



FOUNDRY - FLEET - FIGHT



MISSION

The Navy shall be organized, trained and equipped to deliver **peace through strength**, securing our national interests and prosperity. We exist for **prompt and sustained combat at sea**, preserving freedom of navigation, safeguarding global commerce and deterring those who would challenge America's values and sovereignty.

VISION

We stand at an inflection point – an era marked by great power competition, proliferating threats, rapid technological convergence and an increasingly contested maritime domain. To prevail, we must build and sustain a Navy that is **ready to fight and win – today, tomorrow and well into the future**.

At the center of this vision is the Sailor. Our men and women are the Navy's main weapon system – their skill, resilience and courage remain our greatest asymmetric advantage. We will put them first by relentlessly pursuing full-spectrum readiness, deepening cross-domain integration, harnessing innovation at speed and strengthening our warrior ethos.

Our Navy must be **resilient, agile, globally present and combat credible**. We will align tightly with national defense priorities, expand our ability to integrate with Joint Force and Allied partners and preserve our enduring advantage at sea. In doing so, we will guarantee freedom of navigation, deter aggression and project power where and when it matters most.

PRIORITIES

We will view everything we do through an operational lens focused on the **Foundry**, the **Fleet** and the way we **Fight**.

FOUNDRY

The Foundry represents the enduring sum of our **total force, shore infrastructure, maintenance depots, schoolhouses, industrial base and intellectual capital** required to generate, sustain and modernize naval power. Every ounce of sea power we wield originates in the Foundry; it is the bedrock of our Navy.

We will not neglect the global network of infrastructure and capacity that enables our Sailors to excel. From new ship construction to depot-level repair, from weapons production to the training pipelines that develop warfighters – the Foundry underwrites combat credibility.

To remain the world's most formidable fighting force, we will **operationalize readiness, accelerate shipbuilding and repair at scale and modernize our force-generation model**. This means strengthening public-private partnerships, investing in resilient supply chains, expanding workforce development and ensuring our training systems deliver Sailors fully prepared for the high-end fight.

Simply put - without a strong Foundry, there is no Fleet.

FLEET

The Fleet is forged in the Foundry and is our Nation's decisive instrument of maritime power. Comprised of people, platforms and payloads, it is designed to deter aggression, project power and secure our national interests on and from the sea.

No image symbolizes American resolve more than a U.S. Navy ship on the horizon – lethal, resilient and ready to fight. The Fleet's unique mobility, persistence and global reach enable us to impose costs on adversaries, reassure allies and guarantee the free flow of commerce.

Tempered by our resolve, our Fleet is **world-class, battle-ready and second to none**. With our Sailors at the helm, supported by strong Navy families, there is no challenge we cannot overcome. We will continue to build an **integrated, all-domain Fleet** – one that fuses maritime (surface, air and undersea), cyber, space and strategic capabilities while leveraging Joint Force and Allied partners to dominate across the competition continuum.

Interoperability and interchangeability with allies and partners will be our force multiplier. By enhancing collective maritime security, we will magnify our forward presence and strengthen deterrence worldwide.

FIGHT

Fighting is our ultimate honor and sacred responsibility – delivering violence on behalf of the Nation when called. For nearly 250 years, the U.S. Navy has honed its toughness, tenacity and ingenuity to secure victory. Those who challenge us in combat will be met with overwhelming force and sent to the bottom.

But we must fight differently in the future. In today's rapidly evolving landscape, we will **innovate, adapt and integrate cutting-edge technologies** at the speed of relevance. We will deliver and refine the Navy Warfighting Concept and develop a new Navy Deterrence Concept, both anchored in peace through strength.

We will accelerate the integration of **artificial intelligence, robotic and autonomous systems, resilient C3 architectures and synchronized effects** – ensuring decision advantage, survivability and combat overmatch. We will ruthlessly pursue a **Future Fleet Design** – comprised of unmatched conventionally manned ships, deeply integrated with asymmetric hedge forces that expand our reach and impose costs more effectively across every domain.

Our charge is clear: To ensure the Navy remains the most lethal, survivable and globally dominant maritime force.

THEORY OF VICTORY

At the end of my tenure as CNO, success will be measured by results:

- **Platforms delivered and repaired on time.**
- **Fully manned and combat ready ships.**
- **Ordnance production meeting contracted demand.**
- **Backlogs in repair parts eliminated.**
- **Sailors trained to the highest levels of mastery.**

Through disciplined execution, we will increase our lethality and preserve our sustained advantage. To achieve this, we are calibrating our sights, refining our course and transforming our approach of solving our Navy's toughest problems. Guided by the **Navy Warfighting and Deterrence Concepts**, we will develop and execute a holistic Campaign Plan that delivers the warfighting capability and capacity necessary to win in the 21st century.

To maintain transparency and unity of effort, I will release a series of "**CNO Notes**" – or "**C-Notes**" – providing guidance and direction to the Fleet. These will be grounded in my vision, informed by your feedback and driven by operational necessity. They will require your trust, ownership and commitment to be successful.

I am proud to serve alongside you – America's Sailors – as we embark on this next chapter in our Navy's history.

BUILT IN THE FOUNDRY - TEMPERED IN THE FLEET - FORGED TO FIGHT.



Daryl L. Caudle
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34th Chief of Naval Operations

