



DEPARTMENT OF THE NAVY
COMMANDER, NAVY INSTALLATIONS COMMAND
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WASHINGTON NAVY YARD, DC 20374-5140

CNICINST 5720.3
N00P
10 January 2012

CNIC INSTRUCTION 5720.3

From: Commander, Navy Installations Command

Subj: STRATEGIC COMMUNICATION PLANNING GUIDANCE

Ref: (a) SECNAVINST 5720.44B
(b) CNICINST 5030.1
(c) CNICNOTE 5720 of 29 Nov 2011

Encl: (1) Strategic Communication Decision Process
(2) Strategic Communication Worksheet
(3) Draft NAVSHORE Message Template
(4) Business Rules and Template for Submission and
Creation of CNIC eNewsletters

1. Purpose. To provide a standardized strategic communication process as part of Commander, Navy Installation Command (CNIC) Enterprise daily business practices. Reference (a) provides policy and guidance on the conduct of Navy public affairs to include the mandate to provide information to internal and external stakeholders.

2. Background

a. For the purpose of this instruction, strategic communication is a process to standardize, synchronize and align communication efforts, key messages, and themes starting with the Commander's intent and guidance and coordinated by the N-codes, program managers and among all levels of command within CNIC. The primary objective of any CNIC strategic communication effort will be to increase knowledge, change attitude, or foster a desired behavior to a measurable degree, (e.g., with this new policy we intend to decrease motorcycle accidents on Navy installations by 10 percent over the next 12 months.)

b. By incorporating strategic communication processes into CNIC daily and long-term business practices command

communication efforts will achieve internal and external transparency with CNIC employees, stakeholders and the public; enhance understanding and gain support of our actions and decisions; engage CNIC staff around key initiatives and issues to move the organization forward; promote CNIC's positive brand and image; and set measurable, well-defined objectives for all communication efforts.

c. CNIC Internal audiences are defined as any person or group within the CNIC enterprise or chain of command, which consists of CNIC headquarters, regions, and installations. CNIC external audiences are any person or group outside the CNIC enterprise. Examples of external audiences include but are not limited to: Customers (tenant commands, the fleet, etc.); Navy leadership; Navy families; Military retirees; American public (local communities); Department of Defense (DoD) (other branches of military services and DoD leadership); Congress; Other Government agencies (federal, state, local); Non-Governmental agencies (unions, non-profits, associations); Government contractors; and Host Nations (installations outside the contiguous United States). For the purpose of this instruction the term stakeholders is used interchangeably with audiences.

3. Policy

a. CNIC enterprise will incorporate strategic communication processes as outlined below in support of CNIC strategic communication efforts to promote CNIC initiatives, decisions, and policies as they relate to CNIC programs and product lines. An initiative for the purposes of strategic communication is any new policy, change in policy, new command action or program decision that will impact or may be of interest to CNIC stakeholders or audiences.

b. CNIC initiatives will be evaluated for potential communication action by using the Strategic Communication Decision Process outlined in enclosure (1). When it is determined that strategic communication is required, a strategic communication plan as shown in enclosure (2) will be developed in coordination with the command Public Affairs Officer (PAO). The Navy Shore (NAVSHORE) message template and eNewsletter Business Rules found in enclosures (3) and (4) will be used if deemed appropriate for the specific initiative.

4. Responsibilities

a. CNIC Commander is responsible for providing overarching strategic communication guidance that is aligned with Commander's Strategic Guidance to Region Commanders (REGCOMs) and Installation Commanding Officers (COs).

b. CNIC HQ PAO is responsible for:

(1) Developing and promulgating CNIC's strategic communication guidance.

(2) Coordinating the development and execution of CNIC strategic communication plans within all elements of CNIC enterprise associated with a particular communication initiative.

c. CNIC HQ N-Codes/Special Assistants (SAs) and Program Managers are responsible for incorporating strategic communication processes as outlined above when planning or executing CNIC initiatives. In order to prevent delays and use strategic communication most effectively, the strategic communication process shall be used in parallel with the development/decision process of the particular policy, program, and/or initiative.

d. REGCOM's and Installation CO's are responsible for:

(1) Incorporating strategic communication processes within their commands in accordance with enclosure (1) and (2).

(2) Ensuring communication actions are aligned with CNIC Strategic Communication Guidance.

e. Region and Installation PAO's are responsible for:

(1) Providing guidance and assistance in the development and execution of region and installation strategic communication plans.

(2) Ensuring communication products are in alignment with CNIC strategic communication guidance.

5. Action

a. CNIC Commander shall:

(1) Publish annual CNIC Commander's Strategic Communication Guidance.

(2) Approve draft NAVADMIN for release by CNO and approve and release NAVSHORE messages (as applicable).

(3) Approve echelon I Flag-level engagement actions.

b. CNIC HQ PAO shall:

(1) Assist in the development and execution of CNIC HQ strategic communication plans.

(2) Coordinate national media engagement with Navy Chief of Information Office (CHINFO).

(3) Coordinate the use of Rhumblines in coordination with CHINFO.

(4) Maintain CNIC HQ Strategic Communication team space on the CNIC HQ Public Affairs Office team space on Gateway 2.0 at: <https://g2.cnic.navy.mil/TSCNICHQ/PA/default.aspx>.

c. CNIC HQ N-Code's/SA's shall:

(1) Evaluate initiatives within their area of responsibility for potential communication action utilizing enclosure (1).

(2) Develop strategic communication plans as necessary using enclosure (2) and in coordination with PAO.

(3) Define specific objectives regarding what communications effects are desired (knowledge, attitude, behavior changes) and to what degree.

d. REGCOM's and Installation CO's shall:

(1) Ensure region and installation initiatives are evaluated for potential strategic communication actions in accordance with enclosures (1) and (2).

(2) Submit proposed NAVSHORE messages and accompanying Flag/Senior Executive Service draft email to CNIC HQ for approval and release when a NAVSHORE message is appropriate and required.

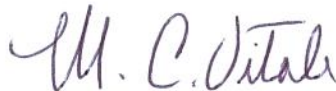
e. Region and Installation PAO's shall:

(1) Assist in the development of strategic communication plans and products in accordance with enclosure (2).

(2) Ensure communication plan and products are in alignment with CNIC Strategic Communication Guidance.

(3) Submit any proposed national media engagement to CNIC HQ PAO via the Region PAO (Installation PAOs) for further coordination with CHINFO.

(4) Provide Navy News articles and photos to CNIC HQ PAO for posting on G2 landing page.

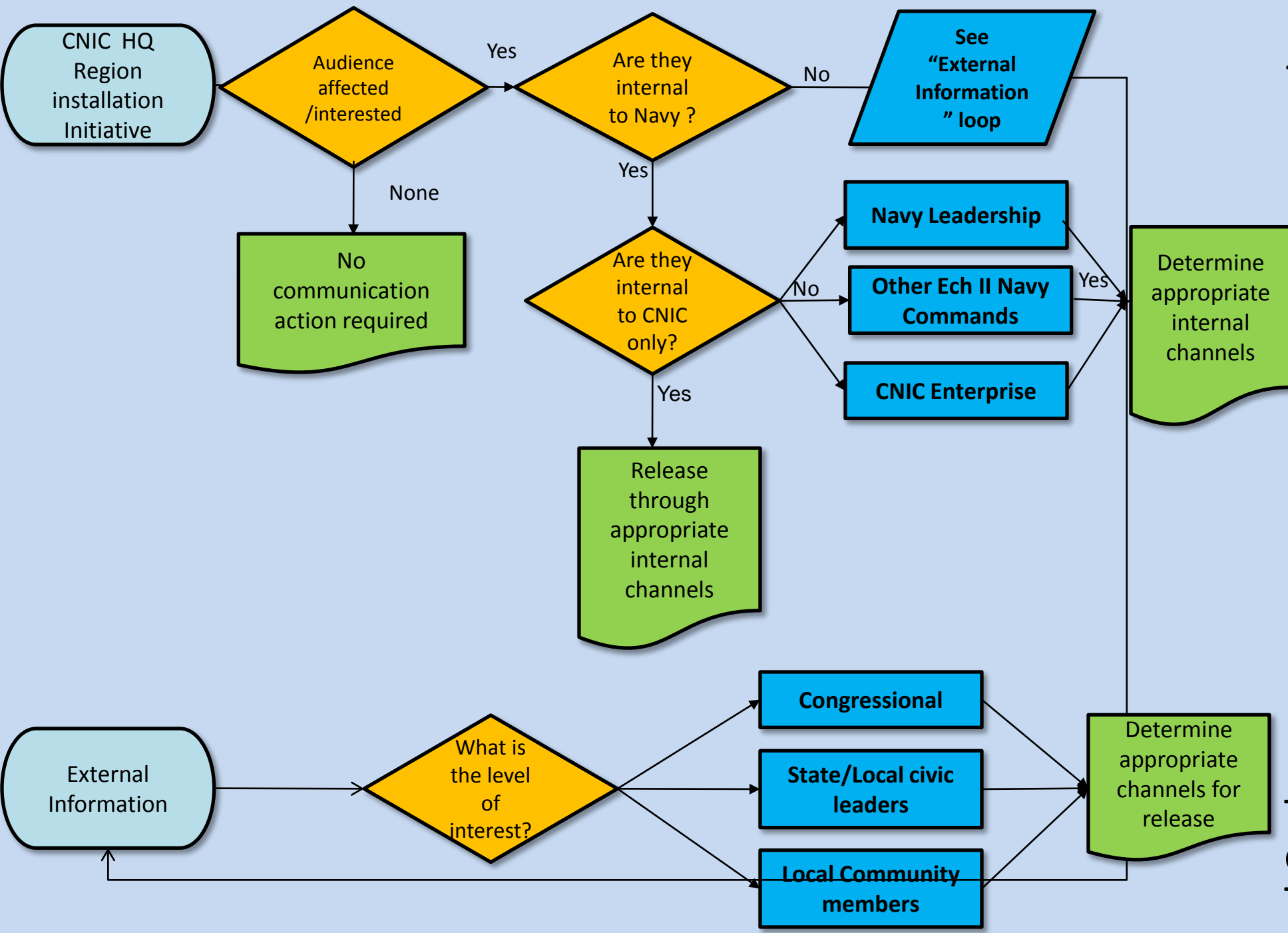


M. C. VITALE
Vice Admiral, U.S. Navy

Distribution:
Electronic only, via CNIC Gateway 2.0
<https://g2.cnic.navy.mil/CNICHQ/Pages/Default.aspx>



Strategic Communication Decision Process



Internal Channels

- Commander/CO Email*
- Command Intranet*
- All Hands Call*
- POW/POD*
- eNewsletter*

Internal/External Outlets

- NAVADMIN Message*
- NAVSHORECOM*
- Commander email to Navy leadership*
- NAVNEWS Article*
- Command Websites*
- eNewsletters*
- Rhumblines*
- Navy Video News Release*
- Marketing products (Posters; pamphlets, etc)*

External Outlets

- Facebook/Social Media*
- Commercial media outlets*
- eNewsletters*
- Town Hall meetings*
- Special interest group meetings*
- One on one meetings*

STRATEGIC COMMUNICATION WORKSHEET

Title

BACKGROUND:

Briefly describe the history of how this particular point was decided on this issue, instruction, update, etc. or program roll-out. Answer who, what, when, where and why was this action initiated? Describe what you plan to communicate and to who.

OBJECTIVES:

Define what your communication objective is in one or two sentences. (ex. To ensure all Stakeholders are informed and understand the new base access policy.)

AUDIENCE:

Specify who are your stakeholders;

- *Who is your primary audience? Who needs to take action? Who is affected by the decision, initiative or issue? (ex. Sailors and their families, tenant commands, the Fleet.)*
- *Who is your secondary audience? Who may be interested in the decision/initiative/issue? (ex. Tenants, local community, unions)*

STRATEGY:

Describe how you are going to communicate

Examples:

- *CNIC will inform Navy leadership via CNIC email.*
- *CNIC will inform major stakeholders of ____ through NAVSHORE message.*
- *Requires Navy leadership support. Rhumblines drafted and submitted to CHINFO for distribution.*

- Outreach will be required to local community via town hall meetings.
- Inform the local community by media interviews/web page/social media postings.
- Subject of interest only to CNIC N3 Codes; Email from CNIC CN3 Head to Region N3s.

ASSUMPTIONS:

Any assumptions you are making regarding the communication effort or the audience (for example, command level communication is essential in advancing family readiness)

PUBLIC AFFAIRS POSTURE:

For the purpose of this instruction: An active PA posture will indicate external communication is needed via various means (media, web site, outreach). A passive PA posture will indicate that communication will take place within CNIC Enterprise.

CORE (TOP-LINE) MESSAGES:

These should be your big picture communication points. They should incorporate CNIC mission statement, commander's guidance, strategies, priorities and or Whole Goals.

TALKING POINTS

Talking Points (TP's) expand on your core messages and get into the details of whatever you are communicating. They are used for anyone who may need to explain the issue, instruction, program or initiative. If drafting TP's for subject matter experts (SME's) to talk to other SME's, TP's can be more detailed and include subject specific acronyms and terms. If the TP's will be used to communicate to non-SME's (family members, tenant commands, local community, media, etc.), the TP's points need to be written in clear English and phrasing. All acronyms or subject specific terms should be explained.

QUESTIONS AND ANSWERS

This section will be used to add additional information to better explain the action or in anticipation of questions that could be asked by stakeholders/customers or media.

POINTS OF CONTACT

Should include communication plan drafter, PAO action officer, SME or designated spokesperson for specific issue, outreach POCs and SME's identified for media interviews

APPENDICES:

- Appendix A: Communication POA&M
- Appendix B: Talking Points
- Appendix C: Questions and Answers
- Appendix D: Navy.mil Article
- Appendix E: Press Release Template

APPENDIX A: COMMUNICATION POA&M

Purpose: To identify specific audiences and stakeholders; to identify communication tactics to assign responsibilities; and to provide a working timeline to communicate about (topic title here).

Date	Event/Action	Principle	Supporting	Target Audience	Notes
2 NOV 10	Draft ghost email for CNIC release	N36	PAO	Navy Leadership (CNO, OPNAV)	
2 NOV 10	Draft NAVSHORE Message	N36	PAO	Shore commands and tenants	
TBD	CNIC Sends email to Navy leadership	CNIC Front Office	N36	Navy Leadership (CNO, OPNAV)	
TBD	ALSHORCOM Message released	Front office	N36	Shore commands and tenants	ALSHORCOM Message
17 NOV 10	Draft & post article to navy.mil; send link to Region PAOs and request use in region and installation internal products	PAO	N36	All shore installations and tenants	Navy.mil article (to CHINFO; Regions & Installations)

APPENDIX B: TALKING POINTS

Talking points need to be statements that support and expand on CNIC key messages of a product line, program, event or initiative.

Example - Wide Area Alert Network (WAAN)

- Events ranging from 9/11, Hurricane Katrina and the shootings at Virginia Tech and Fort Hood have demonstrated the need to rapidly communicate emergency information to all affected personnel.
- CNIC deployed WAAN, a Wide Area Alert Notification System, in 2008 to allow local Commanders to pass critical information to all affected personnel in INCONUS and OCONUS.
- WAAN resides on all NMCI computers.
- WAAN consists of four sub-systems: Computer Desktop Notification System (CDNS), Automatic Telephone Notification System (ATNS), SMS (Text), Giant Voice (GV), and Indoor Voice (IV).

APPENDIX C: QUESTIONS & ANSWERS

Draft anticipated questions and answers the internal and external audiences may have concerning a product line, program, initiative, or event.

Example - Wide Area Alert Network (WAAN)

Q1. What is WAAN and why do I have to input my personal information into it?

A1. The Wide Area Alert Network or WAAN was built to help inform soldiers, sailors, airmen, and marines of hazards or disasters that are occurring or have already occurred in their area. The personal information that is input into the WAAN system is required to help the system contact you in case of emergency. If you feel that this is an invasion of privacy, don't put your info in WAAN system. Just realize if you don't input your information, the alert will not be able to contact you in time of duress.

Q2. What is the Purple Globe?

A2. The Purple Globe icon running in your system tray is the AtHoc WAAN client software. Every NMCI NIPR computer should have the client software installed. The client is required for you to input your emergency contact information and to receive emergency notifications from the WAAN system.

Q3. What do I do if my system does not have a Purple Globe icon?

A3. Contact NMCI Help Desk @ 1-866-843-6624 if your system does not have the Purple Globe icon running in the system tray or if the Purple Globe is "greyed" out.

APPENDIX D: NAVY.MIL ARTICLE

Example.

**Transition Benefits: FFSC's Relocation Assistance Program Helps
Plan Your Move**

From Commander, Navy Installations Command Public Affairs

WASHINGTON - Fleet and Family Support Centers' (FFSC) Relocation Assistance Program can provide support to help ease the stress of moving to a new location.

Relocating a Navy family is a normal occurrence during a Sailor's career. When Sailors receive orders for a permanent change of station, they should first contact the installation's Personal Property Office. They should then speak with a relocation specialist who will be able to provide information, workshops and individual counseling about the moving process.

"As soon as a Sailor receives orders, he or she needs to start the relocation process. The FFSC Relocation Assistance Program has relocation counselors available to help and support our Sailors and their families with providing relocation information," said Dede O'Rourke, Commander, Navy Installations Command relocation assistance program analyst.

"Along with contacting the local installation Personal Property Office, Sailors should visit the Move.mil web site. If you are a first time user on this site a video is provided with step by step instructions on how to use this website. The sooner a Sailor starts preparing for the move, the easier the transition will be for the entire family," she added.

The Personal Property Office will provide the family with the paperwork and websites needed for the entire process. Also, the office will assist with preparing the required documentation, provide information on the option to use The Personally Procured Move Program (PPM) formerly Do-it-Yourself (DITY) Move and include timelines for move completion and household good storage.

Fleet and Family Support Centers are located on Navy installations worldwide, and the programs provided are free of

charge. Their Relocation Assistance Program is one of many transition benefits available to separating Sailors including those affected by the Enlisted Retention Board (ERB).

For the latest ERB information visit Navy Personnel Command's ERB website; www.public.navy.mil/bupers-nps/boards/ERB/Pages/default2.aspx.

To learn more about Fleet and Family Support Center Relocation Assistance Program, visit www.FFSP.navy.mil.

For the Move.mil web site, visit www.move.mil.

SAMPLE

APPENDIX E: PRESS RELEASE TEMPLATE



Commander, Navy Installations Command

Washington Navy Yard
Bldg 111
716 Sicard Street SE
Washington, DC 20374
202-433-0536

Release #
Date

SAMPLE

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CNICINST 5720.3
10 Jan 2012

DRAFT NAVSHORE MESSAGE TEMPLATE

FM CNIC WASHINGTON DC

TO ALLSHORECOM

UNCLAS //N00000//

ALLSHORCOM 011-11

MSGID/GENADMIN/CNIC WASHINGTON DC/N00/OCT-2010

SUBJ/ 2011 NAVY INSTALLATIONS RECYCLING PROGRAM WINNERS//

POC/ N4/JOANNA SAILOR/CNIC HQ NAVY INSTALLATIONS RECYCLE PROGRAM
DIRECTOR/ 202-433-1234/ JOANNA.SAILOR@NAVY.MIL//

RMKS/1. THE 2011 WINNERS NAVY INSTALLATIONS RECYCLING PROGRAM
ARE NAVAL STATION GREAT LAKES AND NAVAL SUPPORT FACILITY DIEGO
GARCIA. CONGRATULATIONS AND BRAVO ZULU!

1. LINK: [HTTPS://G2.CNIC.NAVY.MIL/CNICHQ/PAGES/DEFAULT.ASPX](https://G2.CNIC.NAVY.MIL/CNICHQ/PAGES/DEFAULT.ASPX)
3. RELEASED BY VADM MIKE VITALE, COMMANDER NAVY INSTALLATIONS
COMMAND.//

Enclosure (3)

**BUSINESS RULES AND TEMPLATE FOR SUBMISSION AND CREATION OF
CNIC ENEWSLETTERS**

1. An eNewsletter is a monthly published one to two page document CNIC HQ, Region or Installation's Public Affairs Offices utilize to provide programs, product lines, initiatives, and events information to internal and external stakeholders.

2. These rules are established to standardize the format of CNIC eNewsletters and submission for approval prior to internal or external release.

3. The following sets forth the rules for releasing eNewsletters to internal and external audiences. eNewsletters will be submitted to the CNIC Public Affairs Office prior to release. eNewsletters submission will have N-Code/Special Assistant or program director approval prior to submission to CNIC HQ Public Affairs Officer (PAO).

a. Prior to drafting an eNewsletter, determine who is the audience for the eNewsletter; determine best content for specific audience; determine best delivery mechanism for the particular audience. A PAO can assist with the above.

b. In drafting an eNewsletter, ensure attached format and header are used and include a point of contact somewhere in the eNewsletter.

c. The eNewsletter author should check all links associated with the eNewsletter to make sure they are valid and working. Ensure the link is direct to the reference to avoid having the reader navigate through the site in search of your reference.

d. All print art, civilian photos (other than government) must have reprint permission on or under the photo. Make sure the permission to reprint is granted by the author/photographer and that there is no copyright attached to it. Also ensure all clip art is legal and not copyrighted.

e. Validate phone numbers, emails and other contact information listed in the eNewsletter.

f. All stories reprinted from a civilian newspaper or magazine must have permission of the author to be reprinted in

an eNewsletter. That permission must be listed at the bottom of the story.

g. Submit eNewsletters to the PAO three working days prior to release date. In the submission to the PAO, include who the target audience is and how the eNewsletter is to be distributed to reach target audience.

h. PAO will review for content, applicability and format. PAO will approve via email or provide feedback for correction.

eNEWSLETTER TEMPLATE



eNewsletter

[N-Code or title]

Month Date Year

Text box. This would be used for table of contents (of multiple-page newsletters), highlights, bullets, talking points or similar items. Enter text, and then remove the box outline.

Text box. This would be used for the main text of the newsletter or communication paper you are preparing. Enter your text, and then remove the box outline.