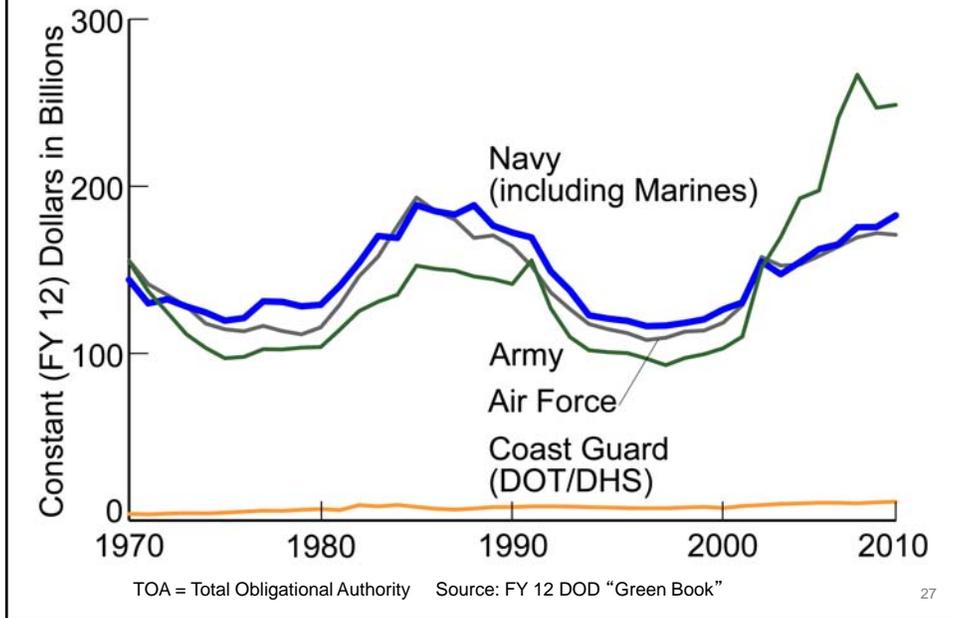
25

## Direction to the U.S. Navy (1970-2010) (IV)

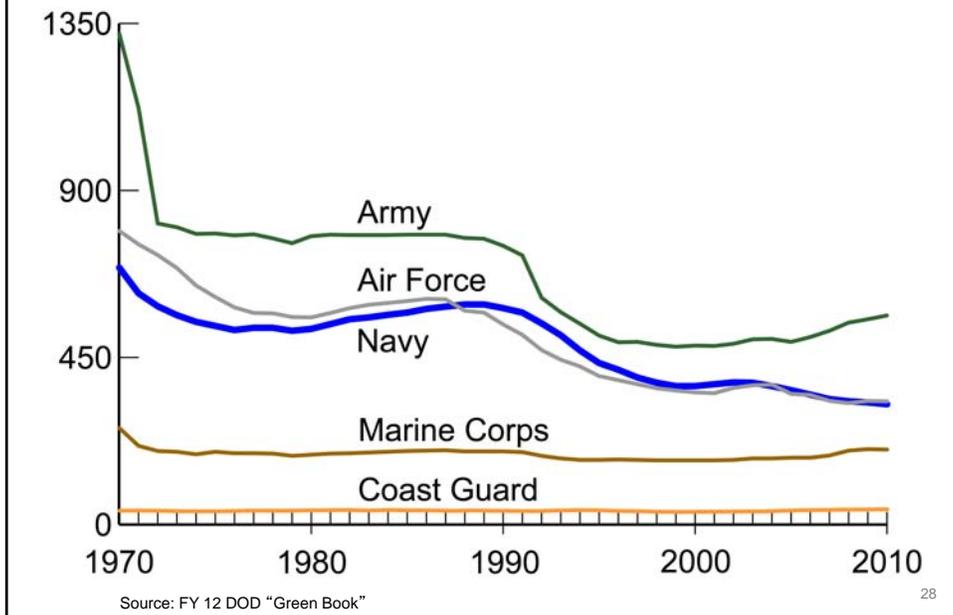
- ◆ Joint Strategic Planning System (JSPS) documents
  - ◆ *Joint Strategic Capabilities Plan (JSCP)* (since 1950s)
  - ◆ JSOP, JSPD, etc.
- ◆ CJCS documents
  - ◆ *National Military Strategy* (began 1992)
  - ◆ CJCS Posture Statement
  - ◆ *Joint Pubs (doctrine)*
  - ◆ *Capstone Concepts for Joint Operations (CCJO)* (began 2005)

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## Comparing military department TOA \$ (1970-2010) CNA



## Comparing active duty personnel (1970-2010) CNA

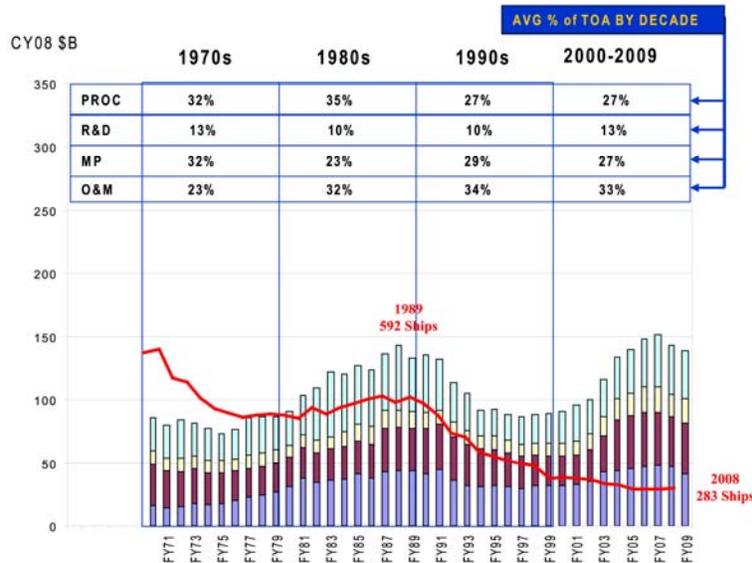


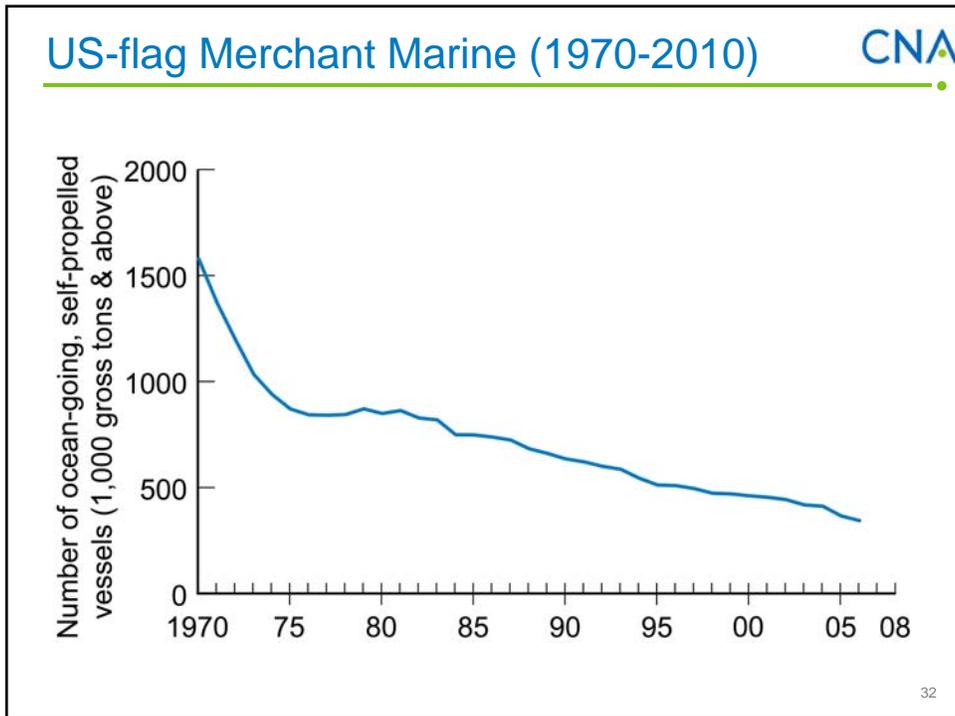
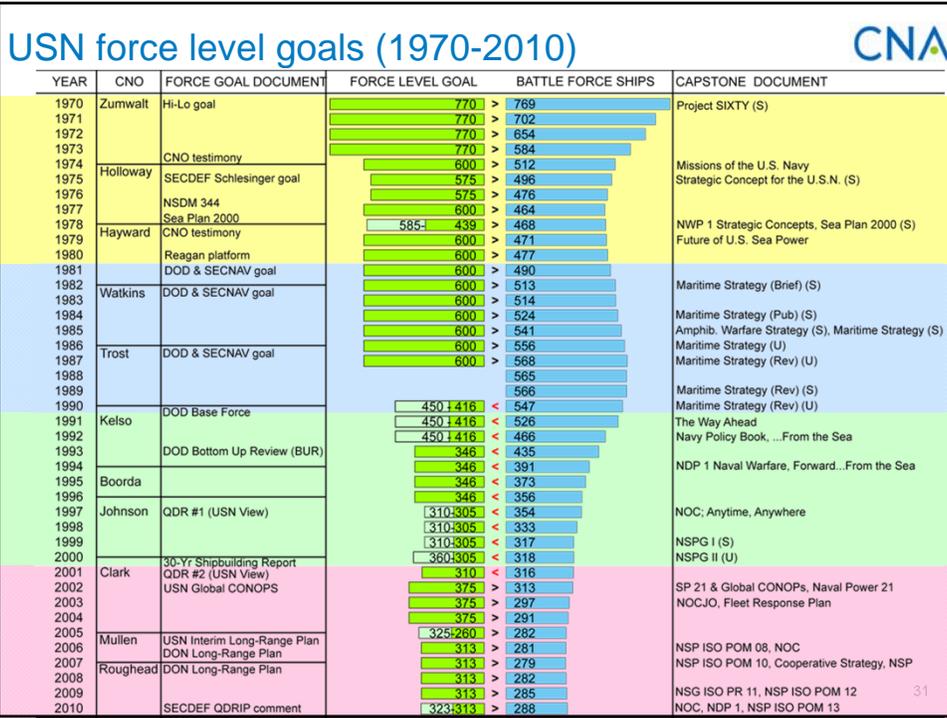
# USN dollars, numbers, capabilities (1970-2010)



YEAR	CNO	CAPSTONE DOCUMENT	DON TOA FY12\$—NEW SHIPS—BATTLE FORCE SHIPS—ACTIVE PERSONNEL	NEW CAPABILITIES INTRODUCED
1970	Zumwalt	Project SIXTY (S)	\$144B 10 769 892K	LCC, DSRV, P-3C, KA-6D, ITASS, NOSIC, FOSIF
1971			\$129B 15 702 623K	AMCM, A-6E, EA-6B EW a/c, Poseidon MIRV SLBM
1972			\$132B 15 654 588K	MK 48 Torpedo, OSIS, SOSUS upgrade, FLTCORGRUS
1973			\$126B 9 584 564K	E-2C AEW a/c, RH-53D AMCM helo, Paveway LGB
1974		Missions of the U.S. Navy	\$125B 14 512 546K	F-14 AAW a/c, S-3A ASW a/c, TACAMO, AIM-54 Phoenix
1975	Holloway	Strategic Concept for the U.S.N. (S)	\$120B 21 496 535K	CWC, Nimitz-class CVN, Spruance-class DD
1976			\$121B 15 478 524K	Los Angeles SSN, Tarawa LHA, Harpoon, Sea Sparrow
1977		NWP 1 Strategic Concepts Sea Plan 2000 (S)	\$131B 15 464 530K	Perry-class FFG, CVBG, TENCAP, Pegasus PHM
1978	Hayward	CNO Strategic Concepts (TS)	\$131B 18 468 530K	FLTSATCOM, GPS satellite, W76 warhead
1979			\$128B 16 471 522K	Trident 1 C4 SLBM, CAPTOR mine, US-3A COC
1980		Future of U.S. Sea Power	\$129B 11 477 527K	Near-Term Prepositioned Ships, EA-6B ICAP II
1981			\$140B 18 490 540K	Phalanx CIWS, Kidd-class DDG, JOTS
1982			\$154B 17 513 553K	Ohio-class SSBN, INMARSAT, low-class BB
1983	Watkins	Maritime Strategy (Brief)(S)	\$170B 14 514 558K	Tico Aegis CG, Dry deck shelters, TACTAS, 1867 SLMM
1984		Maritime Strategy (Pub)(S)	\$169B 16 524 565K	T-LAM, F7A-18A/B, SH-60B Lamprock III, LEASAT, S-3B
1985		Amphibious Warfare Strategy (S)	\$188B 19 541 571K	T-AGOS, LCAC, Skipper LGB, Nixie, Super-CAG, AGM-123, ARS
1986		Maritime Strategy (Rev)(S)	\$185B 20 556 581K	Mk 41 VLS, ELF SSBN Comms, HARM, NTU, T-4H, T-4O 187
1987	Trost	Maritime Strategy (U)	\$183B 17 568 587K	F/A-18CD, MCM, MH-53E AMCM helo, Pioneer UAV
1988		Maritime Strategy (Rev)(U)	\$189B 15 565 593K	F-14B AAW a/c, W88 warhead
1989		Maritime Strategy (Rev)(S)	\$176B 19 566 593K	Improved Los Angeles SSN, ELF, E-6A, MK50 ALWT, SH-60F
1990		Maritime Strategy (Rev)(U)	\$172B 15 547 583K	Wasp LHD, SLAM ASM, Trident II D5 SLBM, MK 48 ADCAP
1991	Kelso	The Way Ahead	\$169B 11 526 571K	Tomahawk use, ROTH-R, ES-3A, T-45A trainer a/c
1992		Navy Policy Book, ... From the Sea	\$149B 11 466 542K	Burke-class DDG
1993		NDP 1 Naval Warfare	\$138B 7 435 510K	UHF FO satellite, MILSTAR, Cyclone PC, AMRAAM, Osprey MHC
1994	Boorda	Forward...From the Sea	\$123B 4 391 469K	SIPRNET, Link 16, TLAM Block III, Supply-class T-AOE
1995			\$121B 4 373 435K	Fifth Fleet, DMS e-mail
1996			\$120B 5 366 417K	F-14 Bombrack, NSAWC
1997	Johnson	Navy Operational Concept; Anytime, Anywhere	\$116B 4 354 396K	Seawolf SSN, F-14 LANTIRN pod, T-45C, JSOW AGM, SDDS
1998			\$117B 5 333 382K	IT-21, JDAM, GBS satellite, JTIDS, E-6B
1999		NSPG I (S)	\$118B 5 317 373K	NuKa decoy
2000		NSPG II (U)	\$120B 6 318 373K	SLAM-ER ASM, NMCI
2001	Clark		\$128B 6 316 378K	F/A-18E/F, operational chat, GCCS-M
2002		Sea Power 21 & Global CONOPs, Naval Power 21	\$130B 6 313 383K	CENTRIXS-M network, COWAN, MH-60S helo, CEC
2003			\$154B 5 297 382K	P-3C overland ops, Mobile Security Groups, HSV Swift
2004		NOCJO, Fleet Response Plan	\$147B 7 291 373K	FLTSATCOM, MARFPOCM, BMD tracking, TACTOM
2005			\$155B 8 282 362K	Virginia SSN, FAO, LRSR, ScanEagle, SM-3 Bk1A ABM
2006	Mullen	NSP ISO POM 08, NOC	\$162B 4 281 350K	NECC, Riverine Group, AIS, L & C-class T-AKE, CLREC
2007		NSP ISO POM 10	\$165B 5 279 338K	MCAg, MH-60R ASW helo, RPB, DDG RMS, AESA
2008	Roughhead	Cooperative Strategy, NSP (CH 1)	\$176B 3 282 332K	Ohio-class SSBN, INLS, BLU-126/B, Freedom LCS, MOC
2009		NSG ISO PR 11, NSP ISO POM 12	\$176B 8 285 329K	MH-60S E-2D, MK 38 MOD II 25mm chain gun
2010		NOC, NDP 1, NSP ISO POM 13	\$183B 7 288 328K	EA-18G, Fire Scout UAV, CYBERFOR, MZ-3A blimp

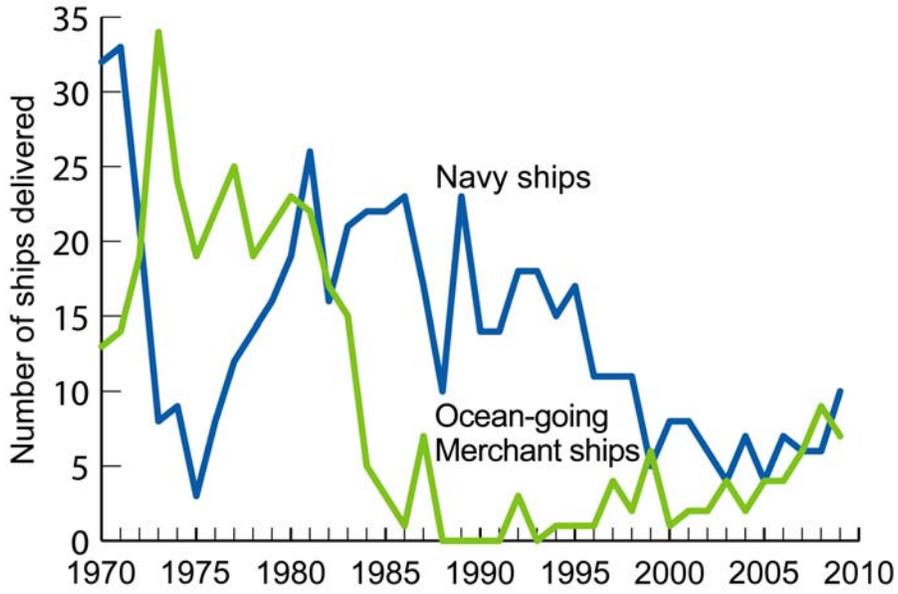
# U.S. Navy budget composition (1970-2010)





# US shipbuilding deliveries (1970-2010)

CNA



Source: MARAD & Tim Colton.

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## CNA studies on U.S. Navy strategies and their context

- Swartz, Peter M., *U.S. Navy Capstone Strategy, Policy, Vision and Concept Documents: What to consider before you write one*, (CQR D0020071.A1/Final, March 2009).
- Swartz, Peter M., with Karin Duggan, *U.S. Navy Capstone Strategies and Concepts (1970-2010): A Brief Summary*, (MISC D0026437.A1/Final, December 2011).
- Swartz, Peter M., with Karin Duggan, *U.S. Navy Capstone Strategies and Concepts: Introduction, Background and Analyses*, (MISC D0026421.A1/Final, December 2011).
- Swartz, Peter M., with Karin Duggan, *The U.S. Navy in the World (1970-2010): Context for U.S. Navy Capstone Strategies and Concepts: Volume I*, (MISC D0026417.A1/Final, December 2011).
- Swartz, Peter M., with Karin Duggan, *The U.S. Navy in the World (1970-2010): Context for U.S. Navy Capstone Strategies and Concepts: Volume II*, (MISC D0026417.A2/Final, December 2011).
- Swartz, Peter M., with Karin Duggan, *U.S. Navy Capstone Strategies and Concepts (1970-1980): Strategy, Policy, Concept, and Vision Documents*, (MISC D0026414.A1/Final, December 2011).
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- Swartz, Peter M., with Karin Duggan, *U.S. Navy Capstone Strategies and Concepts (1981-1990): Strategy, Policy, Concept, and Vision Documents*, (MISC D0026415.A1, December 2011).
- Swartz, Peter M., with Karin Duggan, *The U.S. Navy in the World (1981-1990): Context for U.S. Navy Capstone Strategies and Concepts*, (MISC D0026419.A1/Final (December 2011).
- Swartz, Peter M., with Karin Duggan, *U.S. Navy Capstone Strategies and Concepts (1991-2000): Strategy, Policy, Concept, and Vision Documents*, (MISC D0026416.A2/Final, March 2012).
- Swartz, Peter M., with Karin Duggan, *The U.S. Navy in the World (1991-2000): Context for U.S. Navy Capstone Strategies and Concepts*, (MISC D0026420.A2/Final, March 2012).
- Swartz, Peter M., with Karin Duggan, *U.S. Navy Capstone Strategies and Concepts (2001-2010): Strategy, Policy, Concept, and Vision Documents*, (MISC D0026241.A2/Final, December 2011).
- Swartz, Peter M., with Karin Duggan, *The U.S. Navy in the World (2001-2010): Context for U.S. Navy Capstone Strategies and Concepts*, (MISC D0026242.A2/Final, December 2011).
- Swartz, Peter M., and Karin Duggan, *U.S. Navy Capstone Strategies and Concepts (1970-2010): Comparisons, Contrasts, and Changes: Volume I*, (MISC D0026422.A1/Final, December 2011).
- Swartz, Peter M., with Karin Duggan, *U.S. Navy Capstone Strategies and Concepts (1970-2010): Comparisons, Contrasts, and Changes: Volume II*, (MISC D0026423.A1/Final, December 2011).
- Swartz, Peter M., with Michael C. Markowitz, *Organizing OPNAV (1970-2009)*, (CAB D0020997.A5/2Rev, January 2010).
- Swartz, Peter M., with Karin Duggan, *U.S. Navy – U.S. Air Force Relationships 1970-2010*, (MISC D0024022.A4/1Rev, June 2011).

These documents supersede Peter M. Swartz with Karin Duggan, *U.S. Navy Capstone Strategies & Concepts (1970-2009)*, (MISC D0019819.A1/Final, February 2009).

MISC D0026417.A1/Final



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