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the Naval Facilities Engineering Command,  
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## Strategic Design



March 2016

# Chief's Message



The Naval Facilities Engineering Command continues to maintain a strong reputation for mission accomplishment in the face of demanding challenges. In a world that is increasingly complex, we remain ready to provide critical services and expeditionary support to Fleet, Marine Corps and Combatant commanders in defense of our nation.

Our Strategic Design is not a change in direction; rather, it is a sharpening of our strategic focus. "Design" signifies a deliberate change in our approach, acknowledging that the inherent uncertainty of dynamic global and national circumstances requires us to anticipate, manage uncertainty, and continuously assess our course and speed. Our Strategic Design is aligned with SECNAV and CNO priorities and organized around two Lines of Efforts: (1) Enhancing Naval Shore Readiness and (2) Strengthening our NAVFAC team. These two Lines of Effort form the foundation of our six Focus Areas.

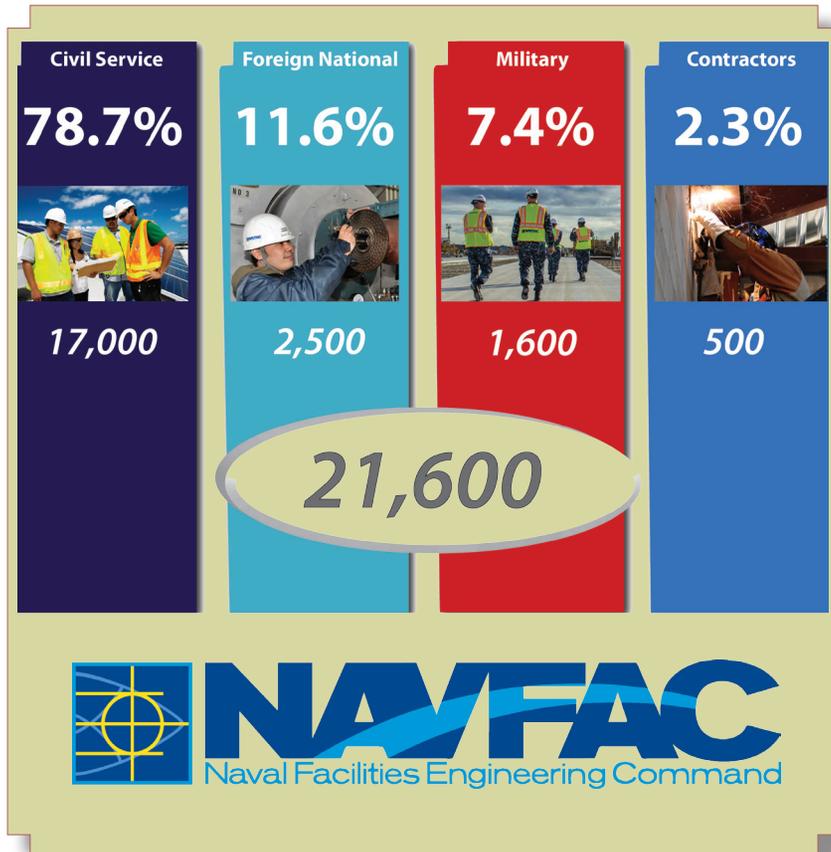
The undeniable truth of our strategic intent is that WE MUST LEAD in an ever more complicated landscape where uncertainty and ambiguity will dominate the course of future events. This, along with fiscal realities, will drive significant change in how we do business. Creativity and innovation will take center stage and must permeate our culture - concepts, technologies and business practices - to achieve enduring improvements to our nation's defense.

# Who We Are



# The NAVFAC Team

*The diversity of the NAVFAC workforce remains its true strength. Government civilians, foreign national employees, contractors and the military (active and reserve) work together as one team to serve and support our nation's and Navy's challenges in the 21st century.*



**N**AVFAC is a global force providing facilities services and expeditionary support worldwide.

- The headquarters for NAVFAC is located on the historic Washington Navy Yard in Washington, D.C.
- NAVFAC has 13 component commands, nine of which are Facilities Engineering Commands that report to two Echelon III Commands, NAVFAC Atlantic in Norfolk, Virginia and NAVFAC Pacific in Pearl Harbor, Hawaii.

NAVFAC also has two centers that perform specialized missions.

- The Naval Facilities Engineering and Expeditionary Warfare Center (EXWC) in Port Hueneme, California, supports combatant capabilities and sustainable facilities through specialized engineering, technology development and lifecycle logistics services.
- The Navy Crane Center (NCC) based at the Norfolk Naval Shipyard in Portsmouth, Virginia, leads the Navy shore-based weight handling program by establishing policy and providing engineering, acquisition, technical support, training and evaluation services to all Navy shore activities worldwide.



## Mission

*Why we exist*

NAVFAC is the Naval Shore and Expeditionary Systems Command that:

- Plans, builds, and maintains sustainable facilities.
- Delivers environmental, utilities and other base services.
- Acquires and manages expeditionary combat force systems and equipment.

## Vision

*To what we aspire*

We are the facilities technical and business experts with the total trust and confidence of the Navy and Marine Corps.

## Core Attributes

*What we value and expect from individuals and our command*

**Integrity:** We do what is right for the warfighter and our nation.

**Accountability:** We own our mission while pursuing our vision.

**Initiative:** We take charge with teamwork and innovation.

**Toughness:** We overcome challenges with strength and skill.



## Department of the Navy Systems Commands

NAVFAC	Naval Shore and Expeditionary Systems Command
NAVSEA	Naval Ships, Submarines and Combat Systems
NAVAIR	Naval Aircraft, Weapons, and Systems
NAVSUP	Naval Logistics
SPAWAR	Naval Communications and Information Systems
MCSC	Marine Corps Systems and Equipment
ONR	Naval Science and Technology Strategy



# NAVFAC's Core Contribution

The history of Naval Facilities Engineering Command dates back to 1842, when the Bureau of Naval Yards and Docks supported a shore establishment of seven ship repair yards, four ordnance magazines, and five naval stations. Through the years, our scope and responsibilities have profoundly expanded to keep pace with the growth of our Navy and its mission.

Our unique and valuable skill sets have progressed in size and diversity to make NAVFAC the Department of the Navy's Acquisition and Technical Authority and overall lead agency for:

- Facilities Planning and Lifecycle Management
- Facilities Maintenance and Repair
- Capital Improvements: Engineering, Design and Construction
- Utilities Operations and Management
- Transportation and Base Vehicle Support Equipment
- Grounds Maintenance and Janitorial Services
- Environmental Planning, Stewardship and Remediation
- Real Estate Acquisition and Real Property Management
- Anti-Terrorism/Force Protection Ashore
- Contingency Engineering
- Expeditionary Systems Acquisition and Lifecycle Management
- Ocean Facilities: Cables, Buoys and Waterfront Structures
- Shore Energy Efficiency, Resiliency and Management
- Military Housing Privatization Business Agreements
- Cyber Security for Facilities/Industrial Control Systems
- Weight Handling Program Management

# Supported Commands

NAVFAC's global team of planning, construction, facilities services, and acquisition subject matter experts execute our mission daily in support of our stakeholders and the resources they invest in us.



# Who We Support



We must be ready and we will be ready. We cannot accomplish this alone. Our success depends on genuine partnerships and persistent collaboration with our supported commanders, resource sponsors, and industry partners.

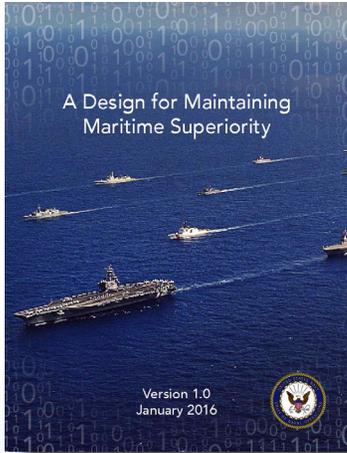
**To our Supported Commands:** We are here to serve your Sailors and Marines. We know that you rely on NAVFAC to deliver essential facilities services and expeditionary support that are increasingly efficient and innovative. We are up to the task and will continue to measure our operational effectiveness through your eyes.

**To our People:** The true power of NAVFAC is the devoted and talented people – civilian, military, and contractor – who make up our team. We are all privileged to work for the U.S. Navy and to have such tremendous opportunities to make a real difference in our nation's security. We will continue to serve with the same humble confidence, enthusiasm, and skill that have been the NAVFAC legacy for more than 170 years. Our success depends on your initiative, creativity and commitment. Enjoy your work, while working hard.

We have charted a course for success, and will assess, adjust, and take advantage of opportunities as we move forward together. Thank you for all you do every day for NAVFAC, our Navy, and our nation.

Bret J. Muilenburg  
Rear Admiral, CEC, U.S. Navy

# CNO Alignment



## Desired Outcome

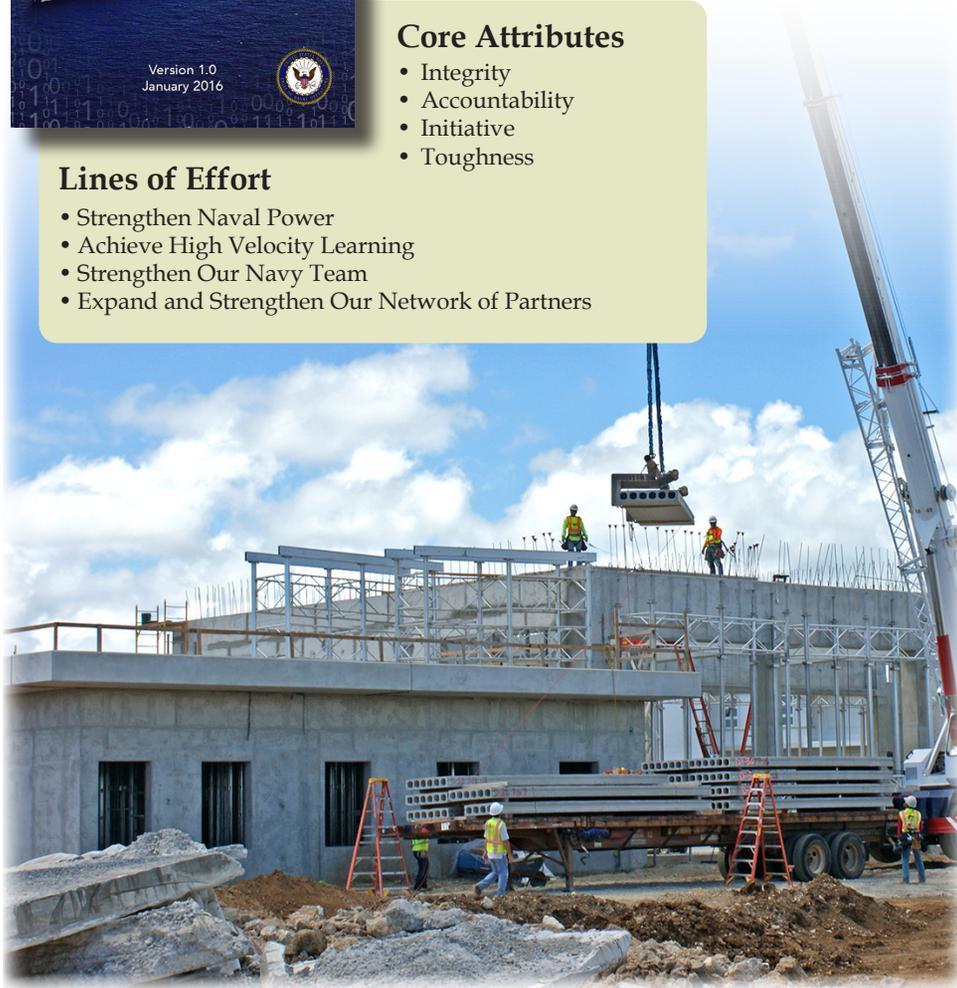
A Naval Force that produces leaders and teams who learn and adapt to achieve maximum possible performance, and who achieve and maintain high standards to be ready for decisive operations and combat.

## Core Attributes

- Integrity
- Accountability
- Initiative
- Toughness

## Lines of Effort

- Strengthen Naval Power
- Achieve High Velocity Learning
- Strengthen Our Navy Team
- Expand and Strengthen Our Network of Partners



## Focus Areas

**Product & Service Delivery:** Safely deliver quality, timely, and cost effective products and services through collaborative partnerships.

**Infrastructure Readiness:** Advance our knowledge of inventory, condition, criticality, and cyber security of assets and systems to inform investment decisions and improve facilities and utilities readiness.

**Energy Security:** Enhance shore power resilience and efficiency through demand reduction, renewable integration, and grid management systems.

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## Enhance Naval Shore Readiness

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## Lines of Effort

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## Strengthen our NAVFAC team

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**People:** Fill our team with highly qualified, motivated people and invest in them to strengthen capability and enthusiasm for our mission.

**Financial Trust:** Operate transparent, auditable and authoritative business systems that align expenditures with resourcing intent and provide timely reporting to stakeholders.

**Analytical Decision-Making:** Develop robust business analytics capability to facilitate rapid learning, delineate the relationships between resources and product/service delivery, and improve processes and output.

# NAVFAC's 100 Points of Delivery

