



Vernon E. Clark
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America's military is in a time of real change, and the Navy is quickly transforming by accelerating our advantages and bridging to the future. Our forces continue to operate worldwide, both at sea and ashore, operated by disciplined American Sailors that are proudly serving our nation overseas—including Iraq, Afghanistan, and on the oceans—protecting our country's vital interests while promoting freedom and democracy.

We are committed to keeping sovereign, combat-ready Navy forces deployed overseas, providing unique and important options to the President and our nation in crisis and conflict. We continue to develop and implement important new elements of the *Sea Power 21* pillars—Sea Strike, Sea Shield, and Sea Basing. We are matching force capability to emerging strategic requirements and translating theory into practice on a wide range of advanced concepts and technologies—from our anti-submarine warfare efforts to ballistic missile defense to our emerging Human Capital Strategy. Further, we are aggressively pursuing new concepts of operations to increase our asymmetric advantages and properly prepare for the future.

We have also significantly enhanced the Fleet's operational availability through the Fleet Response Plan, which was validated during *Summer Pulse '04* and, more importantly, real-world events: the Navy was the first responder in Operation Unified Assistance, providing vital relief from the Sea Base to thousands in the critical first days after the tsunami struck isolated areas. These efforts, and many others, highlight the U.S. Navy's strategic speed, operational availability, and our warfighting capacity and agility to fight and win future conflicts.

To continue to succeed, we must fully leverage the vast operational maneuver space of the seas while maintaining the talented workforce we have today. The many new platforms being built and readied for the fleet are critical to sustaining operations overseas for longer periods of time, to readily respond to emerging contingencies, and to counter the anti-access systems and area—denial strategies of potential adversaries as part of the joint force. Attracting and retaining a talented workforce to operate these complex platforms and systems is equally important, and the Navy is rapidly developing a Human Capital Strategy for the 21st century, including the fielding of systems designed with integrated human performance requirements.

This 2005 *Vision...Presence...Power* provides an overview of our continuing *Sea Power 21* strategy and investments. It includes specific and useful information on the critical programs and initiatives we are fielding to successfully carry out the Navy's many missions—around the world, around the clock—in the uncertain future ahead. I invite you to explore what your Navy is doing today and how we are preparing to maintain America's freedom and national security.

A handwritten signature in black ink that reads "Vernon E. Clark".