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SUBJ/CNO MESSAGE TO THE FLEET//

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1. It is the honor of a lifetime to serve as your 34th Chief of Naval Operations.
2. Going forward, our mission is clear: the U.S. Navy will 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 threaten America's values and sovereignty.
3. 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 main weapon system. We will put them first by relentlessly pursuing full-spectrum readiness, deepening cross-domain integration, harnessing innovation at speed and strengthening our warrior ethos.
4. With our unmatched Sailors manning the helm, supported by strong Navy families, our Navy will continue to 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.
5. To meet this imperative, we will view everything we do through an operational lens focused on the Foundry, the Fleet and the way we Fight.
6. 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. Without a strong Foundry, there is no Fleet.
7. 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. Tempered by our resolve, our Fleet is world-class, battle-ready and second to none.

8. 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. 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. And we will deliver and refine the Navy Warfighting Concept and develop a new Navy Deterrence Concept, both anchored in peace through strength.

9. At the end of my tenure, success will be measured by five results: platforms delivered and repaired on time, fully manned and combat ready ships, ordnance production meeting contracted demand, backlogs in repair parts eliminated and Sailors trained to the highest levels of mastery.

10. 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.

11. I look forward to working for the 79th Secretary of the Navy, the Honorable John C. Phelan, as we ensure our Navy remains the most lethal, survivable and globally dominant maritime fighting force in the world.

12. My thanks to Admiral James Kilby for manning the helm of our Navy as your Acting-Chief of Naval Operations.

13. 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.

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

15. Built in the Foundry - Tempered in the Fleet - Forged to Fight.

16. ADM Daryl Caudle, 34th Chief of Naval Operations sends.//

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