

Naval Facilities Engineering Systems Command

Strategic Plan - August 2025





USS Iwo Jima (LHD 7) underway in the Atlantic Ocean. U.S. Navy photo by MCSS Andrew Eggert.

Commander's Foreword



The United States today faces an increasingly complex and dangerous global security environment. For the more than 15,000 military and civilian personnel who proudly serve our country as a part of NAVFAC, our task is clear: We enable the U.S. Navy and Marine Corps to remain the most powerful and capable fighting force in the world through our technical and acquisition expertise.

The 2025 NAVFAC Strategic Plan outlines how we will deliver innovative engineering solutions and support critical infrastructure that directly contributes to the lethality of U.S. warfighters. NAVFAC ensures shore infrastructure and expeditionary capabilities can support the Fleet and Marine Corps in any theater of operation. We will prioritize investments that enhance readiness, resilience and responsiveness.

To accomplish our mission, NAVFAC must embrace a culture of continuous improvement, operational excellence and sound resource management. To that end, this strategic plan includes initiatives to streamline processes and optimize resources to focus even more intently on supporting the warfighter.

My focus is simple: Keep the main thing, the main thing. Construction, Engineering, and Contracting. And each one of us must be laser-focused on ensuring our Nation's combat readiness and lethality.

At NAVFAC, every action we take contributes to the warfighter's ability to deter aggression, respond to crises, and win in any conflict. Our leaders have laid out their expectations. And we will deliver.

A handwritten signature in white ink, appearing to read 'J. Kilian', with a long horizontal stroke extending to the right.

Rear Admiral Jeff Kilian, PE
Commander, Naval Facilities Engineering Systems Command

NAVFAC: Who We Are



NAVFAC traces our history to the establishment of the Bureau of Yards and Docks, which was founded in 1842 to execute the design, construction and maintenance of Navy yards and shore stations on the U.S. eastern seaboard.

Today, NAVFAC is a Department of the Navy Systems Command with civilian and military personnel working 24/7 around the world, supporting the readiness of U.S. Naval Forces and our Nation's defense through:

Facility Engineering Commands

Provide engineering, acquisition and technical expertise in facilities, real estate, base operating services, expeditionary engineering and logistics, and the planning, design and construction of shore facilities for military departments and federal agencies.

Officers in Charge of Construction

Execute large-scale construction programs to modernize Naval Shipyards, repair Navy and Marine Corps installations after natural disasters, and build new installations in the Indo-Pacific theater.

Navy Crane Center

Ensures safe and reliable weight handling at Navy shore activities worldwide by establishing policy and providing engineering, acquisition, technical support, training and oversight.

Naval Facilities Engineering and Expeditionary Warfare Center

Provides research, development, testing and evaluation, in-service engineering and lifecycle management to deliver specialized facilities and expeditionary solutions to the warfighter at enduring bases and forward-deployed, expeditionary locations.

Fleet Civil Engineers

Civil Engineer Corps Flag Officers serve as Fleet Civil Engineers for Commander, U.S. Pacific Fleet and Commander, U.S. Fleet Forces Command.

Program Executive Office Industrial Infrastructure

Exercises programmatic authority for cost, schedule and performance oversight of the Shipyard Infrastructure Optimization Program, the Logistics Over the Shore Program, and Navy Expeditionary Systems Program, and Table of Allowance.

NAVFAC Authorities

Department of Defense construction agent for military construction

- Department of Defense Directive 4270.5

Acquisition of design and construction, maintenance and facility operations, facility cybersecurity, real estate, environmental conservation and remediation, and non-tactical vehicles

- Secretary of the Navy Instruction 5400.15D

Acquisition and program management of expeditionary engineering and logistics, and ocean facilities

- Secretary of the Navy Instruction 5400.15D

Policy and oversight of the Department of the Navy weight handling program

- Secretary of the Navy Instruction 11260.2B

Acquisition, management and disposal of real property

- Secretary of the Navy Instruction 11011.47D



USS Dwight D. Eisenhower (CVN 69) arrives at Norfolk Naval Shipyard. U.S. Navy photo by Shelby West.

NAVFAC Capabilities

Our mission, functions and tasks are encompassed within nine unique capabilities, positioning NAVFAC to enable the warfighting lethality of the U.S. Navy and Marine Corps and fulfill our mission as a Department of Defense Construction Agent.

Planning, Design, & Construction

Improve the speed, cost control, and quality of military construction project delivery.

Infrastructure Technical & Program Oversight

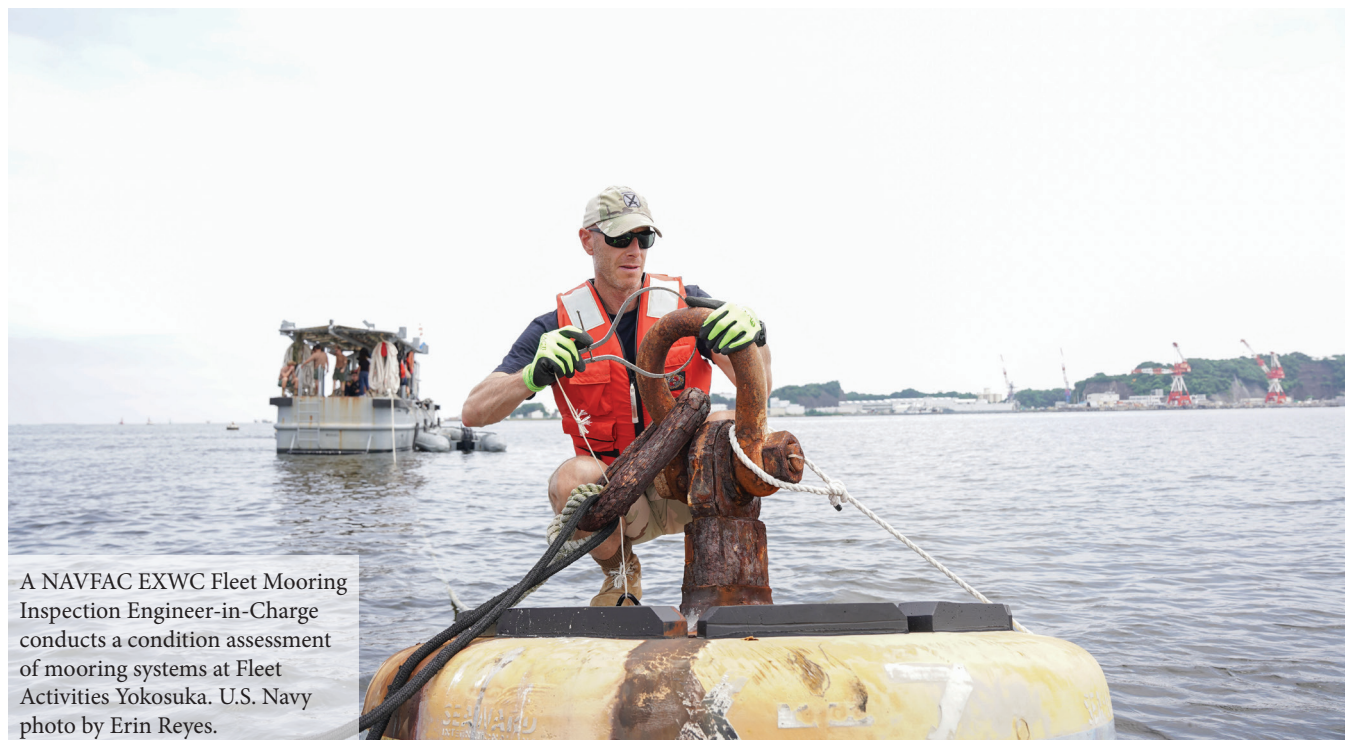
Ensure the safe operation of infrastructure through acquisition, inspections, certifications, and oversight of compliance with technical standards.

Facility-Related Control Systems (FRCS) Cybersecurity

Support fleet operational readiness by managing risk of mission-critical FRCS that support defense critical infrastructure.

Ocean Facilities & Equipment Engineering

Assure continued Fleet warfighting dominance at-sea and ashore through innovation and engineering.



A NAVFAC EXWC Fleet Mooring Inspection Engineer-in-Charge conducts a condition assessment of mooring systems at Fleet Activities Yokosuka. U.S. Navy photo by Erin Reyes.

A NAVFAC public works professional reviews safety regulations with a Sailor at Naval Station Rota. U.S. Navy photo by MC2 Keyly Santizo.



Expeditionary Engineering & Logistics

Exercise expeditionary, table of allowance, and contingency engineering responsibilities to enable naval and joint warfighter readiness.

Real Estate Acquisition & Management

Increase operational capability while reducing Navy total ownership costs.

Environmental Readiness

Enable mission readiness through compliance with environmental laws and regulations.

Non-Tactical Vehicles & Equipment Technical & Program Oversight

Ensure safe operation of vehicles and equipment through recapitalization, inspections, certifications and technical standards compliance oversight.

Weight Handling Ashore Procurement & Program Oversight

Lead the Department of the Navy's shore activity weight handling program by establishing policy and providing engineering, acquisition, technical support, training, and oversight for compliance to maintain readiness.

Riggers with Pearl Harbor Naval Shipyard and Intermediate Maintenance Facility test a shipyard crane. U.S. Navy photo by Mike Wilson.



Strategic Framework



NAVFAC's path is prescribed by the guidance and direction of the Secretary of Defense, Secretary of the Navy, Chief of Naval Operations, and Commandant of the Marine Corps. We are focused on providing superior construction, engineering and contracting expertise to enable U.S. Naval Forces and ensure lethality across warfighting domains.

Performance and Accountability

Construct and deliver shore infrastructure that enables the Fleet, Marine Forces and the Joint Force in conflict, the defense of our homeland, and the expansion of our industrial base.

Contracting and Engineering Excellence

Reinforce our contracting and engineering capabilities so our military and civilian workforce enables deterrence and is always ready to deploy forward in conflict.

Organized for Action

Reshape our organization for mission effectiveness and fiscal responsibility. Streamline the command laydown and prioritize resources to ensure every action directly supports operational readiness.

Unity of Effort, Focused on the Fight

Accelerate unity of effort through clear ownership and accountability, transparency in execution performance, and applying standard work to stay focused on what matters most — the Fight.

Continuously Assess, Measure and Improve

Leverage every action as an opportunity to learn as an organization and drive clear and measurable warfighting outcomes.



USS Cheyenne (SSN 773) undocks at Portsmouth Naval Shipyard. U.S. Navy photo by Branden Bourque.

Line of Effort 1: Sharpen NAVFAC's focus on construction, engineering, and contracting

Task 1: Construction – Improve Cost, Schedule, Quality

- Establish a unified enterprise structure with streamlined processes and leadership accountable to project delivery. The NAVFAC Construction Program Management Office will manage cost, scope and schedule for Military Construction and centrally-managed sustainment, restoration and modernization projects for the Navy and Marine Corps.
- Accelerate speed and performance through the innovative use of collaborative project delivery methods delivered from centers of excellence.

Task 2: Engineering – Deliver Technical Excellence Through Our SYSCOM Authorities

- Establish an independent Chief Engineer – separate from program execution responsibilities – to provide rigorous oversight of all technical warrants and ensure adherence to Department of Navy engineering standards.
- Establish a global Center of Excellence to advance Expeditionary Engineering, Construction and Security Cooperation capabilities for the joint force, specifically within the Indo-Pacific theater.

U.S. Marines prepare to board an MV-22B Osprey at Marine Corps Air Station Miramar. U.S. Marine Corps photo by Cpl. Ryan Ramsammy.



Our engineering and acquisition mission will respond with agility and precision. We will elevate core functions, accelerate decision-making, and optimize processes to deliver technical excellence to the warfighter.

Task 3: Contracting – Improve Agility Through Common Standards

- Establish a comprehensive suite of standardized, enterprise acquisition tools to enhance responsiveness in both competition and conflict.
- Establish a Center of Excellence with centralized accountability for Base Operating Support acquisition.



NAVFAC staff with Officer In Charge of Construction Marine Corps Marianas enter a construction site. U.S. Navy photo by Rachel Landers.

Line of Effort 2: Drive NAVFAC toward a lean, accountable and integrated organization



A NAVFAC engineer technician oversees a construction project at Joint Base Andrews. U.S. Navy photo by Natasha Waldron Anthony.

Task 1: Transfer Organizational-Level Maintenance to Navy Installation Commanding Officers

- Complete Stage 1 of the Navy's Shore Command and Control (Shore C2) by the end of 2025 by transferring facilities requirements generation and management and environmental compliance and conservation to the installation commanding officer.
- Continue Shore C2 realignment with collaboration and unity across the Navy Shore Enterprise to ensure installation commanding officers are accountable for organizational-level maintenance and public works operations.

We will be disciplined, efficient and centered around warfighting. We will align roles, responsibilities and resources at all commands to eliminate redundancy, empower enterprise-level execution, and uphold fiscal responsibility.

Task 2: Simplify Command Structure to Focus Mission Execution

- Realign NAVFAC organizations to reinforce the SYSCOM's engineering and acquisition-centered identity, ensuring each organization in the enterprise has specific, measurable value to warfighter mission outcomes.
- Streamline enterprise functions — including assessments, inspections, certifications, and specialty competencies — under a unified delivery model led and operated from the warfare center.

Task 3: Align Our Workforce to Operational and Fiscal Imperatives

- Refocus the workforce's mission in the construction value stream to inherently governmental functions, while maintaining professional standards, competencies and capabilities.
- Centralize or de-scope administrative and support functions to standardize service delivery, increase enterprise efficiency and reinforce accountability.



An EA-18G Growler conducts flight and test operations at Naval Base Ventura County Point Mugu. U.S. Navy photo by Lt. j.g. Drew Verbis.

Line of Effort 3: Recruit, develop and retain a NAVFAC workforce that drives readiness and deterrence

Task 1: Recruit and Retain the Skills Necessary to Perform our Mission

- Establish a Talent Acquisition Center of Excellence to proactively identify, attract and retain enterprise-wide critical skills needed for mission success.
- Implement targeted recruiting and retention strategies to foster an engaged workforce and ensure long-term alignment between workforce capabilities and mission readiness.



A high school senior works on a robot at the FIRST Robotics Competition. NAVFAC EXWC participated in the event in partnership with Naval STEM and DoD STEM. U.S. Navy photo by Lisa Ferdinando.

Every member of the NAVFAC team will operate at their highest level of performance to meet the Navy's warfighting needs. We will recruit the best talent and arm our people with the technical training and tools they need to succeed.



Personnel assigned to the Shipyard Infrastructure Optimization Program office tour Norfolk Naval Shipyard's Dry Dock 8. U.S. Navy photo by Danny De Angelis.

Task 2: Drive Performance Through Training, Development and Certifications

- Develop, publish, train and measure enterprise standards for mission-critical skills by setting standards for proficiency, technical certifications and mission readiness.
- Develop core technical and leadership competency levels to enable a high-performing, agile workforce ready to pivot to meet Department of the Navy and Department of Defense emergent requirements.



USS Hampton (SSN 767) enters Dry Dock 1 at Portsmouth Naval Shipyard. U.S. Navy photo by Branden Bourque.
Front Cover: USS Hopper (DDG 70) undocks from Dry Dock 4 at Pearl Harbor Naval Shipyard and Intermediate Maintenance Facility. U.S. Navy photo by Mike Wilson.

Naval Facilities Engineering Systems Command

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