DEPARTMENT OF THE NAVY
Secretary of the Navy
Chief of Naval Operations
Commandant of the Marine Corps

January 16, 2004

From: Secretary of the Navy
Chief of Naval Operations
Commandant of the Marine Corps

To: All Hands

Subj: DON Objectives for 2004

As we begin the New Year, it is essential that the leadership throughout the Navy and Marine Corps fully understand and work toward accomplishment of our priority objectives for 2004. Those objectives are attached.

The attachment is not intended to be a comprehensive list of all that needs to be accomplished this year. It does, however, reflect our joint consensus on those objectives that we personally intend to manage and track to assure that the objectives are met. We will be assigning an individual with program management responsibility for each item. The responsible program manager will define a course of action, maintain schedules toward attainment, and develop measures and metrics and periodically report on progress.

Your support of the attached Department of the Navy objectives for 2004 is essential and appreciated.

GEN Mike Hagee Commandant of the Marine Corps	ADM Vern Clark Chief of Naval Operations	Gordon R. England Secretary of the Navy

Enc.

Department of the Navy Objectives for 2004

1. Continue to support the Global War on Terrorism through naval combat forces that are capable and relevant to the mission assigned by the Combatant Commander.

   a. Provide and support the required forces for OIF and OEF.
   b. Incorporate OEF and OIF Lessons Learned during current operations and in POM 06 investment decisions.
   c. Optimize DoN intelligence capabilities and ensure integration with DoD-wide intelligence efforts.
   d. Participate in public fora to emphasize the role of naval forces in the GWOT.

2. Shape, streamline and protect the work force for the future.

   a. Take care of our Sailors and Marines by sustaining our Quality of Service/Quality of Life programs including training, compensation and promotional opportunities, health care, housing, and reasonable operational and personnel tempo.
   b. Broadly implement the National Security Personnel System (NSPS) in DoN.
   c. Transform Naval Military Personnel Force by creating modern human resource systems to achieve the objectives of Sea Power 21 and Marine Corps Strategy 21.
   d. Reduce mishaps to be on target for a 50 per cent reduction FY02 to FY05.

3. Create a more responsive and integrated Reserve Component (RC).

   a. Define the 21st century Reserve Force structure.
   b. Determine Active Component/Reserve Component force structure and mix that supports the Fleet Response Plan (FRP), Flexible Deployment Concept and Global CONOPS and new Navy missions such as Anti Terrorism/Force Protection (AT/FP).
   c. Implement redesign of Naval Reserve to:
      (1) Establish common training and readiness standards for regular and reserve forces
      (2) Improve reserve access to current equipment and tactics
      (3) Optimize command and headquarters relationships between regular and reserve forces.

4. Continue major emphasis on system survivability in POM 06. In the development of Sea Shield, assess and program to reduce risk in survivability of naval systems, platforms, units, and critical infrastructure from both conventional and asymmetric threats.

5. Posture the Department for Base Realignment and Closure (BRAC) 2005. Establish policy imperatives to effectively support the Navy and Marine Corps 20-year force structure plan and align our shore infrastructure to support this vision. Establish policies to guide Department analysis of BRAC candidates through the DoD joint process, and determine a framework for aligning post-BRAC capabilities in support of future operating forces and concepts.

Attachment 1

6. Deploy operational naval National Missile Defense capabilities.

7. Align organizations and processes to ensure service collaboration on key joint concepts and capabilities and to accelerate force transformation.

   a. Stand up a Sea Basing joint concept development office.
   b. Develop a joint tactical air weapons office.
   c. Revise policies and procedures to facilitate "joint basing."

8. Take a leadership role in shaping DoD and Joint Staff Enhanced Planning Process.

   a. Prioritize and align service participation in the Business Management Modernization Program, Joint Capabilities Integration and Development System, the Aldridge study and Under Secretary Wynne's analytical agenda efforts.
   b. Balance the planning and resourcing activities to create a better business structure by focusing more executive time on planning, vice resourcing.
   c. Develop executive financial management tools to better support executive planning and decision-making along with the financial accounting improvements needed to obtain a clean audit.

9. Develop an enterprise-wide system of performance measures fed by Echelon II level metrics that enables effective DoN management and provides linkage to the Quadrennial Defense Review (QDR) risk areas and the President's Management Agenda.

10. Develop, in concert with DoD and Congress, a financing strategy for shipbuilding that articulates requirements, matches them with platforms, and aligns resources with those commitments. Explore options that differentiate these major capital investments from other costs.

11. Work with Congress and appropriate agencies to ensure needed training and readiness of naval forces are not impaired by encroachments and restrictions such as urban sprawl and local environmental regulation. Ensure effective consideration of national defense factors in amendments to environmental laws, especially reauthorization of the Marine Mammal Protection Act (MMPA).

   a. Work closely with Congress and regulatory agencies to ensure proposed reauthorization of MMPA is consistent with national defense needs.
   b. Implement a robust, integrated program to assess the potential impacts of naval activities on protected marine animal species.
   c. Complete fleet guidance, environmental documentation, and mitigation actions for all routine unit training evolutions and major exercises in FY04.

12. Adapt maintenance management to support surge requirements of the Fleet Response Plan (FRP).

a. Develop a strategy to support the "One Shipyard" concept within the Industrial Base.
b. Establish mission funding at all shipyards.

13. Clarify DoN and Coast Guard roles, missions, and homeland security relationships both in CONUS and non-CONUS theaters of operation.

14. Synchronize and align IT programs and investments/NMCI. Identify and execute the near term application and server management decisions to capitalize on NMCI as an enterprise IT system.

15. Create the enterprise framework and initially deploy an Enterprise Resource Program (ERP) to manage our supply chain and to enhance and modernize our business management process.

Attachment 1