Naval Aviation Enterprise
Strategic Plan
2014 - 2019
“If we are smart about how we manage and lead during this difficult time we will continue to be the most formidable military force on the planet.”

*The Honorable Ray Mabus, Secretary of the Navy*
# Table of Contents

<table>
<thead>
<tr>
<th>Section</th>
<th>Page</th>
</tr>
</thead>
<tbody>
<tr>
<td>Leadership Intent</td>
<td>1</td>
</tr>
<tr>
<td>NAE Mission</td>
<td>2</td>
</tr>
<tr>
<td>Enterprise Principles</td>
<td>3</td>
</tr>
<tr>
<td>NAE Strategic Plan Alignment to Leadership</td>
<td>6</td>
</tr>
<tr>
<td>Strategic Objectives</td>
<td>7</td>
</tr>
<tr>
<td>Strategic Objectives and Initiatives – SO1</td>
<td>8</td>
</tr>
<tr>
<td>Strategic Objectives and Initiatives – SO2</td>
<td>11</td>
</tr>
<tr>
<td>Strategic Objectives and Initiatives – SO3</td>
<td>13</td>
</tr>
<tr>
<td>Leadership Commitment</td>
<td>15</td>
</tr>
</tbody>
</table>
Leadership Intent

Our Navy and Marine Corps team is an essential element of our national security strategy. It must be able to operate forward, safeguard our citizens, support our allies and deter and defeat our enemies. Naval Aviation is a critical component of that force, essential to achieving those objectives. However, its ability to meet that role rests on its sustained capability, capacity and wholeness. These are the underpinnings of an integrated and interoperable Naval Aviation second to none.

As the nation strategically rebalances, we project the demand for Naval Aviation will increase. This will happen as the resources available to support this demand will decrease, challenging Naval Aviation to maintain its wholeness. To overcome this mismatch, we must reduce Operations and Support (O&S) cost, while ensuring forces suffer no loss in readiness. Doing so will require innovation, resourcefulness, prioritization, smart decisions and teamwork across all of Naval Aviation.

The Naval Aviation Enterprise (NAE) will play an integral role in Naval Aviation achieving these objectives in this challenging environment. It’s time to take the NAE back to its roots. We will confront these challenges head-on. The initiatives outlined in this plan will drive actions ranging from aggressive cost analysis to extensive and increased simulator usage. The end result is cost-effective combat readiness consistent with service specific requirements. Unique to the Navy, applying the Readiness Kill Chain (RKC) methodology will ensure wholeness across readiness pillars.

Back in 2004, our NAE predecessors foresaw the resource-constrained environment we are experiencing today. This fiscal eventuality served as the motivation for creating the NAE. Over the ten years since inception, the Enterprise has delivered results, efficiencies and unprecedented transparency of information. We must leverage the collective power of the NAE membership even more over the next ten years to ensure Naval Aviation capability, capacity and wholeness. We will adhere to the principles that have served us well, redouble our efforts to break down internal and external barriers that limit effectiveness and maintain a clear focus on what matters most in producing and sustaining Naval Aviation readiness.

This strategic plan is our framework for action, to ensure we achieve and sustain the right balance of readiness and cost. Our fiscal and security environment make this more important today than ever before. It is incumbent upon all of us on the Naval Aviation team to commit to this game plan. We will work collaboratively, be innovative, prioritize our resources and make the hard choices to ensure Naval Aviation is ready now and tomorrow. Let’s get to it!

Vice Adm. David Dunaway
Commander
Naval Air Systems Command

deputy Commandant for Aviation
U.S. Marine Corps

Vice Adm. David Buss
Commander
Naval Air Forces
NAE Mission

Mission: Advance and sustain Naval Aviation warfighting capabilities at an affordable cost...today and in the future.

The mission of the Naval Aviation Enterprise is unchanged. Naval Aviation is a warfighting force. It brings to bear the right capabilities, capacity and wholeness for fighting and winning. Advancing and sustaining these core functions at an affordable cost is smart, prudent and responsible.

Naval Aviation with an enterprise approach ensures a team effort dedicated to working together and committed to open information sharing and process improvement across Naval Aviation stakeholder organizations. This way of doing business must be ingrained throughout Naval Aviation. It significantly and measurably improves our ability to deliver warfighting readiness more efficiently. It leads to a better understanding of our operational costs and readiness degraders from the deckplate to the Flag and General Officer level. It facilitates better informed resource decisions for the overall good of Naval Aviation.

The demand for Naval Aviation forces will increase. Our resources will decrease. The security environment will continue to pose a threat to our national interests. Within the Naval Aviation Enterprise, it is our mission to intelligently balance demand and resources to meet that threat.
Enterprise Principles

Naval Aviation with an enterprise approach is a team sport and is predicated on a clear set of values essential to ensuring Naval Aviation remains effective and efficient. The team includes Sailors, Marines, civilians and contract employees – more than 190,000 strong – working together and deliberately placing the well-being of Naval Aviation ahead of individual community or self-interests. Every leader within Naval Aviation is committed to these principles which serve as a guide to our everyday decisions:

**Consistently focus on improved readiness and increased efficiencies.** Attacking readiness degraders, removing barriers and maintaining a financial management view is imperative to balancing risk and meeting operational requirements.

**Systemically apply cross-functional process thinking.** Creating and sustaining readiness requires dedicated and coordinated efforts from multiple organizations. That coordination rests on every member of each organization adhering to established processes which will in turn lead to process improvements and superior outcomes.

**Establish and maintain process discipline.** The processes of developing readiness must be optimally defined at the appropriate user level and then consciously followed. This commitment will reinforce alignment and minimize variation in pursuit of goal accomplishment.

**Use consistent, integrated and hierarchical metrics** that allow fact-based analysis to facilitate superior performance. Consistent data and integration ensures that everyone in the Enterprise operates with the same information across all facets of the NAE, so that decisions made can lead to the best outcomes for Naval Aviation. Hierarchical metrics are developed at multiple levels in the organization and are available in the level of detail relevant to the user.

**Ensure full and consistent transparency of data, information and activities.** Transparency enables collaboration and helps prevent organizational stovepipes, enabling leaders at all levels to optimize decision making for Naval Aviation. Collaborative solutions lead to superior outcomes over independent actions. There must be a willingness to openly challenge past practices and assumptions.

**Establish and maintain accountability for actions and results.** Accountability drives ownership for actions accepted and fosters personal and organizational commitment to achieving targeted results.

**Understand the Single Fleet Driven Metric.** It is important to tie our efforts to a single, overarching metric in order to measure success. The single fleet driven metric is: Naval Aviation forces efficiently delivered for tasking.

**Commit to active participation** in scheduled events and tasks as a priority. Personal leadership commitment engenders organizational buy-in and alignment.

These principles outline the basis for participation and how members will work together to assist Naval Aviation in achieving and sustaining warfighting capability at an affordable cost. The foundation that underpins these principles and makes them successful is universal commitment to the greater good of Naval Aviation.
“Combat-ready Naval Aviation forces are critical to our national security strategy. Today’s budget environment compels us to deliver those forces with the utmost efficiency, and makes our enterprise approach to cost-wise readiness more important than ever. As leaders, we will work as an enterprise--across service branches and commands--to maximize combat capability for every dollar we spend.”

Vice Adm. David Buss, Commander, Naval Air Forces
Alignment of NAE Strategic Plan to CNO/CMC Strategic Priorities

Naval Aviation is a vital element of the Naval force that will protect our nation’s security interests. It operates in synchronization with every other warfighting community. The fiscal upheaval happening today and into the foreseeable future reinforces the need for alignment and common effort within Naval Aviation. This strategic plan is fully aligned with Chief of Naval Operations (CNO) and Commandant of the Marine Corps (CMC) priorities, as set forth in their strategic guidance. It will ensure a consistent and sustained focus on maintaining readiness through the integrated application of enterprise principles across all of Naval Aviation.
Strategic Objectives and Initiatives

The NAE Strategic Plan is a proven template for supporting Naval Aviation’s near-term and long-range priorities. The strategic planning process is flexible, and allows leadership to respond and make adjustments in priorities and effort as the environment changes. The strategic objectives and initiatives were developed to direct finite energy and resources toward those areas that most strengthen Naval Aviation.

The strategic objectives and initiatives have been reduced and streamlined to better reflect the essential and core functions of the Enterprise. This simplification is both a return to the roots of the Enterprise and an appropriate response to the strategic and fiscal landscape. As VADM David Buss, Commander, Naval Air Forces (CNAF) stated in an email to Naval Aviation leaders, “Simply attempting to reduce platform cost-per-flight-hour alone will be insufficient to bridge expected budgetary shortfalls.” This strategic plan outlines objectives and initiatives that address cost-per-flight-hour reduction but also go well beyond that single outcome. There are three strategic objectives the NAE seeks to achieve:

- Cost-Wise Current Readiness
- Cost-Wise Future Readiness
- Collaborative Environment

“The Naval Aviation Enterprise empowers us to fully leverage our resources to support the warfighter by modernizing and increasing the reliability of our weapons platforms. Through the NAE we will ensure Naval Aviation is postured to meet current and future mission requirements effectively and efficiently.”

Strategic Objective 1 - Cost-Wise Current Readiness

**Deliver combat-ready forces to meet current operational requirements at the optimal Operations and Support (O&S) cost**

Naval Aviation supports Combatant Commanders by providing combat-ready aviation forces that are properly manned, fully trained, well maintained, interoperable and sustainable. It is imperative that Naval Aviation focus on achieving this goal in a cost-wise manner. Operating in an austere budget environment requires Naval Aviation to examine readiness and capability demand signals from the fleet to clearly define requirements, find methods to enrich and shape the workforce and identify and understand total ownership costs (TOC) to positively affect budgeting and programming decisions.

To achieve this, the NAE applies enterprise principles to engage readiness stakeholders to efficiently deliver combat-ready forces - Navy Units Ready for Tasking and Marine Corps Core Competent Units. This engagement spans all readiness resource areas including People, Equipment, Supply, Training and Ordnance (PESTO) and all aspects of O&S costs. The challenge is producing the required level of readiness in a cost-wise manner.

The NAE will address this challenge through several key initiatives. It will help stakeholders define/understand the relationships and interaction between Readiness, Resources, Provider Processes and Costs. Once this complex relationship is understood, the NAE will support stakeholders by developing, maintaining and advancing cross-functional analytic tools and processes to resolve gaps between desired and actual performance. The NAE will help stakeholders use these processes, tools and strategies to focus on advancing and sustaining warfighting capabilities. These efforts will be focused on the ability to man, train and equip Type/Model/Series (TMS) aircraft, aircraft carriers and weapons communities. Additionally, NAE efforts will positively impact the maintenance and supply chain by developing innovative logistics strategies to meet equipment and supply readiness requirements with a focus on doing so at an affordable cost.

1.1 Define, understand and codify the relationship between Readiness, PESTO Resource Requirements, and O&S costs

The NAE must understand how readiness is produced in order to deliver required readiness at an affordable cost. This process will begin with defining required readiness. Once this is determined, the NAE will establish the contribution of resource inputs, PESTO, necessary to meet this level of readiness. Finally, provider processes required to produce these resources and their associated O&S costs will be identified and documented. This understanding will support the ability to ensure required resources are provided to enable Navy and Marine Corps aviation commands to meet and sustain readiness requirements at an affordable cost.
1.2 Implement a cost and performance management framework from which to manage O&S costs

When completed, this cost and performance management framework will provide the NAE with a fully burdened cost element structure which includes all aspects of Naval Aviation operations and support cost. The framework will document current financial processes (stakeholders, roles & responsibilities, functions & tasks and stakeholder interaction) within the NAE and will propose changes to the process to improve efficiency and visibility. Program financial risks will be incorporated into the framework and will provide insight into funding recommendations across NAE equities and for program seams issues ensuring holistically prioritized funding. The process mapping will identify inputs, outputs and mechanisms that transform the input to meaningful outputs. Transparency in cost and investment decision-making is imperative for all NAE accounts; this initiative will develop a process map for the NAE budget and execution process to deliver value to the NAE throughout the budget process while continuing to emphasize a cost-wise approach and sensitivity from the highest levels down to the flight line.

1.3 Optimize the O&S cost of generating training readiness

The NAE will assess budgetary pressures and develop analytical modeling tools to assist in identifying and validating various strategies to improve Flying Hour Program efficiency. The NAE will develop a family of decision-quality tools/models/business simulations to address a wide range of “what-if” scenarios generated by NAE leaders to more efficiently manage aircrew safety, proficiency and readiness in a declining budget environment.

SIs 1.4, 1.5 & 1.6

The need to identify and resolve readiness barriers, while working to reduce O&S costs applies across the breadth of Naval Aviation. Developing and advancing improved processes for both is critical to delivering warfighting capability affordably. Improving analytical effectiveness is a cornerstone of removing barriers to performance for all NAE teams. The following three initiatives are intended to achieve these results, but will be executed differently within each respective team.

1.4 Identify barriers to readiness and O&S cost reduction within Type/Model/Series Teams and execute initiatives to resolve or escalate barriers to Naval Aviation leadership

TMS Teams will leverage the Current Readiness reporting process to identify barriers and work collaboratively with providers and staffs to resolve them. Improving data flow, while providing TMS Teams with analytical tools and the training to use them, is critical to effectively identifying and eliminating barriers at the lowest possible level. When barriers cannot be resolved at lower levels, teams will work with appropriate organizations to escalate them to higher headquarters for resolution. Executing these processes effectively is critical to improving the ability to produce the prescribed levels of warfighting readiness at an affordable cost.

“In this fiscally constrained environment, the Naval Aviation Enterprise remains committed to training and deploying operationally ready, forward deployed forces while continuing to develop the future of Naval Aviation. To do so, we must be as efficient as possible with the resources we are provided. This requires us to continuously analyze and improve upon our processes to ensure that we remain responsible stewards of our taxpayer’s dollars.”

Rear Adm. Mike Shoemaker, Commander, Naval Air Force Atlantic
1.5 Identify barriers to readiness and O&S cost reduction within the Carrier Readiness Team and execute initiatives to resolve or escalate barriers to Naval Aviation leadership

The Carrier Readiness Team (CRT) works within the CVN community to identify and address common barriers to readiness, and then shares their findings as best practices across all ships. The CRT will work to improve data flow, refine analytical tools and provide training for their use, in order to maximize barrier removal capabilities at the lowest possible level within the CVN force. The team will help to identify and share best practices for barrier removal across all platforms, while coordinating escalation to higher headquarters for resolution when warranted. The desired outcome of this initiative will be enhanced ability to produce the prescribed levels of warfighting readiness at an affordable cost for all CVNs.

1.6 Identify barriers to readiness and O&S cost reduction within the Air Launched Weapons Team and execute initiatives to resolve or escalate barriers to Naval Aviation leadership

The Air Launched Weapons Team (ALWT) will work across weapons systems life cycles to identify gaps and barriers to readiness, and facilitate actions to address them. The ALWT will develop and apply readiness metrics in order to improve analytical effectiveness. It will coordinate with all Air Launch Weapons program stakeholders to improve sharing of data and the application of analytical tools, in order to identify areas for improvement. The ALWT will support implementation of barrier removal processes early in the weapons system life cycle, as well as escalation to higher headquarters for resolution when required. The desired outcome for this initiative will be the ability to meet required levels of air launch weapons availability at optimized cost.

1.7 Reduce inefficiencies within the aviation manpower and manning supply chain

The NAE works across the aviation manpower and manning supply chain to optimize personnel inventories for current/near term readiness requirements. Under this initiative, the NAE will conduct targeted Continuous Process Improvement projects, programmatic enhancements, and training initiatives to assist stakeholders in aligning resources in order to build capability efficiently, reduce cost, and maintain Naval Aviation as the preeminent warfighting force. Representative actions under this initiative will include identifying and mitigating training gaps, assessing the adequacy and alignment of A and C school schedules to support FY-14 accession plan revisions and facilitating coordination between TMS production and training triads to meet training requirements.

1.8 Execute Maintenance and Supply Chain strategies to reduce Equipment Pillar readiness gaps and O&S costs

Understanding the basis for equipment pillar gaps, while maintaining required levels of readiness, is essential to sustaining aircraft and weapons’ affordability. The NAE Provider community will develop tools and conduct forums focused on decision making to better provide ready forces while managing O&S costs. The Provider community will coordinate and integrate proven process efficiency methods, logistics and engineering expertise to maintain required levels of readiness and lower O&S costs.
Strategic Objective 2 - Cost-Wise Future Readiness

*Drive actions to achieve required levels of future readiness at optimized cost*

Naval Aviation’s ability to meet future operational requirements rests on our taking action now. The “resource gap” that exists between the expected demand for combat ready forces and the resources available to develop, field and train those forces will continue to present a significant challenge in the future.

The introduction of new capabilities and transition of current platforms will require constant and sustained focus on identifying and implementing reliability and sustainability initiatives to resolve potential readiness gaps before they occur. To ensure Naval Aviation remains both affordable and supportable, we must seek initiatives to reduce projected ownership costs of current and planned systems. These are the outcomes that the Cost-Wise Future Readiness Strategic Objective will achieve.

Initiatives under Strategic Objective 2 will facilitate and coordinate efforts of cognizant organizations to find and fix degraders that will have an impact on future levels of readiness and capabilities across all PESTO pillars. Additionally, this objective will facilitate initiatives to develop realistic life cycle reliability, maintainability and affordability goals and promote efficient and effective logistics practices.

The desired end state is the projected ability of Naval Aviation to meet future demands within available resources. This will require initiatives to reduce out-year costs of current systems, while maintaining their effectiveness, as well as initiatives to ensure fielding and deployment of new capabilities on time and within budget.

2.1 Aggregate, prioritize, elevate, champion and track POM issues for fielded systems and sustainment infrastructure to address aviation future readiness degraders and reduce total ownership cost

Through cross-enterprise participation, systemic issues driving documented aviation readiness degraders and cost drivers are identified and addressed. This approach applies to sustainment infrastructure as well as fielded and developmental aviation systems. The fundamental processes to achieve this are to identify initiatives with potential to optimize the availability and ownership costs of Naval Aviation systems; prioritize, elevate and champion them for funding consideration; and then track their investment and return on investment (ROI). This proven methodology for identifying and evaluating initiatives is established as a routine process. NAE leadership will champion these future readiness issues throughout the integrated budget process by taking proactive funding support actions and issuing guidance in the Program Objective Memorandum (POM) serial and the Type Commander Priority List. The Future Readiness Team will help define how, where, and when NAE leadership can engage to support future readiness initiatives.
2.2 Facilitate the reduction of inefficiencies and the remediation of risk within the Naval Aviation manpower and manning supply chain in support of future readiness requirements

In the future, new aircraft and unmanned systems, and a new aircraft carrier class will provide increased capabilities while changing Naval Aviation manpower and manning requirements. The NAE will assess risks to unit manning associated with platform transitions and support development of mitigation strategies. Through formulation of risk mitigation plans for squadrons and CVN-68 and 78 class aircraft carriers, the NAE will support shaping of manning policies, refinement of manpower requirements, and implementation of training strategies for future platforms.

2.3 Leverage Science and Technology (S&T) for the benefit of future readiness at optimized cost

One of the keys to sustaining future readiness while reducing TOC is to fully engage the S&T community in developing potential solutions. In conjunction with the NAE Chief Technology Office (CTO), the NAE will engage the S&T, acquisition, requirements and fleet communities to ensure future readiness and TOC objectives are emphasized at every stage of S&T including objectives, technology and program roadmaps, S&T project selection, S&T project transition, and fielding of new technologies that show the greatest potential to improve readiness and/or reduce life cycle cost.

2.4 Ensure trade-off/bill paying decisions consider long-term cost implications

The NAE will develop a decision analysis support tool that will leverage budget and execution databases to track financial data for the analysis of the NAE’s budget and O&S costs. This analysis support tool, and the associated databases, will be used in developing cost management process performance metrics and products which will provide the insight into cost and execution tradeoffs and trends, while supporting the effort of reducing legacy and transitioning weapon systems TOC. This in-depth and detailed statistical analysis of budget and execution data will be intended for use by programmers, planners and budget managers in the Planning, Programming, Budgeting and Execution process.

“Naval Aviation investments must continue to provide the maximum value possible at the best cost to the Navy. Our Future Readiness Initiatives process plays an important role—helping Naval Aviation leaders identify the best initiatives to champion now in order to realize the greatest possible return on investment over time.”

Rear Adm. Michael Manazir, Director, Air Warfare (OPNAV N98)
Strategic Objective 3 - Collaborative Environment

Achieve an environment that drives and rewards collaboration, meaningful participation and engagement in enterprise activity, and training at formative career stages while effectively communicating enterprise goals and results to Naval Aviation stakeholders.

Naval Aviation gains its power, flexibility and global reach from the integration of a complex network of providers, sponsors and operators. The ability of this network to remain fluid and effective hinges on shared commitment to the long term needs of Naval Aviation over shorter term organizational agendas. Creating and sustaining an environment that fosters collaboration is critical to instilling this mindset throughout Naval Aviation.

A collaborative environment within Naval Aviation is an enabler for achieving cost-wise current and future readiness. It is foundational and of critical importance. Collaboration creates cross-functional thinking and discipline while building transparency, trust and accountability.

Naval Aviation leadership is committed to maturing this environment. They will participate individually and direct consistent engagement within their authorities, support training Enterprise-wide, promote communication efforts to advance a collaborative culture and reward the individuals and organizations that embrace and support collaboration.

Our desired end state is an environment in which teamwork and collaboration apply not only to warfighting, but to all our actions. By highlighting success and rewarding commitment to enterprise principles, we will instill and reinforce this mindset so it becomes synonymous with our Naval Aviation ethos of Fly, Fight and Win.

3.1 Strengthen and advance the cycle of NAE events and activities

Meaningful forums to inform and drive decisions with proactive leadership engagement form the cornerstone pairing that will foster and encourage results-oriented collaboration. Leadership participation and accountability in drumbeat events are critical to their effectiveness. Myriad opportunities and venues exist for Naval Aviation leadership to engage and interact as decision-makers. Naval Aviation Enterprise leadership will identify opportunities to combine efforts, engage leaders at all levels across Naval Aviation and promote an effective collaborative environment.

3.2 Define, document and distribute governance (processes, policies, guidance, decision-making) within the Enterprise teams

NAE Leadership will ensure that enterprise documents, such as the Organizational Structure and Governance document and the Current Readiness Handbook, are complete, accurate and up-to-date. This initiative will result in clear guidance and procedures, readily accessible to all stakeholders, to ensure consistency and standardization across the NAE.

3.3 Communicate Enterprise efforts and advance a collaborative culture

A collaborative environment requires communication that crosses organizational lines. The NAE drives this communication through processes and forums for information-sharing and cross-functional coordination. The NAE Communication Team works to ensure information, such as common problems, best practices, and success stories, is shared among Enterprise stakeholders. Through the NAE’s Communication Strategy and Toolkit, the Enterprise provides a common framework for communication that supports the achievement of the NAE mission and strategic objectives.
3.4 Develop and implement an Enterprise-wide training strategy
Effective collaboration requires an informed partnership, which begins with a solid understanding of enterprise principles and processes. NAE leadership will sponsor an effective and engaging training approach, aligned with formative career stages for officer and enlisted communities. This initiative will result in a baseline understanding of enterprise principles and activities and will influence practical application of Enterprise processes in daily work performance.

3.5 Recognize and reward Enterprise engagement
The ability of the enterprise construct to enhance Naval Aviation readiness is dependent upon stakeholders that are motivated through appropriate incentives. Members of the NAE must be able to recognize the value in enterprise principles and benefits to be derived from their own participation. The NAE will continue to support existing incentive and recognition programs for individuals while exploring additional opportunities to reward those who actively promote an enterprise approach within Naval Aviation.

“Naval Aviation’s enterprise approach drives collaboration across stovepipes, and that type of cross-functional cooperation is what will enable us to continue providing our Sailors and Marines with the tools they need to be successful in their missions.”

Vice Adm. David Dunaway, Commander, Naval Air Systems Command
Leadership Commitment and Call to Action

The Naval Aviation Enterprise has long been a path to increased readiness and efficiencies. The fiscal challenges and national security uncertainties facing our country and the military in particular have elevated the importance and relevance of the Enterprise. This partnership of warfighters, providers and resource sponsors was created over ten years ago in anticipation of these times. Each stakeholder member of the NAE has a responsibility to individually and organizationally contribute to the successful accomplishment of the NAE mission to “Advance and sustain Naval Aviation warfighting capabilities at an affordable cost...today and in the future.”

Naval Aviation is a team sport. We work well together inside of Naval Aviation and just as seamlessly with other warfare communities. There will be competition for resources that could threaten the collaborative nature of the Enterprise. Don’t let it. Resources will be tight, but we have a game plan which includes reducing O&S costs, extensive simulator usage, achieving “should cost” optimization and employing aggressive cost analysis —to include the Navy’s RKC methodology—to actively resolve readiness degraders. These integrated efforts are part of this larger strategic plan which will serve as a road map to ensure we deliver what is expected of us as a preeminent warfighting force.

This strategic plan describes three objectives and their underlying initiatives. They are laser-focused on doing what matters most to support the daunting task of producing combat ready and effective forces today and into the future in a severely constrained resource environment. To be successful, these objectives must be actively worked and their progress regularly assessed by our Naval Aviation leaders – from senior military and executive leaders to the deckplate Sailors and flightline Marines making it happen every day. It is what we will do to ensure Naval Aviation answers the call and meets our nation’s expectations of it today and tomorrow.
“...this is a time of unsettling change for our military...we will use this situation as an opportunity to shape the future naval force to sustain its relevance and affordability...We both see a future naval force that thinks together, plans together, trains together, and deploys together...Like today, our future naval force will be where it matters, when it matters, by maintaining a robust forward presence and appropriate readiness.”
