



October 2010

CNO Guidance for 2011

Executing the Maritime Strategy

We continue to be forward deployed and engaged around the world, delivering the core capabilities of our Maritime Strategy, which I released three years ago. Our Maritime Strategy remains relevant. It has been affirmed by events over the past few years and by the recent conclusions from the 2010 Quadrennial Defense Review and the Quadrennial Defense Review Independent Panel report commissioned by Congress. Our strategy will continue to guide our operations and investments in the year ahead.

Our Sailors demonstrate daily that our Navy is flexible, adaptable, and ready to respond globally. We are made dominant by them. Our priority remains to prevail in the current conflicts in Afghanistan and Iraq, where we have more than 14,500 Sailors on the ground and another 12,000 offshore in support of joint and coalition operations in Central Command. Our national interests, however, extend far beyond Iraq and Afghanistan; therefore, so does our Navy. On an average day, more than 44,000 Sailors are deployed and almost half of our 288 ships are underway around the world. Combatant Commanders recognize the value our Navy provides through its ability to overcome diplomatic, geographic, and military impediments to access, and there is an increasing, not decreasing, demand for naval forces. As ground forces draw down in the Middle East, the need for a strong naval presence will grow in importance. Naval presence is essential to shaping a favorable security environment globally, especially in the Western Pacific and Indian Ocean, areas closely tied to our nation's economic prosperity. As articulated in the Maritime Strategy, our Navy remains committed to protecting national vital interests in these regions. We continue to be a ready and capable global Navy. As I look to the future, I see continued disorder in the global security environment, a slow economic recovery, and increasing demand on our Navy. While we have made sound investments in recent budgets to close warfighting and readiness gaps and support our people, the cost to man, operate, and equip our force has never been greater and continues to rise. Our national security remains closely linked to our economy, and in the coming year, we will continue to take bold steps to improve the efficiency of our operations and the effectiveness of our warfighting capability and capacity.

My guidance for this year reaffirms my three focus areas to build the future force, maintain our warfighting readiness, and develop and support our Sailors, Navy civilians, and their families. My 18 intentions endure and I will continue my emphasis on the following five in the year ahead:

- Continue to be the dominant, ready naval force across all maritime missions.
- Build a Navy with appropriate force structure and strategic laydown.
- Maintain decision superiority.
- Align the requirements, resources and acquisition processes.
- Evolve and establish international relationships.

This guidance updates the way ahead for the coming year, and recognizes progress we made last year on my focus areas and intentions. Here are highlights:

Build the Future Force:

- Assumed lead for the President's Phased Adaptive Approach to the Ballistic Missile Defense (BMD) of Europe and established the Navy BMD Enterprise.
- Elevated information as a warfighting domain through the establishment of Fleet Cyber Command/TENTHFLEET and an Information Dominance directorate in OPNAV (N2/N6).
- Deployed LCS 1 nearly two years early, delivered LCS 2, awarded fixed price contracts for LCS 3 and 4, and are on the path to down select to one design.
- Restarted the DDG-51 production line with Flight IIA and selected the DDG-51 Flight III as our Integrated Air and Missile Defense ship for the future.
- Delivered two SSNs, DDGs, T-AKEs, and one LCS to the Fleet and started construction of the first Navy Joint High Speed Vessel.
- Entered into a multi-year procurement for F-18s effectively reducing costs.
- Delivered the first E-2D Advanced Hawkeye to the Fleet.
- Commenced testing and low rate initial production of the P-8A Poseidon Multi-Mission Maritime Aircraft.
- Conducted the first flight of F-35C Lightning II carrier variant.
- Conducted the first operational deployment of MQ-8B Fire Scout VTUAV early.
- Signed a memorandum of agreement with the Air Force for the Global Hawk and BAMS programs.
- Deployed USS VIRGINIA (SSN 774) for the first time and are on track to build two per year in FY11, at a cost of \$2B per submarine (in FY05 dollars) starting in FY12.
- Made our first investments in the development of the Ohio-class replacement SSBN to recapitalize the nation's most survivable nuclear deterrent.
- Improved our anti-submarine warfare capability by delivering AN/SQQ-89A(V)15 and MK-54 Light Weight Torpedo to the Fleet.
- Invested in the 4th Riverine Squadron to meet growing demands in the littorals.
- Launched the first of four advanced Extremely High Frequency satellites.
- Opened a new Office of Naval Research global office in the Czech Republic to expand our global science and technology reach.

Maintain Warfighting Readiness:

- Completed 20 of 24 successful demonstrations of operational BMD capability.
- Released the Naval Operations Concept 2010 with the Marine Corps and Coast Guard, the Navy's Vision for Confronting Irregular Challenges, the Arctic and Climate Change Roadmaps, and the Navy Energy Vision to guide our efforts in the future.
- Deployed and operated all four SSGNs forward simultaneously.
- Commenced Cruiser, Destroyer and Dock Landing Ship modernization with six ships completed and another six in progress.
- Rapidly provided disaster response to flooding in Pakistan and the earthquake in Haiti with a peak response in Haiti of 16 ships, 85 aircraft, and 15,000 personnel.
- Enhanced Language, Regional Expertise, and Cultural Experience (LREC) initiatives that supported Afghanistan-Pakistan Hands involvement, provided pre-deployment training to over 15,000 Sailors, and educated senior Navy leaders assigned overseas.
- Completed three Africa Partnership Station and four Southern Partnership Station missions, enhancing regional maritime safety, security and stability.
- Provided humanitarian assistance with USNS MERCY and USS IWO JIMA to our Pacific and Southern partners.
- Responded to the Gulf of Mexico oil spill with skimming equipment, ocean sensing and prediction capabilities, and personnel from six U.S. regions and the Supervisor of Salvage.
- Improved surface force readiness by expanding CNO maintenance availabilities from 9 weeks to as long as 15 weeks and Basic Phase training from 16 weeks to 20 weeks.
- Conducted warfighter talks with the Air Force, Marine Corps, Army, Coast Guard and Special Operations Command to improve joint force integration.
- Accelerated transition to Electronic Chart Display and Information System Navy (ECDIS-N) as the primary navigation plot for 105 ships and submarines.
- Commenced dredging at Naval Station Mayport to enable homeporting a nuclear-power aircraft carrier there.
- Expanded wargaming in Maritime Domain Awareness, Navy Irregular Warfare, and Partnership Building, in addition to conducting a Title X Global 09 game.
- Migrated all Navy Reserve legacy networks to NMCI or the SPAWAR shared services environment, resulting in an estimated hardware cost savings of more than \$31M over the FYDP.
- Conducted first ever flight of an aircraft at supersonic speed using a biofuel.

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

- Released our Total Force Vision for the 21st Century.
- Met overall officer and enlisted (active and reserve) recruiting goals while exceeding DoD quality standards in all recruit categories for 2010.

- Enhanced training and outreach programs on suicide prevention, sexual assault prevention, and operational stress control; although it is too early to declare victory, we have seen a significant reduction in suicides compared to the previous year.
- Selected our first women officers to serve aboard submarines.
- Improved the average notification time for Individual Augmentee (IA) Sailors from 96 days to 141 days and added an IA/GSA subcategory to the FITREP/EVAL program to improve career management and recognize the contributions of our IA/GSA Sailors.
- Developed the Return, Reunion, & Reintegration program, increasing assistance for returning IA Sailors and their families.
- Reached over 90,000 Sailors and family members with clinical counseling services and another 22,000 with Life Skills Education workshops through Fleet and Family Services.
- Extended TRICARE eligibility to 180 days prior to call up and added dedicated mental health personnel, increasing services to our Reserves.
- Completed 10 bachelor housing construction and renovation projects, improving living conditions in 2,992 rooms.
- Added 1,500 new child care spaces, remaining on path (with 3,500 additional spaces opening in 2011) to reduce average wait times to three months or less by 2011.
- Reduced the number of motorcycle crashes and fatalities as well as overall on duty Class A mishaps by 25, 36 and 46 percent respectively.
- Matriculated the most diverse student bodies in our history in the U.S. Naval Academy and NROTC classes of 2014.
- Distinguished as the first organization in DoD and the second government entity to win *Workforce Magazine's* Optimas Award for General Excellence, placing Navy alongside previous winners such as Google, Intel, and Hewlett-Packard.

Focus for 2011

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 is a highly capable and global force and we are meeting today's most critical Combatant Commander demands. However, we are becoming much more challenged in our ability to meet additional demands while sustaining the health of our force, conducting essential maintenance and modernization to ensure units reach full service life, and procuring our future Navy so we are prepared to meet the challenges of tomorrow. Increased fiscal pressures mandate that we scrupulously examine all

activities and accounts and ensure that our limited resources are appropriately invested to maintain our warfighting dominance and that we sustain our force. Our Naval Warfare Integration Group (N00X) is leading a series of warfighting wholeness assessments to identify potential gaps and align resources to fill those gaps.

Way Ahead:

- We will use warfighting wholeness reviews to identify capability gaps and direct our limited resources to areas with greatest impact.
- We will direct resources to game-changing technologies and concepts, especially those at the left end of the effects chain and in information dominance.
- We will improve the alignment of innovation efforts and resources with our warfighting priorities and we will remove barriers that will inhibit our ability to get enhanced capability into the hands of our Sailors quickly.
- We will increase our energy security and operational effectiveness by reducing our reliance on fossil fuels and improving the reach of our afloat forces and the resilience of our shore energy sources.

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

Our Navy requires a minimum of 313 ships to meet operational requirements globally. Our FY11 investments in force structure address increased operational demands and expanding requirements, as outlined in the QDR, for ballistic missile defense, intra-theater lift, and forces capable of confronting irregular challenges. Our shipbuilding plan funds an average of 10 ships per year over the FYDP and peaks our force at 320 ships in 2024. Taking into account the fragility of our national industrial base, we have improved the balance among capability, capacity, affordability, and executability in our procurement plans. Additional investment in force structure will depend upon our ability to reduce overhead and identify efficiencies within our operations and organizations. We must maintain the Fleet we have to the end of its expected service life and build affordable ships and aircraft by focusing our program management on total ownership costs and common systems and architectures. A long view is necessary to ensure our Navy has the capability and sufficient capacity to protect America's global national interests in the future.

Way Ahead:

- We will emphasize the affordable production of multi-mission ships and aircraft, capabilities required not desired, the effective integration of hardware and software, and interoperability with other Fleet, joint, and combined forces.
- We will take steps to ensure our ships and aircraft reach their expected service life, which is essential to our future force capacity.
- We will pursue unmanned systems as an integrated part of our force, ensuring that the move to "unmanned" truly reduces personnel requirements.

- We will develop a long-endurance, safe power source for UUVs.
- We will examine and revise our Forward Deployed Naval Forces methodology to align with the future security environment, our planned force structure, and forward presence requirements.
- We will develop an infrastructure reduction strategy that right sizes Navy shore infrastructure supporting the Fleet of today and the future.

Achieve Decision Superiority.

The establishment of the Deputy CNO for Information Dominance (OPNAV N2/N6) and FLTCYBERCOM/C10F has elevated the role of information, cyber, space, and networks in our operations and investments. These organizations are supported by an Information Dominance Corps consisting of more than 45,000 Sailors and civilians from our existing intelligence, information professional, information warfare, meteorology/oceanography, and space communities. We have made significant progress in the information domain in the last year. I will continue to press in this area to ensure our networks and architectures are agile, responsive, and secure; that we are capable of leveraging information in all environments; and that we no longer limit our thinking to “information in warfare,” but fully develop the concept of “information as warfare.”

Way Ahead:

- We will evolve Navy networks toward a model that is agile, relevant, secure and cost effective, while ensuring a seamless transition from NMCI to the Next Generation Enterprise Network (NGEN).
- We will designate TENTH Fleet as our Cyber Claimant, BSO 60C, and give it the financial authorities necessary to quickly shift financial resources to combat the rapidly evolving cyber threat.
- We will invest to enhance our ability to operate in anti-access, communications-denied environments.
- We will institutionalize and mature the Information Dominance Corps and build its reputation as an elite cyber force.

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 pursue the reduction of Total Ownership Costs (TOC) in our Navy. We have made TOC a part of all our investment and policy discussions, looking not only at total procurement costs, but at the lifecycle personnel, maintenance, and sustainment costs associated with all our programs. The Provider Enterprise identified significant measures to reduce TOC in their portfolio, allowing us to redirect funds from overhead to the warfighter. We will maintain our long term view and disciplined approach to a Total Force. We will question every requirement and only develop those capabilities we need, not just want.

Way Ahead:

- We will continue to address long term costs by making TOC a factor in all our requirements, procurement, and policy decisions.
- We will continue to pursue affordable warfighting solutions that emphasize evolutionary vice revolutionary capabilities, common hulls and airframes, open architecture, modularity, lower energy footprint, and reduced manpower.
- We will analyze Active Component, Reserve Component (AC/RC), and Civilian mix to ensure Navy Capabilities are provided in the most cost effective way possible.

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

We continue to work closely with our allies and international partners around the world in wargames, exercises, and operations. We hosted wargames on maritime domain awareness and Title X issues. We participated in international exercises, such as Phoenix Express in Africa, Combined Afloat Readiness and Training (CARAT) and Rim of the Pacific (RIMPAC) in the Pacific, and UNITAS in South America. We operate with more than a dozen countries daily in counter-piracy in the Gulf of Aden and Indian Ocean. We worked to build partner capacity in maritime security through three Africa Partnership Station and four Southern Partnership Station missions. The USNS MERCY and USS IWO JIMA, together with non-government organization and interagency personnel, provided humanitarian assistance to our Pacific and Southern partners. To greater facilitate partnerships, we selected our first Foreign Area Officer (FAO) Flag Officer, who will lead a growing community of skilled foreign affairs professionals. We will continue to seek out and act on opportunities, such as hosting the representatives of the world's navies at the International Seapower Symposium next fall, to enhance cooperation and common understanding among nations in the maritime domain.

Way Ahead:

- We will promote and increase cooperation and interoperability with our most capable partners on the high-end of naval power, and continue to bring together maritime nations to enable a common understanding of capabilities and tactics in the global maritime domain.
- We will continue to pursue Foreign Military Sales to improve the capability of our partner navies and their interoperability with us.
- We will pursue opportunities to boost Navy support for the Department of State and the U.S. Agency for International Development in operations consistent with our Maritime Strategy objectives.
- We will continue to expand LREC skills enhancement opportunities for all operational forces, with special emphasis on General Purpose Forces' cross-

cultural competency training and on pre-deployment operational LREC training for forces afloat and expeditionary units.

- We will establish a Navy Reserve Component Foreign Area Officer Community.

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

There is no force in the world more capable than the U.S. Navy and Marine Corps team. I am committed to keeping the lines of communication open between Navy and Marine Corps through daily interaction and coordination along with formal and informal staff talks that address synergies, gaps, investments, efficiencies, and critical warfighting, strategy and programmatic issues. In today's economic environment, the alignment of our Navy and Marine Corps on issues of mutual interest is critical to ensuring the most efficient application of resources to addressing warfighting gaps. My guiding principle remains, "no surprises."

Way Ahead:

- We support the Marine Corps' desire to return to their amphibious core competencies, and will move in this direction as operational and fiscal conditions allow.
- We will work with the Marine Corps to assess the cost to own and operate our forces and identify ways to reduce collective overhead and improve sustainability.

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.

We are engaged in the current conflicts in Iraq and Afghanistan at sea, in the air, and on the ground. Even though our ground forces have begun to draw down in Iraq, the number of non-core Navy Individual Augmentees (IAs) there has not changed significantly. We will begin to reduce our non-core IAs in the region as the drawdown continues, while continuing operations in our core capabilities in the Middle East. With the drawdown of ground forces, we will monitor the balance of power in the region and adjust our posture, positioning, and tempo to provide influence, security, and stability from a small footprint offshore.

Way Ahead:

- We will rely on U.S. FIFTH Fleet and adjacent Navy Component Commands to identify opportunities and trends and recommend changes to Navy posture, positioning, and tempo to ensure the best use of limited resources.
- We will reduce Navy non-core IA/GSA billets as requirements for this support declines with the reduction of ground forces in the region.

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

The future security environment will continue to be dynamic and characterized by disruption and disorder as state and non-state actors compete for resources and influence. We have made adjustments to our forces in response to new trends, including standing up FLTCYBERCOM/TENTHFLT, enhancing our capability and capacity to counter irregular challenges, increasing our BMD capacity to perform the President's Phased Adaptive Approach for BMD of Europe, and improving processes and resources for maintaining our existing force structure to its expected service life. We will continue to rely on Navy Component Commanders to work closely with Combatant Commanders to identify emerging trends and requirements so we may best allocate Navy resources.

Way Ahead:

- We will adapt Navy's operational tempo and deployment model to prioritize validated demands that align to our Maritime Strategy and sustain our force for the future.
- We will position our Navy to respond to the opening of the 5th Ocean (the Arctic) and the expansion of the Panama Canal.

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

Our changes to the OPNAV organization are contributing markedly to Navy's success in the requirements and resources process. During the POM 12 budget cycle, N00X provided comprehensive assessments and valuable recommendations to me, N2/N6 successfully led information capability enhancements, and the Navy Irregular Warfare Office ensured current warfighting needs remained at the forefront of our deliberations. The focus in the coming year will be on allowing these organizational changes to mature while ensuring the most efficient and effective operation of our staffs.

Way Ahead:

- We will release a revised OPNAV Mission, Functions, Tasks document to clarify roles and responsibilities of each command element.
- We will continue to review headquarters and numbered Fleet staffs for the most efficient and effective model that supports Fleet operations.
- We will reduce our reliance on contractors and, where appropriate, 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.

Our force today is highly qualified, technically proficient, and committed to our mission. Our Sailors are committed to their Shipmates and families, and we are dedicated to ensuring they are fully prepared to serve. We are focused on providing a comprehensive continuum of care that addresses all aspects of medical, physical, psychological, and family readiness, and we are taking steps to ensure our Sailors and their families live and work in an environment in which stress and other suicide-related factors are more openly recognized, discussed, and addressed. We are implementing a comprehensive awareness and training program to reduce the number of suicides and sexual assaults in our Navy. To improve Sailors' professional development and training effectiveness, we have put in place learning and development roadmaps for every rating and are using enlisted training demand and capacity models to focus our resources. We continue to monitor the health of our force by tracking statistics on personal and family-related indicators, including financial well-being and command climate, as well as Sailor and family satisfaction with the Navy.

Way Ahead:

- We will continue our push to reduce suicides, sexual assaults, and safety mishaps, especially alcohol-related fatalities, in our Navy.
- We will institutionalize warfare qualification requirements to develop Sailors as highly-qualified, flexible, and adaptable warfighters, operationally and technically.

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 met or exceeded our recruiting and retention goals for 2010, while improving Fit delivered to the Fleet (how well Sailor skills match billet requirements). Our force stabilization efforts remain focused on maintaining a balanced force in terms of seniority, experience, and skills while staying within our Congressionally authorized end strength limits. We continue to become a more diverse Navy and have the most diverse USNA and ROTC classes in our history, while continuing to build a climate of inclusiveness to retain our talent. We have been recognized as a "Top 50" organization by almost two dozen awards for innovation in workforce management, learning and development, diversity and work/life balance initiatives. Recent survey results indicate that our Sailors and their families remain satisfied with command morale, the quality of Navy leadership, education benefits, health care, and compensation. We continue to emphasize performance among our enlisted force and for our Navy civilians as they transition out of NSPS. 11

Way Ahead:

- We will monitor the economic environment and position our Navy to meet future recruiting and retention goals while attracting our nation's top talent.
- We will integrate women on submarines.
- We will continue to increase diversity in accessions and retention, focusing outreach efforts on key influencers in diverse communities to ensure the great opportunities in the Navy are widely appreciated.
- We will continue to drive for a climate of inclusiveness and strong mentoring programs to improve retention.
- We will institutionalize Total Force policies and initiatives and continue our pursuit of a single integrated pay and personnel system, to enable a true continuum of service for AC and RC Sailors over their careers.

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

We are developing and refining operational concepts for key capabilities and domains, including the undersea environment, the littorals, and irregular challenges. We are emphasizing operational expertise in our wargames, including through Global '09; the International Global Wargame; the Army, Air Force, Marine Corps and Coast Guard Title X wargames; and our own Maritime Domain Awareness, irregular warfare, and partnership building games. We are enhancing the ability of international partners to interact at the operational level by providing training to their Flag officers through our Combined Force Maritime Component Commander Courses.

Way Ahead:

- We will develop a streamlined, appropriately resourced model for concept generation and concept development at the operational level of war.
- We will continue the Title X Wargame series and conduct additional war games that explore innovative naval warfighting concepts.
- We will continue to leverage and improve the capabilities of our globally connected Maritime Operations Centers (MOCs) to ensure our innovative operational level of war planning expertise grows to meet the challenges we will face in the coming decades.

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.

The Navy Enterprise construct is integral to how we lead the Navy. The Provider Enterprise is gaining increased insight into the business and total ownership costs of the Navy to more effectively identify opportunities that reduce overhead and excesses and 12

the investments that will reap long-term efficiencies. The Fleet Readiness Enterprise is significantly improving Navy's ability to produce operational forces ready for tasking while sustaining our force for the long term through proper maintenance and training.

Way Ahead:

- We will mature the role of the Provider Enterprise to integrate lifecycle TOC reduction efforts into the Planning, Programming, Budgeting and Execution process.
- We will mature the ability of the Fleet Readiness Enterprise to effectively produce required levels of Fleet operational readiness.

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

We continue to improve our S&T transition rates through increased cooperation across stakeholders, and we will apply successful techniques to future projects. We are improving how we collaborate internally and externally to improve effectiveness and efficiency. In a challenging fiscal environment, we will ensure our investments address warfighting gaps and enhance Navy's core competencies.

Way Ahead:

- We will enhance Navy's ability to prototype promising initiatives in core mission areas.
- We will not be afraid to fail early and to be decisive in our way ahead.
- We will ensure our research funding is applied to our top priority warfighting needs.
- We will lead Science, Technology, Engineering, and Math (STEM) education and outreach to grow top technical talent to lead tomorrow's Navy, and we will double the Navy's STEM investment within five years.

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.

Building upon efforts started in previous budget cycles, we are identifying areas in which we can reduce costs, streamline operations, and cut programs that are underperforming or not delivering required capabilities. Our TOC reduction effort includes leveraging multi-year buys, engineering maintenance requirements, pursuing common designs and open architecture, and consolidating infrastructure to more efficiently and effectively run our Navy. We are making TOC (including the cost of development, procurement, sustainment, and Total Force manpower) a part of all our decisions. 13

Way Ahead:

- We will mature the process to identify, select, and fund TOC reduction initiatives, to include improving visibility of Navy military, civilian, and contractor manpower costs.
- We will develop a comprehensive strategy for the use of high fidelity simulators in training, to include an investment, phasing, and laydown plan that links individual operator, unit, and integrated training to our programs of record from their inception and provides the right balance of live and simulated training to the Fleet.
- We will bring acquisition and requirements closer together, ensuring we give the Fleet the capabilities it needs.

Define and articulate how we win.

The Navy, Marine Corps, and Coast Guard released the tri-Service Naval Operations Concept (NOC) 2010 to articulate how our Services will implement our Maritime Strategy. Our Navy released several strategy documents, such as its Vision for Confronting Irregular Challenges and Information Dominance Vision, to define and articulate our approach to key mission areas. We are currently collaborating with the U.S. Air Force and U.S. Marine Corps on an Air-Sea Battle concept that describes how naval and air forces will keep pace with changes in warfare.

Way Ahead:

- We will finalize the Air-Sea Battle concept with the Air Force and Marine Corps and implement its recommendations in our doctrine, organization, training, materiel, leadership, personnel, and facilities.

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

Communication is as important to our Navy as ever; internally with our Sailors and their families, with Congress, the American public and global audiences. Communication is an integral part of every Navy plan, and we continue to lead the government in our ability to communicate effectively with target audiences. We have updated our brand to reflect the tenets of our Maritime Strategy; we are “America’s Navy: A Global Force for Good.” Our “Outreach: America’s Navy” instruction guided an aggressive, comprehensive community outreach strategy, which included the execution of 19 Navy Weeks across the country. We utilized emerging media platforms such as Facebook, Twitter and Flickr to reach key audiences and deliver messages in a timely manner through a growing medium. We continue to improve coordination of Navy events and key messages and seek opportunities to communicate our Maritime Strategy and Navy’s value to the nation. 14

Way Ahead:

- We will communicate with all available means and remain as transparent as possible regarding our Navy, operations, and Sailors.
- We will take every opportunity to proactively lead discussions about our Navy in the media and with other audiences.
- We will continue our aggressive and coordinated outreach program that synchronizes the efforts of Fleet, shore and recruiting commands.
- We will build upon our successful Navy Week program, continuing to engage and educate cities throughout the U.S. in 2011 to enhance public awareness, especially in non-fleet concentration areas, of the Navy's global operations and vital contributions to the nation's security.
- We will remain connected with those who served before us by keeping our veterans informed and including them in our outreach efforts.
- We will further enhance our use of social media as a tool to reach our Sailors and their families and teach our commands, Sailors and their families to use it responsibly.

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

We continue to strengthen our partnership with the Coast Guard through the tri-Service signing of the NOC 2010 and regular Navy-Coast Guard staff talks. We are partnering with the USCG in counterdrug and port security missions, as well as in integrated security deployments to theater. In pursuit of commonality of unmanned systems, we are preparing for a future deployment of Fire Scout UAV aboard a National Security Cutter.

Way Ahead:

- We will seek out new and existing areas for Navy-Coast Guard cooperation, including initiatives associated with unmanned systems, maritime domain awareness, theater security cooperation, energy and climate change issues, and the opening of the Arctic Ocean.

Implementation

There are great challenges today, but in every challenge there are opportunities to seek innovative approaches and take bold action. There is no option; the Navy will work more efficiently in our resource constrained environment. We are off to a good start, but we must continue to ask hard questions and make hard decisions that will enable us to provide ready forces today and deliver a force relevant and ready for the future. 15

My guidance focuses 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 coordinate our efforts across the Navy and use relevant processes and venues to drive progress on my intentions and update me accordingly.

Ours is the privilege of leading the finest Sailors and civilians in the most capable and powerful maritime force in the world. In challenging times it is easy to retrench, to become more conservative in approach. We must look at this time as one of opportunity where boldness and innovation are the path to the future. It is up to each of us to do so.

G. ROUGHHEAD

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