



## November Message to the DoD Team

Teammates,

Last month, I shared the Department's progress made along our first and third lines of effort – increasing lethality and affordability. This month, the DoD team carried us closer to both and gained ground on our second line of effort – strengthening alliances and partnerships – while advancing on the budget and readiness fronts. November's message provides a brief update on these achievements and highlights some of our exceptional team members.

**Budget:** As we build the Department's FY19 budget, **CAPE, Comptroller, and J8's** analysis of components across the DoD enterprise lays a foundation for security and solvency. Thanks to all for helping in this significant endeavor.

**Partnerships:** At the **UN Defense Ministerial on Peacekeeping** in Vancouver, I met with partners and allies from 79 nations and five international organizations to affirm peacekeeping's role in maintaining stability in "gray zones" and conflict regions. We emphasized that Ambassador Haley's work in driving reforms to improve efficiency and effectiveness are vital to continuing support to UN operations; I also shared U.S. pledges of critical enablers and financial support.

**Readiness:** In mid-November, **Joint Base Lewis-McChord** and **Naval Air Station Whidbey Island** hosted our team, where we heard from Soldiers, Sailors, and Airmen about lethality, sustainment, and how we can increase capabilities in the Pacific. These young men and women represent those bearing the lion's share of our national defense burden. It was abundantly clear how seriously they take their mission. My deepest thanks to them, as well as to COL Jay Miseli, Commander, 2-2 SBCT; COL Steven Johnson, Deputy Commander, 1<sup>st</sup> SFG(A); Col Stephen Snelson, Vice Commander, 62d Airlift Wing; and CDR Jim Imlah, Commanding Officer, VP-47, for their instructive insights.

Additionally, I want to recognize Aviation Structural Mechanic First Class (AM1) Andrew Schippers, who leads the **Hydraulics Components Work Center at Fleet Readiness Center NW**. He developed an innovative solution to fixing EA-18G Growler brakes – enhancing readiness and saving money in the process. This is exactly the kind of leading-edge problem solving we need and value across our Department.

In conversations with Service members at JBLM and NAS Whidbey Island, the need to address **budget instability** resonated greatly, especially when it means higher operational tempo for units and less predictability for families. As we enter the holiday season, this reality comes into sharper focus for those serving overseas. Secretary Mattis and I continue to work with Congress to ensure the budget stability that America's safety and security requires. As Secretary Mattis says, "Thanks for sticking with us."

And, speaking of the holidays, a quick reminder to stay safe and plan your activities with the highest standards of conduct that reflect the seriousness of our mission. Thank you for your integrity as we enjoy the season's good cheer and know that your continued dedication to protecting our country is deeply appreciated.

It is my honor to serve alongside you,

Pat

Patrick M. Shanahan  
Deputy Secretary of Defense