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## STRATEGIC DESIGN 2.0

Enabling overwhelming Fleet and Marine Corps lethality



“Supporting the warfighters who protect America against threats will remain our primary mission. It is **WHY** we exist.”

## CHIEF’S MESSAGE

The Naval Facilities Engineering Command continues to be a critical contributor to our Nation, our Supported Commands, and our Sailors and Marines.

The challenges facing us are rapidly growing in scope, scale and pace. Our ability to learn and adapt to achieve maximum possible performance during this period of Great Power Competition will serve to focus our efforts. In releasing our NAVFAC Strategic Design 2.0, I am counting on your full support to build on the NAVFAC legacy of delivering facility, construction, expeditionary, acquisition and business solutions. We will measure our effectiveness and achievements through the eyes of the Fleet and Marine Corps.

This Design is aligned with the National Defense Strategy, the CNO’s Design for Maritime Superiority 2.0 and the Marine Corps Operating Concept.

The framework provides both continuity of effort and new direction that will make our command stronger. It identifies our contributions to maintaining the maritime superiority that is so vital to our prosperity as a Nation. Our strategy is built around three Lines of Effort (LOE):

- (1) **Enable Warfighter Lethality**
- (2) **Maximize Naval Shore Readiness**
- (3) **Strengthen our SYSCOM Team**

# THE “WHY” IS WORTH IT!



### Support Sailors and Marines

Electronics Technician 2nd Class Victor Torres assigned to Naval Mobile Construction Battalion (NMCB) 11 holds his children during a homecoming ceremony at Naval Construction Battalion Center. NMCB 11 returned from a six-month deployment to the U.S. European Command, U.S. Indo-Pacific Command and U.S. Africa Command areas of responsibility.

# WHY WE ARE HERE

## Enable the Warfighter

NAVFAC Marianas collaborates with 30th Naval Construction Regiment engineers in the construction of a reinforced structure for Explosive Ordnance Disposal Mobile Unit 5 at Naval Magazine Guam. *Photo: Seabees assigned to NMCB 3, Det. Guam set up scaffolding in preparation for an overhead concrete placement.*



## Maximize Readiness

State-of-the-art facilities are needed to support the 12 Columbia-class SSBN submarines to replace 14 Ohio-class submarines. Among the NAVFAC Mid-Atlantic awarded projects, is a submarine propulsor manufacturing facility based at NSA Philadelphia for propulsor research and development to maintain acoustic and stealth superiority. *Photo: A graphic representation of the future USS Columbia, which is currently scheduled for its first patrol in 2031.*

## Strengthen Our SYSCOM Team

MCAS Miramar will be home to the F-35 Lightning II Joint Strike Fighter in 2020. This NAVFAC Southwest-awarded project consists of an aircraft maintenance hangar, aircraft parking apron, and aircraft parking apron expansion for the first wave of incoming F-35s.

*Photo: NAVFAC engineers conduct a professional development site visit to the new F-35 hangar construction site at Marine Corps Air Station Miramar, California.*



The goals and initiatives developed in support of our LOEs are aimed on **harnessing the power of the digital age and analytics** to be agile, more predictive, more efficient, more effective and more innovative. Forging strong alliances and partnerships with industry will be a priority as we place a laser focus on moving our execution needle to the left, while keeping a constant eye on quality, financial stewardship, auditability and accountability.

In today's increasingly complex environment of uncertainty, speed and agility are the two distinguishing characteristics that will define us as a SYSCOM Team. Speed in delivery of our products and services, as well as, our internal decision-making process. Agility in being able to respond to any unplanned event and quickly change direction, without impacting mission performance or losing momentum. **SPEED** and **AGILITY** must always be at the forefront of our efforts.

**TO OUR SUPPORTED COMMANDS:** We are here to serve our Sailors and Marines; focused on improving our performance, and committed to directing our energy and resources on **YOUR** mission priorities. Leading with integrity, trust and transparency is an absolute. Our success will be gauged through your lens.

**TO OUR PEOPLE:** Your initiative, technical expertise and steadfast dedication are the underlying reason for NAVFAC's success. Attracting, developing, and retaining an inclusive and diverse talented workforce across all functions of our enterprise remains a priority. We must also continue to work together in fortifying NAVFAC's unity of effort and propelling execution. Each of us has the opportunity to provide leadership, drive greater performance, and make a difference for our Nation. Thank you for all you do every day in service to our Navy and Marine Corps, and in defense of our Nation.

We have outlined our course and speed and will adjust as necessary to address emerging priorities and opportunities as we proceed. We are privileged to be a part of the Navy and Marine Corps Team and I am honored to serve alongside you.

John W. Korka  
Rear Admiral, CEC, U.S. Navy

# NAVFAC'S CORE CONTRIBUTION

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:

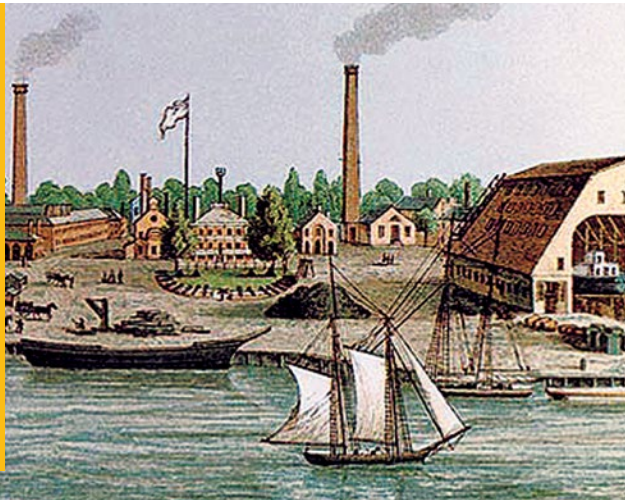
- Facilities Planning and Lifecycle Management
- Facilities Maintenance and Repair
- Capital Improvements: Engineering, Design and Construction
- Utilities Operations and Management
- Transportation and Base Vehicle Support Equipment
- Grounds Maintenance and Janitorial Services
- Environmental Planning, 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

## OUR HISTORY



Naval Facilities Engineering Command's history 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.



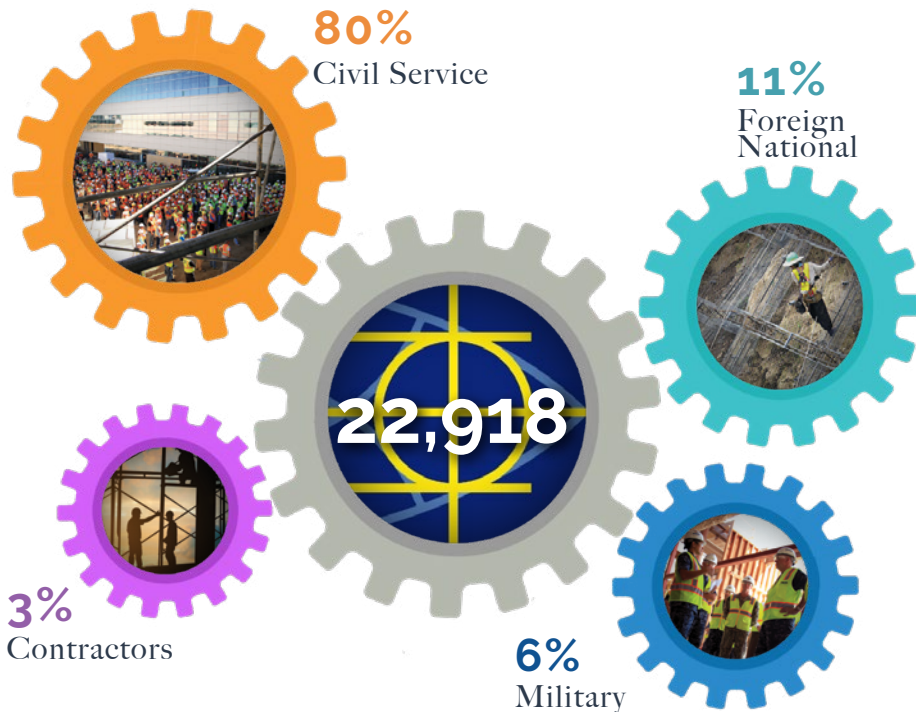
# SUPPORTED COMMANDS

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.

<p><b>Fleet and Systems Commanders</b></p>	
<p><b>Navy Installations Command</b></p>	
<p><b>U.S. Marine Corps</b></p>	
<p><b>Marine Corps Installations Command</b></p>	
<p><b>Dept. of Defense U.S. Air Force U.S. Army</b></p>	
<p><b>Other Federal Agencies Other Non-Federal Agencies</b></p>	

# OUR 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.



## WHAT WE ARE



NAVFAC is a global force that enables Navy and Marine Corps lethality through worldwide naval shore facilities, base operating support, and expeditionary engineering expertise.



## WHERE ARE WE LOCATED?

- Headquarters is on the historic Navy Yard in Washington, D.C.
- NAVFAC has 14 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.
- 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.



“Our design will remain focused on ensuring we are prepared and ready to meet the challenges of today and the future.”

RADM John Korka

## MISSION *Why we exist*

The Naval Shore Facilities, Base Operating Support, and Expeditionary Engineering Systems Command that delivers life-cycle technical and acquisition solutions aligned to Fleet and Marine Corps priorities.

## VISION *To what we aspire*

We are the Naval Forces’ trusted facilities and expeditionary experts enabling overwhelming Fleet and Marine Corps lethality.

## GUIDING PRINCIPLES

*What we value and expect from individuals/organization*

We serve our warfighters and our Nation with Honor, Courage, and Commitment.

We operate safely, ethically, and urgently, driven by our Supported Commanders’ priorities.

We anticipate and act with agility through teamwork to achieve high velocity outcomes.

We promote bold, credible leadership to mitigate risks and overcome challenges in all Phases of operations.

## CNIC ALIGNMENT

### Lines of Effort

- Focus Shore Support of Lethality
- Evolve from Shore Integrator to Shore Owner
- Advance CNIC’s Fiscal Responsibility



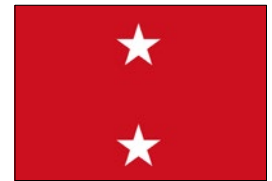
### End State

Navy installations serve as the foundational platforms to provide and support maximum warfighting readiness to our Navy, within our available resources. As an operational imperative, we must sharpen our focus on financial accountability, auditability, and internal controls.

## MCICOM ALIGNMENT

### Focus Areas

- Reduce and Optimize Infrastructure Footprint
- Ensure Investment Decisions Enable Lowest Total Lifecycle Costs
- Implement Best Practices and Process Efficiencies



### End State

USMC infrastructure investments are aligned with operational, capabilities-based requirements to support warfighting capabilities, enduring mission, and Force readiness through investment and lifecycle management processes that clearly define and properly recapitalize, configure, and sustain required infrastructure.



## SYSTEMS COMMANDS

The systems commands are the materiel agencies of the United States Department of the Navy, responsible for the design, construction, and maintenance of military systems such as ships, aircraft, and weapons.

NAVFAC Naval Shore Facilities, Base Operating Support, and Expeditionary Engineering Systems

NAVSEA Navy Ships, Submarines, and Combat Systems

NAVAIR Naval Aircraft, Weapons, and Systems

NAVSUP Navy Weapons System, Global Logistics, and Sailor and Family Support

SPAWAR Naval Communications and Information Warfare Systems

MARCORSYSCOM Marine Corps Ground Weapon and Information Technology Systems

ONR Naval Science and Technology Research Strategy

# CNO ALIGNMENT

## Lines of Effort

- Strengthen Naval Power at and from the Sea
- Achieve High Velocity Outcomes
- Strengthen Our Navy Team for the Future
- Expand and Strengthen Our Network



## End State

A dominant naval force that produces outstanding leaders and teams, armed with the best equipment, that learn and adapt faster than our rivals. Every person and every unit in the Navy will maximize their potential and be ready for decisive combat operations.

# CMC ALIGNMENT

## Focus Areas

- People
- Readiness
- Training, Simulation, Experimentation
- Integration with the Naval and Joint Force
- Modernization and Technology



## End State

A trained and resourced Marine Corps, that supports the joint operating concept, and is able to rapidly deploy and operate with agility and flexibility in a five domain battlespace across the range of military operations and win.



# LINES OF EFFORT



**Enable Warfighter Lethality**

**Maximize Naval Shore Readiness**

**Strengthen SYSCOM Team**

# FOCUS AREAS

## DISTRIBUTED MARITIME OPERATIONS

- Develop and rehearse engineering and contracting capabilities, capacity and plans to enable rapid transition to, and sustainment of, Phase 2 and Humanitarian Assistance Disaster Relief operations.
- Integrate new technology, or new combinations of existing capabilities, to increase operational reach.

## PRODUCT AND SERVICE PERFORMANCE

- Expand and strengthen our network of partners.
- Create a Common Operating Picture of PWD Readiness.
- Deliver at the speed of relevance.

## INFRASTRUCTURE CAPABILITY

- Deliver reliable and resilient infrastructure based on Fleet and Marine Corps priorities.
- Evolve innovative concepts to achieve and sustain FIAR.
- Capitalize on opportunities in the digital domain.

## FINANCIAL INTEGRITY

- Shape POM process to support changing financial landscape.
- Following POM intent, simplify and expedite funding to point of execution.

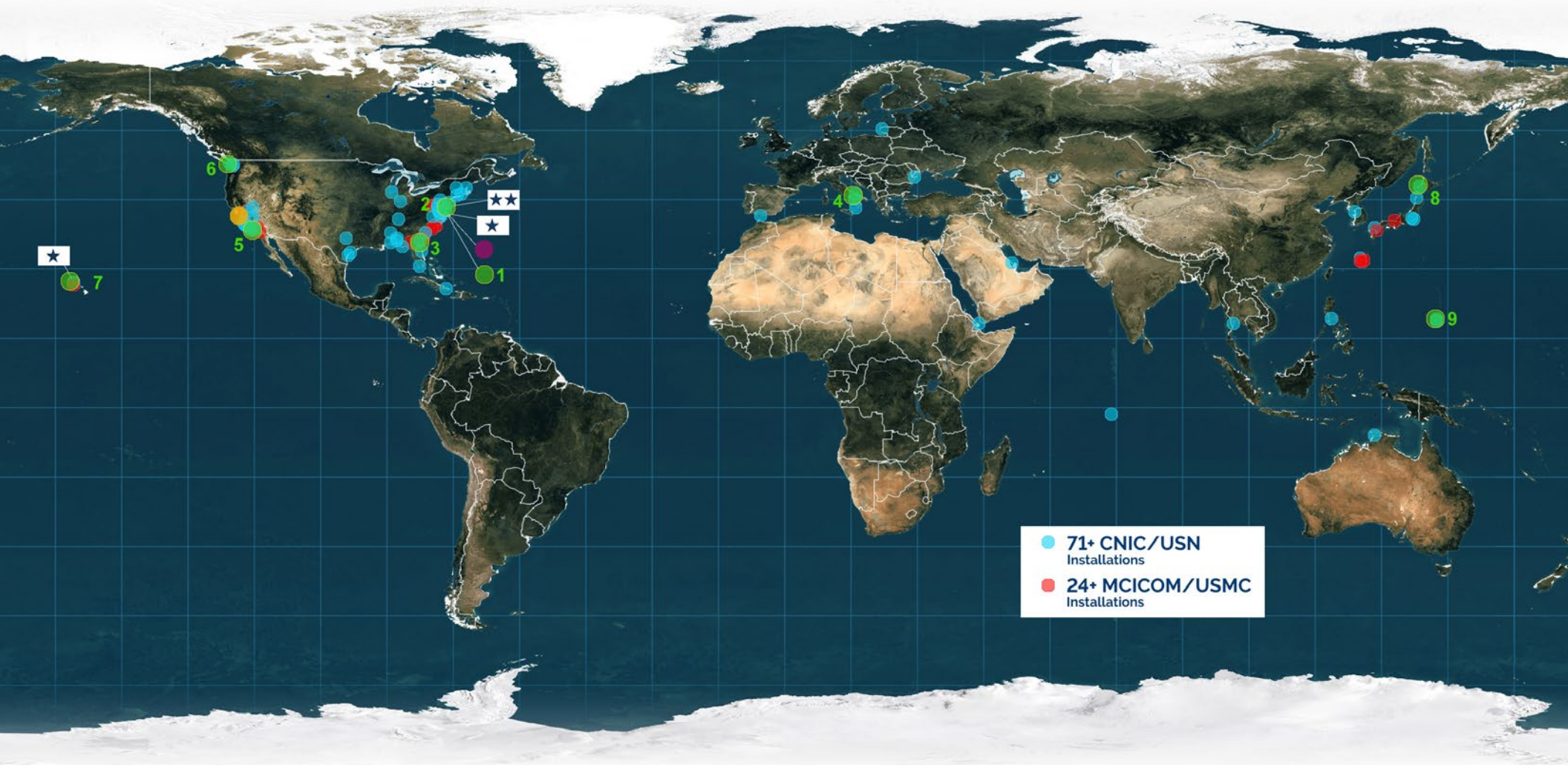
## WORKFORCE TALENT

- Recruit, Develop, and Retain highly qualified, and motivated people.

## ANALYTICAL DECISION MAKING

- Implement the Knowledge Management Framework.
- Utilize analytics to improve agility, performance, and decision making.

# NAVFAC'S 100+ POINTS OF DELIVERY WORLDWIDE



● 71+ CNIC/USN Installations  
● 24+ MCICOM/USMC Installations

★★ NAVFAC Headquarters  
 Washington D.C.

★ NAVFAC Atlantic  
 Hampton Roads, VA

★ NAVFAC Pacific  
 Joint Base Pearl Harbor-Hickam

● Navy Crane Center  
 Hampton Roads, VA

● Engineering and Expeditionary Warfare Center  
 Port Hueneme, CA

● 1 NAVFAC Washington  
 Washington D.C.

● 2 NAVFAC Mid-Atlantic  
 Hampton Roads, VA

● 3 NAVFAC Southeast  
 Jacksonville, FL

● 4 NAVFAC Europe, Africa, Southwest Asia  
 Naples, Italy

● 5 NAVFAC Southwest  
 San Diego, CA

● 6 NAVFAC Northwest  
 Silverdale, WA

● 7 NAVFAC Hawaii  
 Joint Base Pearl Harbor-Hickam

● 8 NAVFAC Far East  
 Yokosuka, Japan

● 9 NAVFAC Marianas  
 Guam, U.S.A.