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**THE ASSISTANT SECRETARY OF THE NAVY**  
Research Development and Acquisition  
1000 Navy Pentagon  
Washington DC 20350-1000

NOV 30 2004

## MEMORANDUM FOR DISTRIBUTION

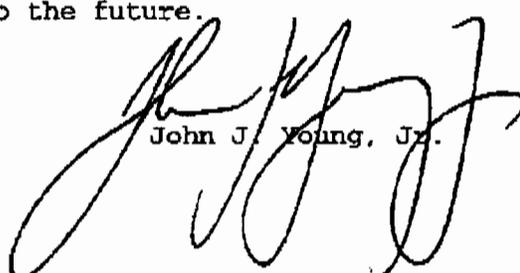
Subj: ASN (RD&amp;A) BLUEPRINT FOR THE FUTURE

Encl: (1) BLUEPRINT FOR THE FUTURE dated November 2004

1. The events of September 11, 2001 expanded the focus of our national military strategy from providing overwhelming capability against any nation-state on the sea, in the air and on the land to include a Global War on Terrorism (GWOT). The doctrine of pre-emption was established, resulting in significant changes to organizations, missions, operations and roles and responsibilities. The Global War on Terrorism (GWOT), Operation Enduring Freedom (OEF) and Operation Iraqi Freedom (OIF) have demonstrated the enormous contributions Naval forces make to the effectiveness of joint and coalition forces.
2. Naval expeditionary forces are frequently the Nation's first responders. The transformation of Naval forces is dedicated to greatly expanding sovereign options available worldwide to the President across the full spectrum of warfare by exploiting one of our Nation's asymmetric advantages - control of the sea. This transformation of our Naval forces through innovative operational concepts and the application of appropriate technologies will provide an enduring capability for projecting combat power anywhere in the world.
3. During the past several months I have briefed each of you on my vision for the ASN (RD&A) enterprise, what I call the "Blueprint for the Future". That vision has been captured in enclosure (1), which I am forwarding to you for information and action. This document represents a significant shift in the way we support the Warfighter. It outlines the guiding principles, proactive approach and specific goals to be applied in executing our vision to "Build the Strategic Capability to Strike Anyone, Anywhere, Anytime." It also provides the foundation for implementing the vision concepts of Strategic Interests, Strategic Awareness, and Strategic Resilience, a strategy that responds to the ever-changing threat by accelerating research and development efforts and leveraging commercially available technologies, resulting in a more streamlined, nimble and agile acquisition process that quickly gets the right tools into the hands of sailors and marines in the field.
4. Successful execution of this plan requires close coordination with all of our customers and stakeholders. We need to create a high performing organization that collaborates across the entire Navy community. Our challenge is to transform our force and its ability to

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operate as a fully interoperable and interdependent component of the joint warfighting team. The ASN(RD&A) Team is committed to meeting this challenge now and into the future.



John J. Young, Jr.

Dist:

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