



C-NOte #6

A MESSAGE TO THE FLEET FROM THE CHIEF OF NAVAL OPERATIONS



EXCELLENCE ASHORE

The Foundry is the bedrock of our naval power. Our ability to project force, sustain combat operations, and win our Nation's wars begins not at sea, but ashore—at the pier, on the flightline, in the shipyard, and at the gates of our installations. Our shore enterprise generates the readiness, capacity, and endurance that makes maritime dominance possible. Ships, aircraft, and weapons do not become combat power on their own. They are built, trained, maintained, supplied, and made ready by the Foundry. If we are to fight and win, we must demand excellence not only in the Fleet, but across every installation that generates it.

\\ Installations are Warfighting Platforms

Our standard is excellence everywhere combat power is produced. By formally assessing and recognizing our highest performing installations, we reinforce a fundamental truth: shore commands are not supporting actors—they are essential elements of the warfighting system. The Fleet's ability to deploy, persist, and fight forward begins on our piers, our ranges, our training facilities, and in our maintenance activities. And, like all warfighting platforms, they must operate within a chain of command that integrates risk with accountability. That's why the alignment of Region and Base Commanders under both the Fleet Commanders and the Commander, Navy Installations Command (CNIC) has been so important. The Foundry is where victory starts as an operational platform.

\\ Installations Generate the Force

Our installations are where we build our most important weapon system—the Sailor. From recruit training to advanced warfare schools, the shore enterprise forges the skill, discipline, and resilience that define a combat-credible Navy. Our shipyards, airfields, logistics hubs, and waterfronts sustain the Fleet across the entire lifecycle of readiness—maintenance, modernization, training, certification, deployment, and reset. Operating day and night, our installations enable the Fleet to stay forward, stay ready, and stay lethal. This work is carried out by our Total Force: Active and Reserve Sailors, civilians, and contracted teammates—working as one team to generate and sustain combat power. A Navy that cannot generate readiness ashore cannot fight at sea.



EXCELLENCE ASHORE MAKES VICTORY AT SEA POSSIBLE

When it comes to warfighting, there is no line between the Fleet and the Shore. After decades of underinvestment, we are restoring the Foundry because readiness cannot be surged if it is not built first.

The Shore Battle "E" recognizes installations that set the standard for readiness generation, Sailor quality of service, and operational support to the Fleet. This recognition reflects my commitment to treating our installations as warfighting platforms, investing in the infrastructure that underwrites combat credibility, and holding ourselves to the same high standards ashore that we demand at sea.

The installations listed below have demonstrated excellence in generating combat-ready forces, sustaining Fleet operations, and delivering the quality of service our Sailors and families deserve. Their performance strengthens the entire Navy, and they have earned the **inaugural Shore Battle "E."**

Fleet Concentration / Extra-Large Installation:

NAVBASE San Diego, CA

Large Installation:

NAVSTA Mayport, FL

Medium Installation:

NAS Whiting Field, FL

Small CONUS Installation:

NAF El Centro, CA

Small OCONUS Installation:

PRMF Barking Sands, HI

BUILT IN THE FOUNDRY - TEMPERED IN THE FLEET - FORGED TO FIGHT.



Daryl L. Caudle
Admiral, United States Navy

