



SECRETARY OF DEFENSE
1000 DEFENSE PENTAGON
WASHINGTON, DC 20301-1000

3/26/2018

MEMORANDUM FOR ALL MEMBERS OF THE DEPARTMENT OF DEFENSE

SUBJECT: Be Peerless Stewards of Taxpayers' Dollars

Last week, President Trump signed an omnibus spending bill that funds the government for the remainder of this fiscal year. This law – along with the two-year budget agreement passed in February's Bipartisan Budget Act – provides the budgetary certainty the Department of Defense needs to implement the 2018 National Defense Strategy.

Passing this legislation required bipartisan support and demonstrated political courage by our Representatives and Senators in Washington at a time when numerous competing demands must be met by our government. I am humbled and as a military we are grateful to the American people for their sacrifices on behalf of military readiness funding and the priority given to the military. This additional funding has afforded DoD with the expectation that the increase will directly benefit our Nation's security.

It is now contingent on us to gain full value from every taxpayer dollar spent on defense. As such, every decision we make must focus on lethality and affordability as we rebuild readiness and provide the combat capabilities required to provide for the security of our Nation.

I am writing directly to you for help in taking proactive steps to ensure our military is ready to fight today and in the future. I need your help to establish a culture of performance where results and accountability matter on every expenditure. I need your commitment to exercise the utmost degree of financial stewardship as you instill budget discipline within your organization. This is critical to strengthen the trust and confidence that the Congress and the American people have for our team.

Together, we will make our military stronger than ever. This requires all hands' aggressive attention to detail in executing the budget in a manner that demonstrates sound judgement and managerial integrity.

John Mattis

