CHIEF OF NAVAL OPERATIONS
NAVIGATION PLAN
FOR AMERICA'S WARFIGHTING NAVY
2024

"The Navy shall be organized, trained, and equipped for the peacetime promotion of the national security interests and prosperity of the United States and for prompt and sustained combat incident to operations at sea."
Title 10 U.S. Code §8062

FOREWORD

In January 2024, I released America's Warfighting Navy to convey my unifying vision for our service: who we are, what we do, and where we are going. This Navigation Plan is my strategic guidance to the Navy, building on that vision and picking up where the 2022 Navigation Plan left off.

As any navigator knows, to get where we want to go, we must first understand where we are. At sea, that starts with taking a fix. There are many ways to establish your position on the open ocean. Mariners of the old world used dead reckoning, the sun, and the stars. Today, technology has allowed us to use space-based capabilities to achieve pinpoint accuracy anywhere on the globe. But no matter how you do it, your first step in navigating is learning your true position.

In much the same way, I have spent my first year as the 33rd Chief of Naval Operations taking fixes across the Navy. The last Navigation Plan outlined 18 critical lines of effort to point us towards warfighting advantage. After visiting every fleet, I am filled with confidence—we have made significant progress since the last plan we filed. I could not be more proud of the hard work done by our team, our active and reserve Navy Sailors and our civilians, to give us that advantage. But as with any long journey, we must also be prepared to adjust course and speed. In some cases, we are behind our projections. In others, the world has forced us to reevaluate our chosen path.

The initiatives outlined in prior guidance must continue with purpose and urgency. Based on my fix, however, I can also see seven areas where we need to accelerate. Those areas, what I call my "Project 33" targets, are where I will invest my time and resources to put my thumb on the scale. These targets focus on my North Star of raising readiness across the force by 2027 to be ready for crisis or conflict. But in a broader sense, my targets are really waypoints on a journey that will continue long after my time at the helm. In that spirit, we must think, act, and operate differently today so the leaders of tomorrow have the players, the concepts, and the capabilities they need to fight and win.

Executing the Navigation Plan

This Navigation Plan drives toward two strategic ends: readiness for the possibility of war with the People's Republic of China by 2027 and enhancing the Navy's long-term advantage. We will work towards these ends through two mutually reinforcing ways: implementing Project 33 and expanding the Navy's contribution to the Joint warfighting ecosystem.

Project 33 is how we will get more ready players on the field by 2027. Project 33 sets my targets for pushing hard to make strategically meaningful gains in the fastest possible time with the resources we influence.

The seven Project 33 targets are:

- Ready the force by eliminating ship, submarine, and aircraft maintenance delays
- Scale robotic and autonomous systems to integrate more platforms at speed
- Create the command centers our fleets need to win on a distributed battlefield
- Recruit and retain the force we need to get more players on the field
- Deliver a quality of service commensurate with the sacrifices of our Sailors
- Train for combat as we plan to fight, in the real world and virtually
- Restore the critical infrastructure that sustains and projects the fight from shore

Project 33 sets new targets but we do not need new levers to reach them. This is core to my guidance. We will deliver results using the tools and resources we have to gain ground without losing speed.

We will expand the Navy's contribution to the Joint warfighting ecosystem. An ecosystem is a layered network of interconnected systems with shared dependencies. Those who cooperate in the ecosystem create compounding, outsized effects over those who do not. The warfighting ecosystem operates much the same—a system in which the layered capabilities of each of our military Services enable and are enabled by each other—and no one has more experience in a Joint warfighting ecosystem than the U.S. Joint Force. Because of this ecosystem, our carrier air wings can strike targets thanks to cyber and space effects delivered by Air Force and Space Force capabilities. Our destroyers can shoot missiles against ships detected and tracked by Marine Corps, Army, Special Operations Forces, or Allied sensors. In this ecosystem, Information Warfare delivers effects on par with those of aircraft, ships, and submarines. Our physical maneuver on the battlefield relies on our ability to blind, deceive, distract, and disorient the adversary, as well as our ability to counter the adversary's attempts to do the same to us. I will continue the work already underway to expand the Navy's contribution to this ecosystem, including better aligning the work of the Navy staff to the needs of our warfighters and our warfighting fleets.

Modeling on the past

"Few of my predecessors have assumed office without first observing that the Navy was facing heavy seas and our country difficult times. Today is no exception. Dynamic changes are at work in our nation and abroad – changes that serve only to emphasize the need for a determined military posture built upon a solid foundation of powerful Naval Forces."

Those were the words of Admiral Elmo Zumwalt upon assuming the post of CNO in July 1970. They still resonate. As we developed this guidance, I thought often about leaders like Zumwalt who navigated the Navy through earlier shoals. We must now marshal the same strategic discipline, courage, and unity that our predecessors modeled—and I am confident we will prevail.

Agility comes from good thinking done in advance and there is no time to waste. See yourself in this journey, whether leading from the deckplate or Chief's mess, in the wardroom, ready room, or boardroom, or on Capitol Hill, Wall Street, or Main Street. We need every person on this team to engage and row together in the same direction, hard and at pace. Let's stop talking and get stuff done. **ALL AHEAD FLANK!**

LISA M. FRANCHETTI
Admiral, United States Navy
33rd Chief of Naval Operations

TABLE OF CONTENTS

WHY THE UPDATE

The Navy must address fundamental challenges to our force—ship, submarine, and aircraft construction, recruiting, munitions production, software acquisition, infrastructure, and platform maintenance—at the same time as we continue to outpace learning, adaptive adversaries. Our Navigation Plans are our strategic guidance for doing so. Today, changes in the security environment, the changing technological character of war, progress in achieving our previous Navigation Plan objectives, and an acknowledgement of our industrial and budgetary constraints inform this updated guidance for America's Warfighting Navy.

SECURITY ENVIRONMENT

The Chairman of the People's Republic of China (PRC) has told his forces to be ready for war by 2027—we will be more ready. The challenge posed by the PRC to our Navy now goes well beyond just the size of the PLA Navy fleet. Ships matter greatly but gone are the days when we assessed threats based purely on the number of battle force ships or tonnage. Through operational concepts like multi-domain precision warfare, grey zone and economic campaigns, expansion of dual use infrastructure (e.g., airfields) and dual use forces (e.g., Chinese maritime militia), and a growing nuclear arsenal, the PRC presents a complex multi-domain and multi-axis threat. The PLA Navy, Rocket Force, Aerospace Force, Air Force, and Cyberspace Force are coalescing into an integrated warfighting ecosystem specifically designed to defeat ours, backed by a massive industrial base. The PRC's defense industrial base is on a wartime footing, including the world's largest shipbuilding capacity now at the hands of the PLAN. In response, we understand that deterring PRC threats to U.S. Allies, partners, and interests—and winning decisively if called upon—requires us to stay committed to a Navigation Plan that delivers integrated, all-domain sea control as part of a warfighting ecosystem.

THE PRC'S DEFENSE INDUSTRIAL BASE IS ON A WARTIME FOOTING, INCLUDING THE WORLD'S LARGEST SHIPBUILDING CAPACITY NOW AT THE HANDS OF THE PLA NAVY.

A wounded and isolated Russia remains dangerous. Russia's illegal and unprovoked invasion of Ukraine drew global condemnation and prompted Finland and Sweden to join NATO. On the battlefield, however, Russia has demonstrated operational learning, adapting technologically and tactically to Ukrainian innovations. Moscow, Beijing, Tehran, and Pyongyang have strengthened their linkages and are actively targeting the U.S., our Allies, and our partners in the information domain. Damage to undersea pipelines and cables underscored how seabed infrastructure has become targetable. Despite Black Sea losses, Russia's fleets retain combat power in the High North and Atlantic, Mediterranean, Baltic, and North Pacific. The Kremlin also holds the world's largest nuclear stockpile. We must continue to support credible deterrence alongside Allies and partners in the Euro-Atlantic area.

Highly interconnected threats make peace brittle. Hamas's 2023 assault on Israel required a Navy presence across the Middle East to deter attacks by other Iranian proxies and reduce the risk of a wider conflict. Emboldened by Hamas and armed by Iran, Houthi forces target merchant shipping along the Bab al-Mandeb, a key chokepoint in the Red Sea, exposing our Sailors to the most persistent hostile fire we have faced since World War II. Iran, which is also supplying arms to Russia, further launched hundreds of drones and missiles at Israel, bringing the entire region to the verge of war. These events prove how quickly the security environment can shift through seen and unseen linkages, and how essential our Navy is to providing flexible response options to our Nation's decision-makers.

THIS NAVIGATION PLAN DRIVES TOWARD TWO STRATEGIC ENDS: **READINESS FOR THE POSSIBILITY OF WAR WITH THE PEOPLE'S REPUBLIC OF CHINA BY 2027** AND ENHANCING THE NAVY'S LONG-TERM ADVANTAGE. WE WILL WORK TOWARDS THESE ENDS THROUGH TWO MUTUALLY REINFORCING WAYS: IMPLEMENTING PROJECT 33 AND EXPANDING THE NAVY'S CONTRIBUTION TO THE JOINT WARFIGHTING ECOSYSTEM.

TECHNOLOGY

We have seen breakthroughs in battlefield innovation over the last two years, with profound implications for the changing character of war. Cheaper, more accessible technology is pushing asymmetric capability, at lower cost, to state and non-state actors alike. The Ukrainian Navy used a combination of missiles, robotic surface vessels, and agile digital capabilities to deny the Russian Navy use of the western Black Sea and threaten Russia's supply lines to occupying forces in Crimea. In the Red Sea, Houthi forces created massed effects through a mix of ballistic missiles, cruise missiles, and drones against the U.S. and partner navies at sea for the first time. Our Sailors and systems proved more than capable, but we also learned a great deal about the future of war at sea, including the role of robotic platforms, cheaper munitions, and disaggregated forces in imposing asymmetric sea denial. Our Allies and partners, through testbeds like those created by NATO and collaborative exercises like RIMPAC, are helping us capture the capability of industry partners to innovate at the speed of relevance.

We have energized our cycle of innovation and the Navy now leads the Joint Force in operationalizing robotic and autonomous systems. This has implications for everything from how we fight and what we buy, to how we train, recruit, and retain the talent that operates new technologies. As a start, the Navy established an enlisted Robotics Warfare Specialist rating in 2024, and we are exploring how we grow robotics expertise in the officer corps. We have moved from experimentation to integrating robotic and autonomous systems across numbered fleets and Navy Special Warfare. We have learned how to employ such systems as sensors, as well as munitions. We are making critical pushes to scale testing on new systems to counter drones as well, including directed energy. Through the Disruptive Capabilities Office, established in 2023, we are investing in scalable, cutting-edge hardware and software ready for adoption and scale. That short-cycle innovation allows us to meet, deter, and defeat near-term challenges. As Chairman of the Joint Chiefs, General C.Q. Brown says, "accelerate change or lose," and we have no intention of losing.

Simultaneously, we are pursuing the long-lead experimentation that will define the future's hybrid fleet. We know that robotic and autonomous systems, augmenting the multi-mission conventional force, will provide opportunities for us to expand the reach, resilience, and lethality of the combined manned-unmanned Navy team. As we build that team for the future, we are working now on concept and requirements analysis for larger robotic systems, as well as the artificial intelligence applications that help us sense and make sense of a complex, information-centric battlespace.

OUR PROGRESS

We have embraced tools and mindsets to deliver more value with the Navy we have while we continue to pursue the Navy the Nation Needs. For at least two decades, demand for naval forces has consistently outstripped supply. This has been true in periods of conflict, but also in competition and crisis. In 2023, Congress enshrined in law the Navy's unique mission to "promote our national security interests and prosperity," in addition to our responsibility for "prompt and sustained combat incident to operations at sea." We achieve this by operating far forward to deter adversaries, assure friends, and defend the rules-based international order. Yet there is a price our service pays for the resulting mismatch in supply and demand: a fleet that is older, more expensive to operate, puts more demands on Sailors, and drives longer, less predictable, more costly maintenance.

We are doing everything in our power to exercise responsible stewardship over the resources we have in light of these challenges. We cannot process our way out of the implications of a Navy that has not grown fast enough, and which has faced hundreds of combined days of extended deployments in service of critical national security missions. We are nevertheless producing meaningful results. As one example, we have significantly expanded the use of Performance to Plan (P2P), a methodology that identifies gaps, barriers, high impact actions, and measurable improvements. Through P2P, we took the availability of F/A-18 aircraft from fewer than 50 percent mission capable up to 80 percent in less than two years by thinking, acting, and operating differently. We are now applying this approach to a host of our most pressing challenges, from maintenance to human resources.

We are focused on the future of the Navy. Through the products of our Force Design efforts, we are addressing today's warfighting challenges with an understanding of how our choices shape the Navy of 2045 and beyond. Navy platforms stay in the fleet for decades—our naval service is a time capsule of the choices made generations before we ever put on the uniform. Take the Arleigh Burke destroyers that have made us so proud in the Red Sea and the Eastern Mediterranean. These ships are the product of design work stretching back to the 1980s, resting on a warfighting ecosystem with deep historical roots. The Aegis combat system aboard those ships can be traced back to the 1960s. A U.S. Navy missile leaving a vertical launch tube today in defense of global shipping and the American way of life is a modern, intelligent, lethal munition backed by the most sophisticated and successful combat software packages ever put to sea. Our predecessors did not anticipate the advanced threats of our time, but they built an adaptable, multi-mission warfighting ecosystem that has proven itself repeatedly.

WE CANNOT PROCESS OUR WAY OUT OF THE IMPLICATIONS OF A NAVY THAT HAS NOT GROWN FAST ENOUGH, AND WHICH HAS FACED HUNDREDS OF COMBINED DAYS OF EXTENDED DEPLOYMENTS IN SERVICE OF CRITICAL NATIONAL SECURITY MISSIONS. WE ARE NEVERTHELESS PRODUCING MEANINGFUL RESULTS.

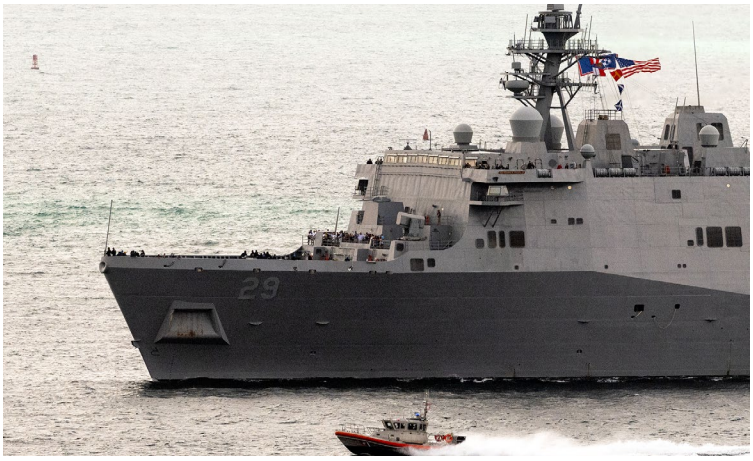
The programs and systems we are working on today will similarly shape the fleet decades into the future, including everything from AUKUS collaborations to autonomous systems. As the pace of technological change accelerates, so too must we accelerate our ability to move from design to something that flies, floats, dives, orbits, or computes at scale. We must get the details right for the future force while matching the changing character of war.

OUR CONSTRAINTS

The Navy emphatically acknowledges the need for a larger, more lethal force. Beyond the 381 battle force ships and submarines last assessed in June 2023, it must also include the aircraft, munitions, people, data, spectrums, and all enabling capabilities that produce a global fleet capable of massing combat power in the time and place of our choosing. It also means seamless integration with the Joint Force, Allies, and partners, all of whom are key to enabling Joint maneuver, and for whom the Navy provides critical elements of an integrated kill web.

We cannot manifest a bigger traditional Navy in a few short years, nor will we rely on mass without the right capabilities to win the sea control contest. We will continue to partner with Congress to invest in our industrial base capacity and secure the necessary budget growth to deliver a larger, more lethal force. Without those resources, however, we will continue to prioritize readiness, capability, and capacity—in that order. We must recognize that the Navy faces real financial and industrial constraints, including the once-in-a-generation cost of recapitalizing our strategic nuclear deterrent. Right sizing the fleet will be a generational project for the Navy, Congress, and industry. Even as we increase the role of robotic and autonomous systems in the fleet, we will continue to need a deep bench of Sailor and civilian talent to meet our mission.

We will not stand still as we work to secure long-term investments for the force. The 2022 Navigation Plan underscored the imperative of topline growth: *"To simultaneously modernize and grow the capacity of our fleet, the Navy will require 3-5% sustained budget growth above actual inflation."* Without substantial growth in Navy resourcing now, we will eventually face deep strategic constraints on our ability to simultaneously address day-to-day crises while also modernizing the fleet to enhance readiness for war both today and in the future. This 2024 Navigation Plan reflects our current emphasis on readiness and capability considering near-term budgetary and industrial realities, while continuing to advocate for the resources needed to expand all aspects of the Navy's force structure necessary to preserve the peace, respond in crisis, and win decisively in war.



HOW WE FIGHT

We base our Navigation Plan on a clear vision of how we fight to win and exploit sea control in a high-end, information-centric, global battlespace. With the Joint Force, Allies and partners, we must seamlessly sense and target across all domains to converge effects in the time and place of our choosing. We do this in defense of the homeland, U.S. interests, Allies, partners, and the American way of life. Why we fight has not changed, but how we fight has, which must inform what we fight with. To ensure our Navy always meets mission, we are reinforcing our commitment to *integrating as a Joint and Combined (Allied and partner) force, operating the fleet as a warfighting ecosystem,* and *building warfighters* ready for the intensity of combat.

WE INTEGRATE

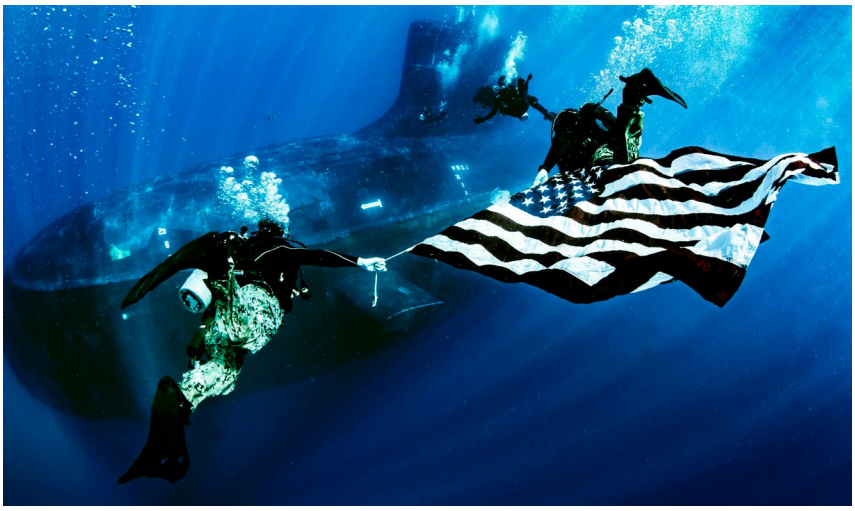
We establish deterrence and prevail in war when we work as part of a Joint and Combined force. At the highest strategic level, the Navy's ballistic missile submarines are the apex of the Nation's strategic deterrent against nuclear attacks on the homeland. As the most survivable leg of the nuclear triad, USS District of Columbia (SSBN-826) is the Navy's number one acquisition priority. In the defense of our homeland, our National and Defense guidance is clear: the PRC is the pacing challenge and Russia is an acute threat. Both appear to be converging. The Joint Warfighting Concept (JWC) calls on us to deter and defeat those competitors as a unified force and illuminates how we create the warfighting ecosystem that maximizes each military services' capabilities. JWC is the overarching doctrine that defines the Joint Force's approach to competition, deterrence, and conflict. It compels us to think differently about how we employ the force we have and embrace change to develop the holistic force we need.

We make the Navy's contribution to the Joint Warfighting Concept clear through the creation of a Navy Warfighting Concept.

The Navy Warfighting Concept will highlight the operational attributes of America's Warfighting Navy as part of the Joint Force team: how we reinforce Joint competencies, where we close Joint gaps, where we rely on Joint capabilities, and how Allies and partners help us deliver combined lethality. This concept will reinforce how Navy components and fleets translate Joint guidance into the maritime domain, and how the maritime effects the Navy creates translate up to the Joint fight. The Navy Warfighting Concept will articulate how our Navy integrates to deliver sea control, sea denial, and power projection, anywhere and anytime.

WE FIGHT AS A FLEET

The Navy fights in a warfighting ecosystem, from the seabed to space, enabled by, and mutually supporting, the Joint Force, Allies, and partners. Distributed Maritime Operations describes the fleet tactics that capitalize on the diverse capabilities provided by the Navy and our unique partnership with the Marine Corps. As the reach of missiles gets longer, and lower-cost robotic systems make ship defense costlier, we must put more munitions on more platforms in more places to prevail on a globalized battlefield. Distributed Maritime Operations animates our ecosystem, enabling the levels of distributed warfare and mission command that we need to gain and exploit sea control. As the Navy Warfighting Concept describes Navy operational integration up and out (with the Joint Force, Allies, and partners), Distributed Maritime Operations describes the Navy's fleet tactics down and in.



Distributed Maritime Operations means dispersing the fleet while concentrating effects. The approach demands distributing, integrating, and maneuvering people, platforms, munitions, and data across

time, spectrum, and space. Supporting that fight requires new ways of operating, from sustaining the fleet in contested environments, to an understanding that our installations and Maritime Operations Centers are themselves warfighting platforms. Information dominance is the key enabler in this new form of maneuver warfare, by which we confound the adversary's ability to find, fix, and attack our forces. In other words, Distributed Maritime Operations is complex, fleet-level warfare on a scale we have not executed in nearly a century, blending decentralization and unity of effort in a way that places intense new demands on fleet commanders.

In response to our five-year campaign of learning, we will refine Distributed Maritime Operations and its implications for fleet tactics. As we do so, we will not take our Allies and partners for granted. There is no scenario in which we fight a major conflict alone. We will actively integrate Allies and partners into our designs to drive the tactical interoperability we need to fight effectively together.

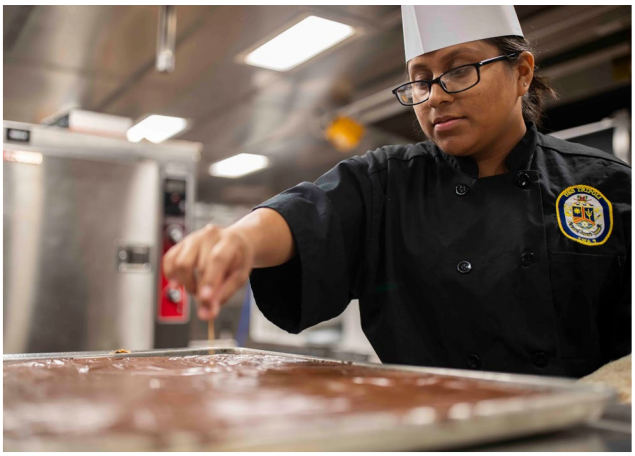
At the center of how we fight in this distributed manner is the Maritime Operations Center (MOC), the Navy's approach to fleet level command and control. MOCs and the processes they execute, whether in one location or disaggregated, are how fleets convert data into information to deliver decision advantage for the commander. MOCs must be capable of integrating with the Joint Force, Allies, and partners to link our fleet commanders to the range of sensors, shooters, and effectors distributed across the battlespace. To integrate a maneuvering, distributed, information-centric fight requires that we treat MOCs as the weapons systems they are.

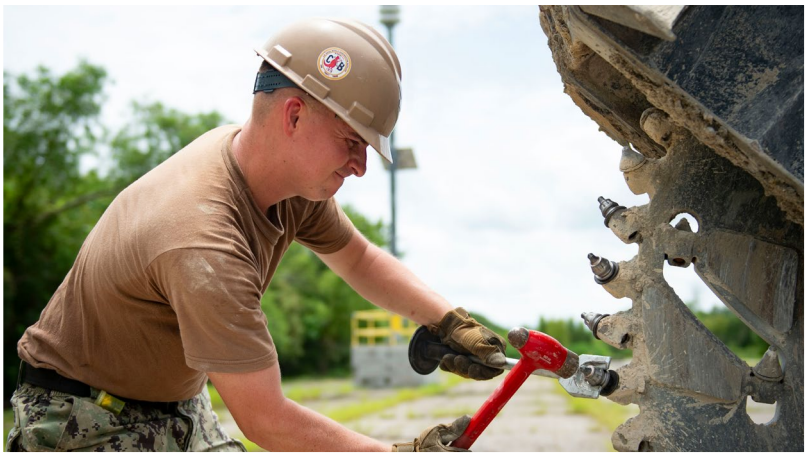
MOCS AND THE PROCESSES THEY EXECUTE, WHETHER IN ONE LOCATION OR DISAGGREGATED, ARE HOW FLEETS CONVERT DATA INTO INFORMATION TO DELIVER DECISION ADVANTAGE FOR THE COMMANDER. MOCS MUST BE CAPABLE OF INTEGRATING WITH THE JOINT FORCE, ALLIES, AND PARTNERS TO LINK OUR FLEET COMMANDERS TO THE RANGE OF SENSORS, SHOOTERS, AND EFFECTORS DISTRIBUTED ACROSS THE BATTLESPACE.

Our force—people and platforms, tactics and networks—delivers a fleet capable of distribution, integration, and maneuver. From conventional-strategic integration, to cyber and space capabilities, we operate a Navy that can deliver decisive effects anywhere on Earth. The cornerstone of our naval power is our people. They operate our carrier strike groups, expeditionary strike groups, aircraft, ships, and submarines, which define credible combat power from the sea. These high-end capabilities do not stand in a vacuum. We continue to innovate with robotic and autonomous warfare and expand our Information Warfare capabilities to ensure decision advantage. This is all enabled by our warfighters, including information warriors, expeditionary Sailors, naval commandos, logisticians, merchant mariners, medical providers, chaplains, and more.

WE BUILD WARFIGHTERS

The warfighter is the Navy's asymmetric advantage. We build our unmatched warfighting teams—active and reserve Sailors, with our Navy civilians—through a relentless focus on training and learning. With a Get Real Get Better (GRGB) mindset, we are cultivating the essential battlefield traits of self-assessment, self-correction, continuous learning, and improvement. This attitude is critical to developing teams and leaders that are mentally resilient, adaptable, and warrior tough. Likewise, through the Navy's Culture of Excellence 2.0 initiative, we are building the great leaders, great people, and great teams necessary to prevail in competition, crisis, and war. With the attitude and tenacity these initiatives instill, we get more players on the field by keeping our teammates ready to answer the call. As we have seen in both the Black and Red Seas, the force that adapts the fastest, and implements that learning, creates opportunities for strategic gains. To sharpen our warfighting focus, we will embark on a campaign of learning to improve our understanding of the PLA warfighting ecosystem including strategy and operational approach, capabilities, doctrine and tactics, and command and control architecture.

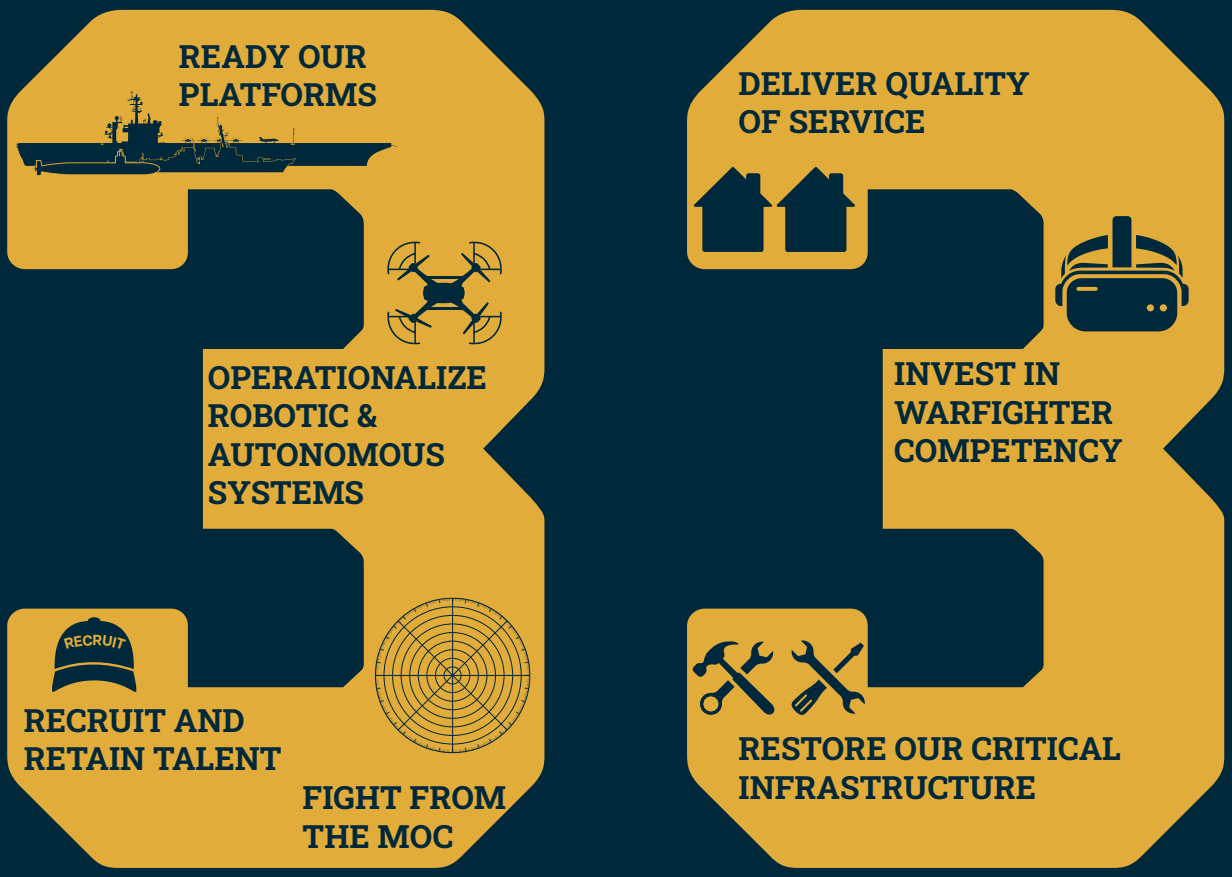




HOW WE ACCELERATE

We will move faster. Our Navy charted the right course in prior Navigation Plans to deliver warfighting advantage. In some important areas, however, we have taken a fix and determined that we must accelerate our efforts to deliver the ready force we need now. We must do so to deter potential adversaries and be ready when called. This means getting more players on the field today. But we will not mortgage the Navy's future just to achieve near-term readiness. Our work today will become the Navy that the 34th CNO will inherit, so we must exercise strategic discipline. *To adapt to a changing world, we will ruthlessly pursue our two strategic ways: implement Project 33 and expand the Navy's contribution to the Joint warfighting ecosystem.*

IMPLEMENTING PROJECT



3 TARGETS

OUR NORTH STAR: READINESS FOR SUSTAINED HIGH-END JOINT AND COMBINED COMBAT BY 2027

IMPLEMENT PROJECT 33

Accelerating towards our seven targets by 2027 is "Project 33," a reference to the 33rd Chief of Naval Operations' place in the continuum of past and future Navy leaders.

To guide our efforts, we have set the following North Star: By 2027, the Navy will be more ready for sustained combat as part of a Joint and Combined force, prioritizing the People's Republic of China as the pacing challenge and focusing on enabling the Joint warfighting ecosystem.

TO ADAPT TO A CHANGING WORLD, WE WILL RUTHLESSLY PURSUE OUR TWO STRATEGIC WAYS: IMPLEMENT PROJECT 33 AND EXPAND THE NAVY'S CONTRIBUTION TO THE JOINT WARFIGHTING ECOSYSTEM.

Achieving our goal means we will meet our required obligations to execute relevant operational plans, with the ready people, platforms, weapons, and maritime operations centers needed to conduct decisive combat operations. It means we will organize, train, and equip the force to deliver that outcome, focusing on how we ready, innovate, command, recruit, retain, train, and support a force suitable for its central role in the Joint Warfighting Concept.

These ends are ambitious but necessary. Navigating to them is an all-hands effort. Doing so requires that we accelerate to hit our Project 33 targets in the following areas:

WARFIGHTING

READY OUR PLATFORMS
SINGLE ACCOUNTABLE OFFICIAL: VICE CHIEF OF NAVAL OPERATIONS

At any given time, in ideal circumstances, one third of our ships and attack submarines should be in maintenance, one third in training, and one third on or ready for deployment. Maintenance overruns therefore interrupt the precise choreography needed to keep our force generation pipeline moving, reducing the size of the fleet postured to deter and fight at any moment. We can dramatically increase the combat surge readiness of our platforms if we sustainably eliminate delays from the maintenance overruns that cannibalize force availability. We will only accomplish this by getting platforms in and out of maintenance on time; in addition, we must embrace novel approaches to training, manning, modernization, and sustainment to ready the force. **By 2027,** we will achieve and sustain an 80 percent combat surge ready posture for ships, submarines, and aircraft.

OPERATIONALLY INTEGRATE ROBOTIC AND AUTONOMOUS SYSTEMS
SINGLE ACCOUNTABLE OFFICIAL: DEPUTY CHIEF OF NAVAL OPERATIONS FOR WARFIGHTING REQUIREMENTS AND CAPABILITIES (OPNAV N9)

Based on extensive learning from fleet experimentation and real-world developments in the Black and Red Seas, we have an opportunity to expand, extend, and bolster the reach, resilience, and lethality of our conventionally manned fleet through new disruptive and emerging technologies. As the Navy works on delivering a truly hybrid fleet to capitalize on that opportunity, nearer term operational challenges demand that we integrate proven robotic and autonomous capabilities as soon as possible. We must do so with a focus on how we will use these systems in war. **By 2027,** we will integrate proven robotic and autonomous systems for routine use by the commanders who will employ them. We will integrate mature capabilities into all deploying Carrier and Expeditionary Strike Group certifications to refine our approach to command and control of manned-unmanned teams at sea. Our next phase in this innovation cycle will prioritize key operational problems across critical mission areas such as surveillance, fires, networking, logistics, and deception.

FIGHT FROM THE MARITIME OPERATIONS CENTER
SINGLE ACCOUNTABLE OFFICIAL: DEPUTY CHIEF OF NAVAL OPERATIONS FOR INFORMATION WARFARE (OPNAV N2N6)

We must always ensure that our understanding of an information-centric battlespace vastly outpaces that of any adversary. Today, a distributed fight means a more complex, integrated, multi-domain war for commanders to understand and direct. Our Maritime Operations Centers (MOC) are how we execute fleet-level warfare and how we facilitate mission command at lower echelons. Through ready MOCs, we will expand our information and decision advantage to retain the initiative in crisis or conflict. We will continue to develop MOC processes that are resilient and distributable in times of war. We will treat and resource MOCs like the warfighting systems that they are, capable of operating on a decentralized and global battlefield just like all other weapons systems. **By 2027,** all fleet headquarters, starting in the Pacific Fleet, will have ready MOCs certified and proficient in command and control, information, intelligence, fires, movement and maneuver, protection, and sustainment functions as assessed by our MOC Training Teams.

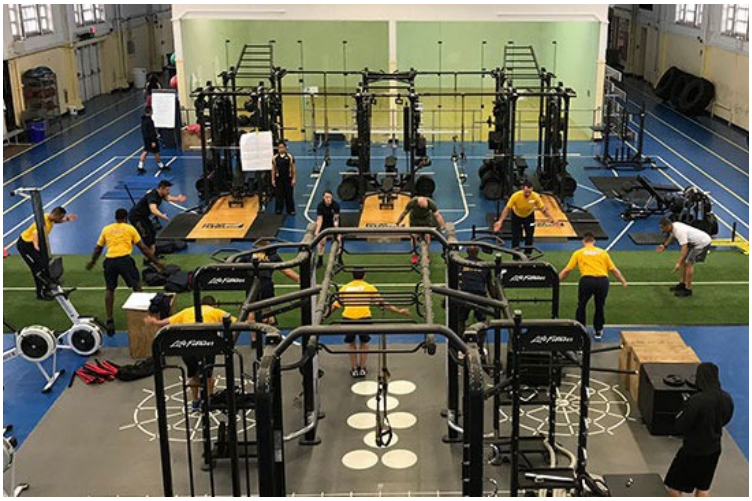
WARFIGHTERS

RECRUIT AND RETAIN TALENTED PEOPLE
SINGLE ACCOUNTABLE OFFICIAL: DEPUTY CHIEF OF NAVAL OPERATIONS FOR PERSONNEL, MANPOWER, AND TRAINING (OPNAV N1)

Aircraft, ships, submarines, MOCs, maintenance centers, clinics, boot camps, and schoolhouses do not work if we cannot fill them with the right people. We must build and retain a deep bench of Sailors and civilians to deliver warfighting advantage and overcome the 22,000 Sailor shortfall we faced at the start of 2024. The continuum of service between active and reserve status must be seamless, facilitating greater Total Force retention and Sailor satisfaction. **By 2027,** we will achieve 100% rating fill for the Navy active and reserve components, man our deploying units to 95% of billets authorized, and fill 100% of strategic depth mobilization billets. We will reach 100% recruiting shipping fill and a 50% Delayed Entry Program posture.

DELIVER THE QUALITY OF SERVICE OUR SAILORS DESERVE
SINGLE ACCOUNTABLE OFFICIAL: VICE CHIEF OF NAVAL OPERATIONS

We will do better to deliver for our Sailors, particularly junior enlisted, by providing a quality of service commensurate with their sacrifices. Given the competitive recruiting environment we face, we cannot afford to have a single Sailor leave our Navy because we failed to provide for them. **By 2027,** we will eliminate involuntary living aboard ships in homeport. We will eliminate waitlists and provide quality unaccompanied housing for our Sailors, meeting Department of the Navy standards. No first-term Sailor will involuntarily spend more than two years in a refueling or other extended vessel modernization period.



INVEST IN WARFIGHTER COMPETENCY
SINGLE ACCOUNTABLE OFFICIAL: DEPUTY CHIEF OF NAVAL OPERATIONS FOR WARFIGHTING REQUIREMENTS AND CAPABILITIES (OPNAV N9)

To prevail in war, naval forces need an integrated and distributed training capability to master high-end tactics, raise operator proficiency baseline, and generate readiness. We fight how we train, and we need a better way to train across the use of live forces, virtual environments, and constructive scenarios (LVC). **By 2027,** we will have reliable, realistic, relevant, and recordable LVC-enabled architectures to train Navy warfighters to successfully execute high-end warfighting in Joint and fully informed training environments. LVC will be available independent of geographic location, providing the ability to build tactical proficiency anywhere—deployed or pierside.

FOUNDATION

RESTORE CRITICAL INFRASTRUCTURE THAT GENERATES, SUSTAINS, AND POSTURES THE FORCE FOR THE FIGHT

SINGLE ACCOUNTABLE OFFICIAL: DEPUTY CHIEF OF NAVAL OPERATIONS FOR INSTALLATIONS AND LOGISTICS (OPNAV N4)

Shore readiness is essential for getting more players on the field to fight and win. This is true across the world. In any potential conflict, we will rely on a global network of installations, dry docks, and other facilities to generate and sustain ready forces. Degraded infrastructure negatively affects our ability to execute core missions.
By 2027, we will assess, prioritize and program resources to repair infrastructure directly supporting Navy Task Critical Assets to improve operational readiness in the Pacific. We will repair critical infrastructure to include piers, runways, utilities and other shore capabilities with an infrastructure condition of poor or less.

EXPAND THE NAVY'S CONTRIBUTION TO THE JOINT WARFIGHTING CONCEPT

We must meet all the objectives in this Navigation Plan to field the people and capabilities needed to fight and win today, in 2027, and beyond. As we accelerate where possible, we will also continue the crucial work already underway to enhance the critical capabilities and enablers laid out in prior Navy guidance.

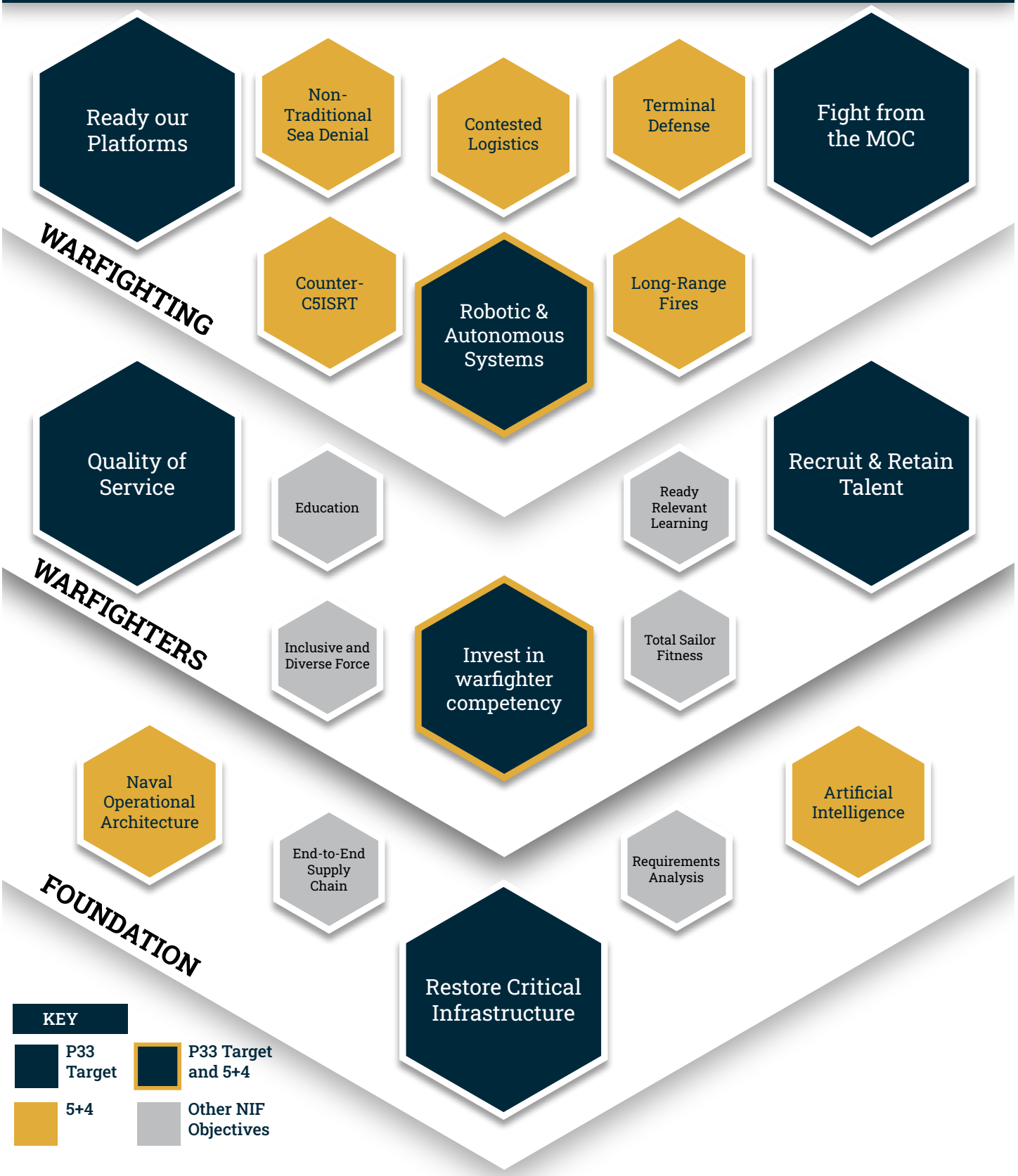
The 2022 Navigation Plan introduced a NAVPLAN implementation framework (NIF) comprising 18 lines of effort, including everything from Navy education to artificial intelligence. That Navigation Plan singled out eight lines of effort (four capabilities and four enablers) as essential to the Navy's warfighting ecosystem. We added a ninth focus area to reflect our updated understanding of the value of commercial robotic and autonomous systems in sea denial. These five key capabilities and four key enablers (the "5+4") still reflect the core Navy initiatives that deliver enduring warfighting advantage. They are:

5 KEY CAPABILITIES:
1. LONG-RANGE FIRES—HOW WE **SHOOT**
2. NON-TRADITIONAL SEA DENIAL—HOW WE **DENY**
3. COUNTER-C5ISRT—HOW WE **MANEUVER**
4. TERMINAL DEFENSE—HOW WE **DEFEND**
5. CONTESTED LOGISTICS—HOW WE **SUSTAIN**

4 KEY ENABLERS:
1. LIVE, VIRTUAL, AND CONSTRUCTIVE—HOW WE **TRAIN**
2. NAVY OPERATIONAL ARCHITECTURE—HOW WE **COMMUNICATE**
3. ARTIFICIAL INTELLIGENCE—HOW WE **OUTTHINK**
4. ROBOTIC AUTONOMOUS SYSTEMS—HOW WE **SCALE**

As we focus on these key capabilities and enablers individually, we will also strengthen our ability to synchronize and assess these efforts in the context of the integrated, synchronized development cycle. By making the right targeted investments we ensure we deliver the right balance of warfighter-ready capabilities at the right time, scale, and cost. As with established guidance, we also remain committed to all additional lines of effort initiated under previous Navigation Plans.

NAVPLAN '24 IMPLEMENTATION FRAMEWORK



AFTERWORD: BEYOND 2027

"Our adversaries have designed their militaries to overcome our traditional sources of strength. We must move rapidly to stay ahead and continuously create warfighting advantages…We will put more players on the field—platforms that are ready with the right capabilities, weapons and sustainment, and people who are ready with the right skills, tools, training, and mindset." America's Warfighting Navy

This Navigation Plan puts us on a course and speed to meet that challenge. It will be hard work but if we follow through, we will deliver a Navy that is ready today and postured to achieve overwhelming advantage tomorrow. Achieving a heightened state of Navy readiness by 2027 is not an end in and of itself. We will not "optimize" the force for a single point in time. By nature that risks replicating the challenges we are wrestling with today. Instead, through Project 33 and the arc of successive Navigation Plans, we will permanently raise the baseline of Navy readiness, including the readiness of the Navy staff, to address the changing character of war with fast adapting, technologically proficient, and interlinked adversaries.

After taking a fix, I know that much of my focus as the 33rd CNO must be on prioritizing our Navy's near-term readiness. This prioritization is a function of our moment in history and our constraints. Readiness informs my guidance and remains my central commitment to our Sailors, civilians, Navy families, Joint service members, and the Nation I serve. Yet I am also responsible for being a good steward of the future. The very motivation behind Project 33 stems from my place in a continuum of Navy leaders past and future, calling to mind each CNO's obligation to articulate a vision that outlives their tenure.

I am committed to leaving CNO 34 with a thoughtful blueprint for the future Navy we know we must deliver. This blueprint is already in development thanks to ongoing Force Design 2045 initiatives and the new Navy Warfighting Concept. Our critical partners in creating the Navy of the future, Congress, industry, the Joint Force, and Allies and partners, all demand clarity in the Navy's vision before delivering on our requests of them. With consistency and our steadfast collaboration, I know we will work together to deliver the Navy the Nation Needs.

Our Navy is serious about the business of strategy. I do not presuppose the answers to the analyses, wargames, simulations, and scenarios now underway to help shape this future force, but we know the underlying imperatives that the future must build upon. We will have to command and integrate distributed manned and robotic platforms across enormous distances in contested information warfare environments through resilient Maritime Operations Centers. Supplying logistics to a distributed, hybrid fleet in contested waters will be hard. Hiding at sea will become more difficult and complex. Naval defense is tougher than naval offense. The pace of war is accelerating. What that means for our warfighting ecosystem is something we are actively learning.

America is counting on us to deter aggression, defend our national security interests, and preserve our way of life. With the right tools, a winning mindset, and the highest levels of integrity, we will operate safely as a team to deliver warfighting excellence. We have taken a fix and set our course. The time is now to move with purpose and urgency: **ALL AHEAD FLANK!**

CHIEF OF NAVAL OPERATIONS
NAVIGATION PLAN
FOR AMERICA'S WARFIGHTING NAVY
2024