



Teammates,

Our team's unique characteristic is our motivated, mission-focused workforce. This month, we displayed an ability to balance the department's normal drumbeat of operations while responding to significant world events - providing support in the wake of multiple hurricanes, rolling out a strategy for South Asia, and reassuring our Japanese and South Korean allies against a belligerent North Korea.

Like you, I've balanced my time as I work with leaders across the department to develop a strategy for our next budget, a key part of executing Secretary Mattis' framework to build a more lethal Department of Defense. As of Sept 25th, we only have 65 days until the next budget is submitted to Congress.

Secretary Mattis' framework highlights the three lines of effort for the department: restoring military readiness as we build a more lethal force, strengthening alliances as we attract new partners, and bringing business reforms to the Department of Defense. What makes this framework so powerful is it creates a common language we can all use which results in a prioritization and alignment of effort.

I appreciate the support of OSD Leadership, the Joint Staff, and their teams as we work together to achieve the Secretary's framework. P&R is laser-focused on completing a personnel readiness and lethality review, LA and Comptroller are working on a campaign plan for a budget that restores defense readiness; AT&L is implementing a reorganization to streamline our acquisitions, sustainment, and research efforts; and Policy - along with LTG Hooper in DSCA - is working to strengthen our alliances and partnerships. These are just a few of the many ways the DoD team is actively involved in creating a stronger and more lethal department. Each of us should measure success against our ability to make great strides on the Secretary's lines of effort.

Our efforts don't stop there... every successful team needs a plan.

How our department operates and the strategy that drives it must be fit for our time. Right now, senior leaders and strategists from across the department are developing a new National Defense Strategy that will modernize and adapt the Joint Force so it is fit for our time. This new strategy, aligned with the forthcoming National Security Strategy, will ensure we are ready to confront and overcome the many challenges we face around the globe through increased lethality, modernization, and resilience. We will continue to uphold our Nation's interests by working by, with, and through our allies and partners to address shared security concerns. These strong alliances provide a competitive edge no other potential adversary can match. Like any good plan, ours will integrate with and reinforce the good work already completed by the Joint Staff on the National Military Strategy.

The strength of this department is people. When we work together, we win - and we ensure those that would seek to cause harm to this great nation lose. Your efforts will have a direct and positive impact as we ensure the department remains the world's preeminent fighting force for decades to come - and we will do it together, as a team.

Thank you for the part you play in the defense of this great Nation,

Pat

Patrick Shanahan
Deputy Secretary of Defense