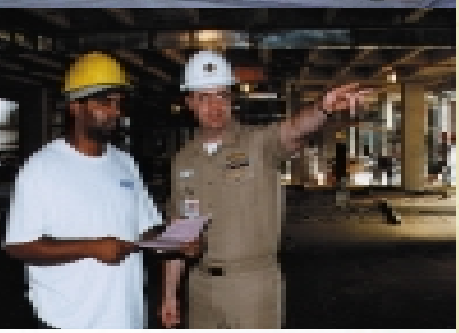


Strategic Plan

Fiscal Years 2002-2007 (FYDP)

Naval Facilities Engineering Command

...One Facilities Engineer Voice

NAVFAC

One Facilities Engineer Voice...

Professional, timely, best value public works support and facilities engineering is founded on the excellence of the global Civil Engineer Corps and civilian workforce. It is independent of Command, independent of billet, and independent of location.

...It is our contribution to the Navy.

Strategic Plan Fiscal Years 2002-2007

Table of Contents

2 Foreword

3 Mission
Vision
Guiding Principles

Focus Areas
4 People
6 Innovation
8 Clients
10 Operations

12 Core Capabilities

14 Major Accomplishments

Implementing Documents
(PUBLISHED SEPARATELY)
Business Plans for:
Navy Public Works Centers
Engineering Field Divisions
Naval Construction Force
Command Business Line Plans
Global Performance Metrics

Foreword

Our Strategic Outlook

The proud history of the Naval Facilities Engineering Command (NAVFAC) dates back to 1842 when NAVFAC - then known as the Navy Bureau of Yards and Docks - supported a naval shore establishment which amounted to little more than seven ship repair yards, four ordnance magazines, and five naval stations. Compare that to the complex infrastructure supporting the technically sophisticated ships, submarines, aircraft, and weapons systems that make up the Navy and Marine Corps of the 21st century. This vast increase in complexity over the years has not altered the fact that NAVFAC, the Department of the Navy's facilities engineering team leader, has been steadfast in its commitment to provide first-class support to the Fleet, the Marine Corps, and to all its clients across the globe.

This Strategic Plan sets NAVFAC's vision and operational guidance. It is based upon four focus areas of People, Innovation, Clients, and Operations, but it is in the integration of these focus areas that we find our strength. We have established Strategies and Measures of Success for each focus area, to set course, speed, and to measure our progress. This plan is supplemented by future year business plans for our Engineering Field Divisions, Public Works Centers, and Specialty Centers. These plans are complemented by the work of the Naval Construction Force (Seabees) throughout the world.

I expect everyone in NAVFAC to understand the Strategic Plan, and support its implementation with everyday actions. We will continue to adjust our business processes to enhance effectiveness and efficiency. We will maintain our organizational alignment to support Naval requirements, and we will aggressively establish and improve our alliances at all levels. It is as a single facilities engineer team, with one voice and one mission, that we will have the greatest impact on the readiness of our clients to achieve their demanding mission requirements. Our success is measured by their success.

The true power of NAVFAC is in the dedicated and superlative people – civilian, military and contractors – who make up the team. If we are to accomplish our strategic vision, we must take care of our people and ensure that we maximize their personal and professional growth to meet the Navy's challenges of tomorrow. This will be achieved through top down leadership and proactive community management, a top priority of the Command. Make no mistake about it, we must look to the future of our people to ensure the long-term success of both the Navy-Marine Corps Team and NAVFAC.

The Navy and Marine Corps rely on us to carry out our facilities engineering mission every day and count on us for our professional judgment, even when the right way is not necessarily the easy way. With our outstanding people, a vibrant and dynamic mission, and a unified facilities engineer voice, we will move forward, achieve great things, and continue to build upon our proud heritage.

Michael R. Johnson

Michael R. Johnson
Rear Admiral, CEC, U.S. Navy

Mission

We are the Navy's facilities, installation, and contingency engineers.

We serve the Navy and Marine Corps team, Unified Commanders, Department of Defense and other federal agencies.

We plan and deliver innovative, technology-leveraged solutions and alternatives to meet our clients' needs.

Vision

We are an integral member of the Navy and Marine Corps team.

We are valued for our ability to offer and deliver timely and effective facilities engineering solutions.

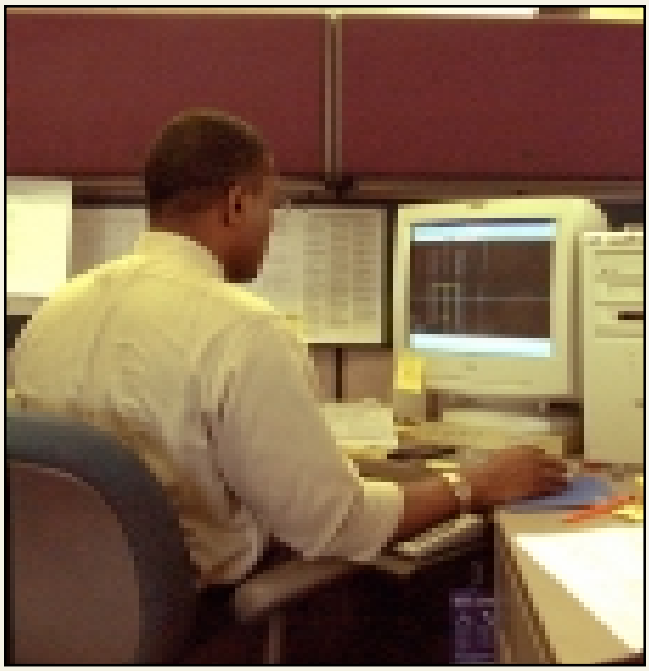
Guiding Principles

UPHOLD the Navy's core values of Honor, Courage, and Commitment
EMPOWER teams with responsibility, authority, and accountability
SHAPE resources proactively to accomplish core workload
DEDICATE ourselves to technical and service excellence
PROVIDE a safe and efficient work environment
FOSTER the professionalism of our workforce
OPERATE within an agile, global network
LISTEN to our clients and be accountable
COMMUNICATE openly and honestly
INNOVATE and improve continuously
VALUE and respect each other
PRESERVE the public trust
DELIVER expert solutions

People

Define, Shape and Train a Global Engineer-Acquisition and Public Works Workforce

Focus on leadership and management of our people, including community management, career development, training, professional registration and certification, and human resources strategies, all of which are critical to ensuring the resourcefulness and success of our people.



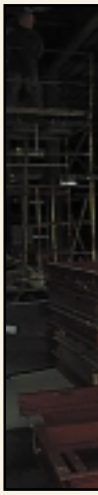
Situation

Current

We are a segmented workforce in transition.

Future

We will be an interdependent, agile, highly skilled and web-based global Engineer-Acquisition and Public Works workforce.



Strategies

- Establish a competency-based community management plan for NAVFAC's global workforce. The plan will include a structured community management process to address recruitment, retention, skills development, mentoring, and career advancement, and will incorporate diverse training and work experience.
- Recognize superior employee and team performance.
- Enhance communication throughout all command levels by becoming a web-based organization.
- Improve quality and capability of our workplace to a consistently high standard across the Command.

Measures of Success

P-1 Correctly Sized and Shaped Workforce

Balance (required vs. actual) entry, mid- and senior level workforce by community.
Develop all professions through community management, and provide viable opportunities for individual development and advancement.

P-2 Higher Professional Licensing and Certification Levels

Sustain and improve job-related certification and licensing.

P-3 Better Recruiting and Retention

Align recruiting and retention programs to shape total workforce and fill projected vacancies.

P-4 Increased Workforce Development

Increase capability through continuous professional training.

Innovation

Develop Bases for 21st Century Naval Forces

Focus on Business Line and Program Leadership, including improving common business processes, fostering interdependence, leveraging technology, encouraging innovations in processes, products, engineering, and acquisition, and pursuing integrated infrastructure planning, all critical to enhancing Navy and Marine Corps effectiveness.

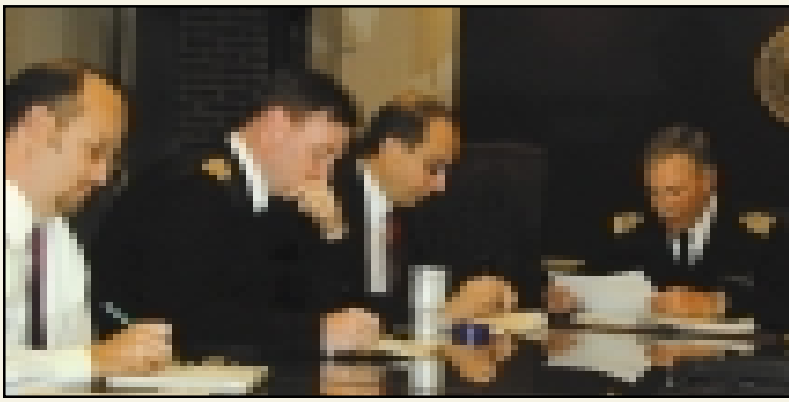
Situation

Current

We are cutting costs to operate and maintain an aging, inefficient infrastructure.

Future

We will plan, deliver and sustain efficient and effective bases for the 300+ ship Navy of the future.



Measures of Success

I-1 Reduced Facility Acquisition, Renovation and Repair Cycle Time

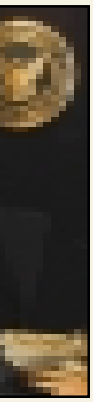
Reduce acquisition, renovation and repair cycle time across a broad range of products and services.

I-2 Innovated Real Property Management

Increase amount of Navy real property managed by contracts, leases, and business agreements.

I-3 Greater Affordability

Provide coordinated global ashore planning to reduce base life cycle costs.



Strategies

- Pursue innovative planning, acquisition, engineering and public works initiatives to reduce cost and cycle time, and improve quality and sustainability.
- Develop new strategies to optimize use of Navy land, facilities, and ranges including coordination with other federal agencies, surrounding communities, and the private sector.
- Apply advanced web-based Information Technology to reduce costs, improve management decisions, leverage resources, and foster interdependency.
- Use benchmarking and process redesign to implement and continuously improve common business practices, focusing on work reception and control, and improving work execution.
- Execute the Navy's global ashore planning effort.
- Coordinate with Navy Program Executive Offices to ensure effective integrated facilities logistics capabilities.

Clients

Exceed Client Expectations

As the Facilities Engineer Voice for the Navy, focus on enhancing relationships with our clients, including improved communications, proactive solutions to upcoming challenges, improved reporting systems, and integrating our business with that of our client commands.

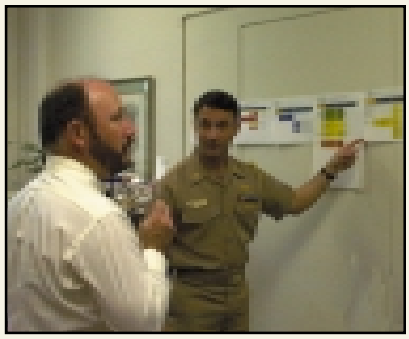
Situation

Current

We are realizing improvements primarily using traditional methods.

Future

We will deliver innovative, expert, agile, and best value client services.



Measures of Success

C-1 Improved Effectiveness

Increase client satisfaction index. Sustain and improve program execution.

C-2 Reduced Response Times

Improve service response and minimize backlog.

C-3 Improved Client Relations

Establish and continuously improve client relations integrating our business with our clients.

Strategies

- Establish a client liaison capability to increase satisfaction, and improve product and service delivery.
- Agressively establish and improve alliances at all levels - activity, region, claimant, and OPNAV/SECNAV.
- Communicate effectively and openly with our clients to understand their current and future needs, shape options, and provide proactive solutions.
- Implement a consistent strategy to identify and accept appropriate emerging work.
- Minimize client effort required to access our services through web-based technology.

Operations

Deliver Network-Centric Engineering Founded on Sound Operational and Business Principles

Situation

Current

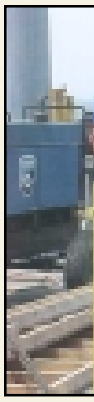
We provide expert, dedicated platform-centric engineering, constrained by inconsistent and cumbersome systems.

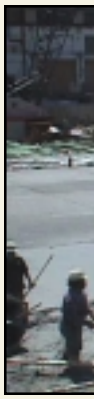
Future

We will provide global, network-centric engineering delivered by innovative experts and enabled by uniform operational and business systems which are agile and cost-effective.

Strategies

- Use innovative web-based operations and business systems to identify, prioritize, balance and execute ever-shifting global workload.
- Provide technical and legal support for the Navy and Marine Corps encroachment strategy.
- Execute initiatives which will decrease facility acquisition, operation, maintenance, environmental, real estate and demolition costs.
- Lead the evolution of Naval Construction Force (NCF) doctrine, training and Table of Allowances (TOA).
- Integrate military, civilian and contractor contingency engineering assets into a single, credible, interdependent global capability.
- Provide affordable and efficient facilities and services on time to our clients.
- Leverage our links with industry for mutual benefit.





Focus on executing work and providing professional products and services, on time, within budget, and exceeding our clients' expectations. Ensure the Seabees and our contingency engineers are ready to respond anytime, anywhere.

Measures of Success

0-1 Reduced Total Ownership Cost Ashore
Decrease facility acquisition and O&M costs.

0-2 Improved Readiness and "Can Do" Engineer Operations
Improve EFD, PW and NCF readiness, and increase support to global engineer operations.

0-3 Greater Naval Construction Force Interoperability
Sustain Seabee operational effectiveness to meet required operational capabilities in all projected operational environments.

0-4 Increased Operating Efficiency and Balanced Execution of Strategic Initiatives, Operational Commitments and Navy Programs Within Available Funds
Utilize the strategic business planning process to create and execute "the future."

0-5 Fielded Enhanced Technology Ashore for Increased Operational Capability
Increase cost savings through accelerated implementation of advanced technology ashore.

Core Capabilities

We accomplish the mission by employing core capabilities during peacetime, wartime, and military operations other than war (MOOTW). These core capabilities form the broad base of the products and services we provide to our clients through our business lines.

Our contribution to the Navy is the integration of our core capabilities. Each person and organization within NAVFAC advances the skills, tools and processes to build and strengthen our core capabilities through quality of service to our clients.

Integration

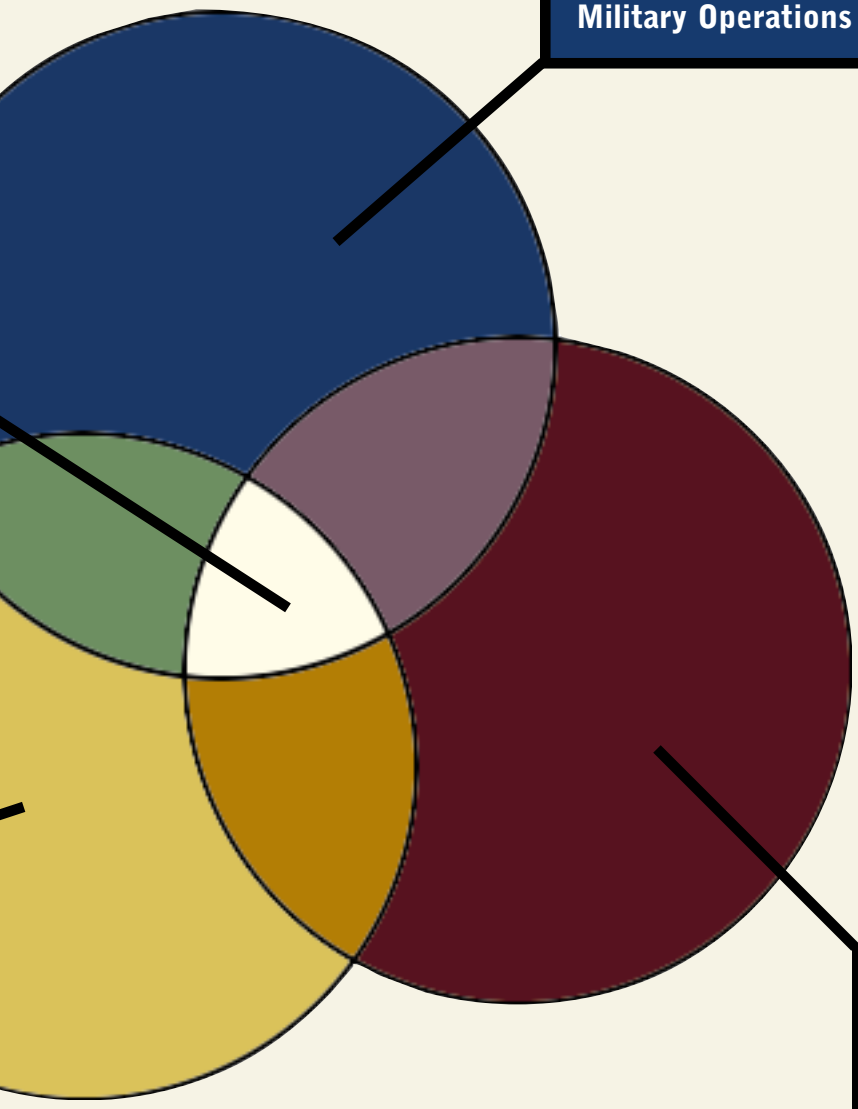
Program Management
Project Management
Financial Management
Client Liaison
Consulting
Contracting

Base Development

Facility Planning
Regional Planning
Environmental Planning
Real Estate

Engineering

Design
Construction
Public Works
Environmental
Ocean Engineering
Weight Handling Equipment
Research and Technology Development
Military Operations And Contingency Engineering



Acquisition

Military Construction
Environmental Restoration
Base Realignment and Closure
Navy Housing
Seabee Support
Base Operations Support
Public-Private Ventures

Our Contribution to the Navy

Major Accomplish

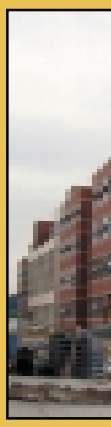
The NAVFAC family is proud of the products and services we deliver to our clients in the fleet, the Department of Defense, and other governmental organizations. Throughout the world, the people of NAVFAC are making important contributions to the progress, success and future of the Navy. These examples are just a few of our recent major accomplishments.

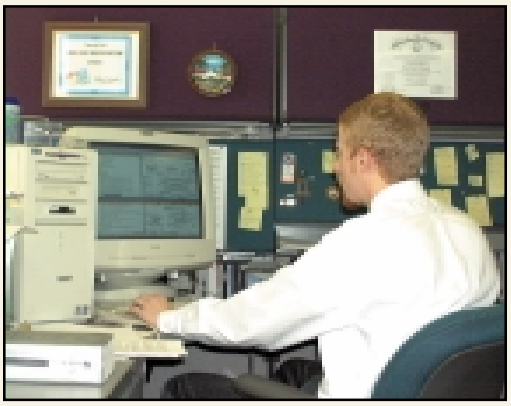
Hale Moku Navy Family Housing

A $57 million Quality of Life enhancement project in Pearl Harbor, Hawaii, demolished and replaced 318 family housing units built in 1941. Using a best-value, design-build contract for the 37-acre site, ROICC Pearl Harbor converted the neighborhood to all underground utilities, converted on-street parking to enclosed parking, and added open tot lots and play areas. Building units feature steel framing and roof trusses, permanent rooftop fall-protection anchor points, central air conditioning, solar water heaters, energy efficient fixtures, automatic irrigation systems, and Corian solid surface surrounds in kitchens and baths. The project represents the Navy's continuing commitment to high quality housing for its Sailors and families.

Naval Sea Systems Command Relocation

As a result of the Base Realignment and Closure Act of 1990, the headquarters for Naval Sea Systems Command (NAVSEA) is relocating to the Washington Navy Yard from Virginia's Crystal City. Engineering Field Activity Chesapeake renovated two historic industrial buildings into offices and constructed a new building and an eight-level parking garage under a $124 million project. More than 4,000 people are transferring with NAVSEA, requiring one million square feet of space - representing the largest single office project ever awarded by the Navy.





Electronic Bid Solicitations and Signatures

A joint effort between the NAVFAC Acquisition and Engineering directorates and the NAVFAC Information Technology Center (NITC) established the Electronic Solicitations web site in 1999 at http://esol.navfac.navy.mil. The site, hosted by NITC, provides electronic synopsis, solicitation, specifications, drawings, amendments and contract award information related to military construction, A&E, environmental and facilities services contracts. The site allows online viewing and downloads of solicitations and related information by potential bidders, subcontractors and plan holder firms. NAVFAC contract offices post information worldwide.

Furthermore, to become compatible with emerging paperless contracting initiatives, the Atlantic Division developed a process and customized software for electronic signatures, which has been successfully implemented across NAVFAC.

ments

Kosovo Force Engineer Logistics and Maintenance Support (ELMS) Contract

As a result of a NATO decision to replace military forces providing facilities and utilities maintenance and repair with an international contractor, Allied Forces Southern Europe "hired" Engineering Field Activity Mediterranean and the Atlantic Division to develop an ELMS specification and cost estimate for Kosovo Force headquarters sites throughout the Balkans. This short-fused tasking was completed in one-third the normal delivery time, leading to the award of a $36 million contract for all headquarters base camp services in Kosovo, the first contract of its kind in support of NATO operations.

Napalm Disposal

Southwest Division successfully managed the disposal of more than two million gallons of napalm overcoming considerable regulatory, political and public affairs challenges in four states. The project set new legal precedence for protections of federal Comprehensive Environmental Response, Compensation, and Liability Act (CERCLA) actions by successfully defending legal challenges in federal and state courts.

Floating Crane Cost Avoidance

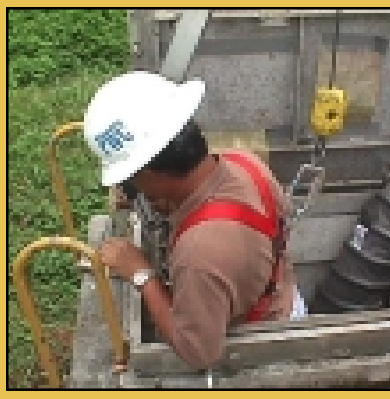
As part of the Navy Crane Center's Ship's Program Manager responsibilities for service craft, underutilized floating cranes were reviewed in 1999 and 2000 for reassignment to higher priority operational requirements. Four floating cranes were reassigned to replace four problem assets, resulting in an avoidance of a potential future cost of four new cranes at about $60 million. In addition, safety levels are significantly enhanced by the removal from service of four older, accident-prone, difficult-to-operate floating cranes.

Fixed Price Indemnified Remediation Contract

Southern Division awarded the Navy's first-of-a-kind, fixed-price, indemnified remediation contract for the environmnetal cleanup of the former Charleston Naval Base in February 2000. The innovative contract provides cost savings while simultaneously placing a cap on cleanup costs and accelerating the transfer of the Charleston Naval Complex. The contract is firm-fixed price, meaning that the total cost of the project is predetermined based on extensive review by underwriters and environmental estimators. The contractor provides guarantees to cover unforeseen costs and assumes project management of the cleanup within a short timeframe.

Bachelor Enlisted Quarters

Facilities Team Great Lakes (Public Works Center Great Lakes, Engineering Field Activity Midwest, and the Naval Training Center) completed a $65 million construction project of nine new multi-story brick bachelor enlisted quarter facilities in 1999. Providing living quarters for more than 2,000 students, the buildings were the first design-build project the Navy awarded, and it was also coordinated and managed using an innovative new web-based construction management information system. The project received the White House Closing the Circle Award for 2000 in the Model Facility Demonstration category, recognizing environmental benefits and innovative waste reduction efforts throughout the construction. It also was awarded the Leadership in Energy and Environmental Design (LEED) Green Building Certificate from the U.S. Green Building Council for addressing sustainability and energy efficiency.



Mobile Offshore Base Technology and Technical Leadership

The Mobile Offshore Base (MOB) will provide logistic support for military operations in forward-deployed areas where fixed bases are either not available or inadequate. The MOB will be a floating structure from 1,000 to 5,000 feet in length with a runway and cargo handling/storing facilities. As technical manager for the $36 million program, the Naval Facilities Engineering Service Center led a team of more than 50 organizations from industry, academia and government in developing the fundamental technologies necessary to assess MOB feasibility and cost.

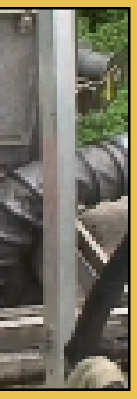
The MOB program supported major advances in the fields of ship and semi-submersible stability and hydrodynamics. It gathered the first-ever large-scale measurements of wave fields in a hurricane and developed a new reliability-based MOB Classification Guide that is also applicable to the new DD21 and CVNX programs. Based on an in-depth analysis of program developments, an independent assessment report to Congress in April 2000 concluded that MOB is technically feasible.

Amphibious Bulk Liquid Transfer System

A contract for five new Ampihibious Bulk Liquid Transfer Systems (ABLTS) was awarded in February 2000. The Naval Construction Battalion Center Port Hueneme, Calif., has incorporated many new features into ABLTS to improve operational capability and eliminate safety issues experienced with the current amphibious hose system. The improved amphibious hose system can deploy and retrieve in half the time of the current hose reel system. ABLTS is capable of installing 10,000 feet of potable water or fuel hose complete with anchors in six hours or less, night or day, from a supply ship to the beach. The system is transportable by land, sea and air. Delivery to the Fleet will commence in September 2001 and run through January 2003.

Energy Efficiency Projects

Public Works Center Norfolk and the Atlantic Division have partnered to develop and execute an integrated group of energy efficiency projects. The Naval Support Activity Mechanicsburg, Pa. Energy Efficiency Project, for example, will save the Navy nearly $2 million per year in electrical, fuel oil, and chilled water commodities and reduce over-all commodities consumption by 20 percent.

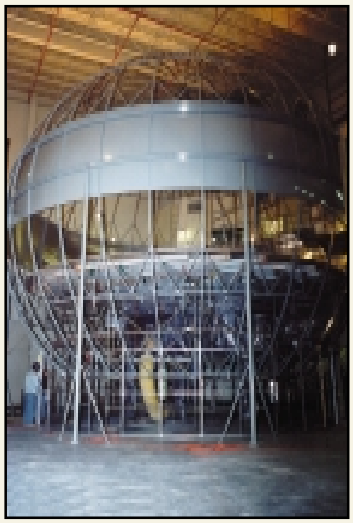


Occupational Safety and Health

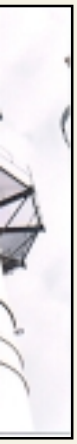
Public Works Center Guam achieved an unprecedented milestone in the history of Navy Occupational Safety by winning, for the third consecutive year, the Secretary of the Navy Award for Achievement Ashore OutConus Category. During the past four years, the PWC Maintenance Department logged over 4.5 million hours without a lost workday, a milestone never before achieved by any other naval industrial activity. Contributing to the success of the PWC Guam Safety Program is the deep commitment of its staff to ensure safety continues to be "a lifestyle." As a result PWC Guam maintains a safety record with low mishap frequency and severity rates, low worker compensation disbursements and very high inspection scores.

NAS Oceana Construction

Atlantic Division managed the completion of a comprehensive Environmental Impact Statement before 10 F/A-18 squadrons from NAS Cecil Field, Fla. relocated to NAS Oceana, Va. in support of a BRAC-related move. Simulators were relocated, and a massive structure to house two simulator domes was constructed to provide effective jet aircraft training for squadron personnel.



Other completed facilities include a corrosion control hangar, a five-building bachelor enlisted quarters and a jet engine test cell. Other projects include an aircraft hush house, air operations facilities, an aircraft maintenance hangar and a fitness center.



Orote Seawall

As an innovative solution to protect the environment, the Pacific Division constructed a seawall in Guam to prevent ocean waves from eroding the sides of the Orote Landfill and spreading residential, industrial and construction wastes. Over 100 24-ton and 800 9-ton concrete blocks serve as the main foundation for the seawall, which extends approximately 250 feet across the coastline and slopes 85 feet inland. The concrete blocks are designed to withstand pressures of 5,000 pounds per square inch (psi). Typically, the concrete used to construct buildings is designed for 3,500 psi. The second phase of the project was the installation of a cap over a six acre landfill. Native vegetation was planted after the cap was completed. The total cost for the project is approximately $14 million.

Naval Facilities Engineering Command
1322 Patterson Ave SE Suite 1000
Washington Navy Yard DC 20374-5065

http://www.navfac.navy.mil