

Vice Adm. Brad Collins Takes the Reins of the Navy Shore Enterprise



WASHINGTON (Sept. 24, 2026) Vice Adm. Brad Collins, incoming commander, Navy Installations Command, delivers remarks during a change of command ceremony at the National Museum of the United States Navy at the Washington Navy Yard, Sept. 24, 2026. Seated behind him are Vice Adm. Scott Gray, outgoing commander, and Vice Chief of Naval Operations Adm. James Kilby. During the ceremony, Collins assumed command of CNIC, taking responsibility for the Navy's 71 installations and worldwide shore infrastructure. (U.S. Navy photo by Chief Mass Communication Specialist Janweb B. Lagazo)

WASHINGTON, D.C. – Vice Adm. Brad Collins assumed command of Commander, Navy Installations Command (CNIC) from Vice Adm. Scott Gray during a change of command ceremony held at the Washington Navy Yard, Sept. 24, 2026

Vice Chief of Naval Operations Adm. James Kilby presided over the ceremony, honoring Gray's leadership of the Navy's Shore Enterprise and welcoming Collins.

"The Navy sustains and projects maritime operations from its shore installations, and our ability to win in combat depends on what happens ashore," said Kilby. "It's not just about platforms. As the CNO says, 'Our installations are where we build our most important weapon system – the Sailor.' For CNIC, taking care of Sailors, Marines, and their families is not a collateral duty; it's what CNIC does every day."

The ceremony marked the culmination of a three-year tour for Gray, who reorganized the Shore Enterprise, established CNIC as the Shore Type Commander (TYCOM) and improved Quality of Service for Sailors and families.

Across a \$9.5 billion annual infrastructure portfolio, Gray modernized shore management through requirements-based budgeting and data analytics, while leading the integration of more than 10,700 billets across public works departments, defense fuel support points, and the Navy Petroleum Office. Operationally, he aligned installations directly with maritime forces by establishing Task Force Shore within the Pacific Fleet Maritime Operations Center and fortifying strategic posture worldwide from advancing the AUKUS partnership at NSA Stirling to executing major infrastructure investments in Guam, Spain, and homeports across the fleet.

Gray placed equal emphasis on Navy Quality of Service, championing substantial improvements to living standards and family support. Under his leadership, CNIC funded vital unaccompanied housing and fitness center upgrades, and delivered free Wi-Fi to barracks and galleys. Gray also oversaw a 500 percent expansion of the Military Childcare in Your Neighborhood-PLUS program, adding 10,000 community childcare fee assistance spaces and reducing the Navy's overall childcare waitlist by nearly 5,000 children.

Gray will report to the Pentagon to serve as the Deputy Chief of Naval Operations for Navy Sustainment, leading the newly established office to integrate and synchronize capabilities.

“As I transition to my new role as the Deputy Chief of Naval Operations for Navy Sustainment, I am taking the lessons of the Shore with me to the Pentagon,” said Gray. “I know what it looks like when the Shore is under-resourced and the friction it causes. In this new capacity, our work together will continue—unifying our logistics, infrastructure, and base operating capabilities so that we can better support the fleet, empower the industrial base, and build on the momentum we have created across the Shore Enterprise.”

Collins assumes leadership of CNIC bringing region and operational shore leadership experience, having previously served as CNIC Chief of Staff as well as commander of Navy Region Northwest; Navy Region Europe, Africa, Central; and Navy Region Hawaii.

“It is truly an honor and a privilege to assume command of CNIC,” said Collins. “CNIC’s regions and installations provide the foundation that enables our fleet, supports our Sailors and families, and ensures the Navy is prepared to meet future demands. My focus will be on delivering reliable, responsive support to the people and commands that depend on us.”

Collins underscored his commitment to enterprise continuity, resilience, and operational focus.

“As we move forward, we will stay focused on strengthening that foundation in practical, meaningful ways,” Collins added. “We will continue improving how our regions and installations deliver support to the fleet, the fighter, and the family. That means staying close to the mission, understanding where friction exists, and working across the enterprise to solve problems in ways that make a real difference at the deckplate level.”

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