



July Message to the DoD Team

Team,

We began July celebrating 242 years of self-government and thanking our DoD family, past and present, for their sacrifices in defense of our Nation. As we paused to remember our proud history, the Department also charged ahead, driving towards our mission to remain ready to fight and win the wars of tomorrow.

Implementation of the National Defense Strategy is our relentless focus—and this month we made important progress modernizing our force. The Joint Staff and CAPE worked together to create future CONOPS and integrate them into the budget process, ensuring we will be prepared to win against any adversary. AT&L finalized its transition into two new groups: Acquisition and Sustainment (A&S) and Research and Engineering (R&E). The new structure will enable R&E to focus on quickly integrating critical technologies like artificial intelligence, directed energy, and hypersonics into our warfighting capabilities.

The Army also accelerated its modernization, announcing the location of its new Futures Command in Austin, Texas. Its teams of technologists, operators, and acquisition professionals will pursue six major modernization priorities, turning Army's clear vision for its future into reality.

The Department forged further ahead on reform this month. Last week, I met with leadership at Fort Bragg's Womack Army Medical Center, one of the first hospitals transitioning to the Defense Health Agency on October 1st. COL John Melton and his team are leading the charge to improve medical readiness and deliver world-class healthcare. I also want to acknowledge Acting Assistant Secretary McCaffrey and his team for their work in support of these efforts—modernizing our electronic health records will improve access and quality of care.

Feedback on the audit continues to be positive. We expect to identify areas where we are lacking—what is important is taking swift corrective action. In an impactful example, the Navy has done just that. With added visibility from the audit, Fleet Forces and the Bureau of Medicine & Surgery identified \$95 million in annual unused funds from contracts completed under budget. Because of the Navy's responsiveness to audit results, Americans' hard-earned tax dollars can be put to good use.

As we close out fiscal year 2018, I am encouraged by the progress we have made implementing the National Defense Strategy and the relationship we have built with Congress in the process. It is our collective responsibility to spend wisely the money that has been appropriated to us—and to do so along our National Defense Strategy priorities. Please remember how much each American family contributes—and make every dollar count.

As always, thank you for your relentless efforts in defense of our nation.

It is an honor to serve alongside you,

-Pat