



RHUMB LINES

Straight Lines to Navigate By



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CNO Guidance 2009... Executing our Maritime Strategy

"As we execute the imperatives of the Maritime Strategy, we must continue to stimulate innovation, encourage confident risk-taking, and inculcate the culture of command that has been the foundation of our Navy's successes for more than two centuries."

– Adm. Gary Roughead, Chief of Naval Operations

CNO Guidance (CNOG) 2009

CNOG 2009 reaffirms the vision, mission, guiding principles, and focus areas articulated in CNOG 2007-2008 while providing additional context for CNO's 18 intentions. Also identified are key measures that CNO will use to track progress on his intentions and some of the Navy's major accomplishments from the past year. To read CNOG 2009, visit: http://www.navy.mil/docs/CNO_Guidance.pdf

Mission

With global partners, we protect the maritime freedom that is the basis for global prosperity and we address transnational threats to peace. As the preeminent maritime force deployed around the world, we conduct the full range of operations from combat to humanitarian assistance. We provide presence and operational flexibility with forward deployed maritime forces to ensure freedom of action. We deter and, if deterrence fails, win our Nation's wars. We foster and sustain cooperative relationships with an expanding set of allies and international partners to enhance global security.

Highlights of 2007-2008 Accomplishments:

- Accepted the first Littoral Combat Ship, USS Freedom (LCS 1).
- Held a Global/Title X Wargame with our international partners for the first time since 2001.
- Deployed our first guided missile submarines and achieved unprecedented savings in Virginia-class submarine procurement.
- Revised our approach to concept generation and development, emphasizing concepts at the operational level of war.
- Completed 13 successful demonstrations of our Ballistic Missile Defense capability.
- Preliminarily accredited four Maritime Headquarters with Maritime Operations Centers (MHQ w/ MOC).
- Refined performance price models to link our readiness levels to specific Operational Availability output and risk.
- Worked with Non-Governmental Organizations and international partners to provide humanitarian assistance.
- Provided maritime security training to countries in the Gulf of Guinea and the Caribbean basin.
- Established Task Force Energy to optimize Navy energy use and future investment in new energy technologies, alternative energy sources and renewable energy projects.
- Met or exceeded all recruiting goals in the first year of Total Force Recruiting.
- Expanded diversity outreach and accessions among affinity groups.
- Expanding Navy civilian participation in Flag-level leadership and decision-making forums.

Focus Areas

- **Build the future force.** We are building a Navy with the right force structure to deliver capacity and capability to Combatant Commanders on time and at the right cost.
- **Maintain our warfighting readiness.** We are the world's dominant naval force, working with our Joint and global partners to prevent and win wars.
- **Develop and support our Sailors and Navy civilians.** Our diverse and competent military and civilian force is focused on readiness and underpinned by a Navy Ethos. We ensure the welfare of our people and their families.

What We Believe

- We operate as a Joint and combined force
- We balance our efforts
- We manage risk
- We are fiscally responsible
- We communicate with purpose
- We strengthen and cultivate relationships