

# CNO's

## SHORE INVESTMENT GUIDANCE

*As our warfighting missions evolve, the Navy's shore installations must continue to provide the platform to train and prepare our Sailors, deploy our ships and aircraft, and support our military families.*

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Evolving global demand for naval forces and reduced investments have strained the shore infrastructure. In our attempts to support our manpower and personnel budget, fund current and routine operations, and build the future Navy to respond to contingencies, we deferred shore infrastructure investments. We must continue carefully and deliberately to manage and balance the risk we are taking in our Shore enterprise. Chronic underinvestment in our shore infrastructure will take an untenable toll on our ability to support deploying forces. To ensure our Shore infrastructure is mission-ready, resilient, sustainable and in synch with the Fleet, the following efforts will be implemented in support of our tenets of Warfighting First, Operate Forward, and Be Ready.

### **Warfighting First**

We must be judicious in our use of limited resources as we sustain mission-capable installations and Shore programs integral to our future vision. Budget priorities compel us to make choices in facility investment -- even at public Naval Shipyards and Flagship Institutions. We will:

- Implement a Facility Condition Index and a Component-level Condition Index for all shore facilities by the end of FY15. These improved metrics will provide a better understanding of facility readiness through an objective assessment of risk.
  - Transition to a condition-based maintenance program across all Navy buildings by the end of FY16 and all utilities and remaining structures by the end of FY17. This will enable us to focus resources on specific building components and systems where failure jeopardizes life or a warfighting mission.
  - Increase combat capability for the warfighter by executing our Navy Energy Strategy ashore. We will continue our efforts to achieve energy security by reducing consumption of shore energy 50% by 2020, increasing our use of renewable energy, and transforming our culture through energy awareness and education.
  - Reduce our overall Shore footprint by demolishing or divesting unneeded facilities and recapitalize existing facilities in lieu of new construction. If we must construct new facilities, resource sponsors shall program demolition at a 2-for-1 ratio.
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## Operate Forward

Every major acquisition program and infrastructure decision involves requirements for the Shore that must be aligned with how and where we train, operate, and maintain. To effectively and efficiently operate forward, we will:

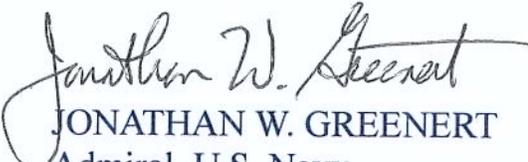
- Apply “austere criteria” wherever and whenever practical -- minimizing the infrastructure, footprint, and finishes required to meet the mission in the proposed operating environment.
- Implement Strategic Laydown decisions by leveraging “bases” and “places” where our allies and partners allow us to use their facilities. Where investment overseas is required, we will seek opportunities to cost-share with the joint force, our allies, and our partners.
- Support the needs of our Combatant Commanders within fiscal constraints when the Navy is designated the Lead Service and has the preponderance of mission.

## Be Ready

Our bases and “places” enable and facilitate Navy operations around the globe. This infrastructure directly supports ongoing missions, but it also fulfills its traditional role: to ensure our Sailors, Civilians, and Families remain prepared, confident, and proficient. To support this role, we will:

- Strengthen the resilience of critical assets and their supporting infrastructure against physical and cyber threats. Owners and operators of critical assets will collaborate with installation leadership to take proactive steps to identify threats and manage risk.
- CNIC and NAVFAC will review mission assurance and asset management processes to create a single measure of “facility criticality” capable of supporting investment prioritization for POM-18 deliberations.
- Prioritize the security and reliability of our nuclear weapons facilities. In doing so, we will resource strategic weapons sustainment/recapitalization and accelerate shipyard infrastructure improvements to ensure long-term health of these critical facilities.
- Prioritize all recapitalization and military construction using the Shore Mission Integration Group (SMIG). As the single forum for reconciling Fleet/Provider and Shore requirements, the SMIG will validate infrastructure solutions for capability gaps, optimally time our investments, aggressively reduce our shore footprint, and respond to budget uncertainties in an agile manner.

The Shore Triad -- OPNAV N4, Navy Installations Command, and Naval Facilities Engineering Command -- will use this document to guide requirements and make decisions to deliver an innovative, resilient, and sustainable future shore structure in support of the Fleet, Fighter, and Family. I turn to OPNAV N4 to keep me apprised of any conditions that warrant a change to this guidance and to coordinate necessary updates with the other members of the Shore Triad.

  
JONATHAN W. GREENERT  
Admiral, U.S. Navy

