CLASSIFICATION: UNCLASSIFIED//
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R 141947Z AUG 23 MID120000370616U
FM CNO WASHINGTON DC
TO NAVADMIN
INFO CNO WASHINGTON DC
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NAVADMIN 188/23

MSGID/NAVADMIN/CNO WASHINGTON DC/CNO/AUG//

SUBJ/VCNO MESSAGE TO THE FLEET//

RMKS/1. Team Navy: As Vice Chief of Naval Operations, I am now performing the duties of the Chief of Naval Operations until the 33rd CNO is appointed, in accordance with 10 U.S.C. 8035.

With the challenges we face as a Navy and as a Nation, I do so with a sense of urgency and a keen eye on what is necessary to ensure our Navy remains the world's preeminent fighting force.

- 2. The work of our Navy continues undisrupted and unabated. We continue to operate our ships, submarines, and aircraft at the point of friction with our competitors, and at the point of friendship with our allies and partners. Our Navy is deployed around the world and around the clock, providing options to our Nation's decision makers in competition, crisis, and conflict. We sustain forward-deployed lethal forces that enhance the peace and deter our adversaries. We are ready to fight and win today if called.
- 3. Our adversaries recognize that we are the world's most powerful Navy. Together with the Joint Force, let us assure our allies and partners that they have no more trusted friend.

And let us inspire confidence in our fellow Americans that their Navy has the watch.

- 4. In our ongoing effort to strengthen warfighters, improve warfighting, and ready the platforms that support them, our way ahead is clear and our course is true. We will continue our Navy-wide culture renovation, where Get Real Get Better is the standard of leadership and problem-solving that leaders at all levels embrace and live. We are building teams that are self-assessing, self-correcting, and always learning toward one goal delivering warfighting advantage. Similarly, we have commenced a once-in-a-generation transformation of our Navy in order to develop, design, and deploy the weapons and tools we need to compete and win, both now and in the future. In this decisive decade, we will maintain this course and increase our speed.
- 5. During this leadership transition, our core identity as Sailors remains unchanged. We are forged by the sea and connected to each other through our core values of honor, courage, and commitment. Alongside our Navy civilians and Defense Industrial Base partners, we are a team of professionals. We are steadfast in our dedication to our mission and our shipmates.
- 6. I am proud to serve beside you and will rely on your continued commitment to our Navy and our Constitution. Thank you for what you do, and please pass my thanks to your families and support networks for what they do to keep us ready every day to fight and win against any adversary, any time.
- 7. Following four years of honorable and faithful service as our 32nd CNO, we express our gratitude to Admiral Mike Gilday for his transformational leadership of our Navy at the outset of this decisive decade.

 As he concludes an exceptional 38-year career, we join together to wish him, his wife Linda, and their family "fair winds and following seas."
- 8. All current orders and directives issued by the 32nd CNO remain in effect.
- 9. Released by Admiral Lisa M. Franchetti, performing the duties of Chief of Naval Operations.//

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