



Rear Admiral Philip Cullom

At the beginning, you mentioned that there were not nearly as many people here as there were at the President's remarks just a couple hours ago. I would like to point out that there were also more people here yesterday. What this really means is that those remaining, those dedicated few, are the real Spartan energy and climate warriors. Either that or you are all Mayo from "An Officer and a Gentleman." (He was the one who said, "I got no place to go.") I prefer to believe it is the former rather than the latter because I think the issues that we have been discussing over the last 2 days require dedicated thought.

Like Rear Admiral David Titley, I was remiss yesterday in not making a big enough deal about some of the partnerships that we have. I certainly did talk about how we are working with industry, but I did not mention all of the emerging partnerships we have with academia. Earlier today, President Barack Obama spoke about the partnerships that we need to have if we are going to solve our energy problems. But, I would like to go further than just industry and academia. We also need partnerships with the nongovernmental organizations that we are working with and building new relationships with and finding that we have a lot that we can share with each other to move these issues forward. And then I would go even further than that and talk about the other military services and how much we have learned from them.

As I think about the differences between where we were last year and where we are today, it is clear that the Navy has made a lot of progress in the last 2 years. But, we did not get here by accident. The Air Force and the Army have been doing a lot of great work with their energy programs. We are talking with them on a day-to-day basis to make sure that we benefit from that work

without having to duplicate it. We all benefit by sharing information, whether it is on the energy side or on the climate side. And, it is not just information about the technical issues like composite materials or fuels that we share, it is also information about strategy. In fact, much of our process for coming up with our energy strategy was copied from the Coast Guard's efforts. To a large extent, we mirrored the Evergreen process that Rear Admiral Thomas Atkin talked about yesterday. We did energy wargaming, not to fight wars over energy, but to help us understand what is happening with energy. From those trends and uncertainties, we developed a series of potential futures. From those futures, we took the strategy that we were developing and then tested it against those futures to see how it would survive. The process was remarkably similar to the approach used by the Coast Guard.

But let me go further than that. Establishing partnerships is also about our allies. Five years ago, I had the job that Rear Admiral Woods has today. When I was in that job, I did a lot of liaison work with the allied navies, and interestingly enough, many of them were talking about the issues of climate change and energy. I remember getting several briefs and having several discussions about these issues with my counterparts in the Royal Navy and in the Australian and Canadian navies. At the time, I kept wondering, why are they so interested in climate? What is the big deal? That was 5 years ago; look at where we are today. We need to have those partnerships developed so that we can move these issues forward quickly when necessary.

Hopefully Rear Admiral Titley and I have made the argument that climate and energy issues are linked. We truly see them as linked; you cannot deal with one without dealing with the other, whether you start on the energy side and end up on the climate side or you start on the climate side and end up on the energy side. That is one of the reasons why the Task Force Energy website, for instance, actually includes climate, energy, and environment, and you can go to any one of those three as you navigate around to see what we are doing.

The second thing I would like to say is that if you are a returnee from last year, I hope it is apparent that the difference between

where we were then and where we are today is profound, not just in terms of what we are talking about, but in terms of what we are doing. As The Honorable John Warner emphasized, it has to be about what you are doing. Well, we have done a lot. How we are balancing these things is exactly what I saw play out as we were developing the FY2012 budget. We had to strike a balance between the N8 side, which is developing the Navy's programs, and the things that provide specific capabilities—be it a weapon system, a radar, or a communications system—and the Navy's systems commands on the other side—Naval Air Systems Command and Naval Sea Systems Command. Several of our panels yesterday talked about these issues. Well, what we saw happen in the budget process was the grinding, grinding, grinding that is needed to figure out how important energy is. At the end of the day, we achieved success by focusing on the art of the long view. We have to accept that this is something that may require more than 2 years to pay back. We have to look at this in terms of where we are going to end up in 2020 or 2030, so any of the energy initiatives we brought up as a part of that discussion and debate in the N8 and the systems command world brought forward exactly that view. What is the return on investment? What is the payback period? Let us project it out to 2020 or 2030 and see where we end up. Is that the Navy we want? I think that was a profoundly important point because it made us make decisions that were not just about the here and now, not just about the quarterly profit and loss statement, and not just about the annual return, but about where the Navy is going to be in a decade or two decades. When you do that, you make profoundly different decisions, and that is what I am most proud of with regard to the 2012 budget.

As a final point, I would like to remind you that our approach has to be holistic. At the end of the day, we have to consider both climate and energy. We really need to look at ourselves as going back to our roots. The future should, in fact, truly benefit from the past. The ability to be austere in the way we handle energy does the right things on the climate side as well as the right things on the mission side for the people who are at the pointy end.

So, I am going to leave you with a final thought. I was up on Ward 5 in Bethesda a couple of weeks ago. Ward 5 is the surgery floor, and I had a chance to walk around and talk at length with some of the soldiers, sailors, Marines, and, from time to time, even airmen who were there. I have to tell you that many of them are being asked to make some pretty incredible sacrifices because we did not value energy the way we should have 20 or 30 years ago. Were we to have valued it differently, there might be fewer injured servicemen and women because many of them are there because they were protecting convoys. They were, in fact, moving water, moving fuel, or moving things logistically up into some pretty God-forsaken country. When you consider the environment in which they have been working—the tremendous elevation changes, the lack of roads, and the fact that there are so many places to be attacked from in the various countries where we are currently engaged—I have to tell you that we owe it to them to make sure that we come up with the right plan for the long haul so that there will be fewer families visiting their loved ones at Bethesda or Walter Reed in the future.

As Senator Warner said yesterday, all battle plans really do begin in the engine room. They begin with that soldier or that sailor who is down there on the deck plate or in the trenches, and they have good ideas about this stuff. The culture change that I mentioned earlier is about capturing some of the things that come up from them as much as it is about the leadership that we show along the way. At the end of the day, it is about their buddy; it is about their fellow sailor or soldier who they want to see make it through this conflict. Every one of the individuals who was there, some of whom had missing limbs, said they wanted to get back to their unit. And some of them will return to their units, but we need to make sure that they are afforded all the things that they need to have so that we can, in fact, have a Navy that is sustainable and that we can sustain in perpetuity. That is the kind of sustainability that does the right thing for every sailor, Marine, soldier, and airman out there as well as for the Navy, for the nation, and planet A.