

ADVANCING NAVAL HISTORY AND HERITAGE

Creating World-Class Naval History for a World-Class Navy

The Strategic Plan for the United States Navy
Naval History & Heritage Command
2011-2016



This Document is a Product of the NHHC Strategic Planning Office

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DIRECTOR'S MESSAGE

The United States has a “world-class” Navy. As the Navy's institutional memory and steward for its history and heritage, *we*, the Naval History & Heritage Command (NHHC), are charged with delivering “world-class” naval history and heritage to both the Navy (our primary customer) and the American public (our shareholders). Today, that mission is complicated by the fact that our nation stands on the cusp of an unprecedented “Age of Information Dominance”, while NHHC remains a “patch work quilt” organized and resourced to support processes and procedures developed over the last 200 years. We cannot succeed if we are bound to that historical trajectory and constrained to our current facilities and resources. We must transform ourselves *now*, and set our course by the unconstrained opportunities of our future, not the challenges of our past.



However, we must acknowledge that the challenges are significant, and NHHC cannot succeed by continuing to do things as we always have within the resources previously provided. Today, our reality is that the facilities we occupy are inadequate and do not provide proper long-term storage for the precious artifacts, art, documents, and publications entrusted to our care. Our personnel structure was built piecemeal to fit discrete needs as they arose. It was never intended to support NHHC operation as an Echelon II command providing guidance and exercising oversight for ten Navy museums, USS CONSTITUTION maintenance detachment, and Historic Ship NAUTILUS. While our social media and the internet give us wide reach, many of our museums remain on Navy installations and provide limited access to the public. Ever increasing physical security requirements will only exacerbate this condition. Our physical collections are disconnected from the public, and our 20th century distribution methodology requires overhaul. Finally, over the course of several decades NHHC accumulated a backlog of archives and artifacts that may take a decade to eliminate. In order to fix each of these areas, NHHC will require a new approach to our core processes and procedures, and the procurement of additional resources and new or renovated facilities above our current funding levels.

Together with additional support from Navy, we will aggressively move out to transform the history and heritage enterprise and overcome these challenges. Within one decade, we will transition our organization from the 20th century into the 21st century, while simultaneously executing former Chief of Naval Operations Admiral Gary Roughead's charge to “make naval history and heritage come alive.”

This Strategic Plan sets the course necessary to meet Admiral Roughead's sailing direction. It provides us with the courses and speeds, landmarks and hazards, for our journey ahead.

I am proud of our team - military, civilian, contractor, and foundation alike - and am confident that we will, in fact, “make naval history and heritage come alive” and achieve recognition as the global authority on U.S. naval history.

A handwritten signature in blue ink that reads "Jay DeLoach". The signature is fluid and cursive.

RDML Jay A. DeLoach, USN Ret.
Director, Naval History & Heritage Command

WHO WE ARE

COMMAND OVERVIEW

The Naval History & Heritage Command is the central source for today's operational Navy on naval history and heritage and acts as the service's institutional memory. Headquartered on the historic Washington Navy Yard in the District of Columbia, the Command includes ten Navy museums nationwide, these include the NAUTILUS (the first nuclear powered submarine), as well as a detachment that maintains the Navy's oldest commissioned warship, USS *Constitution*, in Boston, Massachusetts.

The Command manages the official history program of the United States Navy, fulfilling its mission to strengthen the Navy's effectiveness by preserving, analyzing, and interpreting the service's hard-earned experience. A professional staff of historians, archivists, librarians, museum specialists, archeologists, and naval personnel carries out historical activities and supports the fleet.

The Command oversees Navy programs and instructions related to history; produces publications such as historical analyses, narrative histories, and reference works; advises the Navy, other agencies, and the public on issues related to Navy ship and aircraft wrecks; and administers grants, fellowships, scholarships, and internships related to naval history.

The Command acquires and maintains records, manuscripts, books, photographs, artifacts, and artwork that document the Navy's history. Extensive collections at the Command's headquarters include:

Archives – Millions of official operational records, historical documents, personal papers, officer biographies, oral histories, and manuscripts related to naval operations, policy, and strategy, including ships' deck logs dating back thirty years and annual command operations reports of active U.S. Navy ships, aviation units, operational and shore commands

Artifacts – More than 1 million artifacts, such as archeological artifacts, shipboard equipment, anchors, bells, uniforms, flags, and weapons from some of the Navy's most famous fighting ships and sailors

Photos – More than 1.5 million historic still photos in a dedicated photo collection, with thousands more in the records collections housed in the Command's archives and museums

Art – More than 30,000 paintings, prints, drawings, and sculptures throughout the NHHC enterprise

Library – More than 150,000 books and 370,000 manuscripts related to naval, maritime, and military history in the official Navy Department Library

THE NAVY MUSEUMS

Located throughout the country, our museums educate visitors about the history, customs, and traditions of the U.S. Navy. They offer education programs, tours, special events, summer activities, lectures, and musical performances that are open to the public and free of charge. The museums also collect and care for objects that are used in the design and production exhibits. Additionally part of the Museum's mission is to collect, care, interpret and educate the public on the Navy's history.

National Museum of the United States Navy – Washington, DC
U.S. Naval Academy Museum – Annapolis, MD
U.S. Navy Submarine Force Museum – Groton, CT
Naval War College Museum – Newport, RI
Hampton Roads Naval Museum – Norfolk, VA
National Naval Aviation Museum – Pensacola, FL
Great Lakes Naval Museum – Great Lakes, IL
U.S. Navy Seabee Museum – Port Hueneme, CA
Navy Museum Northwest – Keyport, WA / Bremerton, WA
Patuxent River Naval Aviation Museum – Patuxent River, MD

NAVAL HISTORICAL CENTER TO NAVAL HISTORY & HERITAGE COMMAND

The Naval Historical Center (NHC) was created in 1971 when all historical activities in the Department of the Navy were combined on the Washington Navy Yard.

The Naval Historical Center functioned without much change until 2006 when all of the Navy Museums were consolidated under the Naval Historical Center. This stemmed from the continuation of Navy's regionalization efforts and the transfer of non-essential functions from Commander, Naval Installations Command (CNIC) to the Naval Historical Center.

The evolution of the Naval Historical Center continued in 2008 when the NHC became the Naval History & Heritage Command.

In September 2008 a two day strategic planning meeting occurred with representatives from across the enterprise, where the suggestion was made to change the name of the Naval Historical Center to the Naval History & Heritage Command. This name change was a merger of the two major functions of the Naval Historical Center, the management of both history and heritage functions.

In November 2008 RDML DeLoach briefed then VADM John Harvey, Director Navy Staff, on the proposed name change. The proposal was accepted and two weeks later we officially became the Naval History & Heritage Command.

“WORLD-CLASS” ORGANIZATION

As part of the defining who we are as an organization NHHC has set out to become a “world-class” organization. There are five major factors that go into the definition of becoming a “world-class” organization, they are:

- People
- Resources
- Facilities
- Processes / Operations
- Professional Standards

Each of these factors is important in helping to define who we are now and who we will become in the future.

PEOPLE:

Not only does NHHC need to have a sufficient number of personnel to fulfill its missions and objectives, it needs to have the correct people with the professional capability to operate a “world-class” organization. This means having people with the right training, expertise, experience, and accreditations to achieve the NHHC vision. This also means meeting all professional standards for training, accreditations, and certifications. Lastly, NHHC must meet its obligation and invest in the professional development of its workforce to keep them at the cutting edge of their professions.

RESOURCES:

To achieve “world-class” status NHHC needs to have the fiscal resources in place to achieve our mission. This means being fully resourced and able to adapt to the changing needs of the mission. This also means that all divisions are fully resourced to avoid fighting for resources internally. Having the proper resources to fulfill our mission also means having foundations and non-profit partners in place that will help fill in possible gaps in appropriated funding. By being properly resourced NHHC will ensure that archival and artifact backlogs do not occur again, that we have a robust commemorations program that will celebrate all of the Navy’s major achievements, that we have historians spread throughout the fleet ready and able to capture Navy’s history as it happens, and that we have a world class network of museums that are functioning at the highest professional standards and adequately tell the Navy’s story. We also need to ensure that we have the equipment that is needed to carry out the NHHC mission. This includes having the proper workspaces, professional and IT equipment, and sufficient and proper office supplies.

FACILITIES:

To be a “world-class” organization we need to have “world-class” facilities. This means that all of the facilities meet or exceed industry standards for temperature, humidity, and security. Additionally, the proper storage solutions need to be in place for documents, publications, art, and artifacts that are based on professional standards. The facilities also need to be part of an integrated solution that allows access for researchers and others who need the materials to help tell the Navy story. Not only do the headquarters units need “world-class” facilities, so do all of the different museums. This means they meet or exceed all standards needed to achieve full accreditation. Museum facilities need to have proper educational and outreach spaces, in addition to space to create and maintain exhibits.

PROCESSES / OPERATIONS:

To be a “world-class” organization we need the proper processes in place to deal with requests and requirements that come with “telling the Navy’s story.” This means having procedures in place to respond in a timely manner to FOIA requests, being able to quickly respond to new personnel coming onboard, or being able to accession materials or documents quickly as they arrive. All common occurrences need to have proper procedures in place so that time and energy is not wasted repeatedly figuring out how to do these common tasks. To be a “world-class” organization we need efficient and modern processes in place. This includes having complete Echelon II functionality. The financial, Human Capital, and IT offices need to be fully staffed and have the procedures and processes in place to meet the needs of the command.

PROFESSIONAL STANDARDS:

To be a “world-class” organization, our workforce, processes, operations, and facilities must be able to meet all industry and professional standards established by various professional organizations. These standards range from having the necessary professional accreditations to ensuring that all facilities meet the recognized environmental standards. Our people, operations and facilities need to be at the peaks of their professions or industry standards to achieve “world-class” functionality and recognition.

GUIDING PRINCIPLES

1. We embrace the Navy’s core values. We foster a high respect for the value of history and heritage within the United States Navy.
2. We publicize our programs and collections within the naval community and the public in order to promote and encourage the use of our resources.
3. We best serve our customers by producing and disseminating history that is accurate and complete.
4. We value intellectual integrity in all of our endeavors.
5. We deliver timely, quality historical products and services to our customers with the utmost courtesy and professional integrity.
6. We will improve the management and storage conditions of all historical materials in order to preserve these collections for the future.
7. We will concentrate on the historical quality, not the quantity of our collections.
8. We subscribe fully to all Occupational Safety and Health Objectives in order to provide a safe work place for all employees and visitors.
9. We value individual growth, creativity, innovation, and excellence. We shall encourage the personal and professional growth of our staff through continuing education, participation in professional organizations, and dialogue with others in our fields.
10. We are committed to the professional growth and the development of our staff without regard to race, gender, ethnic origin, creed, age, disability, educational background, or sexual orientation.

11. We value the contributions of all staff members, military, civilian, contractor, and volunteers. They shall be treated as professionals and adequately recognized and compensated for their work.
12. We support and foster teamwork and open communications within NHHC as a whole, as well as within and between individual divisions, museums, and branches.
13. We will recognize, use, and share staff knowledge and resources across divisions, museums, and branches; as well as between professional specialties, to promote productivity and excellence.
14. We will create and adhere to high ethical standards, equal to or exceeding, those formulated by the best organizations representing our professions.
15. We will embrace and use new technologies and strategies, as well as best of class processes, to constantly improve our products and services.
16. We are integrally and persistently connected through professional cooperation both within the Navy Enterprise and with our Sea Service partners, the U. S. Marine Corps and U. S. Coast Guard.
17. We promote the "One Navy Message" in our naval history and heritage through our consortium of Navy-related professional associations, historic ships, and privately-operated maritime museums throughout the nation.
18. We recognize that responsibility and accountability cannot be delegated; however, authority can be delegated. Resources and authority must be given commensurate with responsibility and accountability.

WHAT IS OUR SITUATION NOW?

The Naval History & Heritage Command is responsible for maintaining and disseminating the history of United States Navy.

Over the years we have accumulated a substantial backlog in the processing of our intellectual and cultural property. The strategic planning effort that we embarked upon in 2008 led to projects which helped us better define the depth, breadth and scope of the problems. We determined that we had a 68 year backlog of material in our Archives and Library (11.3K ft3 of paper, 10,864 reels of microfilm, and 5.67 terabytes of eData). That is not “man years” - it means it would take us 68 years utilizing the level of staffing we currently have. We have also determined that we have over a 30 year processing backlog of our art and artifacts. It was estimated that we had an artifact backlog of over 60,000 assets and over 200,000 additional assets requiring full curation. The 30,000 art assets we manage also require conservation and management. Digitization is required for all these assets and our antiquated facilities currently lack the controls to maintain the proper environmental conditions.

Over the last three years we have made tremendous strides in advancing and transforming the operations of our Command. We still have a long way to go and a lot of work to do to become a “world-class” organization.

The Navy’s history program is resourced significantly lower than the other services (Army and Air Force). For example, the Air Force has 75 historians and archivists at Maxwell AFB. The Air Force also has a historian on staff for every O-6 command and above – some 204 historian billets. The Army has over 60 museums. It also has over twice the staff across their enterprise compared to the NHHC enterprise.

In August of 2010 we briefed senior Navy leadership in a Chief of Navy Operations (CNO) Executive Board (CEB) meeting that was chaired by the then Vice Chief of Navy Operations (VNCO) Greenert. In this meeting many of the issues that impact the daily operations of NHHC began to be addressed. This included funding pilot projects aimed at reducing our artifact and archival backlogs, funding to address facilities issues, funding to establish a new NHHC website, funding a new roof for the Great Lakes Naval Museum, funding for additional archivists, and the addition of the next generation of historians – all part of what we requested in our brief as part of NHHC’s remediation costs. The CEB led to \$16M in additional resources being added to the NHHC annual operating budget over the next 10 years. We also received year-end CNO Reserve funding to demonstrate return-on-investment (ROI) on pilot projects to start reducing our artifact and archival backlog. Additionally end-of-year funds were provided by Navy and used to address several of our pressing facilities issues.

We presented the CEB with what we characterized as “Nirvana” for the Navy’s history and heritage program. This is what we consider “Nirvana:”

HISTORY

- **Archives/Library: *Make Navy history accessible.*** Collect, conserve, store, and manage archival collection to industry standards in perpetuity.
- **History: *Chronicle the Navy story.*** Provide the official perspective on the strategic environment, Fleet operations, and internal decision-making affecting Navy.

HERITAGE

- **Artifacts & Art:** *Make Navy heritage accessible.* Collect, conserve, store, and manage art and artifact collections to industry standards in perpetuity.

OUTREACH

- **Museums:** *Provide persistent Navy presence and pro-active engagement across America.* Sustain fully accredited by AAM, “Smithsonian class” Navy museum NETWORK.
- **Web Presence:** *Provide virtual Navy presence 24/7.* Support access to Navy artifact, art, and archival collections through 21st century web portal and social media.
- **Commemorations:** *Make Navy history “Come Alive”.* Coordinate participation and provide historical content for Navy commemorations of significant events in our Nation’s history.

Starting in FY12, increased funds have been dedicated to address the significant issues within NHHC. The current fiscal environment creates constant challenges in planning for efficient execution of these funds. However, it is paramount for us as a command to execute the funds we are given in an exemplary fashion in mitigating the challenges and capitalizing on the opportunities facing us.

In July 2011 NHHC participated in an enterprise-wide Navy Inspector General (IG) command inspection. Following the visit we were directed to make facilities our number one priority - with interim storage for our most at-risk art, artifacts, documents, and publications at the top of the list. Since the IG visit we have identified several other areas where we need to come up with strategic and tactical solutions and those have been incorporated into our Strategic Master Plan.

This Strategic Master Plan provides the framework for accomplishing our vision, mission, strategic goals and objectives. The NHHC team has identified specific projects to help us focus on our top priorities and come up with solutions to our top challenges and opportunities.

WHAT DO WE WANT TO ACHIEVE?

STRATEGIC VISION

We will be globally recognized as the premier authority on the U.S. Navy's history and heritage by the end of the decade.

The vision of the Naval History & Heritage Command is to become a “world-class” organization that will promote and promulgate the United States Navy’s history and heritage not only around the United States but also around the world. We will strive to instill a pride in America’s naval traditions to both our internal and external customers. To be a “world-class” organization NHHHC will need to achieve the goals and objectives outlined throughout this strategic master plan. Being a “world-class” organization means having sufficient financial resources, top-notch facilities, top quality people, and the correct processes in place to advance our naval history and heritage.

MISSION

To support Navy's mission, the Naval History & Heritage Command will:

- *Collect, preserve, protect, and make available the artifacts, documents, and art that best embody our naval history and heritage for present and future generations.*
- *Advance the knowledge of naval history and heritage through professional research, analysis, interpretation, products and services.*
- *Make naval history and heritage “come alive” for our Sailors and Marines to enhance readiness and esprit de corps.*
- *Remind America of its need to maintain a strong Navy and Marine Corps to protect its citizens, their freedoms, and the nation's maritime commerce.*

STRATEGIC GOALS

- *Improve the stewardship for the Navy's art, archives, documents, and publications.*

This represents the daily functions required to maintain and preserve Navy’s historical products. Through this goal we will ensure that we have the facilities that meet all environmental regulations established by industry standards. We will also ensure that our staff has the correct professional accreditations and certifications to be the best at their jobs.

- *Advance the knowledge of U.S. Naval history and heritage through telling the Navy story to our sailors and the public.*

This includes the accessioning of historical documents, art, and artifacts, and products as well as history and heritage products created by and at the direction of NHHHC staff. These products will be used to reach our internal and external stakeholders through outreach efforts that include our museums, commemorative activities, and web presence. As stewards of the Navy’s history and heritage we aid senior Navy leadership with planning, decision making, and cost avoidance.

STRATEGIC OBJECTIVES

1. We will obtain and maintain facilities that meet the requirements of all professional and industry standards for artifacts, art, documents, and publications.
2. We will achieve full Echelon II functionality. This includes ensuring that NHHC has enough resources and manpower to meet the command requirements, including oversight of its Echelon III activities.
3. We will continue to refine the management and oversight of the Navy museum system. Our museum facilities will meet all requirements to obtain and maintain American Association of Museums accreditation.
4. We will make naval history and heritage into a valued asset of operational relevance to the Navy and our Nation through improved collection methods, enhanced knowledge creation processes, and world-class professional standards.
5. We will leverage 21st Century best practices in technology, communications, and outreach to make naval history and heritage "come alive" and more accessible to our Sailors and to the public.

NOTE: All projects under the above objectives need to be completed in order to achieve the vision of becoming *“globally recognized as the premier authority on the U.S. Navy’s history and heritage by the end of the decade.”*

HOW DO WE GET THERE?

INTRODUCTION

At the core of the Naval History & Heritage Command Strategic Master Plan are the strategic projects that will drive the command forward. There are twenty-one projects outlined in this version of the Strategic Master Plan, each linked to at least one of the strategic objectives outlined in “Part III: What Do We Want to Achieve.”

To achieve our strategic objectives, we will pursue the projects outlined below.

Strategic Objective 1: We will obtain and maintain facilities that meet the requirements of all professional and industry standards for artifacts, art, documents, and publications.

STRATEGIC OVERVIEW

Ensuring that we have facilities that meet professional and industry standards are at the core of NHHC’s long-term success and are critical to achieving our vision and mission. We must work with the greater Navy family to ensure that our facilities are capable of protecting and preserving the Navy’s history and heritage.

A fundamental change is needed in the way that our current facilities are planned, constructed, and maintained. Currently NHHC occupies facilities that do not meet professional or industry environmental standards for proper storage.

Developing the strategic plans for facilities will help us identify the needs and capacities that allow our facilities to sustain our art, artifacts, documents, and publications for decades to come, ensuring availability to future generations studying the critical role the Navy has played in American history.

SPECIFIC PROJECTS FOR PROFESSIONAL FACILITIES

- A. We must find an interim storage solution to halt the further degradation of at risk artifacts, art, documents, and publications. We will accomplish this by working with Commander, Navy Installations Command (CNIC) and Navy Facilities Engineering Command (NAVFAC) to find proper storage facilities and move expeditiously our at-risk collections.
- B. We will develop a comprehensive facilities master plan for NHHC Enterprise. This master plan will address storage space for art, artifacts, documents, and publications, as well as for the staff. This plan will examine environmental requirements for storage as well as for people. This plan will also address future staff growth and will work with HR to ensure we have planned for enough space for at least 5 years of future growth. The plan will also address specific Human Capital requirements for our people occupying spaces that currently do not exist within the NHHC HQ complex. The project will also ensure that future IT requirements are addressed.
- C. We will develop a facilities master plan to identify the requirements for the Navy Museum System. This project will take an active look at the facilities of the Navy museum enterprise. This includes looking at all facility related issues and what improvements and changes must be made to achieve professional accreditations and standards.

- D. We will relocate the National Museum of the United States Navy to a state of the art facility that is located off of the Washington Navy Yard and more accessible to the public.

Strategic Objective	Key Projects	Project Owner
<i>Strategic Objective 1</i>		
<p>We will obtain and maintain facilities that meet the requirements of all professional and industry standards for artifacts, art, documents, and publications.</p>	<ul style="list-style-type: none"> • Interim storage for artifacts, art, documents, and publications. • Comprehensive facilities master plan for NHHHC Enterprise. • Facilities master plan for the Navy Museum System. • Relocation of the National Museum of the United States Navy. 	<ul style="list-style-type: none"> • Museums & Collections Division / Histories & Archives Division • All Divisions • Museums & Collections Division • Museums & Collections Division

Strategic Objective 2: We will achieve full Echelon II functionality. This includes ensuring that NHHHC has enough resources and manpower to meet the command requirements, including oversight of its Echelon III activities.

STRATEGIC OVERVIEW

Ensuring that we have the processes and procedures in place to meet the requirements of our internal and external stakeholders is critical to the long term success and viability of the Naval History & Heritage command. We must work with our internal and external stakeholders to determine how to effectively manage our financial and human resources. We must also work within the Navy structure to ensure we are following DON and DOD regulations.

The procedures and process we currently use for managing our resources, people, external relationships, and technology need to be updated in order to achieve full Echelon II functionality.

Developing strategic plans will help us identify the needs and capacities that allow our Comptroller, Human Capital Office, and Information Technology departments to become fully functional ensuring that they will be able the support the future expansion and sustainment of the NHHHC mission.

SPECIFIC PROJECTS FOR ACHIEVING ECHELON II FUNCTIONALITY

- A. We will create a comprehensive Human Capital Strategy that will help to align personnel assignments with NHHHC objectives. It will facilitate command staffing, recruitment, selection, placement, assist with career development, and project the command’s future human capital needs. Working with the financial management office, it will also identify the investment needed to achieve professional accreditations and leadership career ladders.

- B. We will establish daily customer service standards that will be promulgated throughout the NHHC enterprise. These standards will ensure that both internal and external customers are receiving the highest level of service.
- C. We will create an Information Technology strategic plan that will allow NHHC to be adaptable to changing technology needs and also to meet all DON and DOD policies and procedures. This plan will help position NHHC for the coming decade; this includes operations and business processes and knowledge creation and outreach.
- D. We will develop a strategic plan for the NHHC Financial Management office. This plan will create an immediate increase in financial accountability by establishing the resource requirements and processes necessary to successfully execute the Comptroller’s fiduciary responsibility as required by the Federal Acquisition Regulations (FAR), the Office of Management and Budget (OMB), Office of the Secretary of Defense (OSD), and the Assistant Secretary of the Navy, Office of Financial Management and Comptroller (ASN (FM&C)).
- E. We will formalize the NHHC oversight with our 501(c)3 partners. This includes revising MOAs and ensuring that NHHC and our partners are moving towards a common goal.
- F. We will develop an NHHC inspection manual and detailed assist visit program that will provide oversight and governance in respect to Command Evaluation and Managers Internal Control programs. This will allow NHHC to meet the guidance that is governed by SECNAVINST 5200.35D and OPNAVINST 5000.52B (Command Evaluation) and SECNAVINST 5200.35E and OPNAVINST 5200.25D (Manager’s Internal Control).

Strategic Objective	Key Projects	Project Owner
<i>Strategic Objective 2</i>		
<p>We will achieve full Echelon II functionality. This includes ensuring that NHHC has enough resources and manpower to meet the command requirements.</p>	<ul style="list-style-type: none"> • Human Capital Strategy • Customer Service Standards • Information Technology strategic plan • Financial Management strategic plan • 501(c)3 oversight • IG / CE/ MIC Inspection Manual & Assist Visits 	<ul style="list-style-type: none"> • Operations – Human Capital Office • Chief of Staff • Operations – IT • Operations – Comptroller • Museums & Collections Division / Strategic Planning Office / General Counsel • Command Evaluation

Strategic Objective 3: We will continue to refine the management and oversight of the Navy Museum System. Our museum facilities will meet all requirements to obtain and maintain American Association of Museums accreditation.

STRATEGIC OVERVIEW

The oversight and management of the Navy Museum System is critical to the long-term success of the NHHC. We will work with the individual museums to develop a comprehensive strategy for accreditation and oversight.

SPECIFIC PROJECTS FOR MANAGEMENT AND OVERSIGHT OF THE NAVY MUSEUM SYSTEM

- A. Working with our individual museums we will develop a comprehensive Navy Museum Manual that will assist in the day-to-day operations and management of each of the museums.
- B. We will develop and implement a comprehensive plan for all of our museums to achieve American Association of Museums accreditation.

Strategic Objective	Key Projects	Project Owner
<i>Strategic Objective 3</i>		
We will continue to refine the management and oversight of the Navy museum system. Where applicable, our museum facilities will meet all requirements to obtain and maintain AAM accreditation.	<ul style="list-style-type: none"> Develop Museum Manual Achieve Museum accreditation 	<ul style="list-style-type: none"> Museums & Collections Division Museums & Collections Division

Strategic Objective 4: We will make naval history and heritage into a valued asset of operational relevance to the Navy and our nation through improved collection methods, enhanced knowledge creation processes, and world-class professional standards.

STRATEGIC OVERVIEW

The stewardship of the Navy’s history and heritage assets is at the core of what NHHC does. We must work to ensure our collections are accurately cataloged and managed to meet the needs of all stakeholders.

We will continue to make naval history and heritage available as a valuable asset of operational relevance to the larger Navy family and to the public.

We will fully develop the collection of oral histories and Command Operations Reports to ensure that this information will be available for future generations of Navy leaders and researchers.

We will develop new processes and procedures to ensure that we manage the materials we have and are able to deal with new materials in a timely and orderly fashion.

Developing formalized processes will help us identify the needs, and capabilities that will allow us to actively manage our collections for years to come; ensuring availability to future generations.

SPECIFIC PROJECTS FOR MAKING NAVAL HISTORY AND HERITAGE RELEVANT TO THE NAVY

- A. We will formalize collection development plans for the active management of the Navy’s art, artifact, library, and archives. This process will help to determine critical gaps in the collections and developing a resource strategy to fill those gaps. This process will also assist in the deaccessioning process and determining which items are no longer needed in the collection.
- B. We will establish an oral histories program and develop the procedures to conduct and accession oral histories reports. We will identify the personnel and resources needed to establish and maintain this program.
- C. We will work to increase the compliance rate of annual submitted Command Operations Reports from ship, shore, aviation, and fleet commands in accordance with OPNAV Instruction 5750.12J.
- D. We will eliminate the backlog of archival materials in the NHHC system. We will identify priorities for backlog, conservation, preservation and digitization. This will require a content management system, equipped and organized work spaces to allow for efficient archival processing, monitoring, and significant additional storage.
- E. We will establish a more efficient process for the identification, cataloging, and inventory management of Navy artifacts, contributing to the elimination of the NHHC artifact backlog.
- F. We will establish an integrated Knowledge Creation and Knowledge Management Process across the Enterprise.

Strategic Objective	Key Projects	Project Owner
<i>Strategic Objective 4</i>		
<p>We will make naval history and heritage into a valued asset of operational relevance to the Navy and our nation through improved collection methods, enhanced knowledge creation processes, and world-class professional standards.</p>	<ul style="list-style-type: none"> • Active management of the Navy’s art, artifact, library, and archives • Integrated oral history program • Command Operations Reports • Elimination of the backlog of archival materials • Inventory and elimination of backlog of artifacts • Knowledge creation and knowledge management integration 	<ul style="list-style-type: none"> • Museums & Collections Division / Histories & Archives Division • Museums & Collections Division • Museums & Collections Division / Histories & Archives Division

<p>Strategic Objective 5: We will leverage 21st century best practices in technology, communications, and outreach to make naval history and heritage “come alive” and more accessible to our Sailors and to the public.</p>

STRATEGIC OVERVIEW

Communicating with our internal and external stakeholders as well as furthering the Navy story is critical to all aspects of what we do. We will use both technology and external outreach through our museums, commemorations, and website to make naval history and heritage “come alive” and be more accessible. We must ensure that we have a comprehensive plan that will help disseminate the NHHC message to internal and external stakeholders.

With the majority of the American public not living near a Navy museum the internet is the most likely place they will go for information about the Navy’s history. We will develop a new NHHC website that will provide greater knowledge and accessibility to material for internal and external stakeholders.

Finally, we will continue to strategically plan and execute strategically important commemorative activities that illustrate the importance the Navy has played in American history.

SPECIFIC PROJECTS FOR TELLING THE NAVY’S STORY

- A. We will create an organization wide strategic communications plan that will address both internal and external stakeholders. This plan will provide clear and concise answers and messages through both print and digital media.
- B. We will design and develop a new public website for NHHC. This website will provide a porthole into Navy history for both internal and external stakeholders.
- C. We will develop a comprehensive plan to establish the path forward for NHHC’s role with Navy commemorative activities.

Strategic Objective	Key Projects	Project Owner
<i>Strategic Objective 5</i>		
<p>We will leverage 21st century best practices in technology, communications, and outreach to make naval history and heritage “come alive” and more accessible to our Sailors and to the public.</p>	<ul style="list-style-type: none"> • Organizational strategic communications plan • Develop New NHHC website • • Commemorations strategic plan • Information dominance, knowledge management, and knowledge creation 	<ul style="list-style-type: none"> • Public Affairs Officer • Histories & Archives Division • Commemorations Division • History & Archives Division / Museums & Archives Division

PROJECT PRIORITIZATION

PROJECT RANK	OBJECTIVE	PROJECT NAME	RESPONSIBLE DIVISION
1	Facilities	Interim Storage	MAC / HAD
2	Echelon 2 Functionality	Human Capital Strategy	OPS – HR
3	Facilities	NHHC Enterprise Facilities Strategic Plan	All Divisions
4	Naval History and Heritage Relevance to the Navy	Archives Backlog	HAD
5	Naval History and Heritage Relevance to the Navy	Artifact Inventory and Backlog	MAC
6	Facilities	Museum System Facilities Strategic Plan	MAC
7	Facilities	NMUSN Relocation	MAC / SPO
8	Echelon 2 Functionality	Customer Service Standards	Chief of Staff
9	Echelon 2 Functionality	IT Strategic Plan	OPS – IT
10	Echelon 2 Functionality	Financial Management Strategic Plan	OPS – Comptroller
11	Naval History and Heritage Relevance to the Navy	Active Management of art, artifacts, library, and archives	MAC / HAD
12	Naval History and Heritage Relevance to the Navy	Oral Histories	HAD
13	Naval History and Heritage Relevance to the Navy	Collection of Command Operations Reports	HAD
14	Naval History and Heritage Relevance to the Navy	Knowledge Creation and Management	HAD / MAC
15	Telling the Navy's Story	Organizational Strategic Communications Plan	PAO
16	Telling the Navy's Story	New NHHC website	HAD
17	Echelon 2 Functionality	501(c)3 responsibilities and oversight	MAC / SPO / GC
18	Telling the Navy's Story	Commemorations Strategic Plan	Commemorations
19	Management of Museum System	Museum Operation manual	MAC
20	Management of Museum System	AAM Accreditation for all museums	MAC
21	Echelon 2 Functionality	IG / CE / MIC	Command Evaluation

WE WILL BE GLOBALLY RECOGNIZED AS THE PREMIER AUTHORITY ON THE U.S. NAVY'S HISTORY AND HERITAGE.

VISION

- COLLECT, PRESERVE, PROTECT, AND MAKE AVAILABLE THE ARTIFACTS, DOCUMENTS, AND ART THAT BEST EMBODY OUR NAVAL HISTORY AND HERITAGE FOR PRESENT AND FUTURE GENERATIONS.
- ADVANCE THE KNOWLEDGE OF NAVAL HISTORY AND HERITAGE THROUGH PROFESSIONAL RESEARCH, ANALYSIS, INTERPRETATION, PRODUCTS AND SERVICES.
- MAKE NAVAL HISTORY AND HERITAGE "COME ALIVE" FOR OUR SAILORS AND MARINES TO ENHANCE READINESS AND ESPRIT DE CORPS.
- REMIND AMERICA OF ITS NEED TO MAINTAIN A STRONG NAVY AND MARINE CORPS TO PROTECT ITS CITIZENS, THEIR FREEDOMS, AND THE NATION'S MARITIME COMMERCE.

MISSION

STEWARDSHIP FOR THE NAVY'S ART, ARCHIVES, DOCUMENTS, AND PUBLICATIONS	ADVANCE U.S. NAVAL HISTORY AND HERITAGE THROUGH TELLING THE NAVY'S STORY
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GOALS

FACILITIES	E CHELON II FUNCTIONALITY	MANAGEMENT OF THE MUSEUM SYSTEM	NAVAL HISTORY & HERITAGE RELEVANCE	TELLING THE NAVY'S STORY
INTERIM STORAGE	Human Capital Strategy	Museum Manual	Active Management of Art, Artifacts Library & Archives	Organization Strategic Communications Plan
NHHC ENTERPRISE FACILITIES MASTER PLAN	Customer Service Standards	AAM Accreditation	Oral Histories	New NHHC Web site
MUSEUM SYSTEM FACILITIES MASTER PLAN	IT Strategic Plan		Collection of Command Operations Reports	Commemorations Strategic Plan
NMUSM RELOCATION	Financial Management Strategic Plan		Archives Inventory & Backlog	
	501 (c) 3 Oversight		Artifact Inventory & Backlog	
	IG/ CE / MIC		Knowledge Creation & Management	

*STRATEGIC
OBJECTIVES*

*STRATEGIC
PROJECTS*

Unclassified

HOW WE WILL KNOW WE SUCCEEDED?

In previous sections of this strategic plan, we have identified where we want to go and what we must do to reach those objectives. This section will provide more details on what we plan to accomplish. Within each strategic goal, we list a few of the long-term performance targets that are associated with key projects. These are used to measure our success.

Our annual performance plan will track additional measures and milestones to gauge our short-term progress. At the strategic level, the long-range performance targets will tell us whether we are on track to accomplish the goals and objectives of this plan.

The long-range performance targets are organized by strategic objectives for ease of reference.

Strategic Objective 1:	We will obtain and maintain facilities that meet the requirements of all professional and industry standards for artifacts, art, documents, and publications.
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1.1 By December 2011 an interim storage solution will be executed to receive all at risk art, artifacts, documents, and publications

This performance target measures the success of finding an interim solution to house the most at risk items in the NHHHC collection. This is the highest priority project at NHHHC and reflects Navy's desire to see its art, artifacts, documents, and publications preserved in perpetuity enterprise-wide. As the statement implies, this is a temporary solution until permanent facilities can be obtained.

Key External Factors NHHHC must work with CNIC and NAVFAC to determine the most appropriate space. The current fiscal environment may have an impact on finding non-government space. The space that is obtained may not allow for easy stakeholder access, while permitting "day to day" operations and management of our collections.

1.2 By March 2012 a facilities master plan for NHHHC enterprise will be completed. This plan will address all environmental and storage issues and will conform to professional and industry standards.

Developing a facilities master plan for NHHHC enterprise activities will allow CNIC to obtain the space that is needed to move the command to facilities that meet industry and professional standards. The facilities master plan is critical to NHHHC's efforts to stop the deterioration of art, artifacts, documents, and publications. This date target will allow for resources to be placed in POM-15, and permit requests for resource augmentation in FY12 through FY14.

Key External Factors NHHHC must work with CNIC and NAVFAC to determine the space requirement standards. NHHHC will also have to work with our external partners to determine the appropriate industry and professional standards. The current fiscal environment may have an impact on being able to fund contracts necessary to complete this work.

1.3 By June 2012 a facilities master plan for all Navy Museums will be completed.

The Navy Museum system is a critical component to the NHHC Enterprise and therefore needs a specialized facilities master plan. This performance measure will determine if we have identified the requirements of the individual museums and have identified areas that are critical to help them obtain and maintain AAM accreditation.

Key External Factors NHHC HQ must work with the individual museums and their respective non-profit organizations to determine strategic facilities requirements for each museum. The current fiscal environment may have an impact on being able to fund contracts necessary to complete this work.

1.4 By September 2015 the National Museum of the United States Navy will relocate to a new location

This long-range performance target measures the success of NHHC and Navy's efforts to move the NMUSN off of the Washington Navy Yard to a new location.

Key External Factors NHHC and Navy must work within the planning and organizational structure of the National Capital Planning Commission to ensure our relocation matches the current plans for museum locations within DC. We must also work with Office of Legislative Affairs to ensure that legislation is in place to obtain space once a location is determined. The current fiscal environment may have an impact on the ability to fund contracts necessary to complete this work.

<p>Strategic Objective 2: We will achieve full Echelon II functionality. This includes ensuring that NHHC has enough resources and manpower to meet the command requirements, including oversight of its Echelon III activities.</p>

2.1 By December 2011 the Human Capital strategic plan will be developed and initiated.

The Naval History and Heritage Command's Human Capital Strategic Plan directly supports and aligns with the over-arching Naval History and Heritage Command's Strategic Plan, which describes the vision, goals, objectives, and strategies for accomplishing the mission more effectively. The Human Capital Strategic Plan is designed to be a working document, used regularly to align human resources with our strategic goals.

Key External Factors Internal Navy Human Capital processes may have an impact in the timely processing and hiring of employees. The current fiscal environment may have an impact on being able to bring on new employees.

2.2 By February 2012, NHHC internal and external customer service standards will be in place.

This performance target measures the success of staff responsiveness to internal and external taskers and customer requests.

Key External Factors

NHHC must work with higher echelon headquarters, our peer Echelon II commands and the American public to provide “on time” customer service across our enterprise. The current fiscal environment and location of our precious art, artifacts, archives and library materials may have an impact on these operations.

2.3 By April 2012 NHHC Information Technology strategic plan will be completed.

The NHHC Information Technology strategic plan will outline a comprehensive strategy for the compliance with DON and DOD CIO procedures as well as ensuring that all technology related needs of NHHC are met. The April 2012 goal is linked to have the strategic plan created.

Key External Factors

The internal Navy HR process may have an impact in the timely processing and hiring of employees. The current fiscal environment may have an impact on being able to bring on new employees. There is currently a consolidation plan proposed to merge the Field Support Activity (FSA) and the NHHC IT departments.

2.4 By June 2012 Financial / Resource management strategic plan will be developed and ready for implementation.

Strategic management of NHHC financial resources is essential to achieving Echelon II functionality and regulations compliance. This goal measures the completion and implementation upon approval of the NHHC Financial / Resource management strategic plan.

Key External Factors

Internal Navy Human Capital processes may have an impact in the timely processing and hiring of employees. While operating under the Continuing Resolutions funding may not be readily available to recruit and hire qualified personnel within the Comptroller office.

2.5 By December 2012, we will develop processes and procedures for dealing with non-profit foundation partners and we will update and implement Memoranda of Understanding with all Navy Museums and their respective foundations.

Before consolidation under NHHC, the museums operated as separate and distinct entities with different relationships between their respective non-profit foundation partners and local Navy activities. As a result, the existing Memoranda of Understanding (MOUs) are inconsistent and lack the desired specificity to establish a proper working relationship. Having a standardized MOU between the museums and their non-profit partners will be essential in establishing adequate and consistent processes and procedures.

Key External Factors

As part of the assessment process, we have to rely upon the cooperation of the non-profit foundation partners as we would like to review their charters and ascertain their mission, goals, and needs. Further, the MOUs will have to be negotiated between the several museums and non-profit foundation partners – this will likely result in some variation from museum to museum.

2.6 By December 2012, we will develop an NHHC inspection manual and detailed assist visit program that will provide oversight and governance in respect to Command Evaluation and Managers Internal Control programs

This mid-range strategic project will allow NHHC to come into compliance with SECNAV and OPNAV instructions. It will also ensure that the NHHC Enterprise is provided with the materials that it needs to have a fully functional Command Evaluation and Managers Internal Control programs.

Key External Factors At this time the Command Evaluation / Managers Internal Control program does not have sufficient staff or resources to be fully functional. The two programs need a combined total of three additional FTEs.

Strategic Objective 3: We will continue to refine the management and oversight of the Navy museum system. Our museum facilities will meet all requirements to obtain and maintain American Association of Museums accreditation.

3.1 By January 2012 the museum systems manual will be completed and distributed to all Navy Museums.

This deliverable measures the completion and distribution to all Navy Museums as well as to NHHC HQ units. It will allow for clearly defined procedures on running museum operations and the chain of command alignment between headquarter based divisions and museum field operations.

Key External Factors This completion date is reliant upon approval within the SECNAV museum instruction chain of the Museum System Manual. Distribution of the manuals to all the Navy Museums will not initiate until approval has been received.

3.2 By January 2019 all Navy museums will be in the process of receiving American Association of Museums accreditation.

Currently 50% of the naval museums are projected to be accredited by 2013. The remaining 50% will be accredited by 2019. The Museum system will establish formal guidance, providing the requirements in Navy museums acquiring American Association of Museums accreditation. A timeline will be developed for each museum for their accreditation roadmap and renewal process. The accreditation process will be ongoing, as accreditation renewal is every 15 years.

Key External Factors The completion date is based upon approval of additional resources and personnel from each museum to fulfill the accreditation requirements throughout the POM cycles. If specific resources and personnel are not approved, this will push out the accreditation timeline.

Strategic Objective 4: We will make Naval history and heritage into a valued asset of operational relevance to the Navy and our Nation through improved collection methods, enhanced knowledge creation processes, and world-class professional standards.

4.1.1 By March 2012 processes and procedures will be implemented for the active management of art, artifacts, documents, and publications.

This performance measure is linked to having collection development plans developed for the active management of art, artifacts, documents, and publications. These plans will help determine what is missing in the collection, which items to deaccession, and which items are historically significant.

Key External Factors The current fiscal environment may delay this process. External tasking by internal and external stakeholders may delay the tasking.

4.1.2 By October 2018, adequate funding, staffing, systems, policies, and processes will be implemented for effective management of archival records and documents.

This performance target measures the success of planning and programming efforts to properly resource the archives in order to build a world-class collection management system for the Operational Archives of the Navy. Our goal is to implement a content management system that meets or exceeds the standards set by the National Archives and Records Administration for archival records management.

Key External Factors Without adequate staff or systems, procedures and processes will either fall short or will not be able to be followed. Without effective processes, no amount of resources can be effectively deployed. Funding for systems, supplies, and staff is targeted to begin FY12 and continue throughout the Five-year Development Plan. Further, critically need archival staff and organizational changes to the branch are to begin in FY13. While funding is essential, without additional staff to develop and carryout processes and procedures, the goals stated about will not be met.

4.2 By March 2012 procedures will be in place for the creation and accessioning of oral histories.

This goal is intended to drive the creation and consistent implementation of processes that will greatly improve not only the collection of oral histories, but their transcription, processing, and availability for later use. Oral histories are an essential component of developing useful official histories. Written records often lack key evidence that helps determine why actions were taken, what information was considered in a decision, or how events were interpreted. Of particular importance for future understanding of Navy policies is the creation of regular oral history sessions with the Chief of Naval Operations and other key Navy leaders. NHHHC has collected thousands of oral histories over the years, however the collection targets and procedures are *ad hoc*, later transcription is uneven, and filing systems are inadequate.

Key External Factors

Much can be done to improve the current program by establishing an oral history program with clear ownership, direction, and basic processes. This is very much under our own control to the extent that it is a priority and not trumped by other higher priority projects. Fully implement the program will take at least three FTE (POM 14), as the program is too large in scale and complexity to handle as a collateral duty. Another important change is that HAD has programmed \$18,000.00 of funding to support initial ramp up of leadership oral histories and transcription of the backlog, however the funding is subject to HAD receiving its full programmed OPTAR in a timely fashion.

4.3 By March 2012 procedures will be in place to increase the compliance rate of annually submitted Command Operations Reports from ship, shore, aviation, and fleet commands.

This performance measure tracks the implementation of procedures that will increase the compliance rate of annually submitted Command Operations Reports (COR). The formal instruction will be submitted to OPNAV by December 2011; procedures will be in place to track, assess, and manage COR submissions by March 2012.

Key External Factors

Director of Navy staff and the Chief of Naval Operations must be part of the solution with regards to endorsing the efforts of NHHC to improve the COR program and promulgating updated policies and procedures, including a revised OPNAV instruction. The Navy Inspector General also has a role to play in ensuring compliance and making CORs part of command inspections. Funding for implementing browser based access to both unclassified and classified CORs is also essential to making CORs broadly available, greatly improving their accessibility and value to the very people that prepare and deliver them to us. We are also dependent on the different fleet, air, and land units to submit their operational reports.

4.4 By 2020 the archive backlog will be eliminated.

NHHC has accumulated a backlog of approximately 89 million pages of paper, microform, and digital media records over the last three or four decades of its operation. Over the years, archive staff was reduced to only eight, managing essentially three separate collections, with different procedures and very limited collection management tools. There was no collection development policy or program in place, little training, and facility problems were not addressed. In the last three years, staffing has improved, but not to levels needed to handle existing mission and tasking. The backlog continues to increase. Based on recent indications of both financial support and the addition of staff, as well as funding last year for a pilot project to begin assessing the processes and resources needed to clear the backlog, a way ahead is coming into focus. Eight planned projects in FY12 are structured to culminate in a long-term plan to clear the backlog. The goal stated above is based on preliminary estimates of funding and manpower developed last year. Once the long-term plan is prepared in Q3 of FY12, the goal can be better refined.

Key External Factors

There are four critical elements to clearing the archival backlog. The first is adequate and consistent funding of approximately \$68 million laid in over a series of years to support a sustained effort. The second is the addition of trained staff within a properly structured archives branch. The third is timely declassification and reviews of backlog material by the Department of the Navy Declassification Program that keeps up with our processing efforts. The fourth is access to adequate contract vehicles that allow us to procure the

systems, equipment, and services needed to clear the backlog. The movement to the archives to interim storage, however, will greatly impact the ability of this plan to be carried out by 2020, including completing the long-term plan by Q3 of FY 12.

4.5 By December 2020 the artifact inventory will be completed and backlog eliminated.

This long range performance target measures the success of NHHHC's efforts to promote and "Bring Alive" Naval History to our command's customers. Success in this goal will allow NHHHC HQ to better manage the Navy's Heritage Asset Collection. By project completion, NHHHC will have a smaller number of more historically significant artifacts that can be sustained over the long term in a more efficient manor than is possible today.

Key External Factors Due to the current fiscal environment funding may not be available to complete this project by 2020. The interim storage solution project will also have an impact in being able to complete this project by 2020.

4.6 By July 2012 procedures will be in place to integrate the creation and management of knowledge products.

This goal is intended to focus knowledge creation and knowledge management efforts over the long haul. These range from full implementation of the FTE and Reserve Fleet Historian programs, more closely linking Reserve DET 206 into NHHHC's missions, integrating the efforts of Navy Historians from other Commands into one effort. Success in this goal will be measured by having the procedures in place to create a fully functioning and accessible knowledge management system that will be available to Navy decision makers and to the public.

Key External Factors Given lack of POM-14 funding clarity for the Fleet Historian FTEs, administrative friction regarding the current 35 Reserve Fleet Historians, chain-of-command issues with Navy Historians from other Commands, it may be impossible to fully integrate the creation and management of knowledge products across the Enterprise and including DON as a whole.

Strategic Objective 5: We will leverage 21 st Century best practices in technology, communications, and outreach to make Naval history and heritage "come alive" and more accessible to our Sailors and to the public.

5.1 By February 2012 an organization-wide strategic communications plan will be completed and in place.

The goal of February 2012 represents the date the strategic communications plan will be completed. It will then take several months to fully implement and ensure that communication is flowing to both internal and external stakeholders.

Key External Factors Due to the current fiscal environment and other command priorities this project could be delayed.

5.2 By October, 2012 the new NHHC public website will be fully functional, and by October 2015, or earlier, all legacy website content will be migrated to and accessible through the new website.

These strategic goals recognize a two-step process that must occur before the command's enterprise website will be fully deployed and capable of fulfilling its mission. The first is the actual design and implementation of the key technical components of the website including the user interface, content management system, and database as well as the configuration of its web, database, and quality assurance servers. The second is the migration of the vast amount of existing and very valuable content already available through the current legacy website. This strategic project at NHHC reflects the crucial outreach role that the NHHC website performs. While visitor use of the site is substantial at current levels of 25 million to 30 million pages views in 2011, this is a fraction of the page views of popular commercial and non-commercial websites that number in the hundreds of millions of page views.

Key External Factors

NHHC needs three critical ingredients to meet these goals: appropriate and timely funding, a fully staffed web program team, and web support contract vehicle(s) in place. To date those ingredients have been very difficult to obtain. FY12 will be a crucial year for timely funding and the creation of omnibus contract vehicle in the second quarter of FY12 will determine whether work towards the goals stated above can even begin. From FY13 on, funding and the addition of three more staff as programmed are needed to meet the timeline.

5.3 By January 2012 the Commemorations Strategic Plan will be completed and briefed to senior Navy leadership.

NHHC Commemorations division has been directed to plan, execute, manage, and resource outreach events per guidance detailed in OPNAVINST 5726.8, "Outreach: America's Navy". To achieve this objective Commemorations must develop a strategic plan that identifies a systematic process that coordinates all available resources needed to honor the Navy's history and heritage as well as to help reduce duplicative efforts, to foster a consistent voice across the Navy, and to unify the efforts required to bring naval history to the forefront of American consciousness.

Key External Factors

The success in developing a viable strategic plan rest on the support of internal and external commands' willingness to prioritize and resource commemorative activities.

PROJECT COMPLETION SUMMARY

PROJECT RANK	PROJECT NUMBER	PROJECT NAME	RESPONSIBLE DIVISION	ESTIMATED COMPLETION DATE
1	1.1	Interim Storage	MAC / HAD	December 2011
2	2.1	Human Capital Strategy	OPS – HR	December 2011
18	5.3	Commemorations Strategic Plan	Commemorations	January 2012
19	3.1	Museum Operation manual	MAC	January 2012
15	5.1	Organizational Strategic Communications Plan	PAO	February 2012
3	1.2	NHHC Enterprise Facilities Strategic Plan	All Divisions	March 2012
8	2.2	Customer Service Standards	OPS - COS	March 2012
9	2.3	IT Strategic Plan	OPS – IT	March 2012
11	4.1.1	Active Management of art, artifacts	MAC	March 2012
12	4.2	Oral Histories Procedures	HAD	March 2012
13	4.3	Collection of Command Operations Reports	HAD	March 2012
6	1.3	Museum System Facilities Strategic Plan	MAC	June 2012
10	2.4	Financial Management Strategic Plan	OPS – Comptroller	June 2012
14	4.6	Knowledge Creation and Management	HAD / MAC	July 2012
16	5.2	New NHHC website	HAD	October 2012
21	2.6	IG / CE / MIC	Command Evaluation	December 2012
17	2.5	501(c)3 responsibilities and oversight	MAC / SPO / GC	December 2012
7	1.4	NMUSN Relocation	MAC / SPO	September 2015
11	4.1.2	Active Management of library, and archives	HAD	October 2018
20	3.2	AAM Accreditation for all museums	MAC	January 2019
4	4.4	Archives Backlog	HAD	December 2020
5	4.5	Artifact Inventory and Backlog	MAC	December 2020

CONCLUSION

This document lays out the Strategic Plan for the Naval History & Heritage Command. This update from the 2008 strategic plan continues our efforts to ensure that the Navy's role in the history of the United States remains available and relevant to today's sailors and to the public.

This plan outlines the way forward in making the Naval History & Heritage Command a "world-class" organization with "world-class" facilities, people, and processes.

As a living document, this plan serves as our guidepost in documenting the progress we have achieved in meeting goals in our earlier strategic plans. We will re-examine it each year to see what progress has been made on the completion of each of the strategic projects. We understand that change is inevitable, but we see this plan as the long-range direction in which we will set out for the future.

Each of the strategic objectives and projects are aimed at helping us create and maintain the facilities and processes that will allow us to go back to focusing on providing the Navy's history and heritage to the Navy family and the extended public. It is only through staying focused on the strategic objectives that we will be able to become a "world-class" organization and achieve the vision of becoming globally recognized as the premier authority on the U.S. Navy's history and heritage.

APPENDIX A

ACRONYMS

CE – Command Evaluation

CEB – Chief of Naval Operations Executive Board

CIVPER – Civilian Personnel

CNIC – Commander Navy Installations Command

CNO – Chief of Naval Operations

COR – Command Operation Reports

COS – Chief of Staff

DNS – Director Navy Staff

DOD – Department of Defense

DON – Department of the Navy

FAR – Federal Acquisition Regulations

FOIA – Freedom of Information Act

FSA – Field Support Activity

FTE – Full Time Equivalent (CIVPER or Contractor)

HAD – Histories and Archives Division

HVAC – Heating, Ventilation, and Air Conditioning

IG – Inspector General

IT – Information Technology

MAC – Museums and Collections Division

MIC – Managers Internal Control

MOA – Memorandum of Agreement

NARA – National Archives and Record Administration

NAVFAC – Navy Facilities Engineering Command

NHC – Naval Historical Center

NHHC – Naval History & Heritage Command

NMUSN – National Museum of the United States Navy

OPNAV – Office of the Chief of Naval Operations

OSD – Office of the Secretary of Defense

PME – Professional Military Education

POAM – Project Objectives and Milestones

POM – Program Objective Memorandum

SECNAV – Secretary of the Navy

SPO – Strategic Planning Office

USAF – United States Air Force

USCG – United States Coast Guard

USMC – United States Marine Corp

USN – United States Navy

VCNO – Vice Chief of Naval Operations

WNY – Washington Navy Yard

APPENDIX B

PLANNING ASSUMPTIONS

1. Management, organization structure, and effectiveness are issues for this planning process.
2. The strategies, objectives, and actions must be expressed in project planning terms to ensure that progress can be measured, the plan can be assessed, and adjustments can be made based on an analysis of objective metrics.
3. Resources will be obtained and allocated by priority of our mission and customer's requirements. The primary customer is the United States Navy. Valued customers also include decision-makers at all levels of government, business partners and influencers, academia, professional organizations, affinity organizations, and the American people.
4. Mission and mission support resource requirements identified through the NHHC strategic planning process must be advocated and defended to the Director, Navy Staff (DNS) in the Navy's Planning, Programming, Budgeting, and Execution (PPBE) process.
5. Facility improvements identified through the NHHC strategic planning process must be advocated and defended to the Commander, Naval Installations Command (CNIC) through the facilities planning and programming process.
6. Initiatives to obtain grants and other, non-Navy, non-appropriated funding must be detailed through the strategic planning process.
7. Dependency on electronic systems for collection, preservation, analysis, interpretation, publication, and dissemination will increase.
8. Division Directors, Museum Directors, and other supervisory personnel will be responsible for objectives, strategies, and actions to fulfilling their objectives. Authority may be delegated to subordinates for implementation of related projects.
9. Progress of this strategic plan will be assessed monthly, and individual contributions will be included as a part of performance objectives and evaluations.
10. Investments must be made in our professional staff and managers to ensure continuous learning and improving in all facets of our responsibilities.

APPENDIX C

Command Timeline

- 1800 – Navy Library is founded by President John Adams
- 1814 – Navy Library evacuates from Washington during the War of 1812
- 1845 – The United States Naval Academy Museum is established
- 1882 – Navy Library moves under the Bureau of Navigation
- 1884 – Navy Library merges with publications and naval war records to form the Office of Library and Naval War Records
- 1889 – Office of Library and Naval War Records moves to State, War and Navy Building, later the Old Executive Office Building
- 1890 – Office of Library and Naval War Records transfers to the Secretary of the Navy's Office
- 1915 – Formerly funded separately, library functions and record collection and publication functions are consolidated under a single appropriation and the office is renamed, Office of Naval Records and Library
- 1921 – Captain Dudley W. Knox is named head of both the Office of Naval Records and Library and the Historical Section, a separate and distinct office established to manage records of the World War (World War I)
- 1923 – Office of Naval Records and Library moves to Main Navy Building on 18th and B Streets NW
- 1927 – The Historical Section is absorbed into the Office of Naval Records and Library
- 1930 – The director of the Office of Naval Records and Library is named Curator for the Navy Department, responsible for the Navy's art and historical artifacts
- 1944 – An Office of Naval History, distinct from the Office of Naval Records and Library, is established in the Secretary of the Navy's Office to coordinate World War II history writing projects
- 1947 – Rear Admiral John J. Manning, Chief of the Bureau of Yards and Docks, dedicates the first Seabee Museum.
- 1949 – Office of Naval Records and Library merges with Office of Naval History to form the Naval Records and History Division in the Office of the Chief of Naval Operations.
- 1952 – The title of the Naval Records and History Division is simplified to the Naval History Division
- 1952 – The Naval War College Museum is established

- 1954 – Puget Sound Naval Museum established
- 1961 – Chief of Naval Operations Admiral Arleigh Burke establishes the US Naval Historical Display Center (now the National Museum of the United States Navy), in building 76 on the Washington Navy Yard
- 1963 – The Operational Archives is moved to the Washington Navy Yard
- 1963 – Naval Aviation Museum opens in Pensacola Florida.
- 1971 – Historical activities are combined into Naval Historical Center as a field activity under the Chief of Naval Operations on the Washington Navy Yard, replacing the Naval History Division
- 1978 – Patuxent River Naval Aviation Museum founded
- 1979 – The Hampton Roads Naval Museum opens on Naval Station Norfolk
- 1982 – Naval Historical Center moves to current Naval History and Heritage Command headquarters location on Kidder Breeze Street in the Washington Navy Yard
- 1986 – The Navy Art Collection becomes part of the Naval Historical Center after it is transferred from Naval Recruiting Command
- 1986 – Submarine Force Museum and NAUTILUS open to the public in Groton CT
- 1991 – Great Lakes Naval Museum is chartered
- 1994 – Hampton Roads Naval Museum moves to downtown Norfolk
- 1995 – Naval Undersea Warfare Museum opens in Keyport Washington
- 2006 – All individual Navy museums are absorbed into the Naval Historical Center
- 2007 – Puget Sound Naval Museum moves to Building 50 on the Puget Sound Naval Shipyard
- 2008 – Command changes name from Naval Historical Center to Naval History and Heritage Command
- 2011 – Seabee Museum moves into a new building in Port Hueneme California