

# *Strategic Choices Exercise*



## Exercise Introduction

16 May 2017

**CSBA**

Center for Strategic and Budgetary Assessments

***Develop an overarching strategy and resource the military levers needed for a long-term, whole-of-government U.S. competitive strategy in the Asia-Pacific***

- **Each team identifies investments and divestments to create a future force capable of better deterring/raising the costs of aggression against American interests**
  - Reminder: goal is to develop the military tools necessary to support a comprehensive, whole-of-government strategy in the Asia-Pacific
- **This exercise is not a budget drill; your focus should be on determining the right mix of capabilities and infrastructure necessary for your strategy**
- **Team adjustments to the baseline will be reflected in the Blue force list for the wargame this upcoming Thursday and Friday**

# *Suggested Approach*

- **Each Team individually develops a general rebalancing strategy**
- **Potential Team discussion items:**
  - Key security challenges and threats (Gray Zone aggression, A2/AD threats, etc.)
  - Priority mission areas and predominant operational concepts
  - Major capability shortfalls and technology opportunities for investment
  - Areas where Allies could develop complementary capabilities
  - Major forces and capability areas for investment and divestment

# Example of a Rebalancing Strategy from a Previous Exercise

## Strategic Objectives:

- **Maintain access to areas that remain vital to U.S. interests**
- **Prevent the domination of key overseas regions by hostile powers**
- **Shore up U.S. security commitments and regional security balances**
- **Prevent terrorist attacks**

## Overarching Approach:

- **Emphasize projecting power despite A2/AD and WMD threats while maintaining robust strategic deterrence and counterterrorism forces**
- **Prioritize capabilities that can operate in non-permissive environments (access-insensitive, low-signature, highly distributed)**
- **Maximize combat strike power to impose costs on strategic competitors**
- **Align bases and logistics to support new force**

## Shift from Eviction and Control to Denial and Punishment:

- **The U.S. has prioritized expeditionary forces designed to evict aggressors post-invasion**
  - Heavy forces provide preponderance of landpower but require lots of time and access to build up in-theater
  - Air forces primarily short-ranged and depend on operating from close-in bases
  - High-signature naval and amphibious forces assume access close to shore
- **Can best achieve our national security objectives in an era of declining defense budgets by shifting to denial and punishment**
  - Military-technical advances are advantaging denial over control
  - Challenges to traditional concepts for projecting power are growing, and DoD's investments are being skewed toward defensive rather than offensive systems

# Rebalance to Resource Your Strategy

- **Then using the Strategic Choices Tool, teams make choices about U.S. military forces and capabilities to resource their strategies over 2018-2027**
  - Focus on rationales & strategies for capability tradeoffs, not specific amounts
  - Explore capability tradeoffs & impacts across partners and operating domains
  - Prioritize investments based on a given budget projection
  - Focus on what is operationally effective
    - Shelve political risk while making your strategies, note it at the end
- **Objectives are to gain insights on:**
  - Military capabilities and concepts necessary for a long-term, whole-of-government Asia-Pacific competitive strategy

# Tool has a Wide Range of Built-in Options

Options	Cost / Incr.	Selection	Total Move 1	Total Move 2	Notes
<a href="#">Accelerate Future Vertical Lift-Medium Program</a>	\$2.5B	<input type="checkbox"/>	\$0.0B	\$0.0B	notes
<a href="#">Add F/A-18 Advanced Super Hornet</a>	\$2.6B	0	\$0.0B	\$0.0B	notes
<a href="#">Add Fighter - Low Cost Fighters</a>	\$0.4B	0	\$0.0B	\$0.0B	notes
<a href="#">Add IAI Harop (Harpy II) SEAD/DEAD UAVs</a>	\$0.1B	0	\$0.0B	\$0.0B	notes
		0	\$0.0B	\$0.0B	notes
		0	\$0.0B	\$0.0B	notes
		0	\$0.0B	\$0.0B	notes
		0	\$0.0B	\$0.0B	notes
		0	\$0.0B	\$0.0B	notes
		0	\$0.0B	\$0.0B	notes

## Add New F-16E/Fs (Block 60)

The Block 60 F-16E/F features improved radar and avionics and conformal fuel tanks (CFT). It includes the AN/APG-80 Active Electronically Scanned Array (AESA) radar, which gives the airplane the capability to simultaneously track and destroy ground and air threats. The CFTs provide an additional 450 U.S. gallons (2,045 L) of fuel, allowing increased range or time on station.



This option would procure new F-16s in the Block 60 configuration in increments of 20 aircraft over the FYDP. Personnel must be added separately. An increment of 20 aircraft typically requires a total of 500-600 support personnel.

Max Selection: 5

Cost/Savings per Incr.

Items per Incr.

Cannot be selected in combination with:  
Must be selected in combination with:  
Attributes:

Move 1

\$1.2B

20

Move 2

## Air

	Current	FY18-22		FY23-27	
	Baseline	Baseline	Team	Baseline	Team
Aerial Refueling	545	563	563	567	567
Airlift	667	642	642	614	614
Bombers (non-stealthy)	138	138	138	138	138
Bombers (stealthy)	20	20	20	34	34
Fighter / Attack (non-stealthy)	2,767	2,153	2,813	1,882	2,542
Fighter / Attack (stealthy)	412	878	558	1,503	1,183
Manned ISR / ASW / C2	338	360	360	301	301
Unmanned ISR / Strike (non-stealthy)	280	411	661	433	683
Unmanned ISR / Strike (stealthy)	0	0	0	0	30
<b>Total</b>	<b>5,167</b>	<b>5,165</b>	<b>5,755</b>	<b>5,472</b>	<b>6,092</b>

- CSBA can add options requested by any team

# Tool's Limits and Assumptions

- **Current database assumptions**
  - Baseline is the President's Budget projected to 2027
  - Teams are given flexibility to target adds and cuts
  - Must balance total adds and cuts for each FYDP, not year by year
- **Costs/savings for capability and force structure options are CSBA estimates, not official government data**
  - Derived using real data where possible
  - Non-program of record options are rough order of magnitude estimates
- **Limits are used to inject realism, for example:**
  - Can't cut a Service's end-strength by more than 25% over both FYDPs
  - Can't increase weapon production by more than 100% in each FYDP
- **Choices in first FYDP roll over to second FYDP**
  - Some options may save or cost more in the 2nd FYDP than the 1st
  - S&T investments during first FYDP create new capability investment options for following FYDP

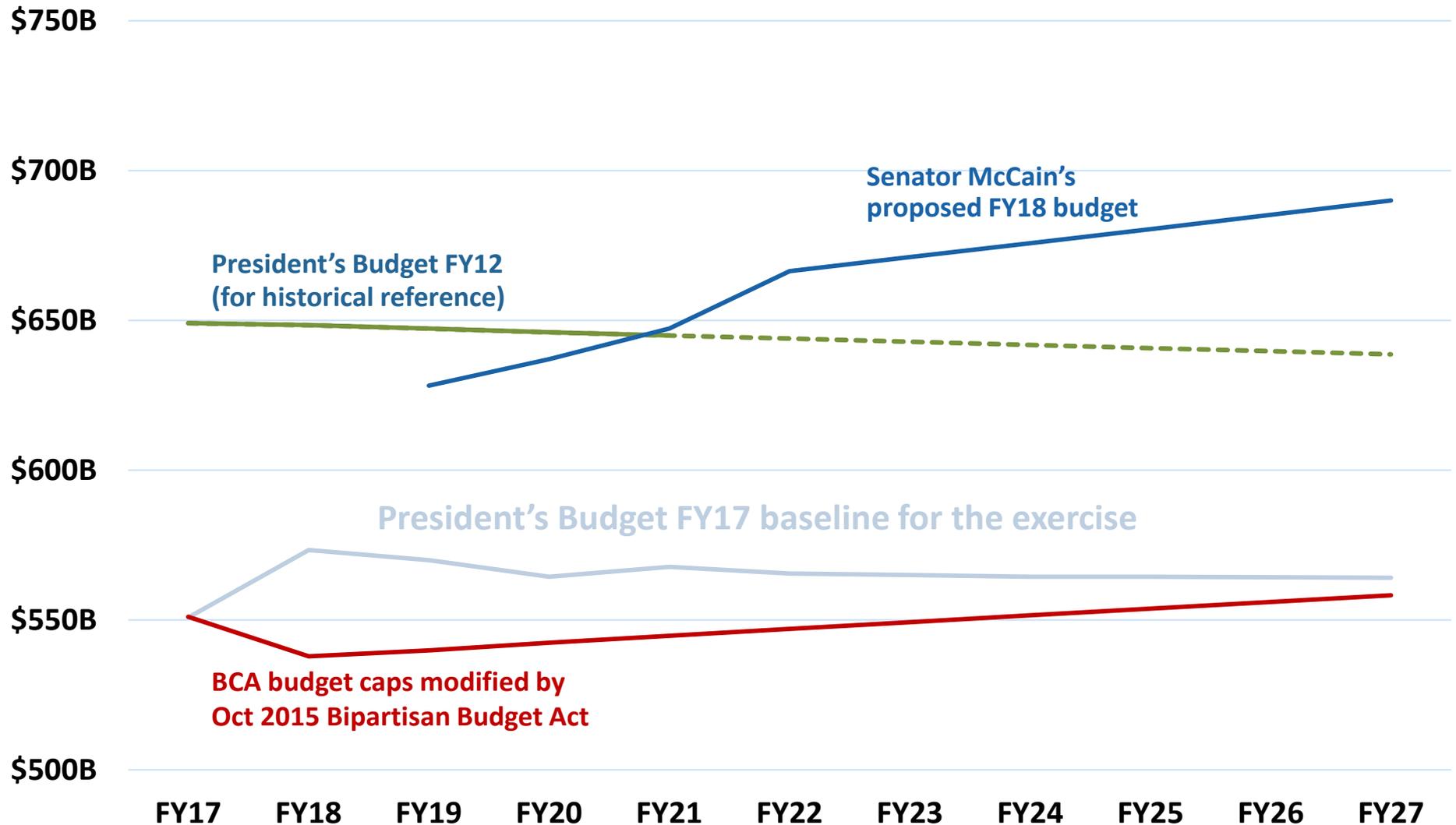
# Exercise Suggestions

- **Begin with the end in mind**
  - Don't jump right into the Tool
  - Start with a strategy and capabilities discussion
  - Think 10-20 years into the future and work backward to determine what decisions need to be made now to build the future force
- **Make additions before cuts**
  - Fund highest priority capabilities first
  - Makes your budget balancing problem worse, but its easier to identify lower priority capabilities that you might cut
- **Don't "game" the tool**
  - 2-FYDP construct is an artificiality
  - Team goal should be to create the most effective defense enterprise going forward after rebalancing; savings and costs continue to accrue in the future
- **Don't be constrained by the order capabilities are listed in the Tool**

<https://strategicchoices.csbaonline.org>

# Fiscal Guidance

**Teams will rebalance within the PB FY17 budget baseline extended to FY27**



# *Template Questions*



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# Questions (1)

- **What are the most pressing defense challenges facing the U.S. over the next 20 years (not limited to the Pacific region)?**

# Questions (2)

- **What is your team's overarching strategy for rebalancing U.S. forces and capabilities to meet future challenges?**

