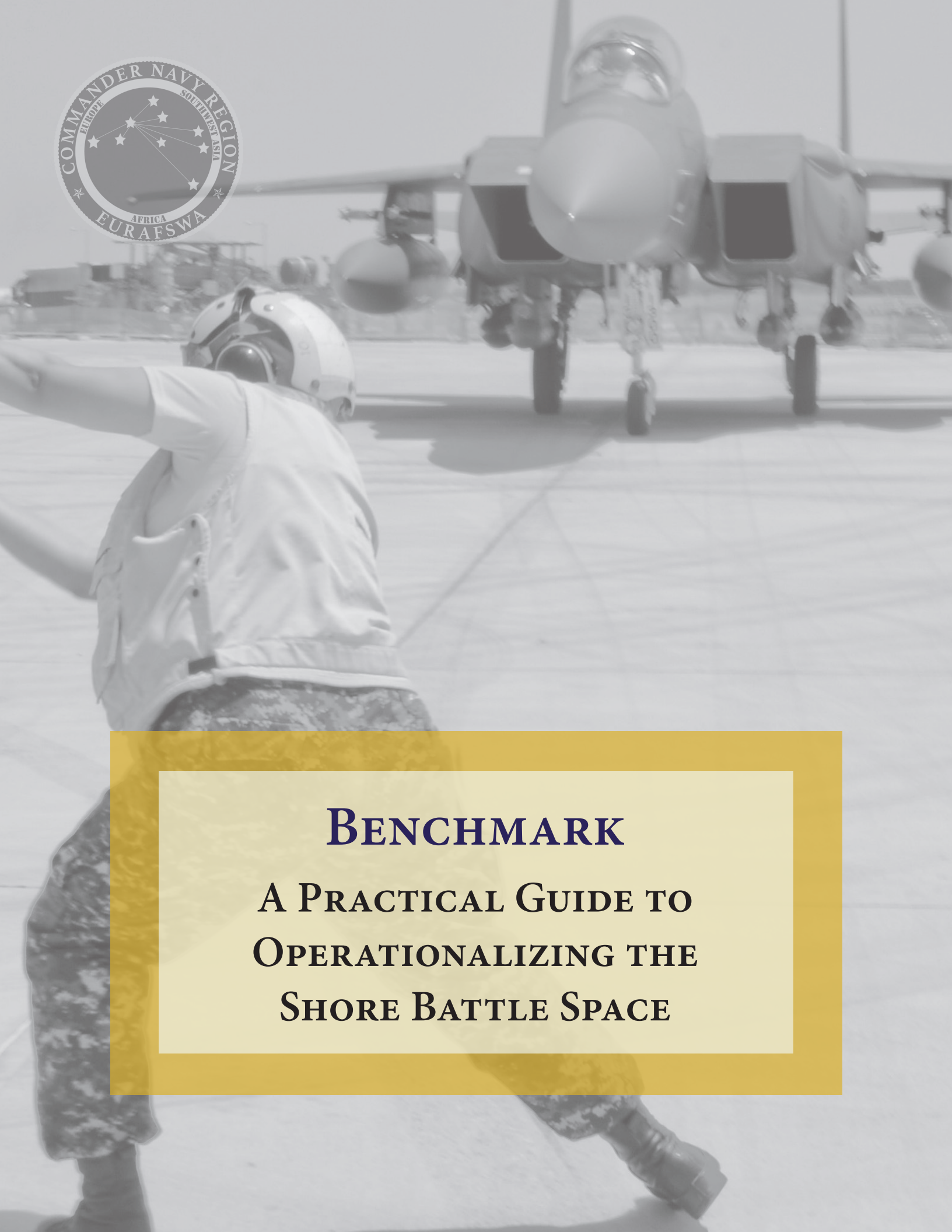


Benchmark

A Practical Guide to Operationalizing the Shore Battle Space


ARLEIGH BURKE

Message From The Commander

Navy installations are force multipliers that enable sustained wartime operations through our ability to **PROJECT**, **PROTECT**, and **SUPPORT** the fleet. We must also have the ability to **PREDICT** the needs of our COCOMs and fleet commanders and be able to clearly translate and communicate the shore mission to them. Communicating the new standard of shore installation management will utilize a tiered approach that combines senior leader events with defense-focused media engagements, Congressional delegation engagements and Navy-focused communication.

Navy installations are complex platforms which are a system of systems, designed to support and enhance war-fighter readiness from the shore. The war-fighter's success depends on our contribution to the readiness equation. Now more than ever, Navy installations must provide global, highly diverse, and critical support to readiness. There is a growing gap between the Navy's war-fighting mission and the resources available to accomplish that mission. It is our duty to help close that gap, and the tools developed by Navy Region Europe, Africa, Southwest Asia ARE the solution.

I challenge all of us to solve tough problems, constantly innovate and deliver the most effective support to the war-fighter, but we cannot deliver this support without the ability to communicate WHAT support we deliver – and HOW we deliver it. We must refine our organizational behavior and modernize our processes. We have much to be proud of; each person across the Region contributes daily to the readiness of our COCOMs and fleet partners.

This communication plan offers a step-by-step guide for communicating the new standard of shore installation management. Our focus must shift from "managing" the shore, to operationalizing the shore battle space. As we gain momentum, I am confident that our ability to communicate our support to the war-fighter will ultimately provide us with greater decision-making flexibility. Together we can advance our innovate concepts and show that Navy Region Europe, Africa, Southwest Asia is the best in the world at what we do.

Thank you for your passion and dedication. Remember – our innovative thinking cannot be applied throughout the fleet without strong and consistent communication at EVERY level!

R. L. WILLIAMSON
Rear Admiral, U.S. Navy

Introduction

In the decades after fascism's defeat in World War II, the United States and its allies and partners constructed a free and open international order to better safeguard their liberty and people from aggression and coercion. Although this system has evolved since the end of the Cold War, our network of alliances and partnerships remains the backbone of global security.

The recently revised National Defense Strategy acknowledges an increasingly complex global security environment, characterized by overt challenges to the free and open international order and the re-emergence of long-term, strategic competition between nations. These changes require a clear-eyed appraisal of the threats we face, acknowledgement of the changing character of warfare, and a transformation of how the Department of Defense conducts business.

As DoD's primary maritime arm, the Navy enables the United States to project military power in the maritime and air domains – a critical capability in war, crisis response, and peacetime engagement missions. This capability is not only provided by surface, air and undersea platforms, but also by the shore Navy establishment – a network of installations just as vital to our worldwide operations.

Who This Document Is For:

"Benchmark" is for use by our Navy installation professionals worldwide, and its contents should be shared with internal and external audiences. It contains the tools necessary to communicate our fundamental mission, requirements, and the operating methods necessary to ensure shore-based mission success.

> *"In this environment, there can be no complacency – we must make difficult choices and prioritize what is most important to field a lethal, resilient, and rapidly adapting Joint Force. America's military has no preordained right to victory on the battlefield."*
>
> ***Jim Mattis***
> ***Secretary of Defense***

Navy Region Europe, Africa, Southwest Asia (NREURAFSWA) encompasses an area of responsibility that continues to increase in size and sees a security environment more complex and volatile than any we have experienced in recent memory. In keeping with the National Security Strategy, and in light of the vast and evolving threat landscape, the Navy has been charged with the complex mission of serving as the single advocate and functional focus for Navy installations. This changing landscape requires that the shore battle space evolves its methods of operations to not only meet the increasing requirements from combatant commanders and fleet commanders, but also provide them with mission support recommendations to ensure the shore battle space is a force multiplier that optimizes the combat capability of operational units.

As our operations expand, the shore must remain able to support military efforts that are strategically predictable but operationally unpredictable. To accomplish this, the shore battle space must be agile and capable of readily adapting and making decisions in an operational manner.

Like a destroyer, cruiser or carrier, our installations deliver an operational combat capability, and to do so we must provide the fuel, ammunition, and repair capability to the various combatant commanders and fleet commanders throughout our area of operations.

The capacity to provide this combat capability in a complex global security environment has become stretched by increasing joint operational demands. This constant strain has forced the Navy to take a deeper look into a long-term solution that supports shore base operational decision-making. The Operational Readiness Cycle Analysis aids awareness, communication, accountability, and prioritization of resources to facilitate decision-making processes that allow our installations to support a multitude of missions around the globe.

Communicating these newly-developed tools and processes is critical to ensuring a smooth implementation. To accomplish this, we must speak the language of the fleet – a mission focused, rather than programmatic, language. Benchmark is a practical guide to communicating the new standard for installations and will therefore enable us to be ready to fight when we are called upon to do so.

Preface

Challenges to the U.S. military advantage represent another shift in the global security environment. For decades, the United States has enjoyed uncontested or dominant superiority in every operating domain. We could generally deploy our forces when we wanted, assemble them where we wanted, and operate how we wanted. Today, every domain — air, land, sea, space, and cyberspace — is contested, and this fact translates directly into how the shore Navy establishment must evolve to support the combat capability of operational units.

Our contribution to "the Navy our nation needs," as the Chief of Naval Operations, Adm. John Richardson, often says, begins with our ability to deliver effective support to the war-fighter. The fundamental mission of every Navy Region is to enable persistent maritime operations to deter and counter disruptive countries, defeat violent extremism, and promote a secure maritime environment by providing the support of secure airfields, bases and port facilities, fuel, armaments and life support to sea, air, undersea, land and special operations forces. Navy installations around the globe remain the critical enabler of naval, joint and partner nation forces to operate forward to deter conflict and, if necessary, fight and win.

The National Security Strategy outlines a critical modernization plan for our armed forces. Modernization is not defined solely by hardware; it requires change in the ways we organize and employ forces. For the shore Navy, this means evolving the way we operate to match the environment we now operate in.

The environment in which NREURAFSWA operates is shaped by external factors not typically found in the CONUS Navy Installations Command enterprise. Infrastructure requirements and lines of operation are driven by, and in certain cases restrained by, formal agreements between the United States and the nations that host U.S. Navy installations, their tenants, and assigned and rotational forces.

To support COCOM priorities, NREURAFSWA delivers five key shore missions, plus the services and utilities to support them. These services and utilities are grouped under a sixth mission area called Core.

Air Operations – Manage airfield and aviation support operations to enable operational missions in the following areas: airfield administration, station aircraft, air traffic control, ground electronics, airfield facilities, passenger terminal and cargo handling services.

Port Operations – Conduct port facility support operations, including embarkation and/or debarkation activities in support of port visits by U.S. and Allied warships and support vessels.

Security – Safeguard personnel and prevent unauthorized access to equipment, installations, materiel and documents to protect against espionage, sabotage, damage, and theft.

Safety – The safety mission is to protect the force from accidental death, injury, or occupational illness through the effective application of risk management strategies in **Emergency Management**, **Fire** and **Emergency Services**, and **Environmental Safety** to prevent or mitigate the loss of mission capability and resources, both on and off duty.

Quality Of Life – **Housing** provides safe and adequate transient and permanent housing to service members, civilians, and their families ensuring our war-fighters remain on station. **Morale, Welfare, and Recreation** manages the galleys, child development centers, and other recreational and social programs to ensure readiness, morale, unit cohesion, and quality of life for our war-fighters. Through **Fleet and Family Support** we implement self-resilience programs that strengthen the military family, support mission readiness, and facilitate a strong community network of services through community outreach and partnerships.

Core – Enable the backbone functions to fulfill operational and administrative mission requirements such as host nation relations, **information technology** services, **power** and **water** generation, base operating support (BOS) services, **utilities**, and **fuel**.

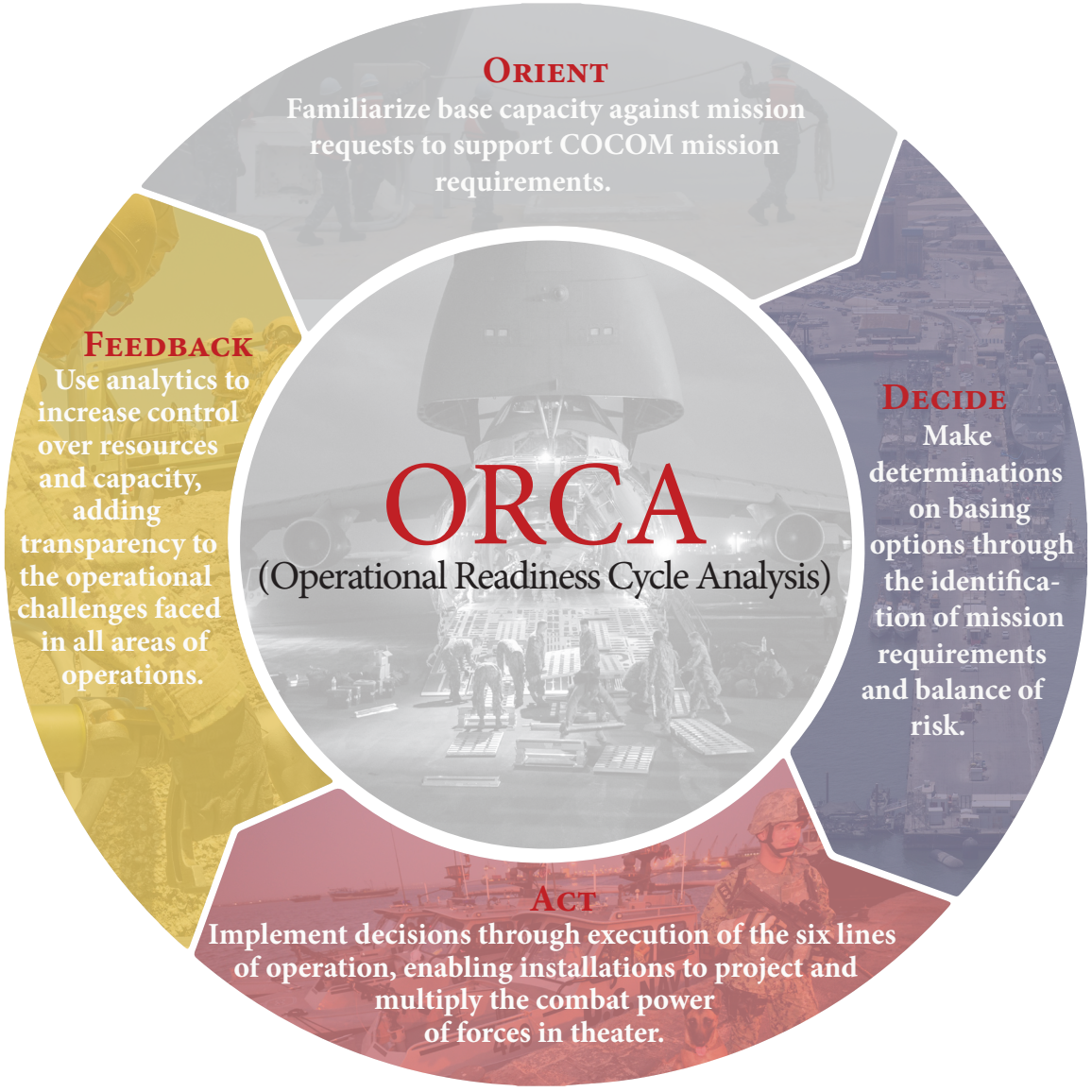
These lines of operation ashore are the key pillars that enable U.S., allied, and partner nation forces to be where they are needed and when they are needed to ensure security and stability in Europe, Africa, and Southwest Asia. The execution of these lines of operation and support for combat capability of operational units relies heavily on working together with key players including Naval Supply Systems Command/Fleet Logistics Center (NAVSUP/FLC), Navy Bureau of Medicine (BUMED), Naval Facilities Engineering Command (NAVFAC), and our host-nation partners.

Navy installations are complex platforms designed to support and enhance war-fighter readiness from the shore, and the war-fighters' success depends on the shore based contribution to the readiness equation. There is a growing gap between the Navy's war-fighting mission and the resources available to accomplish that mission. The execution of these lines of operation means the shore becomes the critical enabler of naval, joint and partner nation forces.

Method: ORCA

The Operational Readiness Cycle Analysis is a holistic approach for NREURAFSWA to allocate its resources to requesters. It uses tools of observation including daily operations briefs, staff sync meetings, and quarterly business plans to cycle back and orient the strategies created by the combatant commands, Commander, Navy Installations Command (CNIC) and NREURAFSWA to affect the six lines of operation and expose a strategy's effectiveness or failures through further observations.

The ORCA process is a variant of an OODA loop. The term "OODA Loop" refers to a military strategy concept and decision cycle of Observe, Orient, Decide, and Act. NREURAFSWA utilized this concept and applied it as a model in the creation of ORCA to better identify and handle requests for using NREURAFSWA's finite resources and to efficiently reduce over-capacity issues and deliver the best readiness from the shore to support our war-fighters' missions.



Method: Orient

The Orient phase of ORCA incorporates the analytical data of a specific installation from the Base Capacity Assessment Tool (BCAT), Strengths, Weaknesses, Opportunities and Threats (SWOT) analysis, installation development plans, and the Region Master Plan to solve operational problems and support mission requirements. The primary output of the Orient phase is a Five-Year Region Strategy to guide Region efforts, mission execution and resource expenditure to support and enhance war-fighter readiness from the shore and ensure the war-fighters' success. This is where the Region defines its "As Is" state.

To facilitate the execution and implementation of ORCA and both the Orient and Feedback phases, the Base Capacity Assessment Tool was developed by the NREURAFSWA future operations team to address existing gaps in shore readiness reporting, decision-making and operational prioritization processes.

BCAT is a numbers-based objective data collection tool which allows users to assess existing capacity of key operational capabilities in pertinent programs under the five mission areas plus Core across all NREURAFSWA installations.

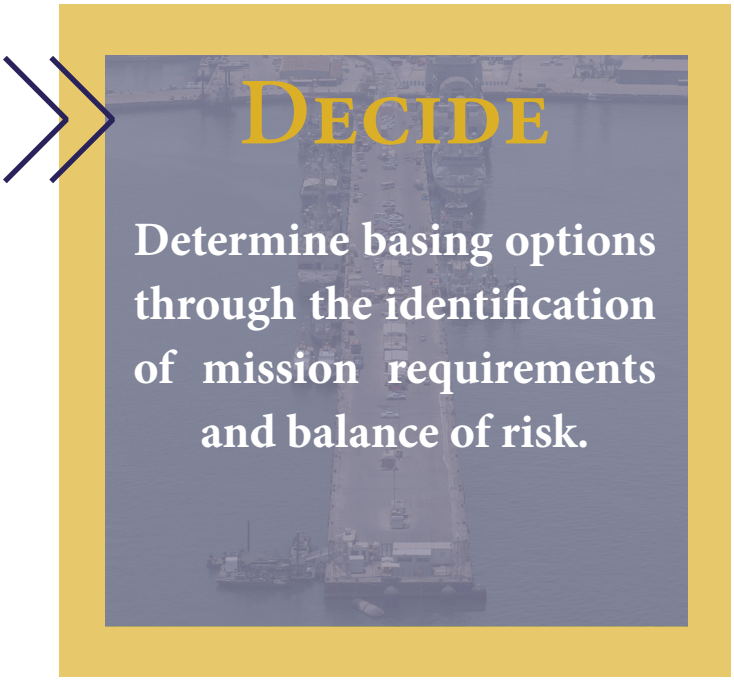
Practical Example:

U.S. Africa Command (AFRICOM) requests installation support at NSA Souda Bay to conduct air operations in support of the National Security Strategy. AFRICOM operations staff submits an installation support request (ISR) form detailing the necessary shore support to enable this operational requirement. Shore support can be broken down to include aircraft laydown (Air Operations), cargo handling (Air Operations), transient lodging (Quality of Life), galley services (Quality of Life), IT support (Core), and administrative space (Core).

Mission requirements are then compared to current capacity reports derived from BCAT to determine supportability, weigh risk, and present operational support recommendations to COCOMs.

Method: Decide

The Decide phase of the Region ORCA process incorporates all of the operational stakeholders who make operational prioritization decisions based on information provided during the Orient phase. These decisions incorporate involvement from COCOMs, fleet commanders and Region support personnel such as NAVFAC and aim to minimize operational risk and utilize limited shore installation resources to maximize mission impact. The Region Integration Working Group serves as the process for requests for space assignment over 5,000 sq. ft. Space requests for less than 5,000 sq. ft. are submitted to the Installation Commanding Officer (ICO).



The RIWG will analyze requests from, and make a recommendation to, the Regional Integration Group (RIG) through the incorporation of all impacts to capacity, mission delivery, and host nation relations. The RIG is composed of NREURAFSWA (Chair), Deputy CNE/CNA/C6F, and Deputy COMNAVCENT. The RIWG also makes recommendation on approval to the Regional Integration Group on the Region Master Plan, Installation Development Plans, facility investment decisions (Military Construction, ERI, Special Projects, NATO Security Investment Program, and other planning actions necessary to support National Security Strategy objectives.

The Gatekeeper process is a method to manage capacity challenges amid NREURAFSWA installations for non-permanent contingency and transient missions. This process occurs at NREURAFSWA and the COCOM and fleet levels. Installations support these processes through the timely and accurate transmittal of daily operations briefs and Base Capacity Assessment Tool data. Through consultation with our shore platforms we inform our COCOMs and fleet commanders of capacity limitations and mission risk. The appropriate COCOM will ensure a requesting organization produces a validated concept of operations in order to capture the entire requirement placed upon our shore platforms.

Practical Example:

The region supportability assessment provided during the Orient phase is submitted to the key decision makers at EUCOM. During times where mission supportability is unachievable at NSA Souda Bay due to capacity constraints, key decision-makers at EUCOM and AFRICOM may decide to move specific conflicting mission operations to alternative sites.

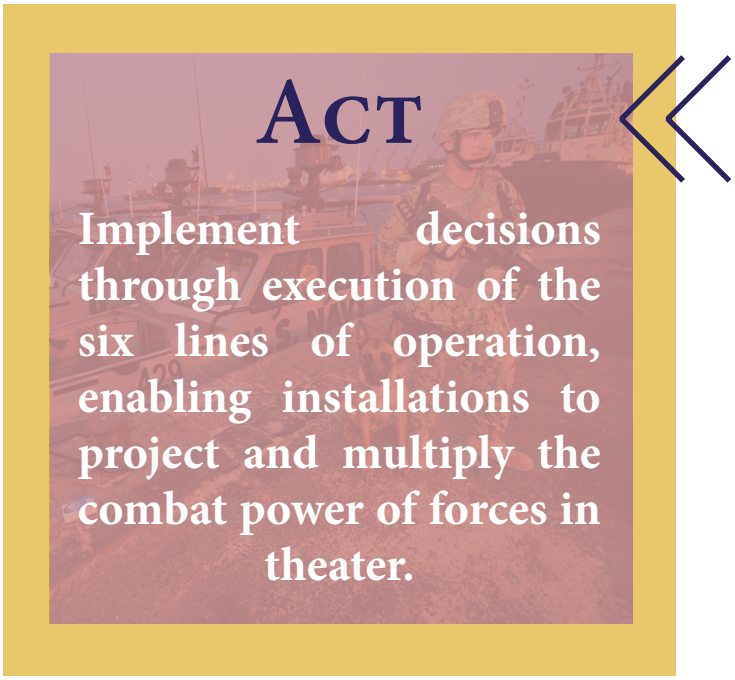
Aircraft based at NSA Souda Bay participating in a lower priority mission may be able to complete that mission from another shore-based installation, requiring a shift to NAS Sigonella to facilitate a high-priority mission that, due to proximity, requires mission execution from NSA Souda Bay. During a mission execution conflict, the Gatekeeper process provides key decision-makers with the ability to control which mission will be supported by the shore infrastructure.

Method: Act

The Act phase of ORCA is the implementation phase that incorporates decisions on space allocation and other mission enabling functions to provide operational support to requesting COCOMs. Resources and manpower are directed to provide mission support functions to deliver an operational combat capability that enables the United States to project military power vital to national security. Shore installations are inherently limited by resources and space; the Act phase of ORCA allows for mission activities to be directed and executed to prioritize and minimize mission impact while reducing mission risks.

Practical Example

Once the mission requirement is validated and prioritized, the installation integration group at NSA Souda Bay designates a space assignment for the AFRICOM air operations mission support request. Like all installations, NSA Souda Bay has limited aircraft laydown areas that require airfield managers to alter current aircraft parking plans to accommodate additional aircraft in support of the AFRICOM mission. Each of the lines of operation has specific support functions required to support the AFRICOM mission:



Air Operations – The AMC terminal must provide passenger and cargo handling capabilities to accommodate the new aircraft. Airfield services will provide refueling and ground services to support aircraft operation.

Security – NSA Souda Bay security forces will provide additional roving patrols to support aircraft parked overnight. Due to the nature of the AFRICOM mission, security forces may be assigned to additional patrols to accommodate a large influx of personnel or the protection of weapons, ammunition and ordnance on the aircraft.

Safety – Safety support includes mitigating the additional risk taken on through supporting the AFRICOM mission by providing fuel spill prevention and response services to the additional AFRICOM aircraft, explosive safety services, fire and emergency response services, and base command and control services to prevent and mitigate hazards and dangers that could adversely impact equipment, facilities and personnel.

Quality of Life – The quality of life mission is to provide services to personnel temporarily assigned to NSA Souda Bay to support the AFRICOM mission. Navy Gateway Inn and Suites (NGIS) will provide transient lodging. The galley will alter food preparation plans to accommodate additional personnel. Religious programs will prepare to provide additional religious services and counseling if necessary. Additional quality of life functions including MWR and Fleet and Family Services will make adjustment necessary to ensure readiness and support the AFRICOM mission.

Method: Feedback

During the Feedback phase of ORCA, installation personnel provide daily, bi-weekly, and monthly reports to NREURAFSWA, CNIC, and COCOMs. These reports provide feedback through analytical tools to make future decisions about resourcing and capacity. Historical data helps analyze mission risk and re-**Orient** to new and emerging requirements. Tools utilized during this phase include daily operations briefs, installation development plans, the region strategy, Region Master Plan, and the Base Capacity Assessment Tool.

Feedback

Use analytics to increase control over resources and capacity, adding transparency to the operational challenges faced in all areas of operations.

The Region Strategy identifies critical weaknesses at each installation that inhibit mission support. This strategy presents a five-year plan to mitigate the risk of these weaknesses in the short-term and provide permanent solutions in the long-term.

The Base Capacity Assessment Tool (BCAT) is a numbers-based objective data collection tool used to assess existing capacity of key operational capabilities in pertinent programs under the seven mission areas plus Core across all NREURAFSWA installations.

The Installation Support Request is a consistent process for handling requests for installation support during operational mission planning, enabling NREURAFSWA to track units and work in conjunction with BCAT to allow for effective resource allocation in the Region.

The Installation Development Plan is a five-year plan that projects facility solutions to accommodate current and future operational demands. These demands are pre-established through recurring planning conferences with COCOMs and fleet commanders.

The Region Master Plan accounts for all NREURAFSWA locations and supported missions. This plan incorporates contingency requirements to include Operational Plans, Time Phased Force Deployment Data, and the Shore Battle Space mission to strategically resource assets and personnel across the Region to support war-fighting missions.

Practical Example

During NSA Souda Bay's support to the AFRICOM mission, OPTEMPO at the installation increases. NSA Souda Bay reports information daily through the daily operations brief, identifying capacity data and any critical or emergent shortfalls that present risk to mission. NSA Souda Bay also reports capacity on a monthly basis through BCAT which is analyzed at NREURAFSWA to identify recurring capacity and resourcing limitations. This information is provided to support future facility development, manpower assessments, training requirements, and funding allocation to re-Orient in response to new and emerging mission requirements that may be placed upon NSA Souda Bay by COCOM and fleet commanders.

Solution

NREURAFSWA has developed the Installation Support Request (ISR) process as a solution to mitigate mission risk and determine mission supportability at each installation in order to successfully execute operational mission support.

The ISR is a consistent process for handling requests for installation support during operational mission planning. The ISR enables NREURAFSWA to track units and work in conjunction with BCAT to allow for effective resource allocation in the Region. Data collection from ISRs provide NREURAFSWA with the ability to identify mission requirements, report and track units on installations, and advocate for additional funding to support growth in capacity.

During mission planning, the mission requestors submit the ISR that includes specific information detailing the support required from each lines of operation. This may include ramp space required for specific aircraft, housing necessary for transient personnel, ammunition and ordnance stowage and handling requirements, pier requirements, core support and security forces support that may be required for mission execution.

ISR submissions are then validated by the component commands and staffed through NREURAFSWA to evaluate mission impacts to the bases and ensure that proper and agreements and capacity constraints are considered. NREURAFSWA will provide impact, support, risk, and mitigation recommendations to COCOM gatekeepers for final decision on mission execution.

Practical Example

When the AFRICOM task force requests installation support at NSA Souda Bay to conduct air operations in support of the National Security Strategy, they are required to submit an ISR to NREURAFSWA. The ISR documents the basing requirements necessary for successful supportability at the installation.

Upon submission, the ISR is validated by CNE/CNA personnel and staffed through NREURAFSWA to provide potential impacts to current missions being supported at NSA Souda Bay. The RIG will provide supportability evaluations, risk assessments, and potential mitigation measures to AFRICOM who, through the gatekeeper process, will determine if the mission will be executed at NSA Souda Bay or, if necessary, be postponed or accommodated at another NREURAFSWA installation.

The ISR process provides key decision-makers at AFRICOM with the ability to control which missions will be supported by the shore infrastructure.

Advancement: Communication

BASE CAPACITY ASSESSMENT TOOL

BCAT is a numbers-based objective data collection tool used to assess existing capacity of key operational capabilities. It also provides the information necessary for the ISR process as a solution to mitigate mission risk and determine mission supportability at each installation. The information derived from BCAT provides critical information during mission planning to the mission requestors that require support from the shore battle space.

INSTALLATION SUPPORT REQUEST

Installation Support Requests provide the information necessary to make mission risk assessments and supportability determinations. This gives component commands the information necessary for mission prioritization at each installation in order to successfully execute operational mission support. The ISR process is critical to communicating shore battle space impact on mission execution to COCOMs.

REGION DAILY BRIEF

The Region Daily Brief combines capacity and operations information from each installation to form the foundation and initial performance assessment of the shore battle space. This brief streamlines communication to the Region Commander and begins the tiered approach to communicating the new standard of shore-based operations.

COMMANDER'S UPDATE BRIEF

The Region Commander provides a briefing to NAVEUR/NAVAF at the Commander's Update Brief (CUB), comprised of security, port, air, and mission-critical performance items with an analysis of possible impacts to operations. This brief provides fleet commanders with valuable insight into the shore battle space and a greater understanding of installation contributions to mission success.

REGION MONTHLY REPORT

Monthly reports submitted to COCOMs and CNIC detail relevant operational information specific to each chain of command's area of interest. These reports incorporate stakeholders who make mission prioritization decisions based on information provided in monthly reports. Monthly reports communicate the operational impact that shore battle space capacity constraints have on overall mission success.

EXECUTION REVIEW

Execution at the installation level is measured and reviewed regularly through a number of processes and organizations, including the regional Quarterly Execution Review (QER), Region Integrated Working Group (RIWG), and Shore Management Integration Group (SMIG). The result is an integrated priority list providing shore battle space reporting that directly influenc-eswar-fighter mission decisions and force readiness throughout geographic COCOM and fleet areas.

FORCE READINESS

Shore battle space reporting provides senior Department of Defense decision-makers with information necessary to make force readiness determinations. Shore battle space readiness directly affects overall force readi-ness and execution of DoD objectives. Communicating shore battle space impacts on force readiness is executed through engage-ment with key leaders in DoD and individual service branches.

FORCE POSTURING

Execution of the National Defense Strategy depends on proper force posturing, which in turn can be influenced by the clear communication of the capacity constraints and capabilities of our shore battle space. Congressional delegation visits and defense-focused media engagements convey vital information to senior lawmak-ers and the general public, giving them a greater under-standing of shore forces and their impact on national security.

Advancement

We wrote this guide to ensure that you have the tools necessary to communicate how the shore enables mission success. While this process may seem complicated, you can demonstrate how the ORCA process provides COCOMs and the fleet with valuable information that enables them to make the best decisions to ensure maximum mission success.

Communicating the new standard of shore installation management will utilize a tiered approach that combines senior leader events with defense-focused media engagements, Congressional delegation engagements and Navy-focused communication. To effectively communicate how we operate our operational platforms, we must ensure we speak the same language as the fleet. This might seem obvious, but in fact it's not. Synchronized communication is key to effectively communicating how the installations become force multipliers that optimize combat capability of operational units.

Congressional delegation visits offer a unique and direct engagement opportunity to communicate the fundamental mission of installations to key members of the committees and sub-committees of the House and Senate Armed Services Committees. During visits, installation leaders must keep lawmakers focused on the core strategy: communicating the joint standard for installations. They must also reinforce how capacity requirements have shaped the development of the joint base solution and how this solution ensures mission success. The members of HASC and SASC may not understand some of the acronyms or colloquialisms that are typical in the military. Ensure that engagements with these leaders communicate shore operations in simple terms and outline shortfalls with proposed solutions. Think: This is my problem and this is what we need to solve it.

Defense-focused media engagements offer an opportunity to communicate the fundamental impacts that installations have on supporting COCOM and fleet operations, and how ORCA minimizes risk and helps inform military leaders. Media engagements allow an opportunity for defense influencers to help shift the current view of shore installations and inform our audience that the shore projects, protects, and supports our fleet counterparts. It is also important to reinforce how capacity requirements have shaped the development of the joint base solution.

Navy-focused communication enables CNREURAFSWA to communicate the fundamental mission of every installation as it relates to our support of fleet operations. Through Navy.mil, the Navy Live blog, and senior naval leadership engagements, we can change how the fleet views the shore. Engagement with senior leaders at SWFOTS, NFLEX, and the Region Commanders Conference are critical to ensuring our fleet counterparts understand that the shore is here to **PROJECT**, **PROTECT**, and **SUPPORT** the fleet and that we must **PREDICT** the needs of our COCOMs and fleet commanders in order to clearly communicate our shore mission.

Ensuring that senior leadership understands the ORCA process creates a more cohesive shore operating environment and ensures installations help COCOMs and fleet commanders make informed decisions to minimize mission risk. Through these senior leadership engagements, we ensure that our Navy understands how installations become force multipliers that optimize combat capability of operational units.

Conclusion

This new standard of shore-based operations enables our installations to support persistent maritime operations to deter and counter disruptive countries, defeat violent extremism, and promote a secure maritime environment. Through these processes, we can increase shore-based readiness, provide tailored mission-risk assessments, and provide the information necessary for COCOMs and fleet commanders to make risk-informed decisions.

This increasingly complex security environment is defined by rapid technological change, challenges from adversaries in every operating domain, and the impact on current readiness from the longest continuous stretch of armed conflict in our nation's history.

Navy installations are complex platforms designed to support and enhance war-fighter readiness from the Shore, and the war-fighter's success depends on our contribution to the readiness equation. Now more than ever, Navy installations must provide global, highly diverse, and critical support to war-fighter readiness. The growing gap between the Navy's war-fighting mission and the resources available to accomplish that mission are solved through this new standard for shore-based operations.

The complex environment in which we operate, characterized by a rapid decline in the long-standing rules-based international order, creates a security environment with greater and more complex operational risks. To achieve mission success and support the Department of Defense's enduring mission of providing combat-credible military forces, we must make deliberate and accurate risk assessments based on operational data that is tailored and measureable. The risk assessments provided by this new standard of shore based operations are critical to enabling proper decision making by our war-fighters.

The information provided through this new standard gives the war-fighter the ability to make risk-informed mission decisions to facilitate a more lethal, resilient, and effective force to sustain American influence and ensure favorable balances of power that safeguard free and open international order. The costs of not implementing this new method of shore-based operations are clear. A failure of the shore to meet the constant and increasing demand of our war-fighters will result in increased mission risk, decreased shore-based mission support, and decreasing U.S. global influence that will contribute to a decline in global prosperity and strength.

This process provides the tools necessary to communicate the new standard of shore installation management. As this new standard gains momentum, our ability to communicate our process to the fleet will ultimately provide the shore battle space with greater decision-making flexibility. Communication through a multitude of channels is critical to advancing this concept and ensuring that this new process for shore-based operations is implemented and successful.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