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Remarks to the Surface Navy Association
by the Honorable Gordon R. England
Secretary of the Navy
at the Hyatt Hotel Crystal City
January 15, 2004

Dave, thank you for your very kind introduction. I would also like to thank Mark Edwards who is making such a large contribution to this very important association. Mark, thanks for your leadership.

Many times, when I speak in Washington, I remind people that relationships between countries are built upon individual relationships among people.

Each of us affects what happens in the world based on how we deal with our international neighbors. For embracing this concept, I thank the Surface Navy Association. Since 1985, the Surface Navy Association has been a vibrant network of people and ideas that has now spread internationally ... 22 chapters in the United States, but also five chapters around the globe, from the Persian Gulf to Korea. Keep up this great work. It's important to America and to the world.

Today, I plan to speak on three aspects of a single subject; namely the past, present and future of the Global War on Terrorism and what it means to our Sea Warriors.

Let's first reflect on the past. The world definitely changed on 9/11/01. For America, there will be no going back to the era before September 11, 2001. All Americans and most people throughout the world will never forget where they were or what they were doing on that day.

The World Trade Center was aptly named, for on that tragic day, in addition to the thousands of Americans, 219 citizens from 35 countries were killed.

There are probably only a handful of other memories in your entire life that are remembered by so many.

It's important to understand the challenge before us. Terrorism in its modern form is one of the greatest threats to a civilized world. This is a new kind of war against a new enemy.

To counter these new threats, a new national security strategy for the United States was published in September 2002. In presenting this strategy, President Bush wrote:

"History will judge harshly those who saw this coming danger but failed to act. In the new world we have entered, the only path to peace and security is the path of action."

This strategy emphasizes the first imperative of all of our governments - protecting our citizens - with three key themes as follows:

1. We will take the fight to the enemy - pre-emptively if we have to.
2. We will fight this war with our world partners - but we will act alone if necessary.
3. We will use all means - diplomatic and economic to fight terror - but we will use military methods if that is the final option.

Some call this doctrine unilateralism, but no country can wait as danger gathers. The best defense is generally a swift and devastating offense.

It is an emphasis on action - broadbased to include all means ... military, economic and diplomatic. Based on results, our national security strategy is exactly on target ... and working:

- 50 million people have been freed from repression
- Training camps throughout Afghanistan have been destroyed and thousands of terrorists killed.
- An oppressive regime without regard for human life has been overthrown in Iraq.
- Around the world and across the Nation, terrorists' plots have been thwarted.
- America and the world are certainly far safer now than they were before 9/11/01.
- The Surface Navy as part of a joint force has played an indispensable role and made a valuable contribution in turning that tide. You have shown the world the skill and might of the American Armed Forces.

Here's what you've accomplished:

- You helped kick the door down in both OEF and OIF ... a critical element in the joint warfighting effort ... and in making America safer.
- The surface fleet fired more than 500 Tomahawks, providing General Franks the ability to take the war to the enemy day or night, even when weather was hindering other strike methods. The Surface and Submarine Navy was there, providing on-call strike.
- In OIF, the Amphibs delivered the Marines, who then blasted their way into Baghdad with a speed of effect never seen before. In OEF, we departed from traditional doctrine as Marines and Special Forces doubled their inland reach to more than 500 miles.
- Cruisers, Destroyers and Frigates have intercepted, boarded and captured dhows and other vessels carrying contraband cargo coming from Iraq to ensure Saddam could not illegally finance his war machine.
- Minesweeping Forces paved the way for the arrival of humanitarian relief, critical for the reconstruction of Iraq and survival of the Iraqi people while port protection forces stood

vigil 24/7.

- The Navy separately worked with multiple coalition partners to maintain a careful eye on the volatile area around the Horn of Africa.

Along with all of these missions for the Surface Navy, the fleet maintained the necessary global maritime presence necessary to represent America's strategic interests around the world.

All of this adds up to what is undoubtedly one of the swiftest and most humane military campaigns in history.

And then, when the Iraqi regime fell, our Sailors and Marines conducted and are still conducting intercept operations in the North Arabian Sea, where both terrorists, and the drugs they smuggle, are being captured.

And our Marines are now prepared to embark for a return tour to Iraq - not to wage war, but to make the peace.

As President Bush said, the war on terror is not over; yet it is not endless. We do not know the day of final victory, but we have seen the turning of the tide.

Our great CNO said it right:

- That terrorism is a world problem
- That Naval powers must unite for one fight
- And that Sea Power 21 can help transform the way we act.

But, our responsibility goes beyond the Global War on Terrorism. For example, just before Christmas, the USS Lake Erie hit a bullet with a bullet in another brilliant display of sea-based missile defense.

If you are not shooting at them, then you're tracking them just like the USS Higgins did by cuing the Patriot batteries in OIF.

The connection of the present to the future is contained in the President's budget for '03, the President's budget for '04 and the proposed budget for '05.

The '05 budget was just recently submitted to OMB, and it is not yet public so I cannot discuss it in detail. I can tell you, however, that it continues the trend of earlier years; that is, what I call, "turning the corner for surface warfare."

We are in the process of transforming our Navy, and we are moving to the future. The Surface Navy is leading the way with the next generation Surface Combatant Family of Ships with new technology and, even more importantly, with new warriors for this new war.

DDX, LCS, and the new LPD's are no longer just a vision. They are in design or in production. They are funded and they are essential for the Navy and for the Nation's future.

Recently, we set the size requirements for DDX and worked with

industry to establish a radar roadmap. These two steps are critical to DDX and LCS and lay the foundation for CG(X), the Navy's 21st century cruiser.

LCS will be built from the keel up to be a part of a netted and distributed force and will be the first ship designed with ForceNet as a requirement. LCS also will have an advanced hull design and be significantly different from any warship that has been built for the U.S. Navy.

In the future, it will be essential that we operate in the littorals, and LCS will give us that capability across a broad range of missions. It will be affordable. We plan to build them in relatively large numbers, and we want to do it sooner rather than later.

To date, the Congress has been very supportive, and I expect that they will continue to support this initiative as well as the DDX design and LPD production.

As we move into the future, we are blessed with the leadership of our Commander-in-Chief, President Bush; Secretary Rumsfeld; Admiral Vern Clark, our CNO; and General Mike Hagee, the Commandant. They are all visionaries.

And right behind them has been the team in this room who translates vision into performance. The heaviest burdens in our war on terror fall, as always, on the men and women of our Armed Forces. For all that the Surface Navy has done and all that you do, I salute you.

Our Nation owes you a great deal. Our Nation and our President appreciate your service to America ... and to the world. No one among us today can rest on accomplishments to date. We can never forget that we are a nation still at war. With such an enemy, no peace treaty is possible; no policy of containment or deterrence will prove effective. The only way to deal with this threat is to destroy it, completely and utterly. And President Bush is absolutely determined to do just that. And you are the forward force.

In the balance is nothing less than the survival of democracy where personal and economic freedom can flourish. A cunning and vicious enemy still threatens that world, and the Global War on Terrorism is the critical challenge of our time.

This is a war of necessity, not choice, because our very way of life is at stake. We still face terrorists who would rather go on killing the innocent than accept the rise of liberty in the heart of the Middle East.

The United States of America doesn't fight for land. We don't fight for money; and we won't fight simply to impose our will.

But we do take up arms to secure this country and defeat evil when it threatens our lives and our liberty ... and the lives and liberty of our friends and allies. We do fight for freedom, and we will finish the job once started.

This will be a long war for America and for our coalition

partners. We did not arrive at this point quickly, and we will not solve it quickly. Keep in mind that for 40 years we fought communism ... an earlier "ism" that took the dedication of a generation to defeat. The Global War on Terrorism will be the challenge of this next generation.

I applaud this Symposium for focusing on the role of the Sea Warrior. This is a new kind of war, and the Naval Service will need new kinds of warriors - warriors better trained and better educated ... and also fewer in number.

Recently I met with Admiral Gerry Hoewing and Admiral Al Harms to discuss how we train future warriors and man our ships and stations.

One thing we all agreed on is that Joe Gibbs has it right. If you don't know who Joe Gibbs is then you've probably been living in a spider hole!

Here's what Joe Gibbs said during his interview after accepting (again) the head coaching job for the Redskins:

"You win with good people," Gibbs said. "If we can get the right players that have the right character - it starts with that - and the right smarts, and then they have the ability, which is what I feel like we had before, then we've got a good chance to win."

"Yes, there is a technical side I need to get caught up on. But more than anything, it's our people - our players."

Joe Gibbs knows what it takes to win - and so do we! Our human capital is the best capital investment we can make.

Paradox abounds in today's security environment, and it extends to the type of enemies we may encounter. We need to be ready to face both high-intensity conflicts while simultaneously responding to the asymmetric threats in the Global War on Terrorism. In that broad spectrum, warfare will still be about enemies trying to avoid our strengths as we try to exploit their vulnerabilities.

Sea Warriors armed with the right technology will need to generate these kinds of effects --- precision, persistence, speed, and crushing power.

Admiral Ian Forbes of the Royal Navy puts it this way, "These are the days of concurrent flexible, small-scale operations, dependent upon technologies and highly trained individuals in small groups. In moving to the Information Age, we are entering a military era where advantages are conferred on the small, the fast and the simultaneous."

It would be nice if we had a single point solution for the future, but we don't. Our enemy and the attending dangers will morph over time. So must we. For an uncertain future, our success will depend on our ability to adapt ahead of the danger. And that's where we are going in the Department of the Navy. We are pioneering new concepts for a new kind of American war and also the means by which we organize, train and equip our

fighting men and women.

- Sea Warrior, Sea Basing, Sea Strike, Sea Shield, ForceNet, and Sea Enterprise are the new concepts for our new way of fighting and winning.
- Agility and innovation are not merely buzzwords, but a warrior culture for the future.
- Survivability is very high on my priority list ... otherwise, our new concepts are not sustainable. Sea Warriors must be Survivable Warriors.
- There's a difference between education and competence, and we need to reduce the time for Sea Warriors to achieve both.
- We need to optimize the manning of our ships. The Surface Navy's Sea Swap and Optimal Manning programs are a great start in that direction.
- Finally, we need to measure our progress along the path to the future. What we don't measure, we won't achieve.

It's important that we appropriately size our Navy. First, we owe it to the taxpayers who give us their hard-earned money and, in return, they have a right to expect that money to be spent wisely and efficiently. Second, and equally important, we need a force that is quick, agile and adaptive without layers of overhead and burdensome bureaucracy. Keep in mind terrorists have a very limited infrastructure. The Navy leadership is determined to have the fast, precise, persistent and crushing power that I mentioned earlier, and this includes streamlining every aspect of our organization to achieve that goal.

In summary, the Navy and Marine Corps have a 228-year tradition of innovation and change. We moved from signal flags to the Internet, from cannonballs to Tomahawk cruise missiles, and from sail to nuclear power, just to name a few innovations. This change is ongoing, and we need your help to continuously adapt to new threats. Utilize your time together at this Symposium to help us crystallize the way ahead.

Don't be timid. The most famous Destroyerman of all - the legendary Arleigh Burke - once said, "Luck usually rides with the bold."

With unflinching conviction coupled with clarity of vision, it is evident that President Bush has answered a special calling during a hard time. I will always remember what he can't forget. Before a Joint Session of Congress a few days after 9/11, he said, "I will not forget this wound to our country or those who inflicted it. I will not yield; I will not rest; I will not relent in waging this struggle for freedom and security for the American people."

Your work in this Association and in this symposium is about not forgetting. Do not underestimate your enemy but absolutely do not forget how important you are to the Surface Navy and the Nation. We depend on you every day. Thanks for including me in your ranks today, and God bless the hard work that you do for

America. God bless our Sailors and Marines and all our Armed Forces and their families. God Bless America. Thank you for the opportunity to share my views with you

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