

# Facilities Team Southeast Strategic Business Plan Fiscal Year 2004-2006



**One Facilities Team...**

**One Focus...**

**Enable the Warfighter!**

# Comments from the Commanding Officer

The FY 2004 Facilities Team Southeast (FTSE) Strategic Business Plan (SBP) is the roadmap for our future. Aligning with Navy Region Southeast and Naval Facilities Engineering Command Strategic Plans, we will continue to improve our four major focus areas (People, Innovation, Clients, and Operations) throughout FY 2004.

Our Executive Steering Group and Strategic Business Planning Committee have modified our Mission, Vision and Guiding Principles, and as a result of the Facilities Team Survey (FacTS) and Command Roundtable discussions, have identified four new specific action items that will be completed this year.

As we go through a transformation and expansion to include sites at Pensacola and Panama City, I challenge you to become more involved in our future successes through our focus area teams. Your hard work and dedication will make our vision (One Facilities Team... One Focus... Enable the Warfighter!) a reality.



A handwritten signature in black ink that reads "K. C. Khan".

K. C. KHAN  
Captain, CEC, USN  
Commanding Officer

## Mission

We Enable Warfighter Readiness by providing comprehensive facilities engineering, planning, programming, construction, environmental and public works services.



## Vision

One Facilities Team...  
One Focus...  
Enable The Warfighter!

## Guiding Principles

- Execute the mission as a cohesive team
- Empower and respect our people
- Provide a safe workplace
- Understand the needs of our clients
- Be good stewards of our resources
- Think Win-Win and have fun!



# Focus Areas

## People

*Attract, Lead, Support and Manage*

P1. \*Train the FTSE Workforce by building a cohesive and interdependent team that understands its customer requirements and speaks with One Facilities Engineering Voice.

P2. \*Improve Labor and Management relations with two Unions and four Locals through standardized and streamlined processes.



FTSE Awards Ceremony



Electric vehicles to be utilized at Jacksonville and Mayport.

## Innovation

*Develop Transformational Infrastructure Solutions*

I1. \*Develop and deploy a Computerized Maintenance Management System MAXIMO and a Geographical Information System for Navy Region Southeast, which encompasses the Region and all its Public Works Offices.

I2. \*Evaluate, develop and use alternative funding sources (leasing, easements, energy contracts, etc.) to improve Navy infrastructure.

## Clients

*Enable Client success*

C1. Develop standardized business processes that position FTSE to be the provider of choice for shore installation management products and services.



Command Advisory Board



Pensacola Power Plant Demolition Project.

## Operations

*Deliver Best Value, Professional Products and Services*

O1. Develop a more efficient business model that streamlines delivery of products and services within a hybrid organization such as FTSE.

O2. Streamline program management functions (i.e., estimating, design, and the award process) to increase efficiency and effectiveness.

\* New action items added for FY 2004.

## Products and Services Contacts

CNRSE Regional Engineer	904-542-5132, DSN 942
CNRSE Deputy Regional Engineer	904-542-8274, DSN 942
CNRSE Deputy for Facilities Programs	904-542-1670, DSN 942
CNRSE Deputy for Environmental Programs	904-542-5218, DSN 942

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PWC JAX Commanding Officer	904-542-5132, DSN 942
PWC JAX Executive Officer	904-542-5132, DSN 942
PWC JAX Business Manager	904-542-5132, DSN 942
PWC JAX Transportation Request	904-542-2461, DSN 942
PWC JAX Production Officer	904-542-2114, x2030, DSN 942
PWC JAX - Charleston Site Manager	843-764-7845, x102, DSN 794
PWC JAX - Jacksonville Site Manager	904-542-2131, DSN 942
PWC JAX - Mayport Site Manager	904-270-5252, DSN 942
PWC JAX - Panama City Site Manager	850-234-4110, DSN 436
PWC JAX - Pensacola Site Manager	850-452-4331, DSN 922

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EFA SE JAX Commanding Officer	904-542-5132, DSN 942
EFA SE JAX Executive Officer	904-542-5132, DSN 942
ROICC JAX	904-542-5571, x133, DSN 942
ROICC JAX - Orlando Office	407-380-8199, DSN 960
ROICC Mayport	904-270-6317, x101, DSN 942
ROICC Kings Bay	912-673-2001, x8997, DSN 573

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FTSE Public Affairs Officer	904-542-5140, x2130, DSN 942
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Naval Facilities Engineering Command  
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# **FY 04 KEY STRATEGY TEAM CHARTER**

20 Nov 2003

Executive Steering Group Link – CDR Dobson

**Focus Area:** PEOPLE (P-1)

**Updated:** 19 Dec 03

**Current:** Uninformed workforce

**Future:** Trained and informed workforce

## **Key Strategy/Narrative:** (Describe Issue)

FTSE Team members do not fully understand:

- Roles and relationships between elements of FTSE
- Missions of our customers
- How we interface with upper level echelon commands
- One Facilities Engineer Voice concept

**Leader:** Camille Destafney

**Members:** To be developed with team leader

**1 JAN 04**

Start Date

**Plan: 31 MAR 04**

**Training: 30 SEP 04**

Completion Date

**A. Background:** Information/survey results indicate that FTSE workforce does not fully understand the roles and relationships between elements of FTSE; missions of our customers; interface with upper level echelon commands; and the One Facilities Engineer Voice concept.

**B. Purpose:** To build a cohesive and interdependent team that understands its customer requirements and speaks with One Facilities Engineering Voice.

**C. Objectives:** To train the FTSE workforce

**D. Scope:** FTSE-wide

**E. Special Factors:** Funding as required for travel and education of workforce and customers.

**F. Deliverables:** 1) Training plan, 2) Training team, and 3) Trained workforce.

# **FY 04 KEY STRATEGY TEAM CHARTER**

20 Nov 2003

Executive Steering Group Link – CDR Dobson

**Focus Area:** PEOPLE (P-2)

**Updated:** 19 Dec 03

**Current:** Four separate Locals under two different Unions

**Future:** Integrated relationship between management and Unions

## **Key Strategy/Narrative:** (Describe Issue)

FTSE currently has four separate Locals under two different Unions representing the workforce of PWC Jacksonville.

**Leader:** CDR Dobson

**Members:** Don Green, Carol Klamser, Sonny Urquhart, Billy Booth, Jim Morgan, Dan Schickler, Bob Young, Carter Hayes, and Robert Ray

**Advisors:** Danny McMullen, Stan Stephens, and Tom Kathe

**1 DEC 03**

Start Date

**1 JUN 04**

Completion Date

**A. Background:** PWC JAX currently interfaces with multiple unions under multiple negotiated agreements, and the potential exists for further expansion of the PWC through acquisition of additional PWDs. Management of the expanding workforce is proving to be complicated and segments of the workforce must be treated differently based on their location.

**B. Purpose:** Improve Labor/Management relations through standardized and streamlined processes.

### **C. Objectives:**

1. Build trust and relationships between Labor/Management
2. Build trust and relationships between different Unions/Locals as appropriate
3. Streamline/simplify processes used in our relationships
4. Standardize processes used across the team

**D. Scope:** PWC-wide

**E. Special Factors:** Four separate Unions and negotiated agreements

**F. Deliverables:** Roadmap for accomplishing bettering Labor/Management relationships

# **FY 04 KEY STRATEGY TEAM CHARTER**

20 Nov 2003

Executive Steering Group Link – Mr. Blackett

**Focus Area:** INNOVATION #1

**Updated: 19 Dec 03**

**Current:** Multiple costly systems.

**Future:** Single regional platforms for CMMS and GIS

**Key Strategy/Narrative: (Describe Issue)** Develop/deploy a computerized maintenance management systems (CMMS) MAXIMO and a geographical information system (GIS) for Commander Navy Region Southeast. Encompass Region and all PWO's.

**Leaders:** Jill Saunders

**Members:** Beverly Green, Linda Dailey, CDR Matt Early, Dave Leconey, Alex McCory, David Jones, ADHOC-PWSFO Personnel, Business Line Managers.

**Jan 5, 04**

Start Date

**August 04**

Completion Date

**A. Background:** Currently MAXIMO is deployed at PW JAX and PW Tools deployed at PWDs. No comprehensive regional GIS system exists.

**B. Purpose:** Develop a single WEB based platform for (CMMS) MAXIMO and a single regional GIS.

**C. Objectives:** One data base, reduce costs.

**D. Scope:** All regional installations.

**E. Special Factors:** Should address Fleet MAXIMO, security, internal/external, contractor usage, NMCI.

**F. Deliverables:** Develop a situation assessment that evaluates existing system, future requirements costs to implement, and POA&M

# **FY 04 KEY STRATEGY TEAM CHARTER**

20 Nov 2003

Executive Steering Group Link – Mr. Blackett

**Focus Area:** INNOVATION #2

**Updated:** 19 Dec 03

**Current:** Opportunities not fully understood by PWOs and Region Southeast.

**Future:** Utilize alternative funding sources to improve infrastructure. (Measured by improvement to IRRS ratings - condition and quantity.)

## **Key Strategy/Narrative: (Describe Issue)**

Alternative funding sources, such as enhanced use leasing/easement and energy service contracts, enable infrastructure improvements without requirement of upfront Navy funding.

**Leaders:** Ed Irish

**Members:** Rob Nolan, Lee Merrill, Gayle Barrett, Sandy White

January 2004

Start Date

September 2004

Completion Date

**A. Background:** Funding sources (MILCON, OM&N, Special Projects) are not keeping pace with facility requirements. Smaller, less politicized projects are not getting the funding and as a result our facilities are not being maintained at an appropriate service level. Review IRRS Rating System for deficiencies and develop a requirement.

**B. Purpose:** Utilize "other people's money" to improve Navy infrastructure.

### **C. Objectives:**

- 1) Educate clients on alternative funding sources.
- 2) Utilize IRRS to identify project possibilities opportunities
- 3) Develop implementation plan
- 4) Implement plan
- 5) Measure success by improvement in IRRS ratings, and reduction in AID deficiencies.

**D. Scope:** All regional installations

### **E. Special Factors:**

**F. Deliverables:** Develop understanding and enable legislative authority, identify potential candidate project, develop POA&M and implement two projects.

# **FY 04 KEY STRATEGY TEAM CHARTER**

20 Nov 2003

Executive Steering Group Link – CDR Lipski

**Focus Area:** CLIENTS (C-1)

**Updated:** 19 Dec 03

**Current:** Standardized processes do not exist for the receipt and delivery of client work that span FTSE.

**Future:** A catalog of well-defined, fully implemented and continuously improved processes that meet client expectations.

**Key Strategy/Narrative: (Describe Issue):** Identify 3-5 processes for the delivery of major FTSE products and services. Map them. Make improvements based on FacTS client survey results, client interviews and teammate feedback. Develop a plan for process implementation and continuous improvement.

**Leaders:** Tommy Surrency

**Members:** Don Boykin, Tom Tryon, Carter Hayes, LT Wes Hamill, Pat McGugan

**Start Date:** Jan 04

**Completion Date:** Sep 04

**A. Background:** Supported commands have expressed dissatisfaction and confusion in doing business with FTSE. The absence of standardized overarching processes contributes significantly to client displeasure by creating inefficiencies in FTSE product coordination, delivery and by hindering effective communication within the team and with clients.

**B. Purpose:** Simplify doing business with FTSE and increase the efficiency with which our products are produced. Utilize prior experience, client interview and teammate feedback to develop standardized business processes that position FTSE to be the provider of choice for shore installation management products and services.

**C. Objectives:**

1. Simplify the FTSE-Client interface
2. Improve client communications
3. Improve FTSE internal coordination
4. Increase FTSE efficiency
5. More clearly define FTSE teammate roles and responsibilities

**D. Scope:** All FTSE organizations

**E. Special Factors:**

1. Close coordination and cooperation will be required between all FTSE components in the identification and review of major processes.
2. A strategy for mitigating the effects geographical separation between strategy team members must be identified early in this effort.

**F. Deliverables:**

1. Identification of 3-5 major FTSE processes of greatest importance to clients.
2. A map the “as is” process for production and delivery of those products.
3. A fully developed and executed plan for process review and improvement.
4. A plan for expansion of the FTSE catalog of processes and its continuous review.

# **FY 04 KEY STRATEGY TEAM CHARTER**

27 Nov 2003

Executive Steering Group Link – LCDR Prather

**Focus Area: OPERATIONS #1**

**Updated: 19 Dec 03**

**Current:** Organization seems dysfunctional and disjointed, which does not allow effective and efficient processing of work and/or customer requests. Duplication of roles and responsibilities result in ineffectiveness, waste of resources and customer dissatisfaction. Focus on clarifying rolls, responsibilities, chain of command and resource allocation.

**Future:** Realign chain of command and work functions for optimal effectiveness and efficiency. Analyze possibility of relocating resources to improve effectiveness. Analyze reducing workforce to eliminate duplicity and to reduce costs.

**Key Strategy/Narrative: (Describe Issue)** Implement the Hybrid – Hub/ Satellite Concept.

**Leader:** LCDR Prather

**Core Members:**

Bill Bazemore

LT Shea Zahner

Pat Haley

Sandy White

Bettye J. Kersey

Danny McMullen

Dan Schickler

Tommy Surrency

LCDR Ron Nunes

Dave Kiebler

ENS Tim Kaber

Lee Merrill

Theresa Kohler

**Start Date:** 27 Nov 03

**Completion Date:** 30 Sep 04

**A. Background:** Organizations involved with work generation, work identification, work processing, work completion, planning and controlling appears dysfunctional and disjointed resulting in client dissatisfaction and inefficient use of resources. Customer survey conducted in 2002 revealed significant challenges in the team's core competencies, which include timeliness, responsiveness and quality of service.

**B. Purpose:** Develop a more efficient business model that streamlines the delivery of products and services to our clients

**C. Objectives:** Implement the Hybrid – Hub/ Satellite Concept.

**D. Scope:** Evaluate EFA, PWC, ROICC and PWO organizations in order to fulfill purpose.

- a. Develop appropriate Tiger Teams with stakeholder representation
  1. Hub
  2. Hub Work Reception
  3. Satellite
- b. Space Utilization/ allocation
- c. ADP/IT requirements
- d. Organizational structure including chain of command, roles and responsibilities and controls
- e. Funding stream analysis to determine appropriateness and maintain fiscal responsibilities
- f. Standard performance metrics.
- g. Transition Phasing plan
- h. Training/Socializing and Marketing
- i. Work Reception SOP

**E. Special Factors:** Control of Resources (sphere of control vs. sphere of influence); Funding Sources (Mission Management vs. Working Capital Fund); Relationship with SOUTHDIR; Resource Re-Location (Union); Geography; Organization Platform

**F. Deliverables:** Organization Chart (OpCon/AdCon); Phasing Plan; Position Description (PD) Revisions; Product Delivery Process/System; One Point of Entry; Funds Flow.

**FY 04 KEY STRATEGY TEAM CHARTER**

27 Nov 2002

Executive Steering Group Link – LCDR Prather

**Focus Area:** OPERATIONS #2

**Updated:** 19 Dec 03

**Current:** Work reception and tracking into organization, throughput and work output are not efficient. Evaluate work input functions and direct cite processing throughput the organization, controlling key measurement tools and feedback to the client.

**Future:** Analyze changes identified for the current focus areas for effectiveness and modify as necessary to improve work input, throughput, output & feedback.

**Key Strategy/Narrative:** (Describe Issue) Implement Work Reception and Tracking process within the HUB/ Satellite Concept.

**Leader:** LCDR Prather

**Core Members:**

Bill Bazemore	Beverly Green	LT Shea Zahner
Pat Haley	Sandy White	ENS Tim Kabers
Dave Kiebler	Bettye J. Kersey	Danny McMullen
Dan Schickler	LCDR Ron Nunes	Tommy Surrency

**Start Date:** 27 Nov 03      **Completion Date:** 30 Sep 04

**A. Background:** Individual program management functions such as estimating prep, design, awaiting award & award are taking over 130 days to get through the process. Not only are clients dissatisfied with the lack of responsiveness of the current process, clients are using other acquisition avenues for project development & program management. In fact, in FY 2002 many clients have pursued other acquisition avenues that totaled over eight million dollars due to our poor responsiveness, inefficient work tracking management, and sub-standard oversight.

**B. Purpose:**

a. Develop a more efficient system of work reception across FTSE.

- C. **Objectives:** Streamline our work reception function by identifying our deficiencies in order to improve client satisfaction and market share
- D. **Scope:** Implement work reception process across FTSE.
- E. **Special Factors:** Geographical; Areas of Operations
- F. **Deliverables:** Standard operating procedure, Training plan and metrics