

CMS: The Navy's Seven Operational Imperatives for This Decade



A Boeing unmanned MQ-25 aircraft is given operating directions on the flight deck aboard the aircraft carrier USS George H.W. Bush (CVN 77). Its initial operating capability as an aerial refueling tanker will extend the range, operational capability and power projection of the carrier air wing and carrier strike group. *U.S. NAVY / Mass Communication Specialist 3rd Class Brandon Roberson*

Chief of Naval Operations Adm. Mike Gilday laid out a 500-ship force earlier this year ahead of the current defense budget submission. The service has worked to balance between recapitalizing for a new, 2045 force structure, and what it needs for the so-called “fight tonight,” approaching period of 2027-2030 when China may attempt reunification with Taiwan by force.

Grouping these by operational level of war problems can help the Navy prioritize between what it needs today in case of Chinese or additional Russian aggression now, and what the service needs as it moves toward its future force structure. These are not in a specific priority, but the final imperative is the most vital.

1. Readiness of the existing force: Some experts would suggest that the only “ready” navy units are those currently deployed and those coming to relieve them. While not as exciting as new construction, the funding for regular scheduled overhaul and updating of current Navy ships, the training of their crews and their outfitting in terms of spare parts, fuel and above all ammunition is of vital importance. Only 30% of the total cost of any new ship is incurred in its building with a

full 70% devoted to the upkeep and maintenance of the ship across its lifetime. Like a car that does not receive regular dealer service, a warship that does not undergo regular maintenance starts to decline in overall readiness. Paying these readiness bills on time ensures that the existing force is ready in the event of hostile action.

2. Logistics, logistics, logistics: The bogged-down Russian invasion of Ukraine again shows that amateurs do tactics and experts think about logistics. Current U.S. naval combat logistics and sealift forces are small, aged in years and designed around a “just in time, hub and spoke” delivery method that maximizes peacetime efficiency but is ill-suited to fleet-level combat. This is especially true in terms of the Navy’s “distributed maritime operations” doctrine that needs a distributed logistics force for resupply during extended combat operations. Rebuilding both combat logistics and sealift to include delivery “over the beach” of fuel and supplies to Marines must remain a top operational imperative.
3. Get the M/Q-25A in the air before 2025: The Navy and Marine Corps have made great strides in carrier air wing aircraft readiness since 2016, but the services must go the extra mile to further reduce the burden on the F/A-18 E/F force and extend the range of the carrier air wing in general. Carrier aircraft have adopted “buddy tanking” for years to extend the range of strike aircraft in an increasingly dangerous Indo-Pacific menaced by People’s Republic of China missiles and aircraft. Getting the M/Q-25A drone tanker integrated into the airwing not only extends its strike range now but is a bridge to using the drone as a potential unmanned strike aircraft.
4. Scouting the bridge to unmanned futures: There is still uncertainty surrounding projected Navy unmanned systems. Congress does not seem fully convinced the Navy can make

them work in combat, and many questions remain on the network connectivity and reliability of these platforms over extended periods of time at sea. However, one aspect of unmanned systems is proving itself in the here and now. Unmanned units employed as long-term distributive sensors are operating commercially with great success in measuring current, temperature and a host of other environmental factors. The U.S. Navy 5th Fleet, located in the Persian Gulf region, just completed a very successful experiment with an unmanned intelligence, surveillance, and reconnaissance platforms called Task Force 59. TF 59's unmanned units successfully operated over time and provided commanders with real-time information crucial to targeting opponent ships, submarine and aircraft. Naval tactics expert Capt. Wayne Hughes said being able to "attack effectively first" depended on effective scouting that found opponents without revealing one's own force locations. Expendable unmanned scouting units can fulfill that function and serve as an operational bridge to further unmanned systems development.

5. Train to Fight: Perhaps a subset of the readiness and scouting imperatives, but it's still vital to train to fight at expected levels of organization and chaos. Throughout much of the post-Cold War era individual Navy carrier strike or amphibious ready groups ventured alone as deployed assets, secure in general U.S. sea control over wide areas of the world's oceans. The rise of the PRC's navy and the return of a revanchist Russia has ended that blanket level of security and U.S. naval forces will again have to fight for sea control before undertaking other missions. Training to fight at larger levels of organization such as the three-carrier battle force gets Sailors and Marines used to operating in these larger formations. As Russia's ground force mishaps in Ukraine have shown, if forces do not train and get used to fighting in larger formations it is

unlikely that they will perform well in combat in those groupings.

6. Stay ahead in the undersea environment: Many documents extol the U.S. lead in undersea systems, especially in its nuclear attack and ballistic missile submarine designs. Since the days of the Walker Spy ring in the 1980s, however, the Russians and others have sought to duplicate or steal elements of the U.S. undersea advantage. No such advantage can be taken for granted as well and the U.S. Navy should seek to expand its undersea capabilities with supporting unmanned systems and forward-deployed infrastructure to support undersea operations. The Navy had 11 deployable submarine tenders at the end of the Cold War and today has only two. If fleet operations (including submarines) must be distributive, then submarine maintenance and logistics, especially weapons reloading, should be equally dispersed as needed. The only way to get there is by adding more submarine tenders to the fleet.
7. It's time to take the maritime strategy "off the shelf." Back in June 1990 during his confirmation hearings before the Senate Armed Services Committee as Chief of Naval Operations, Adm. Frank Kelso was asked by Sen. John McCain what the Navy intended to do with its maritime strategy to globally fight the Soviet Union now that the communist state appeared in full retreat and the Cold War over. Kelso responded, "Military strategy needs a specific enemy," and with the end of the Cold War, "the issues before us seem to be ones of naval policy and not strategy." Kelso further stated the maritime strategy for combatting a global great power opponent should be "put on the shelf" and could be "taken down" when needed if another global opponent reappeared. The U.S. now faces two nuclear-armed great power opponents and it's time to pull a maritime strategy down from Kelso's shelf. It will not be the same as its 1980s predecessor, but only a service-

generated blueprint that serves as a guide, and not a directive for combatant commanders to follow can integrate all these operational imperatives in a single, authoritative source. A strategy that gives Congress and the American people an idea of what their Navy does in peace and what it could do in war is vital to securing public support for the other operational imperatives. It should speak in terms of numbers of ships, maps, geographic lines of effort that show what the Navy might do, which allies and partners might join the U.S. war effort, and suggest what goals the U.S. would pursue in great power war to have a definition of how such a conflict might end. Open-ended commitments in the Middle East over decades have soured the public on any extensive military operations and telling them "how wars end" is just as important as how the military means to wage them.

All these operational imperatives are important, but the strategy is perhaps the most valuable as it ties together all of the imperatives in a single package for both Congress, American citizens and the industrial organizations that can bring the other imperatives to life.