



**Commander, U.S. Naval Forces, Japan**

## **Regional Facilities Management System**

### **Overview and Implementation Plan**

**19 March 2002**

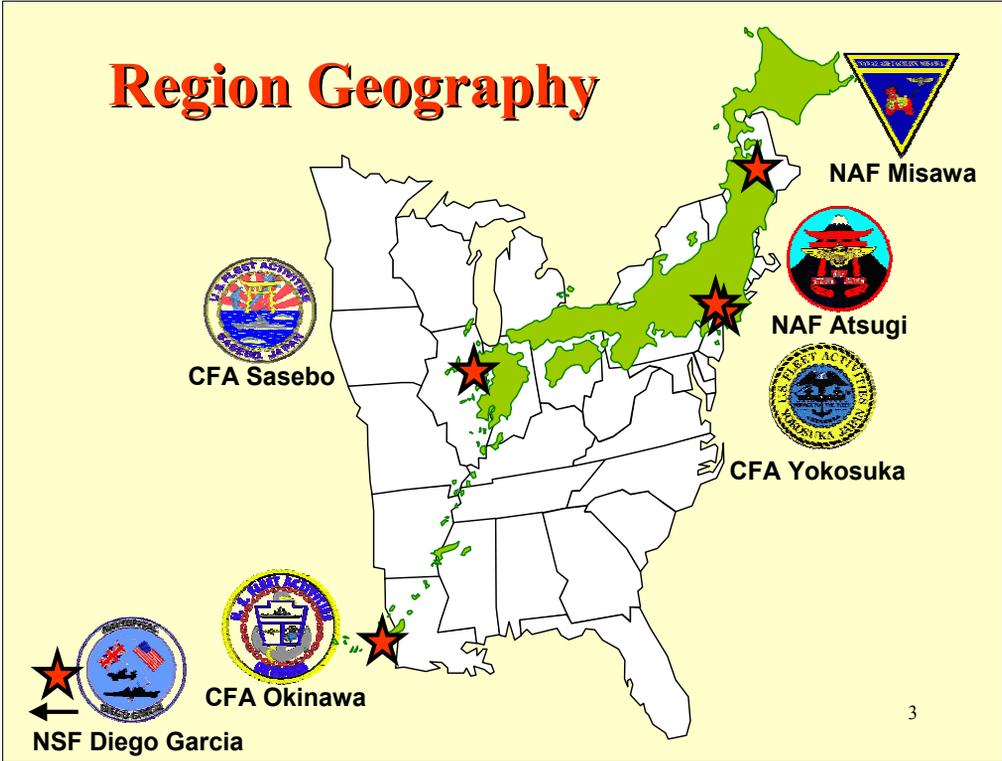


**Delivering World-class Support to our Forward-Deployed Naval Forces**

## **Content of Overview**

- CNFJ Region (Facility Perspective)
- CNFJ's Strategic Initiative
- Regional Facility Management System (RFMS)
- RFMS Implementation Plan

# Region Geography



# Funding: Region FM Investment by Source

- **Host Nation Support (\$320 M/yr)**

- Construction (FIP) (\$180 M/yr)
- Labor (MLC) (\$75 M/yr)
- Utilities (\$65 M/yr)

- **CINCPACFLT (\$94 M/yr)**

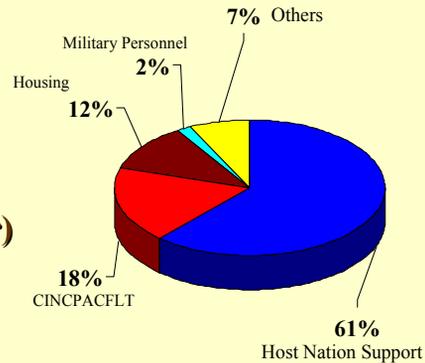
- Shore Inst. Mgmt. (N46) (\$75 M/yr)
- Ships (\$12 M/yr)
- Ship Repair (N43) (\$7 M/yr)

- **Navy Family Housing (\$60 M/yr)**

- **Military Personnel (\$9 M/yr)**

- **Other (\$37 M/yr)**

- PACDIV (\$2 M/yr)
- NEX (\$4 M/yr)
- DESC Fuels (\$3 M/yr)
- JMSDF (\$8 M/yr)
- Misc. (\$20 M/yr)



\$520 M/yr

## People: Region FM Manning by Labor Category

- **Japanese Civilian (MLC)**

- 1,705 personnel

- **U.S. Civilian**

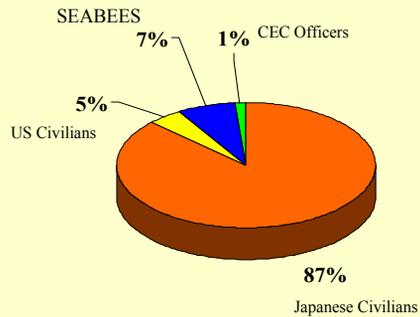
- 91 personnel

- **SEABEES**

- 140 personnel

- **Navy Officers (CEC)**

- 27 personnel



1,963 Personnel

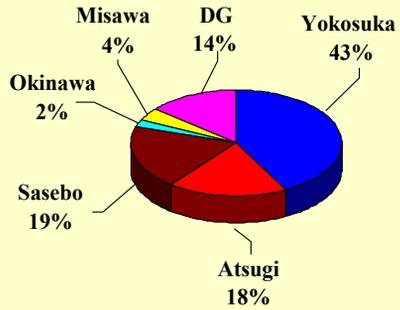
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	MLC	USCS	MIL
CPF	489	44	8
NWCF			
NAVFAC			

# Infrastructure and Plant

## Current Plant Value (CPV)

<b>Yokosuka:</b>	\$ 2,178 M
<b>Atsugi:</b>	\$ 930 M
<b>Sasebo:</b>	\$ 1,000 M
<b>Okinawa:</b>	\$ 121 M
<b>Misawa:</b>	\$ 193 M
<b>DG:</b>	\$ 721 M



**CNFJ Region: \$5.143 B**

## Road to RFMS

- DEC 97 CNO Directed ICC and Regionalization
- JUL 00 CNFJ Stood Up Regional BOS Management
- MAY 01 CNFJ Directed Regional Facility Mgmt. Concept
- JUL 01 Initial RFMS Concept Briefing
- NOV 01 **CNFJ Announces Decision to Implement RFMS**  
Five RFMS Implementation Team Chartered
- JAN 02 CNFJ Approved RE Component Design  
Other Four Implementation Teams Working
- MAR 02 Plan for RFMS Phase I Stand-up  
Charter Two More Teams
- 
- JUL 02 Stand Up RFMS Phase I
- OCT 02 Stand Up RFMS Phase II
- SEP 03 Transition to RFMS Complete

## Regional Commander's Decision

- Regionalize Public Works Functions Across the Board with Implementation of RFMS
  - Maximize Return on Investment
  - Position Region for Future Resource Challenges
  - Change Is Better On Our Own Terms
  - Align CNFJ Region with Typical Navy and CPF Regional Models
  - Act Consistent With Our Stated Strategic Vision

Per CNFJ Email of 13 NOV 01

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The RFMS is significant change in the way we manage facilities in the CNFJ Region. Currently, the CNFJ Region is doing a good job in facility management. So why change?

We can get better return on our facility management investment. This is based on two recent regionalization success stories, transportation and fire protection. In both cases, we solved major capitalization problems, dramatically improved overall program effectiveness, and kept program cost within total regional program budget targets. Similar opportunities exist in each facility management business line.

We can better position ourselves for future resource challenges. We will be better prepared to address possible reductions in host nation support and Navy operations and maintenance funding. Recent history has shown that external resource decisions can have a dramatic impact on our facility management program.

Change is better when done now on our terms, rather than dictated by others. Progressive organizations always look to reinvent themselves to embrace new technologies and innovative business practices.

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# Regional Facility Management System

## Concept of Operations

- Full **Integration** of All Available Facility Management Capabilities into One Seamless Service Delivery **System**
- Central Planning, Programming, Budgeting
- Central System Execution Management
- Local (Base Teams), Central (Hub), and Virtual (Exterior Region) Service Delivery

# Full Integration of FM Capability

## Regional Facility Management Team



**Mission  
Funded  
In-house  
Capability**

Region Mission  
Funded Staffing



**Navy  
Working  
Capital  
Fund  
Capability**

PWC Japan



**Contracted  
Capability**

OICC Far East



**Centers  
Of  
Technical  
Expertise  
Capability**

PACDIV,  
NAVFAC Network

## Multiple Execution Engines

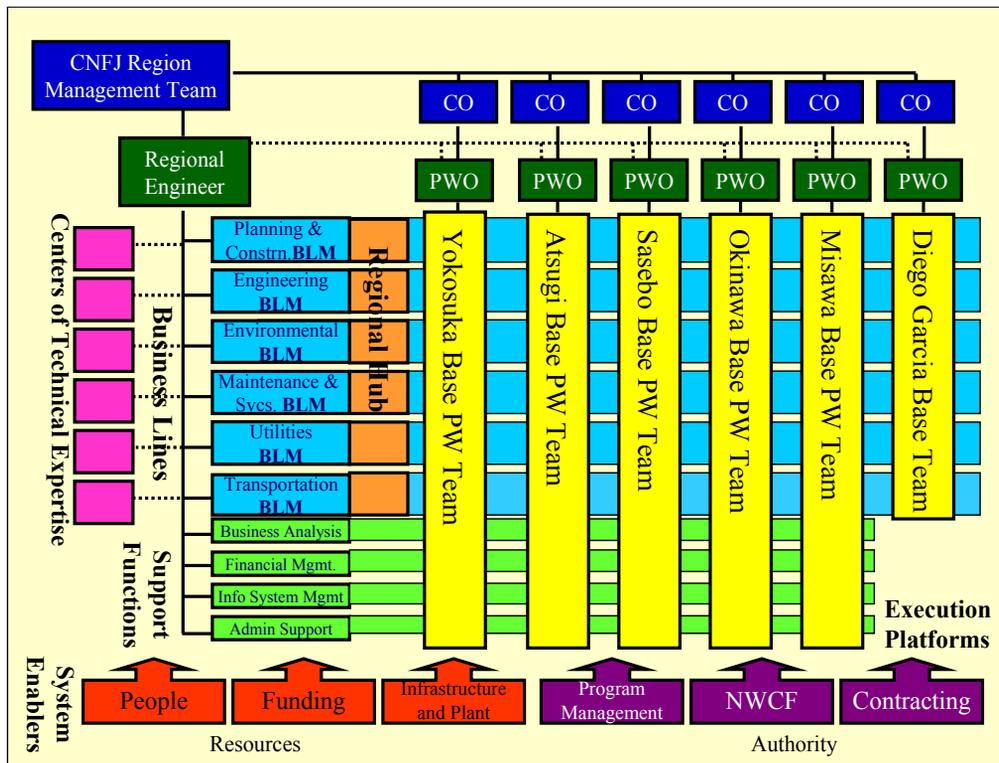
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This chart shows how the Regional Facility Management Team engages four different categories of execution engines into one seamless, integrated, regional facility management system.

The key is always to ask the question “What’s the best way to get this work done?” There are multiple execution options. The solution should be tailored to the unique client requirement.

Separate service commands (PWC, OICC, PACDIV, JED) work together as an aligned facility management team in support of diverse customer base and client needs.

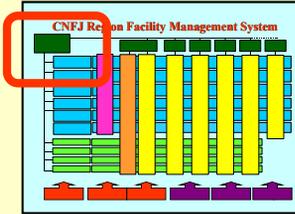
Each of the four execution engines will be described in greater detail later in this briefing.



This shows the current process to regionalize business lines. It is working for transportation and contracting. Our intent is to use this model to expand our business lines throughout the region. The following slides provide further details on how and when we can continue to execute this model.

# Regional Engineer

## Roles and Responsibilities



1. Lead the RFMS System
2. Part of Region BOS Management Team
3. Perform Regional Program Mgr. Duties
4. Lead NWCF Operations
5. Lead Region Contracting Operations
6. Regional Planner
7. Link to CPF N46 Staff
8. Link to USFJ J4 Staff
9. CEC and SEABEE Community Mgmt.

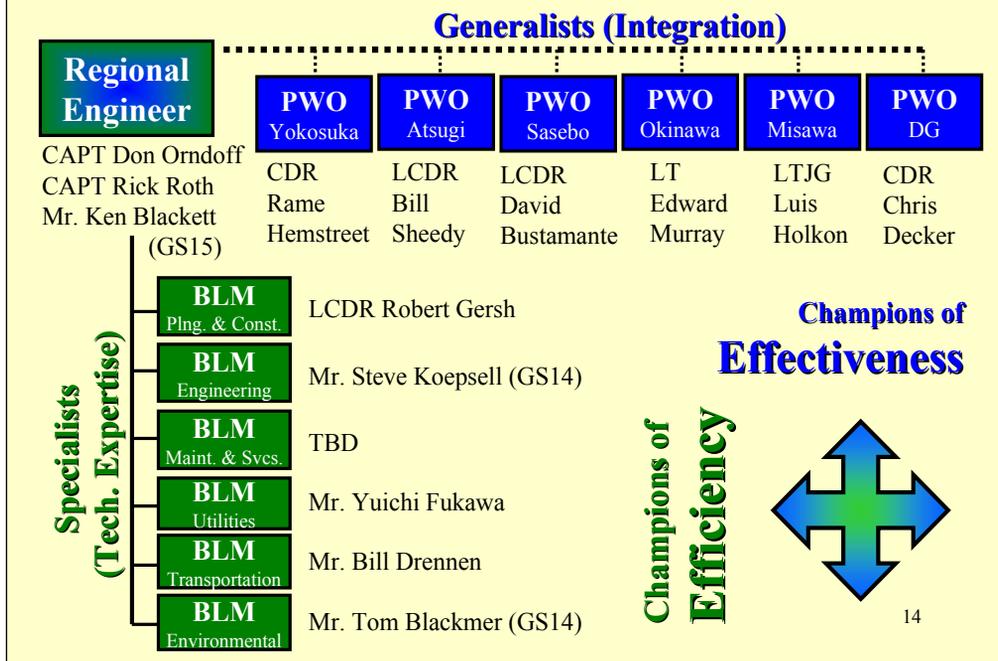


## **RE Roles and Responsibilities**

### **1. Lead the RFMS System**

- **Maximize Both** System Effectiveness and Efficiency
- **Energize** and Move System Towards Our Strategic Vision
- **Own** Accountability and Responsibility for Total System Performance
- **Integrate** and Maximize Engagement of All Internal Facility Management Capabilities
- **Network** with External Region Facility Engineering Expertise and Capabilities

# Regional Facility Management Team



The RFMS is shown graphically in this matrix organization chart. This chart is used throughout the briefing as a reference tool while defining system components.

The RFMS matrix organization chart has business line management on the major horizontal axis with execution platforms across the vertical axis.

The Regional Engineer is the common, overall managing element.

Support functions also support the system across execution platforms.

System enablers are resources and authorities that allow the RFMS to operate.

Each component of the RFMS will be further defined in following slides.



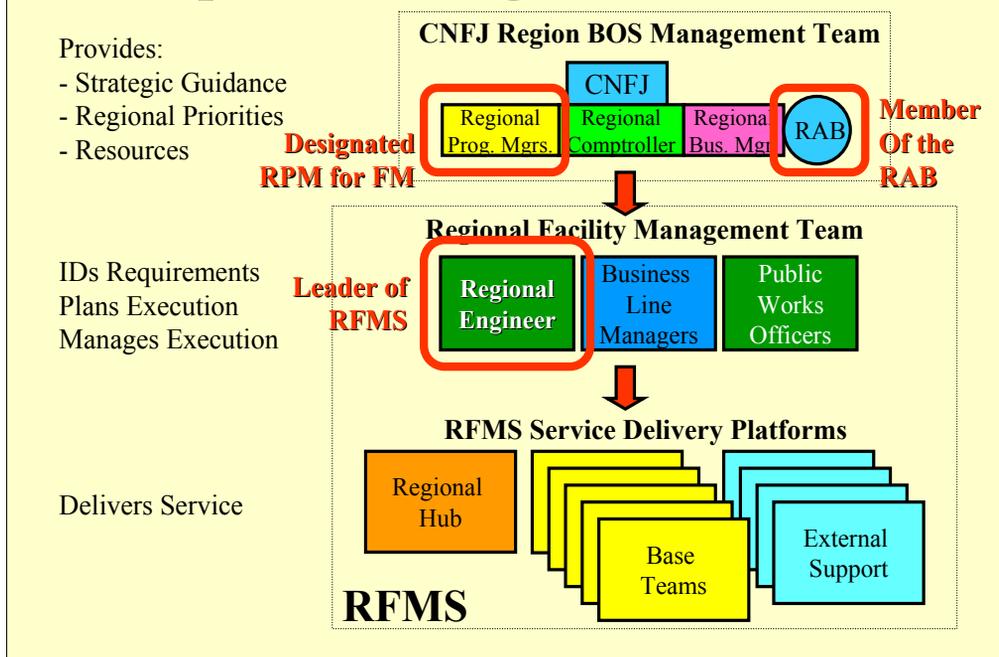
## **RE Roles and Responsibilities**

### **2. Part of Region BOS Mgmt.**

- Fully Integrated Member of CNFJ Staff (N01RE)
- Designated Regional Program Manager\* for Facility Management
- Member\* of Regional Advisory Board, Regional Strategic Planning Board, and Regional Resource Management Board

\* Per "Desk Guide for CNFJ Region Operations"

# Component of Regional BOS Model



This chart shows how the CNFJ Region BOS Management Team links to the Regional Facility Management Team, which links to the RFMS Service Delivery Platforms.

The chart also shows major responsibilities of each tier of the organization.

Each of the RFMS components will be described in greater detail later in this briefing.

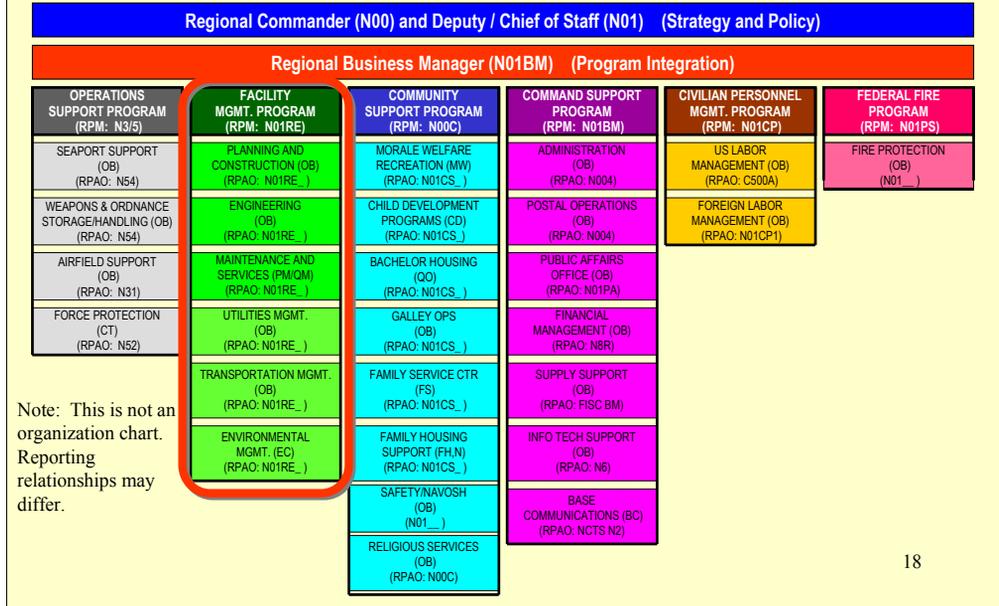


## **RE Roles and Responsibilities**

### **3. Perform RPM Duties**

- Program Technical Expert
- Program Knowledge Information and Data Manager
- Program Planner and Resource Manager
  - Budget Development and Resource Allocation
  - Cost Monitoring and Cost Control
  - Intra-program Reprogramming
- Program Metrics Maintenance and Assessment
- Link with CPF Program Managers
- Member of Regional BOS Management Boards

# Proposed Change to CNFJ BOS Management Structure



Implementation of RFMS includes minor adjustments to the CNFJ Region BOS management structure.

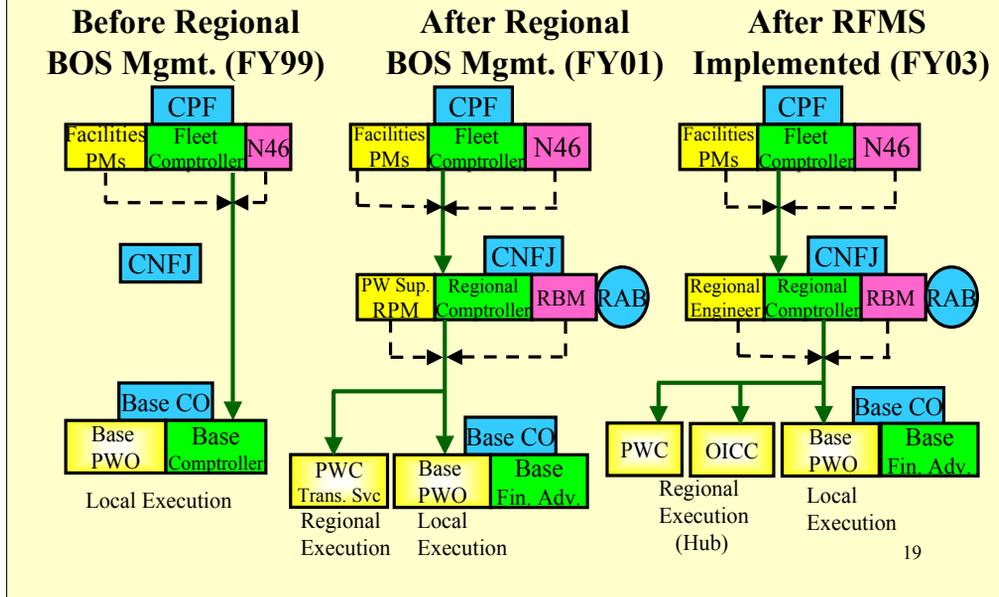
The Regional Public Works Support Program would be renamed to Regional Facility Management Program. The Regional Engineer remains the Regional Program Manager (RPM).

The sub-programs under the Regional Facility Management Program would be renamed using the business line titles, as shown above.

RFMS Business Line Managers become Regional Program Action Officers (RPAOs) in the CNFJ Region BOS management structure.

Duties of the RPM and RPAOs will be performed as outlined in the Desk Guide for CNFJ Region BOS Operations.

# CNFJ Region FM Resources Flow



Implementation of RFMS changes resource flow and resource management.

Under RFMS, facility management funds from CNFJ Region flow into the RFMS Operational Target (OPTAR) account directly from the Regional Comptroller.

RFMS manages all types of resources used to deliver facility management services, including all types of in-house personnel (military, U.S. civilian, and Japanese civilian positions) and host nation support (Facility Improvement Program and Utility Cost Sharing).

RFMS manages four CPF/CNFJ “special interest item (SII) type funds, including Property Maintenance (PM), Quarters Maintenance (QM), Environmental Compliance (EC), and a portion of Other Base Operating Support (OBOS).

All RFMS resource management issues that impact the CNFJ Region are closely coordinated with the CNFJ Regional Business Manager and Regional Comptroller.



## **RE Roles and Responsibilities**

### **4. Lead NWCF Operations**

- Lead Large, In-house, Multi-discipline Work Force
- Manage Work Quality and Service Effectiveness
- Develop Fully-costed Commodity Rates
  - Coordinated with Regional BOS Management Team
- Plan and Program Capital Investments
- Manage Annual and Accumulated Financial Results
- Coordinate with NWCF Budget Sponsor Office
- Participate in NWCF Corporate Business Initiatives
- Transform PWC Yokosuka to PWC Japan



## **RE Roles and Responsibilities**

### **5. Lead Fac. Contracting Ops**

- Full Line of NAVFAC Contracting Capability
  - Architect and Engineering Services
  - Construction Contracting
  - Service Contracting
- Acquisition Planning to Engage Best Tools
  - Performance Based Specifications
  - Best Value Procurements
  - Design-Build Procurements
  - Regional Indefinite Quantity Contracts
- Emergency Contracting Authority
- Technical Expertise through Procurement Professionals<sub>21</sub>

RFMS has a full complement of NAVFAC contracting authority through Officer in Charge of Construction (OICC) Far East, supported by PACDIV NAVFAC.

Each execution platform (Hub, Base Teams) has a contracting component.

The Base PWO is double-hatted as local OICC.

ROICC is integrated with Base Team following the NAVFAC ROICC Office Model.



## **RE Roles and Responsibilities**

### **6. Regional Planner**

- Strategic Regional Base Development Vision
  - Maintain Constancy of Purpose
- Integration of Construction Priorities
- Integration of SRM Priorities
- Maintenance of Facility and Real Estate Information and Databases
- Capitalization of Regional Planning Tools
  - Geographic Information System (GIS)



## **RE Roles and Responsibilities**

### **7. Link to CPF N46 Staff**

- N464 (Facilities) and N465 (Environmental)
- Region IPL for Navy Military Construction
- Region IPL for CPF Special Projects
- Region Requirements for PM, QM, EC, and OB  
(Facilities Management Portion) Resources
- Participate in CPF FM Policy Development
- Respond to IMC Data Calls
- Participate in IMC Initiatives and Studies



## **RE Roles and Responsibilities**

### **8. Link to USFJ J4 Staff**

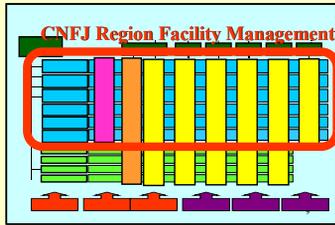
- Extended Staff of Country Team Related to Base Facilities Issues
- Participant in Joint Committee Process
  - Facilities Subcommittee (FSC) Member
- Facilities Component of Host Nation Support
  - Facilities Improvement Program (Construction)
  - Utilities Cost Sharing (Commodity Subsidy)
  - Furnished Facilities (Real Estate and Improvements)
  - Labor Support through Master Labor Contract (Approximately 1700 FM Related Positions)



## **RE Roles and Responsibilities**

### **9. CEC / SEABEE Comm. Mgmt.**

- Billet Management (Manpower)
  - Optimum Distribution of Billets and Paygrades
- Link to CEC and SEABEE Detailers (Manning)
  - Coordination in Filling Key Positions
- Professional Development and Mentoring
- Internal Coverage of Significant Detailing Gaps



# RFMS Business Lines



Planning & Construction



Engineering



Environmental



Maintenance & Services



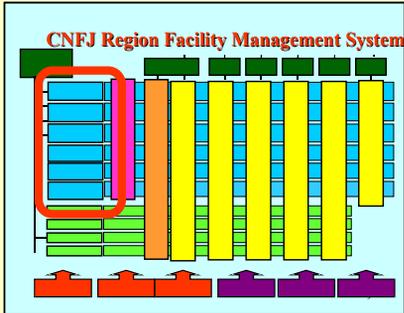
Utilities



Transportation 26

# Business Lines

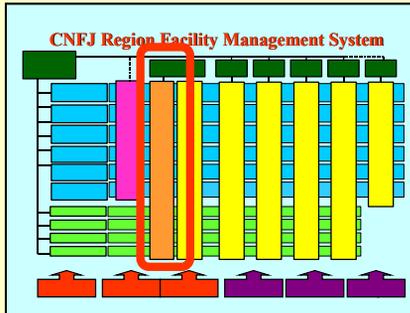
## Role of Business Line Manager (BLM)



- Leader/Owner of Regional BL Service Delivery Process
- BL Technical Expert, Innovator
- Networks with Navy Experts
- BL Community Manager
- BL Financial Manager
  - Budget Development and Resource Allocation
  - Position Management and Hiring Control
  - Cost Monitoring and Cost Control
- BL Acquisition Planner
- BL Knowledge and Data Manager
- Performs Region RPAO Duties,

## Execution Platform: **Regional Hub**

### **Role of the Regional Hub**



- Central Execution Platform That Supports Entire Region
- Robust In-house Capability
- Maintain “Critical Mass” of Technical Talent
- Unlimited Facility Contracting Capability
- Deployable Service Teams
- Supports All Business Lines

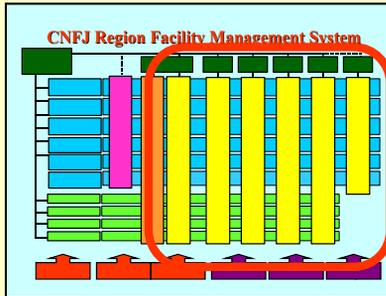
## **Execution Platform: Regional Hub**

### **Products and Services**

- Large Engineering Design Projects
- Specialized Engineering Support
- Procurement Contracting Officer (PCO) Functions
- Regional Specifications Development and Contract Preparation/Award
- Specialized Inspections and Maintenance
- Utilities Engineering
- Prime Vendor Purchasing
- Regional Shore Infrastructure Plan Coordination
- Regional Environmental Engineering and Pollution Prevention

## Execution Platform: **Base Teams**

### Role of the Base Team



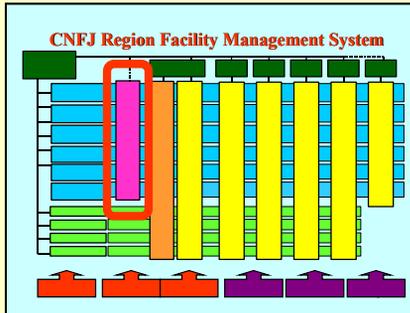
- “Forward Deployed” Execution Platforms
- Fully Integrated with Base Operations and Mission
- Accountable to Both Base CO and Regional Engineer
- Tailored to Unique Base Requirements
- Staffing Sized, Shaped to Requirement
- Includes All Needed Business Line Capability
- Supported by Hub, BLMs, and SFMs

## **Execution Platform: Base Teams**

### **Products and Services**

- Primary Delivery Point for:
  - Emergency/Service, Maintenance and Repair
  - Utilities Operation and Maintenance
  - Transportation Services
- Identification of SRM Requirements
- Project Development and Preparation
- In-House Design Capability
- Post Contract Award Administration

**Execution Platform:**  
**Centers of Technical Expertise**  
**Sources of External Support**



- Navy
  - PACDIV
  - NAVFAC Eng. Service Center
  - Navy Crane Center
  - Other NAVFAC EFDs
  - Other Navy
- Other DoD
  - Japan Engineering District
  - Etc.

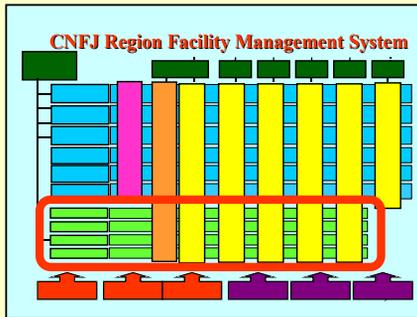
**Execution Platform:**

**Centers of Technical Expertise  
Products and Services**

- Regional Planning Studies (RSIP)
- Environmental Consultation
- Airfield Pavement Studies
- Pier/Wharf Structural Studies
- Roof Moisture Surveys
- Utility System Assessments
- Energy Audits
- Natural/Cultural Resource Management Plans
- Transportation Equipment Allocation Management
- Fleet Mooring Program
- Boiler/Unfired Pressure Vessel Certification

# Support Functions

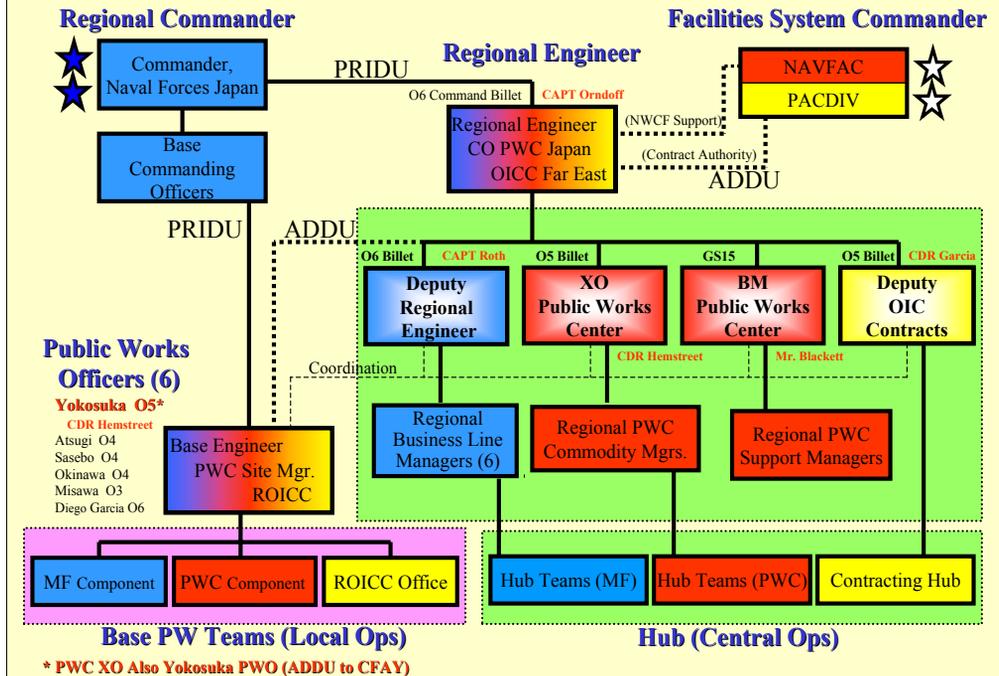
## RFMS Internal Support



- Business Analysis
  - Business Case Analysis
  - Metrics Maintenance
- Financial Management
  - Budgeting, Accounting
  - NWCF Expertise
- Info. Systems Management
  - Functional Software Support
  - Communication Tools
- Admin Support
  - Personnel Administration
  - Clerical Support

# Proposed RFMS Organization

As of 7 MAR 02



\* PWC XO Also Yokosuka PWO (ADDU to CFAY)

# PWO Reporting Relationships

## To Base CO

### – PRIDU/OPCON

- Reporting Senior (with prearranged Concurrent relationship with RE)
- Day-to-Day Operational Guidance
  - “What needs to be done?”
  - Metric: Quality of Support
- Member Base Wardroom
- Accountable to Base CO for All Base Facility Management Issues
- Emphasis on Effectiveness

## To Regional Engineer

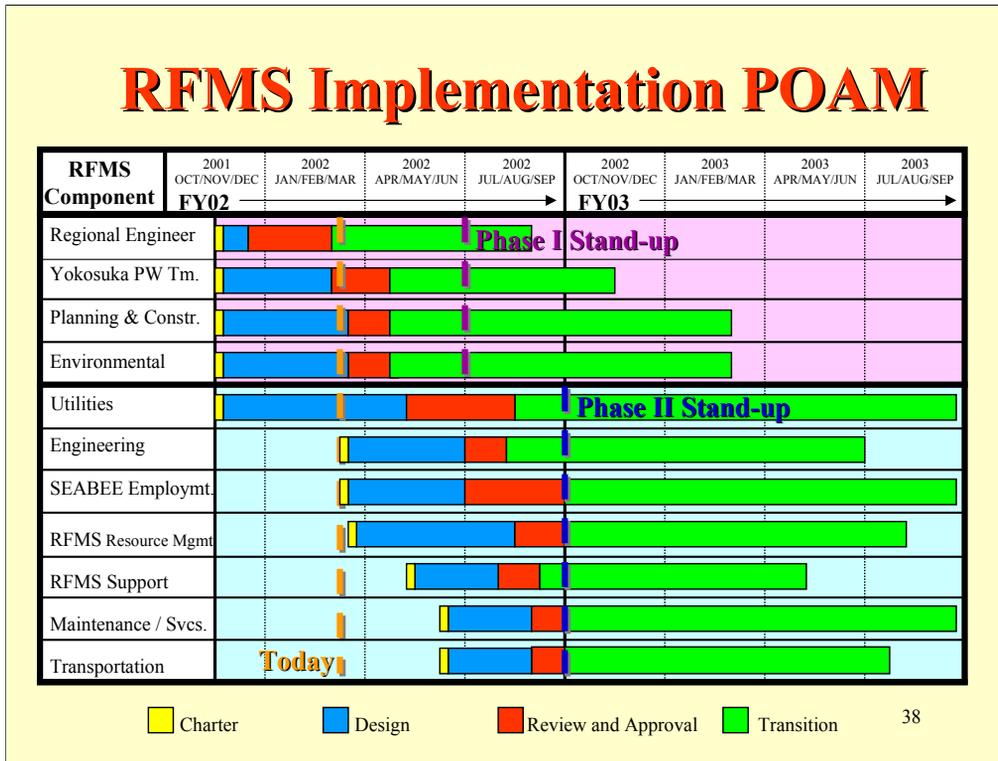
### – ADDU/ADCON

- Concurrent Reporting Senior (Prepares FITREP for Base CO Review/Approval)
- Frequent Delivery System Coordination and Guidance
  - “How best to get it done?”
  - Metric: Best Value Solution
- Member of Aligned FM Team
- Accountable to RE on All Base Facility Management Issues
- Emphasis on Efficiency

# **PWC Refocused**

- Transforming to a Regional Service Command
  - Multiple Base Service Delivery Platforms
    - Transportation (completed FY00)
    - Utilities? (BCA for Sasebo and Atsugi)
  - Centralized Region Execution Support (Hub)
    - Planning Functions? (ConOps under development)
    - Engineering Functions? (ConOps Later This Year)
    - Maintenance Functions? (ConOps Later This Year)
  - PWC Japan vice PWC Yokosuka
- Major Component of Yokosuka Base “Team”
  - Integrated with ROICC and Mission Funded Components
  - Directly Supporting PWO

# RFMS Implementation POAM



The chart above shows the plan of action and milestones (POAM) for implementing the RFMS.

Each of the RFMS components will be further designed and implemented over time, beginning now. The goal is to have RFMS fully implemented by not later than the end of FY03 (SEP 03).

Each RFMS component will be designed by a chartered Implementation Team led by a senior RFMS officer or manager.

Each Implementation Team will develop a detailed concept of operations, a most efficient organization (MEO), and a transition plan.

The Regional Advisory Board (RAB) will review and approve the component design, MEO, and transition plan of each Implementation Team, as shown in the POAM above.

Once the Implementation Team's work is approved by the RAB, the team will initiate and track execution of the transition plan.

We will consolidate approved component designs in the RFMS Operations Manual, which will become an annex of the "Desk Guide for CNFJ Region BOS Operations."

# Targeting Success!

## Definition

- **Significantly Improve Program Effectiveness**
  - Metrics Based Assessment
- **No Growth in Program Resource Investment**
  - Reinvest Gained Efficiencies to Build Effectiveness
- **Complete Transition to RFMS by SEP 2003**
  - Proactive Transition Management
- **Institutionalize Management Processes**
  - RFMS Operations Manual

## Keys

- **Regional Team Effort**
- **Quality Deliverables from Implementation Teams**
- **Proactive Transition Support:**
  - Base Commanding Officers
  - Regional Business Manager
  - Regional HR/FL Director
  - Regional Comptroller
  - Regional IT Officer
- **Effective, Multi-directional Communication**
- **Keep Focus on the Vision**

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Region**

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**Regional  
Facility Management  
System**

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