



DEPARTMENT OF THE NAVY
OFFICE OF THE SECRETARY
1000 NAVY PENTAGON
WASHINGTON DC 20350-1000

October 9, 2007

MEMORANDUM FOR DISTRIBUTION

SUBJECT: Department of the Navy Objectives for FY 2008 and Beyond

The attached Department of the Navy (DON) Objectives focus on key efforts that will provide real benefits to the Nation in the fulfillment of our responsibilities to maintain a capable Navy and Marine Corps. It is imperative to complete these important Objectives to the best of our ability. Success will increase the effectiveness of the entire Department, improve the lives of Sailors and Marines, and result in greater security for the United States.

These Objectives build on the efforts and successes achieved to date. They cascade from strategic priorities established by the Secretary of Defense and are expected to provide strategic guidance for the remainder of the Administration.

These Objectives are not intended to be a comprehensive list of all that needs to be done in the Department. Neither does the position of an Objective in the list reflect any relative priority. The list does, however, reflect areas we personally intend to track.

Support for the accomplishment of the attached DON Objectives is necessary and appreciated. Progress on the accomplishment of these Objectives will be reported in the SECNAV Monthly Review (SMR). Responsibility for reporting the schedules, accomplishments, and metrics for each Objective is listed in the attachment.

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Attachment:
As stated

(See Distribution on next page)

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Department of the Navy Objectives for FY 2008 and Beyond

1. Provide a Total Naval Workforce capable and optimized to support the National Defense Strategy.

- a. Ensure recruiting and retention meet projected Navy and Marine Corps requirements, with particular focus on active and reserve components "low density/high demand" skill sets such as Naval Special Warfare, SeaBees, Reconnaissance Marines, EOD, and Medical specialties. *(Leads: CNO, CMC)*
- b. Build active component Marine Corps end-strength to reach 202K by 2011. *(Lead: CMC)*
- c. Provide Navy personnel to support Marine Corps changes in force structure. *(Lead: CNO)*
- d. Expand coverage of the programs for wounded, ill and injured service members to match the goals of the Senior Oversight Committee (SOC). *(Lead: ASN (M&RA))*
- e. Provide high quality support services to naval personnel and their families. *(Leads: CNO, CMC)*
- f. Implement the National Security Personnel System through Spiral 2.2 *(Lead: ASN (M&RA))*
- g. Develop and maintain technical expertise in the DON acquisition workforce, matched to acquisition plans. *(Lead: ASN (RD&A))*
- h. Accelerate the integration of Lean Six Sigma across the DON to develop a culture of continuous process improvement. Develop Standard Operating Procedures to leverage benefits resulting from these efforts with results clearly depicted in the SECNAV Monthly Review report. *(Lead: Each Organization's Leader)*

2. Use the Navy-Marine Corps Team to aggressively prosecute the Global War on Terrorism.

- a. Provide the Combatant Commanders with skilled forces for full spectrum operations, especially in Iraq and Afghanistan. *(Leads: CNO, CMC)*
- b. Optimize naval contribution to Special Operations Forces. *(Leads: CNO, CMC)*
- c. Optimize the Navy Expeditionary Combat Command, formalizing its interdependence with the Marine Corps. *(Leads: CNO, CMC)*
- d. Provide the Combatant Commanders tools and personnel to counter Improvised Explosive Devices (IED). *(Leads: CNO, CMC)*
- e. Support Joint IED Defeat Office efforts to field working solutions to IED threats. *(Lead: ASN (RD&A))*
- f. Maximize delivery of Mine Resistant Ambush Protected (MRAP) vehicles to U.S. forces and coalition partners. *(Lead: ASN (RD&A))*
- g. Provide equipment to reset the force and support changes in force structure. *(Leads: CNO, CMC)*
- h. Emphasize Combat Stress Control programs, reduce stigma of using behavioral health services, and develop resilient Sailors and families. *(Leads: CNO, CMC)*

Department of the Navy Objectives for FY 2008 and Beyond

3. Build the Navy-Marine Corps Force for Tomorrow.

- a. Execute Shipbuilding and Aircraft Procurement Plans, which have the consensus of the administration, Congress, and contractor teams to build the required type and number of ships and aircraft required to support the combatant commanders as described in the Maritime Strategy. *(Lead: ASN (RD&A))*
 - 1) Establish requirements and meet acquisition milestones for Maritime Pre-positioning Force (Future).
 - 2) Deliver Littoral Combat Ship and mission packages as rapidly as possible under the restructured plan.
 - 3) Establish force structure requirements and deliver Joint Strike Fighter.
 - 4) Establish requirements and acquisition milestones for EP(X).
 - 5) Deliver Multi-mission Maritime Aircraft as rapidly as possible per aviation procurement plan.
- b. Implement a strategy for Marine Corps modernization and reconstitution programs (ground and aviation systems). *(Lead: ASN (RD&A))*
- c. Restructure and build a successful program to deliver a capable Expeditionary Fighting Vehicle (EFV). *(Lead: ASN (RD&A))*
- d. Operationalize Theater Ballistic Missile Defense naval capability. *(Lead: CNO)*
- e. Deliver acquisition system improvements to DON processes to build better strategy, structure, and staffing. *(Lead: ASN (RD&A))*
- f. Implement programs and processes to deliver undersea superiority. *(Lead: Special Asst)*
- g. Deliver Maritime Domain Awareness capability which includes an integration of multi-national, commercial and maritime industry support. Operationalize both the national and international networks. *(Lead: DUSN)*
- h. Finalize development of the Department of the Navy missions in Homeland Defense and Homeland Security. *(Leads: CNO, CMC)*
- i. Implement Building Partnership Capacity initiatives (including cultural awareness/language capabilities). Build support for the new Maritime Strategy to include national and international partnerships as elements of Global Maritime Partnerships. Increase and deploy Humanitarian Assistance/Disaster Relief capacity. *(Leads: CNO, CMC)*
- j. Implement Naval Open Architecture across Navy and Marine Corps combat systems. *(Lead: ASN (RD&A))*
- k. Establish world-class Information Assurance and system security protocols on all DON networks. *(Leads: ASN (RD&A), DON CIO)*
- l. Complete actions to support a Dec 08 Concept Decision regarding Sea-based Strategic Deterrence initiatives. *(Lead: CNO)*
- m. Implement research programs and processes to reduce fuel and power consumption and develop alternate energy sources. *(Lead: ASN (RD&A))*

Department of the Navy Objectives for FY 2008 and Beyond

4. Safeguard the People and Resources of the Navy-Marine Corps Team. Integrate Safety and Risk Management into all on and off-duty evolutions to maximize mission readiness and to establish DON as an organization with world class safety where no mishap is accepted as the cost of doing business.

- a. Improve safety performance across DON to meet Secretary of Defense Strategic Planning Guidance to reduce FY 2002 baseline mishap rates by 75% by the end of FY 2008. *(Leads: ASN (I&E), CNO, CMC)*
- b. Deploy a DON-wide web-based Risk Management Information System (RMIS) that will facilitate unit level safety program management and provide aggregate reporting, analysis and tracking of all reportable hazards and mishaps. *(Leads: ASN (I&E), CNO, CMC)*
- c. Building upon the tenets of the Naval Aviation Safety Program, establish a more open environment across all DON that both encourages and rewards the reporting of all near misses and lessons learned to establish leading indicators, maximize awareness, and prevent similar mishaps in the future. *(Leads: CNO, CMC)*
- d. Establish a risk management training continuum to ensure all DON personnel receive targeted Operational Risk Management (ORM) training and that all formal professional training courses are infused with examples of how effective risk management improves both safety and mission readiness. *(Leads: CNO, CMC)*
- e. Build disaster contingency plans which ensure personnel accountability and safety for active duty and Reserve Navy and Marine Corps, DoD Civilians, their families, and selected contractor personnel. *(Leads: CNO, CMC)*

5. Strengthen ethics as a foundation of exemplary conduct within the Department of the Navy. *(Lead: General Counsel)*

- a. Continue emphasis on coordination and training of ethics counselors.
- b. Teach and enforce ethics and standards of exemplary conduct consistently, starting at the earliest career stages.
- c. Reinforce the use of the DON Core Values as the framework for making decisions at every level of the career continuum for all DON personnel.

6. Provide first-rate facilities to support stationing, training and operations of Naval forces.

- a. Complete Quadrennial Defense Review (QDR)-directed re-stationing of submarines and warships in the Pacific. *(Lead: CNO)*
- b. Execute plans to build facilities on Guam. *(Lead: ASN (I&E))*
- c. Execute plans to re-align forces on Okinawa and mainland Japan. *(Lead: CMC)*
- d. Execute BRAC plans. Accelerate the establishment of the National Military Medical Center at Bethesda, MD. *(Lead: ASN (I&E))*
- e. Implement a strategy that will enable construction of a new Outlying Landing Field to meet east coast Super Hornet training requirements. *(Lead: ASN (I&E))*
- f. Develop and implement a comprehensive operational plan to preserve our ability to conduct sonar testing and training; research and evaluate the effects of sonar on the marine environment; and ensure compliance with environmental statutes and regulations. *(Leads: CNO, ASN (I&E))*