Message from the Commander

In 2016 CNIC issued our first overarching strategic guidance since 2009. We followed up by examining our alignment to the Chief of Naval Operations 2016 A Design for Maintaining Maritime Superiority campaign. Together, we will continue to improve upon our alignment efforts as we focus on our priorities into 2017.

This product provides a guide for our Shore mission by focusing on four major areas:

- Reaffirming my overarching strategic guidance and guiding principles;
- Adjusting our Shore alignment to the CNO’s Campaign Design;
- Summarizing our accomplishments from our 2016 objectives; and
- Establishing our objectives for 2017.

CNIC’s mission – to deliver Shore-based products and services to sustain the Fleet, enable the Fighter and support the Family – directly contributes to CNO’s Campaign Design. As each of us plays our part in executing CNIC’s Lines of Effort and enabling the Navy to achieve the outcomes of CNO’s Campaign Design, it remains paramount that we develop our workforce and foster a culture of values and ethics. We must continue to focus on providing world-class customer service and developing trust with our Shore customers in our daily interactions. We must also remain committed to our employees, and to one another, to ensure our Shore mission remains on course.

I challenge each of us to hold ourselves accountable, and to hold others accountable, so that we continue to remain ready and deliver 24/7.

We must learn and adapt every day, constantly bettering ourselves as individuals and teams, striving to the highest limits of our performance. We must take seriously, the importance of building and maintaining strong relationships with key influencers. The partnerships we build with external stakeholders have just as much of an impact, if not more, on day-to-day operations, as the partnerships within our fence lines. I truly believe the success of our Shore enterprise will be achieved if we challenge ourselves to fully master our talents, relentlessly innovate, and empower our people.

As CNO has said, “We will remain the world’s finest Navy only if we all fight each and every minute to get better.”

Thank you for your commitment and dedication to continuous improvement and our Navy Shore mission.

Dixon R. Smith
Vice Admiral, U.S. Navy
The Navy Shore Mission
To deliver Shore-based products and services to sustain the Fleet, enable the Fighter, and support the Family.

Shore Product and Service Priorities
Navy Installations Command will facilitate the manning, training, and equipping of the Navy’s forces, providing customer-focused, Shore-based operations, facilities management, and quality of life (QOL) products and services, while always working toward more effective and efficient processes.

Fleet
The Navy Shore enterprise has never been more operationally relevant and vital to the defense of our nation, including forward basing, joint, and combined missions. We will:
- Continue to prioritize and improve our policies and execution for port and air operations, security, fire and emergency services, emergency management, and safety.
- Continue our focus on protecting Shore bases, infrastructure, and the people who work and live on our bases. This includes advancing operational capability and professionalism of our security and emergency management forces.

Fighter
Our facility accounts require judicious oversight and investment to apply resources where they will have the greatest impact mitigating risk to mission on our installations. We will:
- Improve and standardize base master planning to enable long term installation readiness and enhancements.
- Improve the appearance of our installations and execution of facility improvement and repair projects to ensure our bases meet our customers’ needs.
- Advance and support Navy’s goals in sustainable energy and energy savings, to include consumption reduction, conservation and renewable energy; advanced metering and smart grids; and energy security and resiliency including cyber safe equipment / processes.

Family
Support to service members and military families helps ensure our Sailors’ “peace of mind” as they execute their operational missions. We will:
- Continue to prioritize Sailor and family support programs.
- Prioritize support to Navy's Sexual Assault Prevention and Response (SAPR) program to promote a culture free of sexual assault, including CNIC Sexual Assault Response Coordinators, victim care professionals, and awareness / training programs.
CNIC Strategic Guidance

- Continue support of the Navy's 21st Century Sailor initiatives to strengthen Sailor resiliency, helping to ensure every Sailor's needs – physical, mental, social and spiritual – are met.
- Advance Navy's Wounded Warrior Program to provide non-medical assistance to seriously wounded, ill, and injured Sailors / Coast Guardsmen, and their families.

**CNIC Guiding Principles**

*A culture of integrity, values, and ethics is the foundation to our collaboration and shared purpose in meeting our mission and delivering quality outcomes.*

1. **Take Customer Service to the Next Level** – Personify a “Can-Do” Attitude that Results in Positive Experiences.
   - CNIC will engage frequently with the Fleet to integrate and prioritize requirements for weapons / platforms, mission and global strategic laydown changes, forward deployed Navy forces and operational plans, force structure, and personnel policies.
   - Values: Responsive, Selfless, Humble, Caring, Respect.

2. **Be Brilliant on the Basics** – Know and Execute Policy / Doctrine; Perfect Our Guidance.
   - CNIC will identify the tools needed to deliver Shore products and services. Our guidance and policy will be clear and timely. We will share successful lessons across our enterprise on how to be brilliant on the basics in the delivery of Shore support.
   - Values: Committed, Knowledgeable, Responsible.

3. **Make Smart Business Decisions** – Advance Enterprise Alignment; Seek Efficiency and Return on Investment (ROI).
   - CNIC will deliver timely, essential support and services to our customers through disciplined execution of manpower and financial resource levels.
   - Values: Accountable, Quality, Excellence in Execution, Integrity, Transparent.

4. **Live a Culture of Continuous Improvement** – Base Appearance, Sharing of Lessons, Critical Introspection.
   - CNIC will emphasize a culture of continuous improvement in day-to-day customer service, in the systems and programs which enable the Shore mission, in the appearance of our bases, and in the quality of our most critical Shore facilities and infrastructure. We will do what is right in support of our customers and in our personnel development.
   - Values: Innovation, Communication, Performance, Proactive, Ownership.

5. **Represent Navy to the Surrounding Community** – Installations are the Face of the Navy; It's About Relationships.
   - CNIC's daily interaction with our partnered communities will reflect the commitment to these guiding principles.
   - Values: Citizenship, Respect for Diversity, Teamwork, Honesty, Caring.
CNIC's Strategic Design and Lines of Effort "Placemat"

CNO's 2016 guidance, *A Design for Maintaining Maritime Superiority*, establishes four Lines of Effort (LOE) that focus on warfighting, learning faster, strengthening our Navy team, and building partnerships:

- Strengthen Naval Power At And From Sea;
- Achieve High Velocity Learning At Every Level;
- Strengthen Our Navy Team For The Future; and
- Expand And Strengthen Our Network Of Partners.

CNO expects all personnel at all echelons to engage, support, and execute actions that contribute to the success of our Navy. The CNIC Strategic Design ‘Placemat’ is a graphical depiction of CNIC’s focus, and is built on the foundations of our Mission and Guiding Principles. With that foundation, our priority of effort is aligned to CNIC’s three traditional LOEs:

- Sustain the Fleet;
- Enable the Fighter; and
- Support the Family.

These LOEs are inextricably linked to CNO’s Campaign Design, and the objectives under each LOE outline CNIC’s priorities that lead to success. Many of these are iterative, multi-year, multi-echelon efforts. As we build on the successes of previous objectives and accomplishments, we must continue to not only focus on improving our service and support for the Fleet, Fighter, and Family, but also ensure we actively support CNO’s Campaign Design LOEs.

“We will remain the world’s finest Navy only if we all fight each and every minute to get better. Our competitors are focused on taking the lead – we must pick up the pace and deny them. The margins of victory are razor thin – but decisive! I am counting on your integrity, accountability, initiative, and toughness to execute the lines of effort described in this Design, execute our mission, and achieve our end state.”

- CNO John Richardson
CNIC Strategic Guidance

CNIC Strategic Design

CNIC Mission Statement

CNIC Guiding Principles

CNIC Lines of Effort (LOE)

CNIC Desired Outcome

To deliver Shore-based products and services to sustain the Fleet, enable the fighter, and support the Family.

CNIC will facilitate the mission, training, and operations of the US Navy by providing mission-support facilities and systems to enable today's high-tech operations, facilities improvements, and emergent projects, while always working toward more effective and efficient processes.

CNIC Mission Statement

CNIC Guiding Principles

CNIC Lines of Effort (LOE)

CNIC Desired Outcome

An innovative, resilient, and sustainable future Shore structure supporting the Fleet, Fighter, and Family.
**FY16 Objective:** Continue to fill all funded Navy Security Force (NSF) billets. Restructure and advance the automatic vehicle gate (AVG) implementation plan. Develop strategy for Emergency Management (EM) professional development and a disposition strategy for Installation Dispatch Centers.

**Review of accomplishments / status:**
- FY16 accomplishments:
- Continue fill of funded Navy Security Force (NSF) billets:
  - Identified POM-17 capabilities to be filled and preliminary phasing plan to allocate 1,641 FTEs to prioritized capability gaps.
  - Greater attention to hiring and retention of CNIC’s first responders yielded positive gains and put the enterprise ahead of our FY16 endstate with 3243 of 3136 civilian and 5723 of 5502 military positions filled. FY16 attrition for civilians was 7%.
  - Identified hiring actions required by location and occupational series, finalized adjudication of region requests, and completed detailed planning for FY16-FY18 by labor type.
  - Transitioned 90% of Security Force Police to standard PDs (GS-3 to GS-8).
- Restructure and advance automatic vehicle gate (AVG) implementation plan:
  - 58 AVG-Ls under construction; 40 AVGs achieved IOC, with 13 in use full time. Doubled usage transactions in last 7 months.
  - With NAVFAC ATFP, clarified requirements and developed trend analysis.
  - Developed AVG standard procedures / business rules and check sheet for CART assessments.
- Develop strategy for Emergency Management (EM) professional development:
  - Objective complete. With regions and installations, developed comprehensive duty task document codifying standard training requirements for all positions within CNIC EM community. Posted in ESAMS for enterprise-wide standardization and tracking.
  - Enduring objective: Assess training completion during HQEM program assessments.
- Develop a disposition strategy for Installation Dispatch Centers:
  - Objective complete. Revised CNICINST 3440.18 to expand existing guidance and mandate dispatch COOP plans and dispatch COOP personnel designations, and to establish training requirements.
  - Completed required equipment inventory of installation dispatch COOP sites.

**FY17 Objective:** Promulgate strategy for Safety and Occupational Health professional development. Develop standards and guidance to align installation exercise and training requirements. Continue aggressive management of AVG implementation and efforts to maximize onboarding of NSF hires.
**FY16 Objective**: Improve Non-Federal Entity (NFE) policy alignment, oversight, and management, to include establishment of proper real estate agreements.

**Review of accomplishments / status:**
- Significant policy, oversight and management control improvements developed to achieve this year’s most significant milestone related to NFEs -- completing bilateral real estate agreements for 165 ‘Big Five’ NFE locations.
  - The ‘Big Five’ NFEs include: Navy Marine Corps Relief Society; Sea Cadets; USO; Red Cross; and Boy Scouts & Girls Scouts.
- FY16 accomplishments:
  - Provided NFE training and scenario discussions as part of CNIC’s Senior
    Shore Leadership Course (SSLC) curriculum.
  - Regions executed Big Five real estate agreements with a completion goal date
    of 30 June 16.
    - Regions NDW, SW, JRM, Korea, Singapore, and Japan complete.
    - All other Regions made substantial progress, with 95% overall completion
      (161 of 170) by 30 September 2016.
  - NAVFAC HQ released Asset Management Bulletin 2016-04, clarifying
    requirements for NFEs, including payable costs, such as rent, admin costs, and
    utilities.
  - Published interim guidance to facilitate execution of NFE agreements.
- Next Steps:
  - Develop comprehensive, enduring NFE policy to replace N4 interim guidance.
  - Complete Big Five NFE agreements by 31 October 2016.
  - Identify all remaining NFEs and specify those with likely senior leader
    sensitivity.
  - Develop a senior leader engagement strategy, and publish guidance / direction
    to complete remaining NFE agreements.
    - After release of CNIC guidance, revise CNICINST 11000.1 (Non-Federal
      Entities On Board Navy Installations).

**FY17 Objective**: No specific FY17 objectives. Continue improving NFE oversight, issue updated policy and track execution of proper NFE real estate agreements.
**FY16 Objective:** Implement 21st Century Sailor initiatives, to include extended child development center and fitness center hours of service.

**Review of accomplishments / status:**
- CNIC supported SECDEF Force of the Future and SECNAV Talent Management Initiatives focused on the 21st Century Sailor, expanding service offerings for child and youth programs, and fitness centers.
- FY16 Accomplishments:
  - Child and Youth Programs.
    - Extended operating hours of Child Development Centers at 13 installations and developed implementation plan to extend hours Navy-wide by 31 March 2017.
  - Fitness Centers.
    - Extended Fitness Center hours have been fully implemented.
      - Allows one (1) Fitness Center per installation to operate at 118 hours per week vice 90.
    - Waiver request submitted to ASN to allow Fitness Centers to operate with one (1) staff member vice two (2) after the standard 90 hours per week, better supporting fitness center ability to stay open 118 hours per week while staffed.
    - Dashboard System being installed to measure patronage counts.
  - 24/7 Fitness Center Pilots.
    - NSA South Potomac (Dahlgren location), JBAB, NSA Naples, NAVBASE Kitsap (Keyport location) and CFA Sasebo are participating as pilot locations for 24/7 service.
    - Usage, safety, and other incident data review will assist CNIC in determining way ahead to support enterprise-wide implementation in FY17.

**FY17 Objective:** 1) Expand fitness opportunities for active duty. Evaluate FY16 Fitness Center data and implement a way ahead for both extended and 24/7 Initiatives in FY17; and 2) Extend operating hours of all Child Development Centers by 31 March 2017.
FY16 Objective: Improve planning and execution of the Smart Grid program to support the Navy’s energy reduction and mission assurance goals.

Review of accomplishments / status:
- Navy/Marine Corps Smart Grid is satisfying three DoN requirements -- reduce energy use, reduce energy costs, and increase mission assurance.
- The $440M (FY15-FY22) Smart Grid program leverages integrated resources from four supporting programs:
  1) NAVFAC utility control systems;
  2) OSD’s Energy Conservation Investment Program (ECIP) projects;
  3) CNIC OPN component for analytical software and integration of building and utility monitoring / controls; and
  4) CNIC Restoration and Modernization, Energy (RMe) projects.
- FY16 Accomplishments:
  o Instituted regular smart grid program reviews with Shore leadership to ensure and maintain resourcing, schedule and integration requirements.
  o Awarded a 5-year, $33M contract to design and deploy a regional Smart Grid across the Navy Shore Enterprise with the initial deployment to Navy Region Mid-Atlantic in FY17.
    ▪ Leveraged FY16 OPN funding to enable award.
  o Programmed OPN funding: FY17 ($15M) and FY18 ($13.7M).
  o Received approval for ECIP funding: CNRH (FY16), CJRM (FY16), CNRSE (FY17), and CNRSW (FY17).
  o Drafted NAVFAC Smart Grid CONOPS for final review and approval.
  o Built Smart Grid and Cyber Metrics (SGCM) database to provide single authoritative source for all priority assets impacted by implementation.
  o Completed Supervisory control and data acquisition (SCADA) assessment discovery phase for all Regions. Assessment and reporting in progress at CNRH and EURAFSWA.
- Next Steps:
  o Execute Smart Grid deployment schedule under contract.
  o Coordinate with FMB to resolve congressional marks in OPN for FY17.
  o Continue periodic program reviews with stakeholders.
  o Assess overall schedule impact of FY17 OPN funding outcome.
    ▪ Review need-by dates for ECIP and RMe program components.
  o Support final review of Smart Grid CONOPS.

FY17 Objective: No specific FY17 objectives. Continue planning and execution of the Smart Grid program to support the Navy’s energy usage and cost reduction, and mission assurance goals.
**FY16 Objective:** Address retention issues by implementing / improving Workforce Development focus; improve Human Resources hiring processes; improve supervisors' abilities to lead and mentor employees; and improve employee workplace satisfaction.

**Review of accomplishments / status:**
- Implemented Phase 1 of a multi-year initiative to enhance civilian workforce development and retention, establishing framework for a pilot program, focused on enhancing specific behavioral outcomes and learning behaviors of new supervisors.
- FY16 Accomplishments:
  - Fostered increased employee and supervisor collaboration by directing use of TWMS Individual Development Plan (IDP) tool, resulting in nearly 50% increase in participation from FY15.
  - Aligned CNIC efforts with DoN’s Strategic Framework; identified three initiatives to enhance workforce development (Supervisor Training; Mandatory Training Standardization; and Enhanced Workforce Development Opportunities) to be fully implemented in FY17.
  - Initiated blended supervisory development program of classroom training, on-line training and mentoring experiences appropriate for all Supervisors; on track to 100% execution by FY18.
  - Delivered two proven courses to the Total Force – Taking Leadership to the Next Level and Building Trust Under Pressure to enhance leadership / professional development; 85% average quota utilization and evaluation success rate of ~ 4.5 out of 5 and positive anecdotal feedback.
- Developed tactical Region Staffing Plans to execute APF labor resources with greater fidelity, based on approved end strength and attrition, formalized hiring targets, and addressing process barriers hindering timely placement of candidates.
- Overall APF attrition declined to 9.9% from 14.1%.
- Joint CNIC HROs, Hiring Managers, On-boarding Center of Excellence and OCHR efforts resulted in ~48 day decrease of internal candidate end-to-end recruitment timeline, despite a nearly 50% increase in recruiting actions from same period in FY15 (average timeliness is now 116 days; OPM goal is 80).
- Agreement with Federal Occupational Health (FOH) organization provided alternative means to pre-employment physicals across CONUS to improve onboarding timeliness. Decreased pre-employment physical timelines by 44%.
- Developed enterprise mentoring program to launch 1QFY17, to increase protégé engagement as a developmental strategy, and to train supervisors/leaders on the benefits and effective approach to mentoring.
- Updated Telework instruction to enhance workplace flexibilities/work life balance.

**FY17 Objective:** Create a command-wide Human Capital Strategic Plan addressing talent acquisition, diversity and overall support of our workforce, while maturing our planning, hiring, training and development, mentoring and engagement activities, enabled by common human resource measures and analysis.
FY16 Objective: Continue to refine Shore enterprise output metrics by establishing integrated outputs that better enable program management at all levels. Enhance headquarters’ ability to articulate program requirements and identify the impact of funding changes during the Program Objective Memorandum (POM) process through use of integrated risk assessments to inform the OPNAV Shore Readiness Assessment (SRA).

Review of accomplishments / status:
- Since 2012, CNIC has matured program understanding via Integrated Product Teams (IPTs) focused on discrete program service delivery and performance measurement / output metrics.
- FY16 accomplishments:
  o Completed focused IPT projects focused on Utilities, Environmental, Facility Management, Collateral Equipment and Facility Services programs.
  o Refined output metrics for all facilities programs. Output metrics can be found at: https://g2.cnic.navy.mil/solutions/ipts/default.aspx
  o Completed FY15 End of Year (EOY) Program Management Review (PMR), assessing execution and ability to meet capacity and quality standards for 90% of CNIC’s Total Obligation Authority (TOA).
  o Established crosswalk between Shore enterprise output metrics and OPNAV Key Shore Mission Areas (KSMAs) (Direct Fleet Support, Quality of Service, Security and Safety, and Common Infrastructure & Support) to better articulate program capabilities and shortfalls through integrated risk assessments.
  o Developed Integrated Output framework for Airfield Hours, Ship Movements, Berth Days and Childcare Spaces that identified linkages for manpower, equipment and facilities from all CNIC product lines.
  o Assisted OPNAV N46 POM-18 Shore Readiness Assessment (SRA), linking prior year resourcing decisions to service delivery, focused on outcomes related to Shore readiness. This included:
    ▪ Updated output metrics data for the Future Year Defense Program (FYDP).
    ▪ Projected output delivery based on the current Program of Record, areas of risk, risk mitigation strategies and opportunities for Shore investment.
    ▪ Risk assessments regarding extent of program resourcing to achieve desired Fleet / COCOM requirements, and impacts of not meeting required output / standards within each program area, as well as identification of the cross program impacts of not meeting required output/standard.
- Next Steps:
  o Each program and directors at all Shore echelons, track and measure their IPT defined output delivery in support of performance assessment.

FY17 Objective: No specific FY17 objectives.
FY 2017 Objectives

As stated in our strategic guidance, Navy Installations Command's mission is to serve as the Shore Integrator to "sustain the Fleet, enable the Fighter, and support the Family" through delivery of Shore-based products and services. Our 2017 objectives include:

- Create a command-wide Human Capital Strategic Plan to address talent acquisition, diversity and overall support of our workforce.

- Identify and secure all components of the CNIC IT footprint to strengthen cyber resiliency through the Navy Ashore Integrated Cybersecurity Plan. Consolidate responsibility and accountability for CNIC systems into a single command structure to empower the CNIC Cyber Security Operations Center (C2SOC), provide continuous monitoring and incident response, and meet DoD policy requirements to ensure the highest level of protection.

- Initiate a multi-year, program-wide Shore Manpower Requirement Determination (SMRD) project to align Activity Manpower Documents (AMDs) to actual validated requirements and optimize our force structure and billet standardization.

- Examine organizational relationships, roles and responsibilities in the Shore domain to ensure optimal alignment of authorities and accountability while seeking clear C2 in support of Fleet and Warfare Enterprises.

- Continue aggressive management of AVG implementation plan. Continue efforts to maximize onboarding of NSF hires and the quality of pipeline training.

- Improve CNIC's alternative workplace portfolio to include a Hoteling pilot at CNIC HQ.

These 2017 objectives are part of the continuing journey to innovate and deliver an effective, resilient, and sustainable future Shore structure in support of the Fleet, Fighter, and Family.
The Navy Shore Mission
To deliver Shore-based products and services to sustain the Fleet, enable the Fighter, and support the Family.

FLEET
- Continue to prioritize and improve our policies and execution for port and air operations, security, fire and emergency services, emergency management, and safety.
- Continue our focus on protecting Shore bases, infrastructure, and the people who work and live on our bases. This includes advancing operational capability and professionalism of our security and emergency management forces.

FIGHTER
- Improve and standardize base master planning to enable long term installation readiness and enhancements.
- Improve the appearance of our installations and execution of facility improvement and repair projects to ensure our bases meet our customers’ needs.
- Advance and support Navy’s goals in sustainable energy and energy savings, to include consumption reduction, conservation and renewable energy; advanced metering and smart grids; and energy security and resiliency including cyber safe equipment / processes.

FAMILY
- Continue to prioritize Sailor and Family support programs.
- Prioritize support to Navy’s Sexual Assault Prevention and Response (SAPR) program to promote a culture free of sexual assault, including CNIC Sexual Assault Response Coordinators, victim care professionals, and awareness / training programs.
- Continue support of the Navy’s 21st Century Sailor initiatives to strengthen Sailor resiliency, helping to ensure every Sailor’s needs – physical, mental, social and spiritual – are met.
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https://www.enic.navy.mil/