



# RHUMB LINES

*Straight Lines to Navigate By*



November 18, 2008

## The Navy's Shore Investment Strategy

*"I am committed to finding the ways and means necessary to fully implement the Shore Investment Strategy because it provides long-term capabilities essential to Fleet effectiveness."*

– Adm. Gary Roughead, Chief of Naval Operations

The Navy Shore Investment Strategy is vital to our Maritime Strategy. It is a data-driven approach for assessing Shore Readiness requirements and targeting future investments to Fleet priorities (operations, training, and maintenance) and Quality of Life.

### The importance of Navy Shore Readiness

- The Navy Shore is essential to Navy warfighting capabilities. It includes all Navy activities that take place on, are launched from, or controlled by land-based operations.
- The Navy Shore is Fleet, Fighter, and Family-focused. Shore capabilities support our Total Force and mission.

### The state of Navy Shore Readiness

- A "fence-to-fence" review of Shore Installations, coupled with rigorous models and metrics, has provided the first comprehensive assessment of current and future Shore Readiness requirements.
- While fiscal imperatives across the Navy currently prevent full funding of Shore Readiness requirements in the near term, we are making smart investments to support the Fleet, Fighter, and Families:
  - Recurring Maintenance has been funded to Department of Defense standards to better maintain facilities and protect investments.
  - Family support services and counselors have been greatly increased.
  - Pacific Beacon, a Public-Private Partnership Bachelor Quarters, will open next month in San Diego and will house 1,800 Sailors. New Bachelor Quarters at Naval Station Everett and Naval Station Kitsap will house another 1,000 junior Sailors.

### Managing Shore Readiness Risks

- Near-term Shore Readiness is made possible through the extraordinary efforts of our people.
- Commander, Navy Installations Command is the "Shore Integrator" of our Shore capabilities and requirements. Regional Commanders operationalize these capabilities.
- The Shore Investment Strategy will deliver required Shore Readiness at the lowest life cycle cost.
- Arresting and reversing our Shore Infrastructure decline will require the commitment of every senior Navy leader. The Navy must:
  - Reduce the Shore footprint by eliminating excess.
  - Reduce lifecycle costs through innovative business practices and energy efficiency.
  - Integrate Shore requirements into all operational planning.
- The Navy owes our Sailors, their families, and our civilian workforce world-class facilities and services to enhance their effectiveness and to motivate them to "Stay Navy."

Key Messages	Facts & Figures
<ul style="list-style-type: none"> <li>• The Shore is integral to the Navy Maritime Strategy. It is an integrated platform for launching Navy maritime warfighting capabilities.</li> <li>• New approaches to Shore Readiness are required; all Navy leaders will need to make difficult choices.</li> <li>• The Navy is making smart investments in support of the Fleet, Fighter and Families.</li> </ul>	<ul style="list-style-type: none"> <li>• The Shore is immense, complex, and operationally diverse. It consists of:               <ul style="list-style-type: none"> <li>○ 13 regions</li> <li>○ 79 installations</li> <li>○ Over 109,000 facilities, valued at \$155 billion</li> <li>○ 2,200 administrative buildings</li> <li>○ 210 piers</li> <li>○ 120 runways</li> </ul> </li> </ul>