

CNO Guidance for 2010



Executing the Maritime Strategy

Our Navy today is globally deployed, persistently forward, and actively engaged. More than 50,000 Sailors are on station around the world, including 13,000 Sailors on the ground in Central Command, carrying out the six core capabilities of the Maritime Strategy: forward presence, deterrence, sea control, power projection, maritime security, and humanitarian assistance and disaster response. We are contributing to the Joint force in Operation ENDURING FREEDOM (OEF) and Operation IRAQI FREEDOM (OIF), executing special operations with our Navy SEALs, disabling Improvised Explosive Devices (IEDs) with our Explosive Ordnance Disposal teams, treating wounded warriors, providing close air support and electronic attack with our aircraft, securing key waterways with our Riverine forces, building critical infrastructure with our Civil Construction Battalions, and augmenting ground forces with our Individual Augmentees. We are conducting operations and exercises in ballistic missile defense, anti-submarine warfare, maritime domain awareness, and counter-piracy with our international partners. Demand for Navy forces is the highest it has been in recent years, and we are responding to this demand with more agility and flexibility than ever before.

We are ready and capable today, yet we are stretched in our ability to meet additional operational demands. Our budget is pressurized and we are limited in our ability to invest everywhere we see a need. We confronted these challenges last year and prevailed, delivering forces ready for tasking to Combatant Commanders worldwide and producing a budget that aligned with our Maritime Strategy and grew the capacity of our Fleet. These challenges will continue in the years ahead, but we are well prepared to meet them and transform them into opportunities that will position us well for the future.

My previous guidance articulated my vision, mission, principles, and three focus areas. My focus areas remain to build the future force, maintain our warfighting readiness, and develop and support our Sailors, Navy civilians, and their families. These focus areas will endure throughout my tenure. My previous guidance also identified 18 intentions to guide the course of our Navy and key measures to assess our progress. We will continue to carry out each of the intentions; however, in the year ahead, I will place particular emphasis on the following five:

- Continue to be the dominant, ready naval force across all maritime missions
- Build a Navy with appropriate force structure and strategic laydown
- Achieve decision superiority

- Align the requirements, resources and acquisition processes
- Evolve and establish international relationships

This guidance outlines the way ahead for the coming year, but it also recognizes our accomplishments of the past year. We continue to make good progress in my focus areas and on my 18 intentions. Here are some highlights:

Build the Future Force:

- We launched the second Littoral Combat Ship, USS INDEPENDENCE (LCS 2), and awarded fixed-price incentive-fee contracts for the third and fourth LCS ships.
- We accepted delivery of the tenth and final Nimitz class aircraft carrier, USS GEORGE H W BUSH (CVN 77).
- We signed the contract for the third block of Virginia class submarines, achieving our goal of \$2B (in FY05 dollars) per submarine by FY12.
- We truncated the DDG 1000 class and restarted production of the DDG 51 class to improve our capability and capacity to meet increasing Combatant Commander demands for integrated air and missile defense and open ocean anti-submarine warfare.
- We conducted our first fully autonomous flight of the MQ-8B Fire Scout Vertical Takeoff and Landing Tactical Unmanned Aerial Vehicle (VTUAV).
- We rolled out and completed the first flight of the P-8A Poseidon Multi-Mission Maritime Aircraft.
- We rolled out our first fifth generation carrier variant fighter: the F-35C Lightning II, Joint Strike Fighter.
- We approved the Electromagnetic Aircraft Launching System as the launching system for the CVN 78 class.
- We restarted the Title X wargame series and conducted the “Leveraging the Undersea Environment” wargame to assess undersea capabilities and concepts.
- We moved Navy Expeditionary Combat Command operations into our base budget and funded procurement of one Joint High Speed Vessel and three Littoral Combat Ships to improve our capability and capacity to operate in the littorals.
- We commenced a reorganization of the Navy staff to establish a Fleet Cyber Command/TENTHFLT, an Information Dominance directorate (N2/N6), and a Naval Warfare Integration Group (N00X).
- We established the Navy and Air Missile Defense Command, the third of four warfare centers of excellence, which will lead Navy efforts to assess, integrate, and synchronize Navy air and missile defense capabilities.
- We established a Special Program Office for the Next Generation Enterprise Network (NGEN), and initiated early transition activities to migrate from NMCI.

Maintain Warfighting Readiness:

- We completed 19 of 23 successful demonstrations of our operational capability in Ballistic Missile Defense (BMD).
- We conducted our first ever visit of a U.S. nuclear-powered ship, USS THEODORE ROOSEVELT (CVN 71), to South Africa, building and enhancing partnerships and conducting theater security cooperation.
- We completed our 1000th successful TRIDENT strategic deterrent patrol since the first patrol of USS OHIO (SSBN 726) in 1982.
- Our Navy SEALs and the crew of USS BAINBRIDGE (DDG 96) disrupted pirate activities off the Horn of Africa and rescued the Captain of Maersk Alabama.
- USNS COMFORT participated in Continuing Promise, treating over 100,000 patients and performing over 1,600 surgeries in seven Caribbean, Central and South American nations. Five ships participated in Africa Partnership Station and Pacific Partnership, which were expanded to East Africa and Oceania, respectively.
- We conducted the first BMD Fleet Synthetic Training event, proving viability and effectiveness of integrated Navy, Joint, and partner-nation BMD training.
- We preliminarily accredited all eight Maritime Headquarters with Maritime Operations Centers (MOCs).
- We established the National Maritime Intelligence Center to provide better integration of maritime intelligence for our Nation.
- We developed a non-classified enclave and an unclassified Common Operating Picture to allow us to share information in support of anti-piracy operations, to include sharing information with Russia and China.
- We established a “Vessel Information Hub” to improve prototype Maritime Domain Awareness (MDA) and make maritime data available to U.S. government entities.
- We achieved initial operating capability of a prototype MDA capability to improve global vessel tracking and detection of anomalous maritime activity.
- We initiated Task Force Climate Change with the Coast Guard to address the scientific data and operational implications of climate change.
- We established the Surface Ship Lifecycle Maintenance program to enhance maintenance and better estimate lifecycle maintenance costs for our surface ships, as we do for our carriers and submarines.
- We increased our focus on total ownership costs (TOC) and are integrating that into every step of the Two-Pass Six-Gate acquisition review process.

Develop and Support our Sailors, Navy Civilians, and Families:

- We met overall officer and enlisted (active and reserve) recruiting goals while exceeding DoD quality standards in all recruit categories for 2009.
- We accessed the most diverse USNA and NROTC classes in history for 2009 (35% diverse). We are expanding NROTC units in diverse markets, including Arizona State and Tuskegee Universities, and opening 20 new NJROTC units.

- We expanded access to childcare by adding 4,970 new childcare spaces reducing average placement time from more than six months to three.
- We opened Pacific Beacon in San Diego and a similar Public Private Venture in Norfolk, adding 1,191 new rooms last year to house 2,382 unaccompanied service members in San Diego and Hampton Roads. Ninety-five percent of family housing in CONUS will be privatized by the end of FY09.
- We continued to address the physical and mental needs of our Wounded and Returning Warriors, opening a new traumatic brain injury clinic in Bethesda, MD.
- We increased the number of Foreign Area Officers to 212 and are now half way to our goal of 400 by FY15. We trained more than 50,000 Sailors through the Regional Security Education Program, Mobile Training Teams, and a new NROTC policy that allows students to major in Language, Regional Expertise, and Culture (LREC) programs.
- We increased Fleet sea manning Fit to 92% and Fleet-wide Fit to 86%, including making significant progress in matching talent to billets among irregular warfare enablers, the medical community, and the nuclear field.
- We created navyformoms.com as a virtual community for parents and other key influencers to communicate with each other.
- We reduced officer transition times from the Active Component to Reserve Component from 30 days to 8 days. Work is underway to provide this same service to enlisted personnel.
- We gave Sailors more control over their career management through the Career Management System Interactive Detailing web tool.
- We introduced Career Intermission, Telework, and Virtual Command pilots and we implemented new policies providing 12-month operational deferments for new mothers, and 10 days of paternity leave for married Sailors.

Focus for 2010

The following guidance presents each of my 18 intentions, with those of particular focus listed first. They will guide our actions and communications.

Continue to be the most dominant, ready and influential naval force, globally and across all naval missions.

Our Navy continued its operations worldwide, providing reconnaissance and close air support to troops on the ground in Afghanistan, protecting key waterways and critical oil infrastructure in Iraq, disrupting Al Qaeda communications and bomb attacks via electronic warfare, constructing infrastructure in the Horn of Africa, combating piracy off the coast of Somalia, and deterring potential adversaries and assuring allies through cooperative efforts in ballistic missile defense, maritime security, and anti-submarine warfare. We are a highly capable force today, but we require additional capacity to meet Combatant Commander demands for Navy forces globally. Our FY10 budget better aligned our program with the path our Maritime Strategy has set; however, we are progressing at an adjusted pace. The balance between mandatory and discretionary

spending at the national level, and high national debt over the next decade, will further increase the fiscal pressure on defense accounts. Growing demand for Navy forces and rising manpower, operating, and ownership costs challenge our ability to increase Fleet capacity while meeting operational demands and our commitment to our people. The year ahead will require discipline, strong resolve, and tough investment decisions.

Way Ahead:

- We will provide Combatant Commanders with the Navy forces they need afloat and ashore to successfully fight the current wars in Iraq and Afghanistan and prevent wars globally.
- We will emphasize production of ships and aircraft that provide capabilities across the widest spectrum of conflict and can quickly adapt and scale to the needs of a dynamic security environment, while continuing development of capabilities for specialized missions.
- We will seek out and embrace “game changers” and innovative solutions to current and future challenges, especially at the left end of the kill chain.
- We will stand up a Naval Warfare Integration Group (N00X) within OPNAV to institutionalize a comprehensive warfighting approach in our assessments and investments, while retaining the Assessment Division (N81) as the Navy’s lead for analysis.
- We will continue to recruit and retain a high-quality workforce and provide training across the full range of Navy, Joint and Interagency operations.
- We will increase our energy security by reducing our reliance on oil and improving the resilience of our shore energy sources. We will implement current technologies that increase energy efficiency, increasing our use of alternative fuels, and spearheading new and innovative solutions to our future operational energy needs.

Build a Navy with appropriate force structure and strategic laydown necessary to implement the Maritime Strategy.

Our FY10 budget invested in the capabilities required to win today’s wars, prevent future conflicts and prepare for tomorrow’s challenges and opportunities. We reduced littoral and brown water gaps through investments in LCS, JHSV, and our Riverine force. We truncated DDG 1000 and will restart procurement of DDG 51s to meet Combatant Commander demands for ballistic missile defense and blue-water anti-submarine warfare. We further enhanced our ability to gain access with investment in F-35C, EA-18G, and CVN 21 with the Electromagnetic Aircraft Launch System. We improved our intelligence, surveillance, and reconnaissance (ISR) capabilities with manned (P-8A) and unmanned (Fire Scout, MQ-8B) systems. We funded the modernization of our cruisers and destroyers with sea-based ballistic missile defense capability and we restarted engineered lifecycle maintenance for our surface Fleet to achieve the capacity we need to meet current and future operational demands. To sustain this force for the future, we are addressing the growing costs of owning our Fleet by integrating total ownership and manpower costs into all of our program

decisions and by pursuing cost reduction strategies for major acquisition programs, including LCS. We are moving toward a strategic laydown of our forces that will ensure effective operations in the event of a natural or man-made disaster. Opportunities remain as we shape the force to meet national demands as determined by the Quadrennial Defense Review (QDR), reduce our dependence on contingency funds, and ensure discipline and rigor in our requirements processes.

Way Ahead:

- We will retain our discipline from POM-10 and submit a balanced program in PR-11 and POM-12 that delivers capabilities across the full spectrum of operations articulated in our Maritime Strategy and manages risk as articulated in the Navy Strategic Plan.
- We will implement force structure decisions from the Quadrennial Defense, BMD, Space Posture, and Nuclear Posture Reviews.
- We will continue to pursue technological superiority, and be exacting in pursuing capabilities required, not capabilities desired, when determining force structure and laydown. We will leverage Joint Force capabilities and capacities to minimize duplicative or overlapping efforts.

Achieve Decision Superiority.

We are realigning our organizations to more effectively man, train, and equip Navy forces for cyber and information operations by standing up FLTCYBERCOM/TENTHFLT and reorganizing the OPNAV staff to achieve the integration and innovation necessary for warfighting dominance across the full spectrum of operations across the maritime, cyberspace and information domains. We are taking a more holistic approach to unmanned systems by developing a strategy to guide the architecture, requirements, and procurement plan for these operational necessities.

Way Ahead:

- We will stand up FLTCYBERCOM/TENTHFLT to coordinate globally and serve as the Navy Component Commander (NCC) to U.S. Cyber Command.
- We will establish DCNO N2/N6 as the entity responsible for making investment decisions for information, cyber and space capabilities, and for developing Navy's information architectures.
- We will conclude a continuity of service agreement for NMCI and continue to pursue a greater government controlled Next Generation Network.
- We will improve our capability and capacity to manage (gather, process, analyze, and discern) the vast quantities of information and intelligence to detect and neutralize maritime threats.

Align the requirements, resources, and acquisition processes to achieve accountability and deliver the right capability and capacity on time and at the optimum cost throughout the lifecycle.

We continue to improve the discipline and rigor which we apply to our everyday decision making processes. We have increased our focus on TOC and have designated N4 as Navy's TOC lead. We are re-establishing the Surface Ship Lifecycle Maintenance Program, emphasizing open architecture, and pursuing cost-saving measures such as common hull forms, common components, automation, and repeat builds. We must keep our focus on ensuring stability for our industrial base and driving down the total cost of ownership of our Fleet. Program oversight, discipline in requirements, and appetite suppression are essential to this effort.

Way Ahead:

- We will restore discipline and rigor in our requirements by increasing oversight in our program review processes, such as the Resources and Requirements Review Board and the Two-Pass/Six-Gate Review process.
- We will inject discussion of TOC into all stages of program review stages. TOC includes all elements of life cycle cost (including manpower and operating costs) plus the total supporting infrastructure that plans, manages and executes a weapons system program over its full life, to also include the cost of common support items and systems incurred because of introduction of the weapons system.

We will evolve and establish international relationships to increase security and achieve common interests in the maritime domain.

The OPNAV International Engagement Division was reestablished to provide a focal point for Navy's international engagement efforts. We enhanced cooperative security across the globe through expanded coordination with non-coalition members by providing anti-piracy forces to CTF-151, enhanced Allied and partner relationships through bi-lateral and multi-national exercises such as UNITAS and CARAT, and improved maritime security and fostered relationships with nations in Africa, the Pacific, the Caribbean, and South and Central America through partner station visits. To support our operations with international partners, we continue to grow our capacity in Foreign Area Officers and Language, Regional Expertise, and Culture (LREC) trained Sailors, in addition to increasing our support to Non-Governmental Organization (NGO) participation in humanitarian assistance. Complementing these, we held senior-level military to military engagements with South Africa, China, Saudi Arabia, Indonesia, Chile, Brazil, and Colombia, and reinstated OPNAV staff or strategy talks with the United Kingdom, Australia, Canada and Japan. Opportunities exist to expand our relationships with our partners, including the upcoming 19th International Seapower Symposium which we will host and will bring together more 100 chiefs of navy from around the world to discuss maritime security and maritime domain awareness.

Way Ahead:

- We will continue to operate with our international partners in maritime task forces and in bilateral and multi-lateral exercises and operations.
- We will continue to conduct routine deployments to Pacific Command, Africa Command, and Southern Command areas of operation to enhance partnership capacity in maritime security and, with Interagency and NGO support, provide humanitarian assistance to local populations.
- We will increase our cooperation and interoperability with our most capable partners on the high-end of naval power, and continue our close dialogue with these partner nations to ensure a common understanding of our strategies and capabilities.

Anticipate changes in joint force posture and operational demands in the Middle East, determine how those changes will affect Navy posture, positioning, and operational tempo, and adjust accordingly.

Our Navy's Fifth Fleet is at the tip of the spear, ensuring that Navy forces respond and adapt to Combatant Commander requirements. As the U.S. shifts its focus from Iraq to Afghanistan, we are addressing changes in Navy support to the current fight, to include Individual Augmentees, operational tempo for our low density, high demand forces, and demand signals for close air support and electronic attack. We are responding to demands for unmanned ISR aircraft in Afghanistan and in anti-piracy operations off Somalia, where we are part of an international task force working with many countries, including Russia and China. We are addressing quality of life issues for our Sailors in the Middle East; we have safely returned dependents to Bahrain and reopened the DoD school there.

Way Ahead:

- We will continue to employ forces afloat and ashore in the wars in Iraq and Afghanistan.
- We will continue to rely on U.S. Fifth Fleet and adjacent NCCs to work closely with respective Combatant Commanders to identify requirements and make best use of Navy resources.

Anticipate changes in global military (especially naval) forces, discern changes in operational and strategic patterns, and adjust Navy posture, positioning, and operational tempo accordingly.

Our NCCs have responded to planned and unplanned Combatant Commander demands for ready forces, including missions involving air-based strike, sea-based ballistic missile defense, humanitarian assistance, and theater security cooperation. The establishment of FLTCYBERCOM/TENTHFLT will allow Navy to better anticipate and meet Combatant Commander demands in this rapidly evolving warfighting area. We are also anticipating operational impacts related to energy and climate change and

have established Task Force Energy and Task Force Climate Change to recommend actions and investments Navy should take to address trends in these areas.

Way Ahead:

- We will ensure the effective stand up of FLTCYBERCOM/TENTHFLT, including its full integration into joint and interagency operations.
- We will rely on our NCCs to work closely with Combatant Commanders to identify emerging requirements so we may best allocate Navy resources.

Optimize Navy staffs to efficiently and effectively support the Fleet and external constituencies.

We are improving integration of information and establishing clear lines of operation across Navy staffs. In addition to reorganizing Navy staffs, we established the third of four warfare centers of excellence, appointed an oceanographer as the Oceanographer/Navigator of the Navy, established the Navy Irregular Warfare Office, designated Commander, Navy Installations Command as the Navy's Shore Integrator, and formed a Naval Warfare Integration Group (N00X). There is regular communication among OPNAV and the NCCs, and recurring Navy-wide symposia ensure alignment among military and civilian leaders.

Way Ahead:

- We will ensure staff changes, especially the OPNAV reorganization, are able to positively contribute to the PPBE process.
- We will stand up a Naval Warfare Integration Group (N00X) to institutionalize a comprehensive warfighting approach in our assessments and investments, while retaining the Assessment Division (N81) as the Navy's lead in analysis.
- We will release a revised OPNAV Mission, Functions, Tasks document to clarify roles and responsibilities of each command element.
- We will implement DoD intent to reduce contractors and increase government civilian employees across Navy staffs.

Instill in our uniformed and civilian force a focus on mission and individual readiness that is underpinned by our Navy ethos.

We are providing ready forces to meet critical Combatant Commander demands for Navy forces, although we are unable to meet all demands due to Fleet capacity. We have reduced stress on low supply/high demand forces through aggressive recruiting/retention programs. Ship and squadron deployments are maintaining acceptable rotational timelines. Our Tone of the Force statistics show positive trends in motorcycle safety, but we must reduce suicide and sexual assault among our Shipmates. We developed and released our Navy ethos to complement our core values of honor, courage, and commitment.

Way Ahead:

- To the greatest extent possible, we will preserve dwell and operations tempo standards in meeting Combatant Commanders' demands over the next year.
- We will emphasize reducing suicides and sexual assaults in our Navy and maintain our focus on individual and unit safety.
- We will pursue institutionalizing warfare qualification requirements to meet the growing demand for highly qualified Sailors who are flexible and adaptable warfighters in addition to technical experts.

Attract, recruit, develop, assign, and retain a diverse, high-performing, competency-based and mission-focused force and ensure the welfare of our Sailors, Navy civilians, and their families.

We have met or exceeded our recruiting and retention goals in quantity and quality while achieving greater diversity in officer accessions and made progress towards measuring our ability to fill billets with the appropriate rank, knowledge, skills and abilities. Although Congress halted implementation of the National Security Personnel System (NSPS) pending a review of the program, we are maturing NSPS administration at converted commands with each performance cycle. We introduced several life/work integration initiatives to support career flexibility which includes Career intermission, Telework, and Virtual command pilots. Our Sailors remain our greatest warfighting asset and we must remain aggressive in our implementation of operational stress controls since the demand for Navy forces in the future is expected to remain high.

Way Ahead:

- We will monitor changes in the economic and security environment to ensure we meet our goals for recruiting and retention in 2010.
- We will continue to focus on diversity accessions and retentions, focusing outreach efforts on key influencers in diverse communities to ensure the face of the nation is reflected in our Navy.
- We will deliver enlisted career learning and development roadmaps.
- We will develop enlisted training demand and capacity models to provide greater fidelity and confidence in training resource requirements.
- We will improve training and development opportunities for our civilian workforce, recognizing that their individual growth is an institutional gain.
- We will pursue those policy initiatives and information systems, such as a single integrated pay and personnel system that facilitate a true continuum of service for our Sailors over their careers.

Integrate warfighting capabilities with the Marine Corps to meet objectives of the Maritime Strategy and Naval Operations Concept.

We have kept lines of communication open between Navy and Marine Corps leadership and staffs, creating opportunities for alignment within the Department of the Navy (DoN) on major decisions in the DoN budget and QDR related to force structure, operational concepts, planning scenarios, and readiness.

Way Ahead:

- We will continue to engage with the Marine Corps at the Flag Officer/General Officer and staff levels through periodic warfighting talks and frequent coordination meetings. These dialogues must be open, frank and occur early enough to develop plans of action, especially considering future fiscal realities in a post-QDR environment.
- We will use the Naval Operations Concept (NOC) as a common framework to articulate Navy, Marine Corps and Coast Guard cooperation on issues such as seabasing, logistics support, and tactical aircraft employment.
- We, with the Marine Corps, desire a return to amphibious core competencies, and will pursue opportunities as operational and fiscal conditions allow.

Develop preeminent expertise and proficiency in planning, organizing and commanding at the operational level.

We enhanced and adapted the curriculum at the Navy War College to cover planning and executing operations in Information Operations, cyberspace, and Irregular Warfare. We have preliminarily accredited the eight MOCs located at the NCC headquarters. To improve support to senior-level decision making, we conducted the Leveraging the Undersea Environment wargame and we restarted the Navy's Title X Global Wargame series.

Way Ahead:

- We will value operational level training and experience in officer selection.
- We will continue to have Commanders avail themselves to Naval War College's JFMCC Senior Mentor Program.
- We will develop a feedback process to incorporate MOC lessons learned into the curriculum for future planners.
- We will continue the Title X Wargame series and conduct additional wargames, to include games on Maritime Domain Awareness, Irregular Warfare and littoral operations.

Define the roles and responsibilities of each element within the Enterprise and determine how the Enterprise construct should be most effectively integrated into headquarters processes.

As a result of the Navy Enterprise, Navy has better insight in its return on investment with respect to readiness. This has provided us with greater insight into the business of the Navy and allowed us to better integrate Fleet inputs into the Navy Strategic Planning process and Planning, Programming, Budgeting, and Execution (PPBE) process. The Warfighting Enterprises have matured their role and governance through Executive Committee meetings and the Vice Chief of Naval Operations has held several Provider Forums to address TOC reduction. Opportunity still exists to better define TOC drivers and ensure effective forces ready for tasking today while sustaining those forces to be ready in the future.

Way Ahead:

- We will better define the role of the Provider Enterprise. This role will address affordability by aligning and integrating TOC, improving quality of information available to key decision makers, and strategically informing the PPBE process.
- We will focus the Fleet Readiness Enterprise on determining the policies, processes, and investments to most effectively produce required levels of Fleet operational readiness.

Leverage Science and Technology (S&T) initiatives to ensure warfighting benefits accrue to future Sailors.

We have actively leveraged the body of Science & Technology to provide our Sailors a warfighting edge, and sustain that edge into the future. That edge includes advances in human performance and protection, TOC, autonomy, and power & energy. These and other focus areas are codified in the Naval S&T Strategic Plan and, together with direct Enterprise engagement, help connect warfighter requirements to science and technology. We have achieved our goal of transitioning 70% of Future Naval Capability efforts to approved Programs of Record, and have also increased ONR Global presence in order to better mine the worldwide field of S&T, and avoid technological surprise.

Way Ahead:

- We will improve technology transition rates and “make every dollar count” through formal closed-loop coordination with resource sponsors.
- We will enrich collaboration across the Naval Research Enterprise through approved social networking, to improve efficiency and reduce duplication.
- We will expand ONR Global offices into Eastern Europe and the Far East.

- We will continue to maximize Navy's S&T investment in basic science and scientific discovery to seek ways to support our Sailors' future warfighting advantage, and deliver "the next big thing."
- We will support Science, Technology, Engineering, and Math (STEM) education and outreach to inspire tomorrow's Navy scientists.

Assess the return on investment (ROI) in all we do, appreciating that our people, time and money are finite; and we must manage initiatives to guarantee the appropriate balance of efficiency and risk.

We are asking tough questions and making tough decisions regarding our programs and operating assumptions to ensure the most effective utilization of Navy resources. In PB-10, we eliminated underperforming programs and programs delivering capabilities for unlikely conflicts. As the Navy's lead for TOC reduction, DCNO N4 is incorporating total ownership and manpower costs into all aspects of the PPBE process to ensure resource decisions consider full lifecycle costs, not just funding for acquisition alone.

Way Ahead:

- Total ownership and manpower costs will be key components of all programmatic discussions and decisions.

Define and articulate how we win.

Our Maritime Strategy remains the capstone guidance for our Navy and we continue to execute globally the strategy's six core capabilities. We withheld release of the NOC last year in order to incorporate operational and force structure decisions from the QDR. The NOC will define how the maritime Services operate across the full spectrum of operations in Joint and naval warfare.

Way Ahead:

- We will issue a NOC that links our Maritime Strategy to operations and required future force structure, taking into account fiscal guidance and decisions from the QDR and Ballistic Missile Defense, Space Posture, and Nuclear Posture Reviews.
- We will define and institutionalize Navy's role in cooperative security and irregular warfare.
- We will advance our communication strategy to ensure internal and external stakeholders understand clearly how Navy contributes to national security and prosperity.

Complement key actions and initiatives with effective communication methods and messages to maximize our effectiveness and return on investment.

We are executing the six core capabilities of the Maritime Strategy, demonstrating that words on paper translate into operations globally. We successfully articulated Navy's operational need to train with active sonar and prevailed before the Supreme Court. We have improved coordination of Navy events and key messages through the Chief of Information's weekly engagement update to OPNAV leadership; however, there is still great opportunity to align internal and external stakeholders as Navy continues to execute the Maritime Strategy.

Way Ahead:

- We will proactively communicate Navy's messages to internal and external stakeholders.
- We will create a policy on Navy's use of social media that will balance the value of the medium with the necessary security of our networks.
- We will update our Navy brand to communicate our Navy's operations and opportunities under the Maritime Strategy.

Move forward with the Coast Guard to ensure security in the maritime domain.

We continue to grow our partnership with the Coast Guard. We signed a memorandum of agreement for the Safe Harbor program to coordinate non-medical care for wounded, ill and injured Sailors, Coast Guardsmen, and their family members. We delivered MDA Spiral 1 with port and coastal surveillance capability to improve maritime security, data fusion, and info dissemination. Through Task Force Climate Change, we are collaborating on a policy and approach to maritime operations in the Arctic. We continue to hold Navy-Coast Guard Talks on a periodic basis to improve coordination.

Way Ahead:

- We will pursue commonality of C4I and unmanned systems, and alignment on Arctic policy through continued engagement and working groups at the Flag and staff levels.
- We will seek out new and mature existing Navy-Coast Guard initiatives that address maritime domain awareness, maritime safety and security, homeland defense, theater security cooperation, and energy and climate change issues.

Implementation

Our Navy is the finest in the world and our Sailors are making a difference every day. My guidance should focus our efforts on ensuring the dominance of our Navy tomorrow, the readiness of our Fleet today, and the well being of our people always. The Director of the Navy Staff will develop a plan of action from the "Ways Ahead" and

coordinate those actions across the Navy and use existing processes and decision-making venues to drive progress on my intentions and update me accordingly.

We are privileged to serve in the United States Navy at this time in history. Seek out and create the opportunities that will sustain our maritime dominance today and in the future.

A handwritten signature in blue ink, appearing to read 'G. Roughead', with a stylized flourish extending to the right.

G. ROUGHHEAD
Admiral, U.S. Navy