



C-NOTE #2

A MESSAGE TO THE FLEET FROM THE CHIEF OF NAVAL OPERATIONS



FOUNDRY ALWAYS

The Foundry is the engine that drives our warfighting advantage. It transforms raw inputs and forges them into lethal outputs: ready warfighters, platforms and sustained readiness, at the speed and scale necessary to win. The Foundry builds, generates, sustains and modernizes naval power through three critical components: PEOPLE, INFRASTRUCTURE and MATERIEL.

\\ People

Our Total Force, comprised of Sailors, civilians and the industrial workforce, is our most decisive warfighting advantage. To prevail in conflict, we must recruit, train, educate and retain a technically proficient and resilient team. Investing in our people's development and well-being is not separate from combat power, it is the very foundation of our Warrior Ethos, which is not exclusive to those in uniform. It's a mindset marked by honor, integrity, resilience and a relentless commitment to excellence and service. That ethos must live across the spectrum: from our schoolhouses and combat centers to the workforce that lays our keels and develops our intellectual property. Every role our Total Force fills is vital by design.

\\ Training

To keep pace with the proliferation of technology and the global evolution of threats, we are enhancing the quality of our curricula. Relentless improvement, technical competence and tactical mastery are all tenets demanded of a confident warfighter. Empowered by timely action and responses from our Navy's top leaders, we will inculcate a culture of continuous learning that delivers world-class, modernized and battle-ready Sailors. Therefore, we will rename Ready Relevant Learning to "Career Training Continuum" (CTC), the Navy's enterprise program of record for individual training and career-long learning.

Through a series of sprints, we will also expand the Military Learning Continuum and Civilian Workforce Development. With built-in feedback loops and mechanisms in place, we will rapidly identify, assess, respond to and correct gaps in our Sailor's training journey. I have also directed that our Live-Virtual-Constructive (LVC) efforts be expanded past the current use cases (e.g., integrated C2X training, Fallon airwing events, etc.) to include a more generalized view of LVC that spans from unit level training to schoolhouse utilization to tailored wargaming.

\\ Battle Efficiency

Battle effectiveness is not achieved by only afloat platforms or commands. Simply put, without a strong Foundry, there is no effective Fleet. Therefore, I am working to rewrite the Battle "E" instruction to recognize shore installations with exceptional readiness and performance.

\\ Infrastructure

Shore platforms generate naval power. Our global network of infrastructure, shipyards, airfields, barracks, electrical grids and piers are foundational to projecting that power. Modernization ensures our readiness can scale across the spectrum of conflict. We will prioritize and strengthen our shore platforms to support Fleet-wide operations and ensure our People take pride and ownership in the places that they work in and live.

\\ Deployment-ready platforms

Expanding the Fleet's deployable platforms is a whole-of-Navy evolution, and while we are not short on ideas to get there, our execution has not met expectations. The levers: innovation, oversight, optimization and recapitalization are known, but the fastest gains in production will come from our People and their elbow-grease. To meet operational timelines, we must prioritize workforce development, labor capacity and world-class project management to increase our efficiency

Accordingly, we will strengthen second and third shifts in our public shipyards to increase throughput and on-time delivery. Only by improving shipyard training, workplace conditions and organizational support can we reduce attrition, accelerate experience and retain the workforce, both private and public, responsible for delivering our Fleet.

I will release a future C-NOTE on Esprit de Corps Ashore, emphasizing the critical role our infrastructure plays in forging warfighting readiness.

\\ Materiel

Reliable supply chains, accurate Coordinated Shipboard Allowance Lists (COSALs), comprehensive maintenance capabilities and coordinated logistics are instrumental to keeping our Fleet in the fight. Winning in conflict demands a strong Navy-Industrial Base partnership, grounded in transparency, common understanding and intellectual honesty.

Our current maintenance structure lacks the right balance of Sailors, civilians, artisans and engineers. Years of depot and activity level consolidation have reduced opportunities for our Sailors to master the skill sets needed to repair and sustain at sea.

For these reasons, I am pursuing the stand-up of Shore Intermediate Maintenance Activities (SIMA) in Norfolk and San Diego. These facilities will provide our Sailors with hands-on training in advanced ship repair and expose them to modern capabilities such as AI/ML, advanced manufacturing (e.g., 3-D printing, CAD/CAM, etc.), workflow monitoring technologies and robotic systems.

We are also reviewing Class Maintenance Plans. To maintain a combat surge-ready posture, our maintenance models must evolve. Introducing shorter, more frequent and efficient availabilities will increase our readiness, improve on-time completion and reduce risk at a comparable cost.

MORE THAN A METAPHOR

Foundry is more than a metaphor; it is the process, standard and discipline that underpins our Navy's ability to deliver ready, lethal and resilient forces, on time, on cost and at scale.

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



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