NAVFAC STRATEGIC PLAN

ADVANCING THE PACE OF PERFORMANCE
AUGUST 2022

NAVFAC
Naval Facilities Engineering Systems Command

LEADERSHIP MESSAGE

This Strategic Plan, built from the foundation of prior strategic designs, focuses NAVFAC SYSCOM toward the priorities of the Navy and Marine Corps. It represents a strong continuity of leadership strategy and focus, and sets us on the right course to accelerate delivery of quantifiable performance aligned with Fleet requirements and objectives.

The Fleets rely on Systems Commands to deliver the systems and infrastructure vital to enabling readiness and lethality, as well as the technical expertise to assess condition and capability of existing infrastructure to make the best informed investment decisions for the future. This plan hones our skills and improves our capability in all these respects.

Our Navy is being challenged to compete, and a strong SYSCOM is needed as never before to deliver on the imperatives outlined in the Strategic Framework section of this plan.

NAVFAC SYSCOM is squarely aimed towards the priorities of the Navy and Marine Corps. We will expand our collaboration with our industry partners, leverage enterprise data and the digital domain, and expand the capabilities and learning of our personnel to be the expeditionary and shore SYSCOM that our Navy needs.

VR/ DVLLy

Rear Admiral
Dean VanderLey
Commander,
Naval Facilities
Engineering
Systems Command

STRATEGIC FRAMEWORK

NAVFAC's course to accelerate performance and chart a path to continual improvement is defined from the guidance set forth by the Secretary of Defense, Secretary of the Navy, the Chief of Naval Operations, and the Commandant of the Marine Corps. Our main themes include:

Provide Fleet Commanders the infrastructure assessments needed to make informed decisions.

Investment and sustainment resource decisions require the expertise and technical evaluation of a SYSCOM to better prioritize effort where unacceptable risk exists.

Construct and maintain shore infrastructure that enables the lethality of our Fleets and Marine Corps forces.

NAVFAC must deliver shore infrastructure support that results in readiness and force generation to maximize the impact of warfighter capacity and capability.

Execute recapitalization and optimization of shipyard infrastructure to build, sustain, and repair our operational forces.

Operational Availability (A_o) is the prime measure of readiness shipyards provide. NAVFAC's support to the Program Executive Office for Industrial Infrastructure is critical to assure availability of the Navy's warfighting capability.

Utilize Navy learning tools to assess, measure, challenge and continually improve performance.

NAVFAC will not only drive execution but enhance our learning opportunities as an organization. We will use Navy learning methodologies to focus our team on measures that drive outcomes, increase transparency, and hold the SYSCOM accountable to supported commanders.

OUR NORTH STAR

Drive performance and outcomes of SYSCOM Capabilities to effectively enable Fleet readiness and Marine Corps force generation

OUR AUTHORITIES

Department of Defense (DoD) design and construction agent for military construction (MILCON)
10 U.S.C. Chapter 169, DODM 4270.5

Acquisition of design and construction, maintenance and facility operations, facility cybersecurity, real estate, environmental conservation and remediation, and non-tactical vehicles
SECNAVINST 5400.15D

Acquisition and program management of expeditionary engineering and logistics, and ocean facilities
SECNAVINST 5400.15D

Policy and oversight of the Department of Navy weight handling program
SECNAVINST 11260.2B

Acquisition, management, and disposal of real property
SECNAVINST 11011.47D

NAVFAC CAPABILITIES

NAVFAC's mission, functions, and tasks are encompassed within ten capabilities unique to our SYSCOM role in support of Fleet and Marine Corps forces

DESIGN & CONSTRUCTION

Improve the speed, cost control, and quality of MILCON project delivery

MAINTENANCE & FACILITY OPERATIONS

Deliver reliable and resilient infrastructure based on Fleet and Marine Corps priorities with focus on Task Critical Assets (TCAs)

REAL ESTATE ACQUISITION & MANAGEMENT

Increase operational capability while reducing Navy total ownership costs

OCEAN FACILITIES & EQUIPMENT ENGINEERING

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

CYBERSECURITY: FACILITY-RELATED CONTROL SYSTEMS

Support Fleet operational readiness by securing all Facility-Related Control Systems (FRCS) of defense critical infrastructure

ENVIRONMENTAL COMPLIANCE

Comply with National Environmental Policy Act (NEPA) and environmental site regulations

ENVIRONMENTAL CONSERVATION

Assess the overall health, status and effectiveness of shore conservation for natural and cultural resources

WEIGHT HANDLING ASHORE PROCUREMENT & INSPECTION

Lead 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

NON-TACTICAL VEHICLES & EQUIPMENT MAINTENANCE AND OPERATIONS

Provide the Navy with transportation services that meet Fleet and shore readiness requirements

EXPEDITIONARY ENGINEERING & LOGISTICS

Exercise Expeditionary, Table of Allowance (TOA), and Contingency Engineering responsibilities to enable Naval and Joint Warfighter readiness

"We must address and improve how the shore enterprise functions as a force multiplier, enabling the Navy to succeed in STRATEGIC COMPETITION as it supports the Fleet of 2030 within the unified readiness picture assessed by and reported through Fleet Commanders."
– Navy Global Strategy Ashore
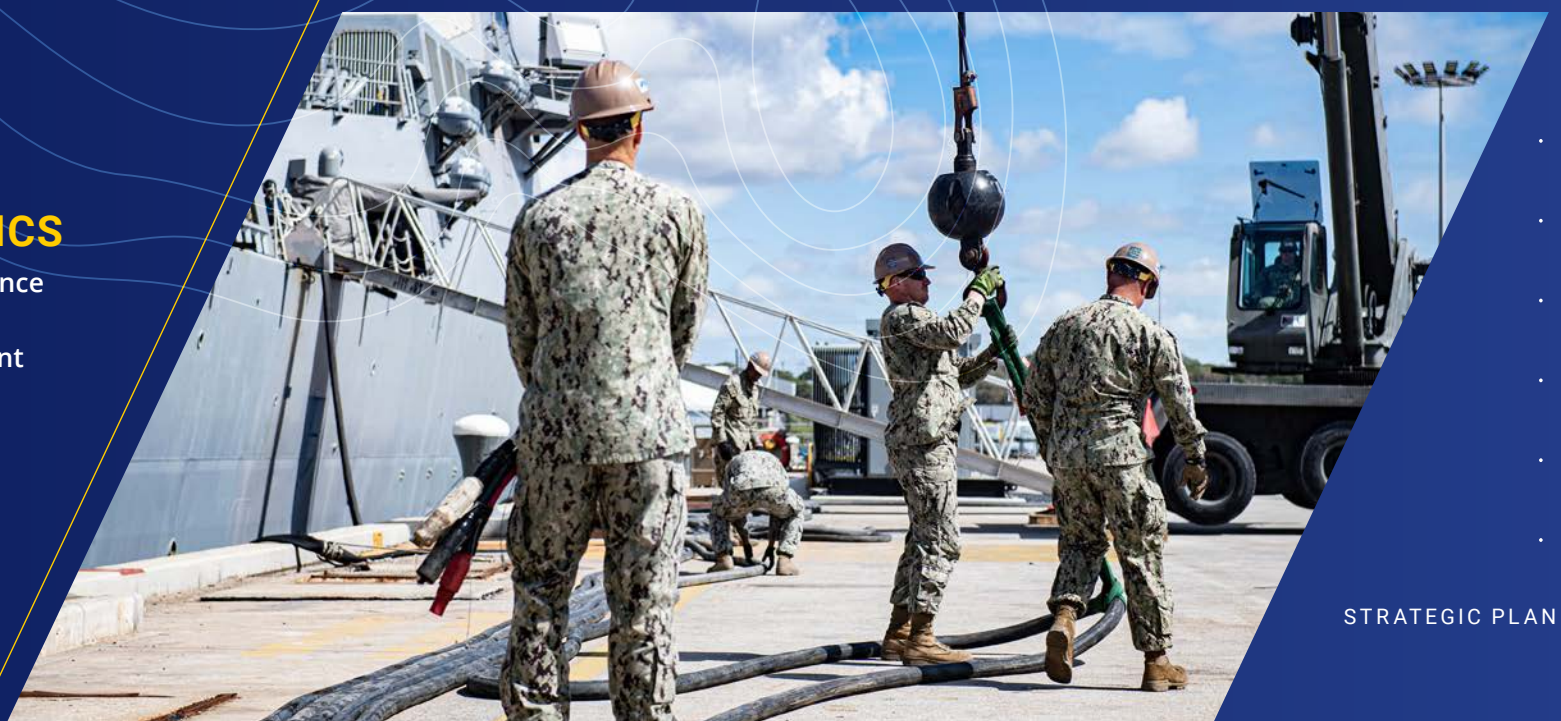
STRATEGIC PRIORITY #1

Accelerate execution performance

The Navy demands a persistent and agile shore enterprise to provide mission capability to the Fleets. Shipyard recapitalization in particular represents the largest, most complex, and most urgent Fleet projects and NAVFAC must deliver at cost and on time to assure sustained operational availability (A_o). NAVFAC is committed to transparency, measurement, and accountability to improve our output to the Fleet.

NAVFAC will focus on improving SYSCOM Capabilities performance and accountability

1. **Build "Get Real Get Better" culture into NAVFAC governance by utilizing Navy learning tools to measure, assess, and continually improve performance**

   - Address under performing Tier 1 Outcomes that measure the effect of each capability

   - Continue use of the Perform to Plan methodology to learn and improve MILCON execution performance

2. **Optimize work management processes and systems to enable effective management, authoritative performance data, and decision making**

- MILCON Meets Mission Scope Requirement
- MILCON Cost and Schedule *
- Infrastructure Support Delivery for Fleet and Marine Corps Task Critical Assets
- Maintenance & Facility Operations Cost-efficient Delivery *
- Cyber Security of Critical Facility-related Control Systems
- Cybersecurity Commissioning Incorporated into MILCON Projects

- Environmental Restoration Response Schedule
- Weight Handling Ashore Equipment Readiness
- Delivery Performance of Non-tactical Vehicles
- Expeditionary Forces Outfitted with Systems/Material Per Plan
- SYSCOM Support to Warfighter Requirements and Security Cooperation in All Phases of Conflict
- Real Estate Cost-efficient Delivery

* *Outcomes that measure cost estimating and preventive maintenance performance will receive focused review*

STRATEGIC PRIORITY #2

Aggressively exercise SYSCOM authorities to enable the Fleet's readiness and lethality

NAVFAC must provide Fleet Commanders and Marine Corps with the best available information to make infrastructure investment and expeditionary equipment decisions. Agile and timely response, whether in peacetime, conflict, or crisis must be in our DNA.

NAVFAC will prioritize improving agility and leveraging its expertise to enable Fleet and Marine Corps operations

1. Improve and sustain agile acquisition support across all phases of military operations

2. Execute infrastructure assessments, risk analysis, and recommendations

   • Communicate where Fleet and Marine Corps own risk due to infrastructure condition

   • Deliver the expertise to enable SECNAV's *Climate Action 2030* strategy

   • Provide engineering evaluations to Fleet and Marine Corps Commanders that identify risk to operational availability and inform investment strategy and impacts

"The shore enterprise must be prepared to enable and sustain readiness across the competition continuum – from day-to-day competition to crisis and conflict."
**– Navy Global Strategy Ashore**

STRATEGIC PRIORITY #3

Strengthen, enhance, and accelerate workforce learning and performance

To keep pace with the operational tempo of the Fleet, NAVFAC is committed to technical excellence, measured outcomes, and increased learning capacity of the workforce.

NAVFAC will accelerate the pace of learning

1. Implement a robust Learning Management System to define, implement, and certify essential workforce skills

2. Elevate the learning potential of our Knowledge Management System by enhancing its ability to facilitate collaboration with agility, capture lessons learned, adapt to change, and update processes quickly to communicate best practices

3. Model a Workforce Readiness Assessment that predicts and positions the right expertise with relevant skills and capabilities – at the right locations, at the right time
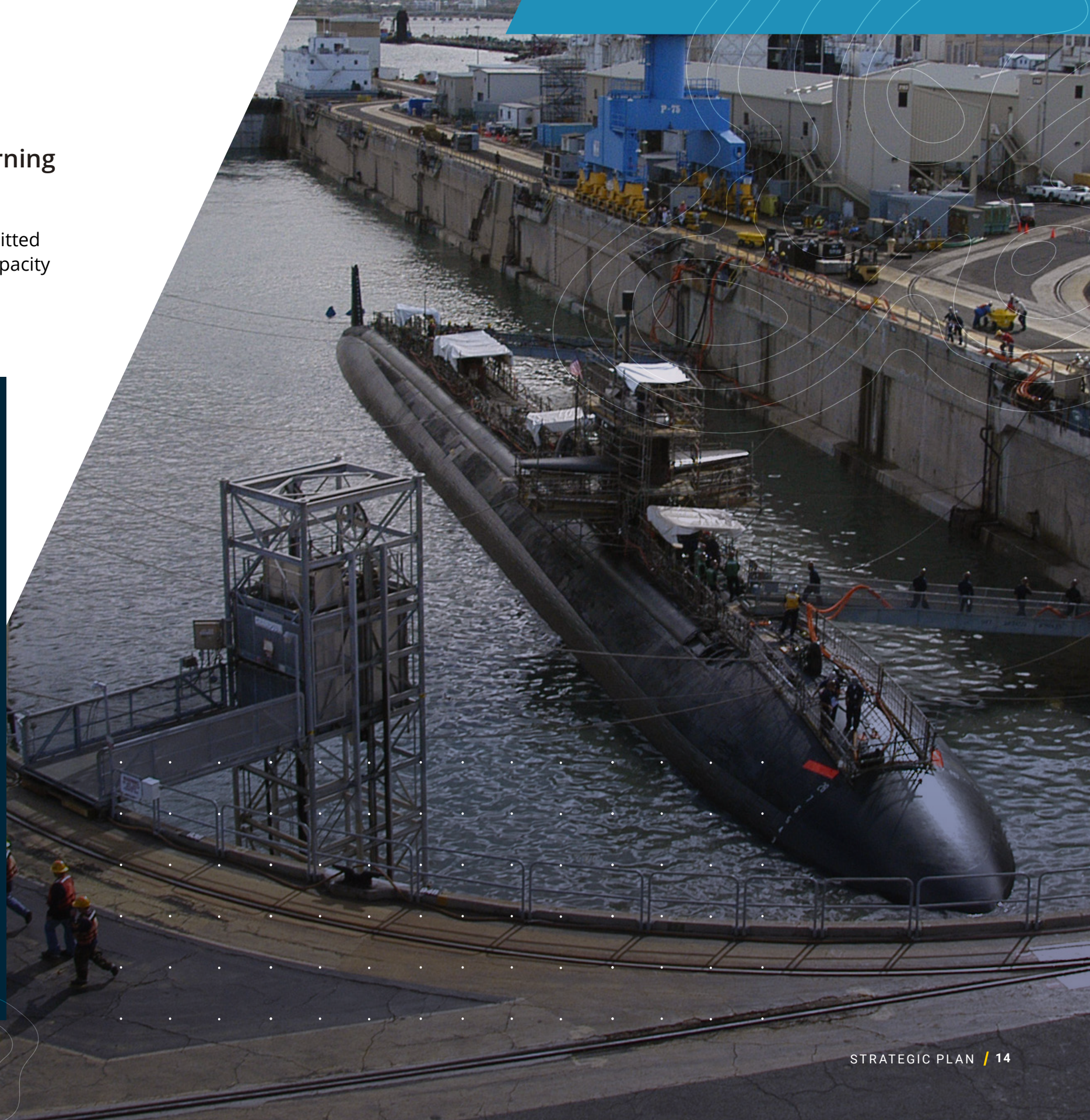
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