



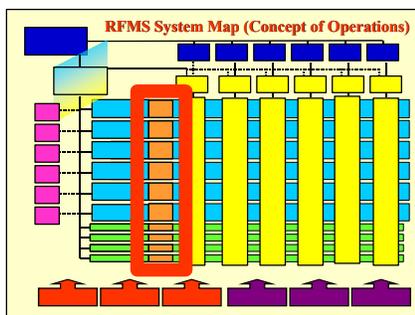
CHAPTER 5 SERVICE DELIVERY PLATFORMS

a. DEFINITIONS

(1) **SERVICE DELIVERY PLATFORM.** The Service Delivery Platform is the entity that produces actual products and services and delivers them to RFMS clients. There are three types of service delivery platforms: Regional Hub, Base Public Works Team, and Center of Technical Expertise.

(2) **REGIONAL HUB.** The Hub is a service delivery platform that contains centralized execution capability from each of the six Business Lines and five Support Functions. The Hub is sized and shaped to support all Region bases. Examples of Hub capability could be: Regional Planning Team, Regional Design Team, Regional Contracting Team, Regional Facility Inspection Team, Regional Real Estate Management Team, etc. Some functions could be executed at both the Hub and at the Base Public Works Team, depending on a variety of service factors (complexity, speed, cost, etc.) Each BLM and SFM manages his/her respective functions in the Hub. The Deputy RE coordinates Hub components across business lines and support functions.

Service Delivery Platform: **Regional Hub** Roles and Responsibilities



- Central Execution Platform That Supports Entire Region
- Robust In-house Capability
- Maintains “Critical Mass” of Technical Talent for Surge Requirements
- Regional Facility Contracting Capability
- Deployable Service Teams
- Crosses All Business Lines



(3) **BASE PUBLIC WORKS TEAM (PWT).** The Base PWT is composed of all in house PW capabilities “forward deployed” at the base, including components of all six business lines, support functions and all system enablers. The Base PWT is led by the PWO. The PWO will coordinate with BLMs and SFMs to ensure capability required on site is available to meet mission requirements.

Service Delivery Platform: Base PW Team (PWT)

Roles and Responsibilities

RFMS System Map (Concept of Operations)

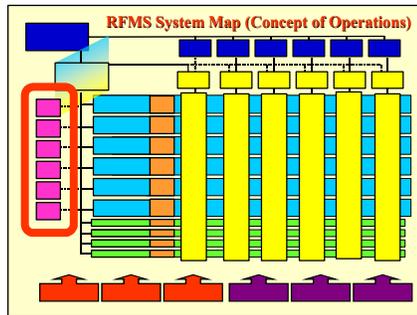
- “Forward Deployed” Execution Platforms
- Fully Integrated with Base Operations and Mission
- Led by PWO, accountable to Both Base CO and Regional Engineer
- Tailored to Unique Base Requirements
- Staffing Sized, Shaped to Requirement
- Includes All Needed Business Line Capability
- Supported by Hub,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

(4) **BASE PUBLIC WORKS OFFICER (PWO).** The PWO is the “forward deployed” direct representative of the Regional Engineer, responsible and accountable for all facility management issues and services at his/her assigned base or area of responsibility. The PWO coordinates locally efforts across the six business lines, work closely with the six BLMs in the RFMS matrix organization. The PWO typically reports for primary duty to the Base CO and for additional duty to the Regional Engineer. In Yokosuka, the PWO reports for Primary duty to the RE/CO PWC and additional duty to Commander Fleet Activities, Yokosuka.

(5) **CENTERS OF TECHNICAL EXPERTISE (CTE).** A CTE is a Department of Defense (DoD) organization *external* to the CNFJ Region and RFMS that provides products, services, and/or technical assistance to RFMS components or to RFMS clients in lieu of direct RFMS service.



Service Delivery Platform:
Centers of Technical Expertise
Sources of External Support



- Navy
 - PACDIV
 - PWFSO
 - NAVFAC Eng. Service Center
 - Navy Crane Center
 - Other NAVFAC EFDs
 - Other Navy
- Other DoD
 - Japan Engineering District
 - Other Service CE Capabilities

(6) **MISSION FUNDED IN-HOUSE CAPABILITY.** Mission funded in-house capability is funded by allocated Operation and Maintenance, Navy (OMN) through a resource major claimant to a region to a base. Labor is seen as a separate and quantified cost, and budgeted and expensed by one Full Time Equivalent (FTE) for each authorized position.

(7) **NWCF CAPABILITY.** Navy Working Capital Fund (NWCF) capability is provided by a component of Navy Public Works Center, Yokosuka, Japan. Funding for NWCF capability is obtained by charging clients a fully-costed commodity rate.

(8) **PWC SITE.** A PWC site is a component of PWC capability that is “forward deployed” to support a designated geographic area or Navy installation. A PWC site is managed by a designated site manager or PWO with collateral duty.

(9) **CONTRACTED CAPABILITY.** Contracted capability leverages the essentially open-ended capacity of the private (non-government) sector to accomplish the Navy mission. Officer in Charge of Construction, Far East (OICC FE) is the resident NAVFAC and PACDIV contracting office, with authority to obligate the government when dedicated resources are provided by client commands.

(10) **ROICC OFFICE.** The Resident Officer in Charge of Construction (ROICC) is the “forward deployed” OICC FE capability that awards and administers minor construction and service contracts in support of the Navy installation mission. The ROICC is normally additional duty for the installation PWO. ROICC staff is funded via OICC FE and PACDIV.



b. REGIONAL HUB. The Regional Hub is centralized RFMS capability across all business lines and support functions. The Deputy Regional Engineer coordinates overall Hub operations. Business Line Managers (BLMs) and Support Function Managers (SFMs) manage the Regional Hub operations for their respective business or support functions. The following are typical **Regional Hub products and services**, by business line, that are delivered in support of all RFMS components and clients:

(1) **Base Development and Real Estate Business Line Regional Hub Products and Services:**

a) Regional Shore Infrastructure Plan (RSIP) CNFJ Region Overview Plan and key Region Function Plans, providing framework for base overview and local functional planning, supporting all bases and shore commands within CNFJ Region area of responsibility (AOR).

b) Regional support for all land use and real estate agreements requiring Joint Committee review and approval for all U.S. Navy commands in Japan.

c) Formal planning, programming, and coordination with U.S. Forces Japan and the Government of Japan on all issues related to the host nation construction program, known as Facility Improvement Program (FIP), representing all U.S. Navy interests in Japan.

(2) **Capital Improvements Business Line Regional Hub Products and Services:**

a) Architectural and Engineering Designs, both In-House and by Contract A-E firms, for all Naval Forces in the Commander, Naval Forces Japan AOR.

b) Technical Engineering Studies for all Naval Forces in the Commander, Naval Forces Japan AOR.

c) Geographical Information Systems (GIS), Computer Aid Designs and Electronic Mapping services for all Department of Defense organizations in the Commander, Naval Forces Japan AOR.

(3) **Environmental Business Line Regional Hub Products and Services:**

a) Hazardous waste handling, storage, and transportation training for MLC employees of all supported commands.

b) Pesticide training and program support for all supported bases and commands with pest control operations.

c) Development of management plans for all media for all supported bases and commands as required.



(4) **Maintenance and Services Business Line *Regional Hub*** Products and Services:

- a) Regional Facility Support (FSC) Contracting for all CNFJ Region supported bases and commands
- b) Regional Annual Inspection Summary (AIS) and Facility Condition Assessments (FCA) for all CNFJ Region supported bases and commands
- c) Regional support for Self Help Programs and SRM Projects for all CNFJ Region supported bases and commands.

(5) **Utilities Business Line *Regional Hub*** Products and Services:

- a) Regional management of the Government of Japan Utility Cost Sharing (UCS) program for all CNFJ Region supported bases and commands.
- b) Regional management of the energy conservation program, providing assistance to all CNFJ supported bases in developing a robust energy conservation program as part of the implementation of the Shore Energy Business Plan (SEBP).
- c) Technical support for planning, development and implementation of innovative utility infrastructure projects aimed at reducing life-cycle cost and improving system reliability. Project support includes development of Energy Saving Performance Contracts (ESPC) and Energy Conservation Improvement Projects (ECIP).

(6) **Transportation Business Line *Regional Hub*** Products and Services:

- a) Acquisition planning, justification, and procurement assistance for all new CESE equipment for all CNFJ Region supported bases and commands.
- b) Lease contract specifications support for all CNFJ Region supported bases and commands.
- c) Region-level responses to all transportation-related information requested by higher authority for all CNFJ Region supported bases and commands.

c. **CENTERS OF TECHNICAL EXPERTISE (CTE).** A CTE is a DoD organization *external* to the CNFJ Region that provides products, services, and/or technical assistance to any RFMS component. The following are typical *Center of Technical Expertise products and services* delivered in support of RFMS components.

(1) **Base Development and Real Estate Business Line external *Centers of Technical Expertise*** Products and Services:

- a) Army Corps of Engineers Japan Engineering District (JED) in Camp Zama, Japan for construction agent design and construction oversight of all Facilities



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Improvement Program (FIP) projects.

b) PACDIV NAVFACENGCOM in Pearl Harbor, HI for Regional Shore Infrastructure Planning (RSIP) program management and consulting planning services contract administration.

c) Navy Facilities Engineering Service Center (NFESC) for traffic management consultant services.

(2) **Capital Improvements Business Line** external *Centers of Technical Expertise* Products and Services:

a) Navy Engineering Service Center (NFESC) in Port Hueneme, CA for specialized engineering studies. Examples include anti-terrorism blast studies and force protection analysis.

b) Southwest Division, NAVFAC in San Diego, CA for interior design services.

c) Public Works Center Pearl Harbor for GIS program development and technical support.

(3) **Environmental Business Line** external *Centers of Technical Expertise* Products and Services:

a) Civil Engineer Corps Officer School (CECOS) in Port Hueneme, CA for environmental training for all Officers and U.S. civil servants (USCS).

b) PACDIV NAVFACENGCOM in Pearl Harbor, HI for Natural Resources Management Plans and technical support.

c) Ship Repair Facility (SRF) Yokosuka, Japan for specialized laboratory analysis and services.

(4) **Maintenance and Services Business Line** external *Centers of Technical Expertise* Products and Services:

a) NAVFAC Public Works Field Support Office (PWFSO) in San Diego, CA for MAXIMO management software support.

b) NAVFAC Headquarters in Washington, DC for Standardized Facility Support (FSC) Contract Performance-based Templates.

c) Navy Crane Center in Philadelphia, PA for Vertical Transportation Equipment (VTE) and Crane Track Inspections.



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(5) **Utilities Business Line** external *Centers of Technical Expertise* Products and Services:

a) Navy Facilities Engineering Service Center (NFESC) in Port Hueneme, CA for development of viable Energy Savings Performance Contracts (ESPC), providing access, contractual support, and technical oversight, supporting all CNFJ Region bases and commands.

b) Pacific Division, Naval Facilities Engineering Command in Pearl Harbor, HI for Energy Conservation Improvement Projects (ECIP) assistance, including planning, validation and engineering services to gain access to funding for appropriate conservation projects in the ECIP program.

c) Construction Engineering Research Laboratory (CERL), U.S. Army Engineer Research & Development Center Demonstration Projects for contractual vehicles for performing various demonstration projects to test innovative energy technologies.

(6) **Transportation Business Line** external *Centers of Technical Expertise* Products and Services:

a) PACDIV Transportation Equipment Management Center (TEMC) in Pearl Harbor, HI for Civil Engineer Support Equipment (CESE) allowance management and CESE procurement.

b) Navy Crane Center (NCC) in Philadelphia, PA for overall crane safety program management.



d. YOKOSUKA PUBLIC WORKS TEAM

(1) **Major Supported Commands and Clients.** The Yokosuka Public Works Team (PWT) provides services to the host command, Commander, Fleet Activities Yokosuka (CFAY), and the Region Commander, Naval Forces Japan (CNFJ) and 30 tenant commands. Major tenant commands include Commander, Seventh Fleet with 11 forward deployed ships, Ship Repair Facility, Yokosuka, Naval Hospital, Defense Distribution Yokosuka Japan, Fleet Industrial Supply Center, DODD Schools, Navy Exchange and Commissary. CNFJ has direct oversight of family Housing while CFAY manages all other aspects of the base. Japan Maritime Self Defense Forces maintains a presence on board CFAY.

(2) **Source Commands.** The Yokosuka PWT is composed of personnel and assets from three source commands, Fleet Activities Yokosuka, Public Works Center, Japan, and Officer in Charge of Construction Far East. Therefore, the PWT’s assets include both Mission Funded and NWCFF personnel, equipment and facilities. This consolidated organization has complete authority and responsibility for life-cycle facilities management aboard CFAY.

(3) **Volume of Business.** The annual volume of business for the PWT is approximately \$69M, while the annual volume of business for the Resident Officer in Charge Construction (ROICC) is approximately \$60M. The major players are listed below in the table.

Customer	Annual Volume of Business (\$)
CNFJ - Housing	\$ 18.0 M
Transportation	2.0 M
CFAY	17.0 M
SRF	7.0 M
Naval Hospital	2.5 M
JMSDF	2.1 M
DDYJ	1.5 M
DODDS	1.5 M
ROICC	Annual Volume of Business (\$)
Construction and Repair	\$ 40M
Services	\$ 20M

(4) **Concept of Operations.**

a) **Facility Engineer (FE) Division** is the “storefront” of the PWT organization. They define and prioritize the requirements, prepare and justify budget requirements, and explore alternative funding. FE Division maintains the PWT’s electronic information system (MAXIMO).

b) **Planning/Construction Division** prepares and maintains the vision of the base. Evaluate new work for compliance to the master plan, and grant permission for new work to commence. Prepare project documentation for all major US funded projects. The CFAY point of contact for Japanese Facility Improvement Program (JFIP) construction with the Government of Japan Defense Facilities Administration Bureau (YDFAB).



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c) **Engineering Branch** is under the direct supervision of the Regional Engineering Business Line Manager, PWC Code 400. The in-house branch provides engineering and design services while the Architect-Engineer Management branch provides A-E contract designs services.

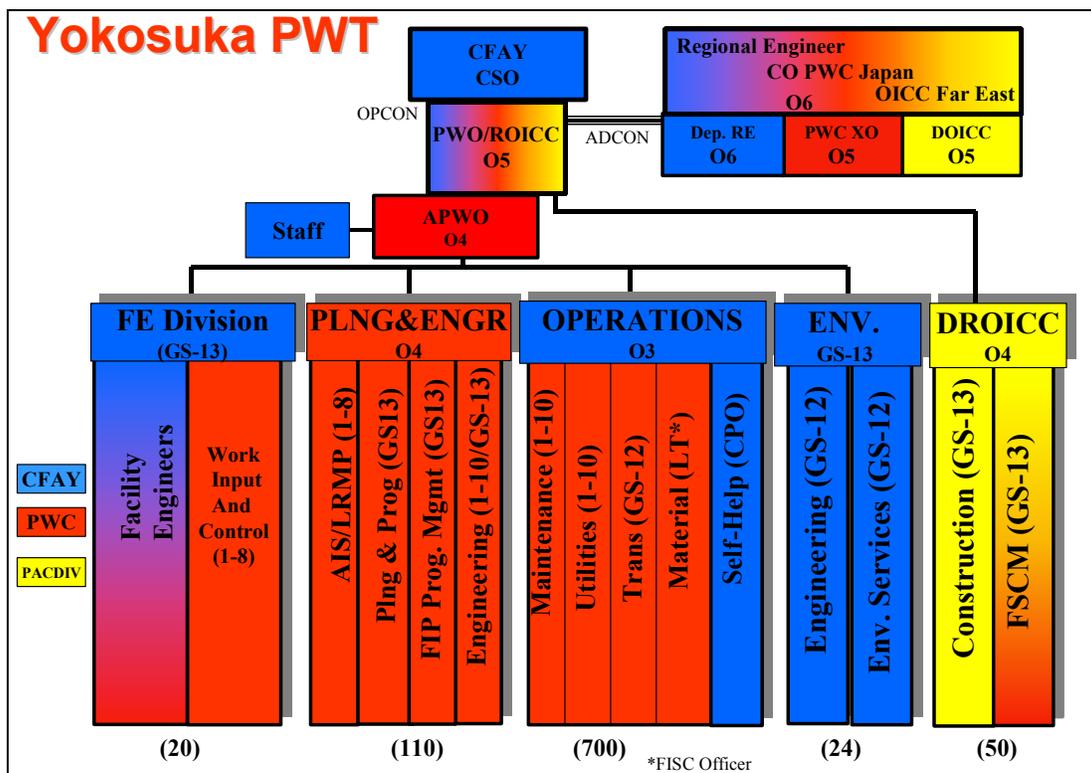
d) **Environmental Division** provides oversight on all environmental compliance issues, obtain funding to correct deficiencies, process and dispose of hazardous waste, and oversee the recycling program.

e) **Maintenance Branch** provide cost effective, responsive, and high quality maintenance, repair, minor construction, recurring (Preventative Maintenance), and emergency service work with in-house workers.

f) **Utilities Branch** owns and operates all utility commodities including electrical power, steam, potable water, salt water, compressed air, sewage, and solid waste disposal.

g) **Transportation branch** administers a comprehensive transportation management program encompassing determination of transportation vehicle requirements, vehicle assignments, and vehicle maintenance/operations in accordance with applicable directives.

(5) **Matrix Functional Organization and Staffing.** The chart below describes current Yokosuka PWT organization and staffing.





e. **ATSUGI PUBLIC WORKS TEAM**

Major Supported Commands and Clients. The following chart shows the major Atsugi PWT clients and the annual volume of work received.

Command	(\$000)	(\$000)
	Mission Funded	Reimbursable
NAF Atsugi	14517	0
NSF Kamiseya	1377	0
NRTF Totsuka	202	0
AirWing 5 (Includes Squadrons)	589	0
NAPRA	133	11
NEX	908	21
MWR	1445	278
CFWP	21	0
CTF 72	276	0
HOUSING	0	7547
JMSDF	0	2513
DLA	8	160
DODDS	0	174
BRANCH DENTAL/MEDICAL CLINIC	59	163
DECA	2	169
Others	0	320
Subtotal:	19537	11356
Total:	30893	

(2) **Source Commands.** The Atsugi PWT is composed of personnel and assets from three source commands, Naval Air Facility Atsugi, Public Works Center, Japan, and Officer in Charge of Construction, Far East. Therefore, the PWT’s assets include both Mission Funded and NWCF personnel, equipment and facilities. This consolidated organization has complete authority and responsibility for life-cycle facilities management aboard NAF Atsugi.

(3) **Concept of Operations.** The following is the Atsugi PWT concept of operations by Regional Business Line:

a) **Base Development and Real Estate Business Line.** These functions currently cross between our Engineering and FMED Division. The planning side of the department is housed in Engineering. They coordinate with CNFJ, USFJ, PACDIV, and numerous host nation organizations for various approvals, technical support, studies, etc.



Construction involves some of the same Engineering staff as well as FMED, where all work originates for PWT Atsugi, and then gets converted to maintenance, services, or construction executed by the various platforms available (contract, shops, PWC, NMCB Dets, etc.). Both FMED and PW Engineering have the ability to generate contract packages for the ROICC.

b) **Capital Improvements Business Line.** Upwards of 90% of Atsugi projects are designed "in house." PWT Engineering has a compliment of several disciplines to include electrical, civil, mechanical and architects. PWT Engineering is "storefront" for many other tenants onbase, MWR being one of the biggest customers. For supplementary support, PWT uses other sources for project design such as PWC and JED.

c) **Environmental Business Line.** Although it has a fenced OPTAR, the base Environmental Division still falls under PWT Atsugi. The PWT handle the full range of environmental compliance issues for not only onbase but also off-base organizations as the PWT performs the full range of the HazMat and HazWaste management and disposal functions.

d) **Maintenance and Services Business Line.** Work coming from the trouble desk and is under 16 manhours is performed as a trouble call by the maintenance E/S staff. Anything over 16 manhours is considered a minor or specific job depending on the required manhours. Like the other bases in Japan, the shops are primarily MLC employees. The fact that inspections and AIS fall under the Maintenance BL is where our divisions split this BL. These inspection and AIS functions are primarily handled by FMED (Inspection Branch). Updates on completed work against the AIS are used to keep the AIS current.

e) **Utilities Business Line.** This division consists mainly of plant operators and overhead staff. All maintenance and upkeep is done by either Maintenance Division or by contract. Our water is obtained by means of underground wells that have to this date supplied the base with all of it's needs. Electricity is purchased from TEPCO. Rebate unpredictability and drastic temperature variances sometimes lends to fluctuating funding predictions. Shortfalls in the past (including this FY03) have influenced PWT Atsugi to withhold a portion of tenant's rebates. Rates are set as per the UCAR.

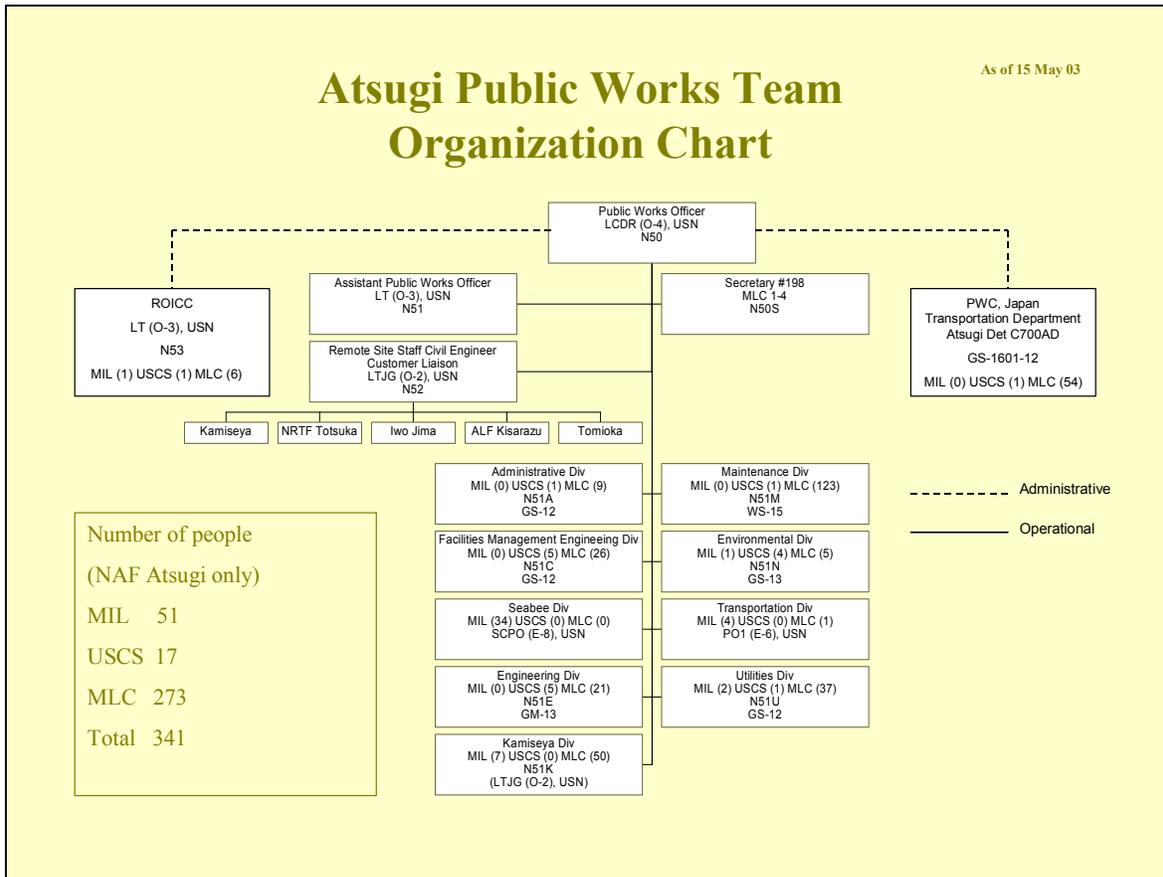
f) **Transportation Business Line.** Currently we have PWC Transportation Det Atsugi and a small contingent of military (and 1 or 2 MLC employees) that run PWT Atsugi Transportation. PWC Transportation is "storefront" for PWT and other tenants onboard Atsugi. They provide all vehicles with exception of a few. Now, PWT Transportation have a very small OPTAR and perform a few major functions. One is the MHE/WHE program management. In the near future, this function is going to go away and be performed by FMED (appropriate staffing compensations were made for this transfer of function).



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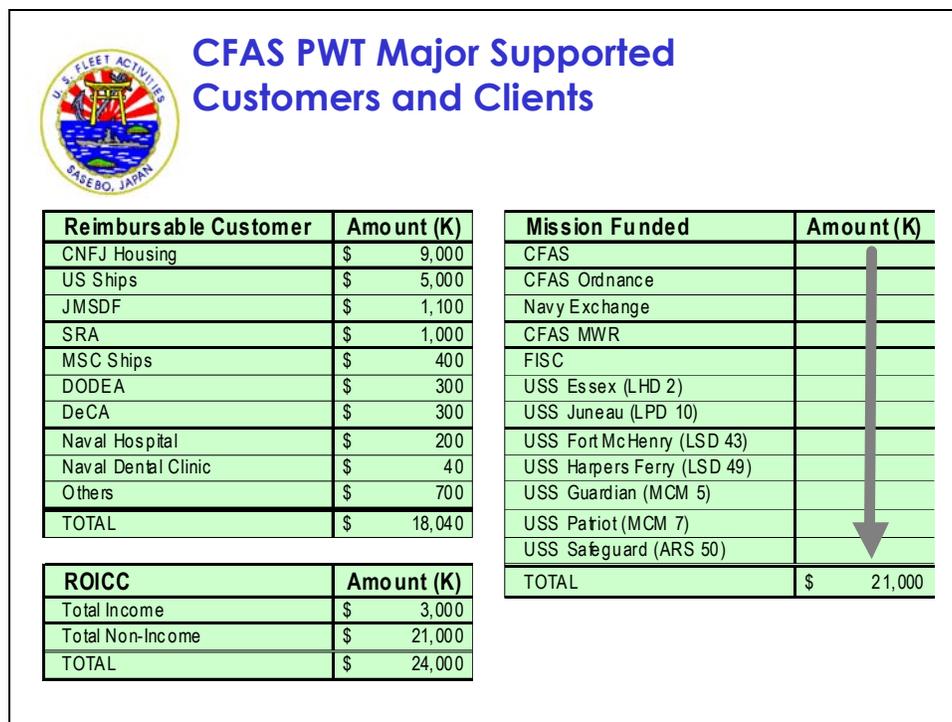
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(4) **Organization and Staffing.** The chart below describes current Atsugi PWT organization and staffing.





f. SASEBO PUBLIC WORKS TEAM



(1) The above chart shows the major Sasebo PWT clients and the annual volume of work received.

(2) **Source Commands** The Fleet Activities Sasebo PWT is an organization that combines the public works assets and capabilities of the Fleet Activities Sasebo (CFAS) Public Works Department, Resident Officer in Charge of Construction (ROICC) Sasebo, and the Public Works Center (PWC), Japan. Thus, the PWT is an entity whose assets include O&MN funded and NWCF personnel, equipment, and facilities. The Base Public Works Officer (PWO) is double-hatted as the local Resident Officer in Charge of Construction and in the future, will be triple-hatted as the PWC Site manager.

a) The PWT receives both general and specific priorities and requirements from CFAS and will be responsible for their effective execution. The PWO will be responsible to the Regional Engineer, Business Line Managers (BLM's) and Base CO for the efficient use of facilities management resources.

(3) **Public Works Officer Responsibilities**

a) The Sasebo PWO is a CEC Lieutenant Commander and has the authority and responsibility for life-cycle facilities management aboard CFAS. The Public Works Officer will be Primary Duty (PRIDU) to CFAS, Additional Duty (ADDU) to the Regional Engineer, ADDU to PWC Japan, and ADDU to OICC Far East.

b) The PWO's staff includes funds administrators and/or management/program analysts. The following areas of responsibility of the PWT report to the PWO:



- 1) APWO
- 2) Facility Support Contract Division
- 3) Fiscal/Administrative Division
- 4) Facilities Division
- 5) Engineering Division
- 6) Transportation Division
- 7) Self Help Division
- 8) Environmental Engineering Division
- 9) ROICC Sasebo (through PWO's ADDU relationship to OICC FE)

(4) Concepts of Operations

A concept of operations for each of the six business lines as organized at PWT Sasebo is discussed under the following headings:

- a) Base Development and Real Estate
- b) Capital Improvements
- c) Environmental
- d) Maintenance
- e) Utilities
- f) Transportation

Letters (a) and (b) are combined at CFAS as the Engineering Division. Letter (c) falls under the Environmental Engineering Division. Letters (d) and (e) are also combined at CFAS as the Facilities Division.

a) Capital Improvements Division

The Engineering Division's mission is to provide designs for fleet support, base master planning, JFIP coordination, and real estate administration. To fulfill its mission, the engineering division is divided into three branches: Design, Planning and Naval Construction Force (NCF) Liaison. The CFAS Engineering Division head is GS-13 USCS. A summary of major functions of each of the branches in the engineering division is provided below:

1) **Design** The design branch is divided into five sections covering the major fields of civil, mechanical, electrical, and architectural work, and technical support. They are tasked with the development of engineering designs for a wide variety of projects including, construction, renovation, and repair. In support of these engineering designs, the design branch also develops engineering specifications.

a. The design branch develops engineering IDQ contracts such as fencing, roofing, paving, along with those that support the Facilities Support Contract (FSC) Division. These include contracts for utilities, grounds maintenance, and trash collection.

2) **Base Development and Real Estate** The planning branch is divided into two sections: Facilities and Real Estate. The facilities section develops FIP projects



from concept to review of construction packages. They also prepare Special Projects packages for CFAS infrastructures planning. The Real Estate section conducts local coordination of all real estate issues with the government of Japan to include updating joint use agreements and preparation of MOU's. The real estate section also prepares property record updates, master planning documents and space utilization plans.

3) **NCF Liaison**

a. The NCF Liaison branch coordinates all deployed Seabee projects from initial concept to final acceptance. They oversee preparation of the initial "scope of work" studies, design package format, NCF site liaison work, and final acceptance of the project. The Seabee liaison also acts as a Troubleshooter for issues including funding, materials, and personnel support.

b. Projects that are too large for the limited staffing of the engineering division or require A/E contract support are sent to PWC for design, study, evaluation and/or contracting to a private A/E firm.

b) **Environmental Engineering Division**

1) The main objectives of CFAS's environmental program include:

- Establishing a command wide environmental education and awareness program that informs and provides all personnel with direct access to environmental support and information.
- Achieve or exceed compliance with all regulatory guidelines, with emphasis on the U.S. Forces Japan Environmental Governing Standards and the environmental laws of Japan.
- Maintain a pro-active and comprehensive Environmental Quality Assessment (EQA) program that identifies and implements corrections of noted deficiencies.
- Implement an aggressive Pollution Prevention (P2) program that exceeds the Federal and DoD goals through command wide reduction, reuse, and recycling initiatives.

A GS-13 USCS serves as the Division head with responsibilities for coordinating the planning, design, construction and environmental regulatory compliance of all facilities associated with CFAS and tenant units.

2) The Environmental Engineering Division is the principal means by which FLEACT Sasebo's environmental program is supported. To fulfill its mandate, the environmental engineering division is divided into three branches: The Environmental Compliance Branch, Hazardous Waste Operations Branch, and the Recycling Branch. The main areas of responsibility for the division include:

- Manage and coordinate the hazardous waste program



- Manage and administer DoD/DoN program requirements for pollution abatement and environmental compliance.
- Provide information services on environmental standards, statutory and regulatory requirements, and technical and procedural aspects of hazardous waste management, disposal, and spill prevention and recovery.
- Coordinate, administer and manage the environmental engineering programs.
- Manage and coordinate the recycling program with oversight of the solid waste program and serve as the DRMO liaison for CFAS and tenant units.
- Perform indirect tasks such as operation of the division, develop and present briefings, technical assistance, review verify and approve reports, and review drawings and designs.
- Maintain and update the environmental budget.
- Oversee the energy conservation program.

c) **Maintenance and Services**

1) The function of the Facilities Division at CFAS is to manage the shore facilities maintenance for CFAS and her tenant commands, provide facilities maintenance planning and estimating services, and perform the inspection and preparation of the Annual Inspection Summary (AIS). The Division is lead by a MLC 1-9. More specific duties of the Division include:

- Work reception and data input control
- Emergency service
- Material control and ordering
- Long range shop load planning

2) These operations are accomplished via an organization that includes three branches in addition to the Division Head's staff. These branches and sections are:

- Facility Management and Engineering Branch
 - a. Work Reception Section
 - b. Material Control Section
 - c. Work Generation Section
- Production Shop Branch
 - a. Plumbing Section
 - b. Metalworking Section
 - c. Painting Section
 - d. General Labor Section
 - e. Pest Control section
 - f. Electrical Section
 - g. A/C Section



h. Communications Section

i. Carpentry Section

d) **Utilities** Work is generated by one of two methods: Shore Facility Inspection (AIS) reports or customer requests. For the latter, two methods are available to the customer. The first is the help desk located in the Public Works building. The second is on-line, through a website that enters information directly into PW Tools, the software used by the division for work input, estimating, and scheduling. Some of the more complex projects are planned and estimated using facilities division resources and personnel on the Planning and Estimating (P&E) Team.

There are three cases where projects go beyond the facilities division:

- The work center workload is too high. In this case, some projects may be contracted out.
- The technical level is too high. These projects are passed on to the engineering division.
- The scope of work is too large. Large projects are passed onto contracts or the engineering division.

e) **Transportation**

1) CFAS and PWC Yokosuka signed a memorandum of agreement on 28 May 1998 for PWC to provide transportation maintenance and operations service. This partnership became effective 01 November 1998. The services performed by the PWC Yokosuka Transportation Det Sasebo include:

- Category A/B/C Vehicles rentals
- Brow/platform and crane service to ships
- Airport run for TAD/PCS and Medevacs
- Base shuttle bus
- Hario housing home to work bus
- School bus service to include field and athletic trips
- Conduct crane licenses
- Conduct man lift operator training
- Vehicle/equipment inspections
- Mobile crane certifications

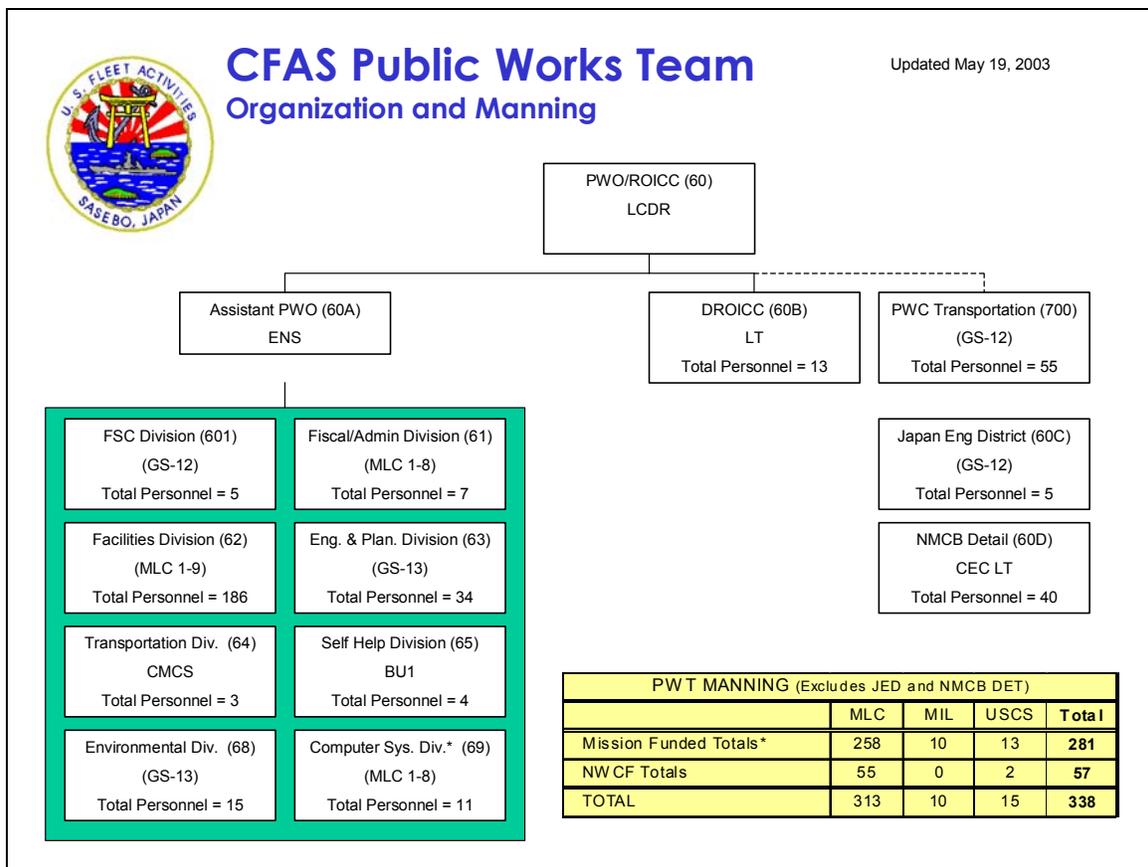


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2) The PWC Transportation Department maintains approximately 700 vehicles of various types for CFAS and tenant commands. In addition to the PWC transportation, the public works maintains a Public Works Division to manage programs not under the responsibility of PWC. This Division is headed by a Chief Petty Officer. Functions include:

- Defining transportation services required for fulfillment by PWC Transportation
- MHE Program Management
- Category 3 Crane Management
- Fuel Management
- Bus scheduling and reimbursement management
- Other duties as required





g. OKINAWA PUBLIC WORKS TEAM

(1) Supported Clients Major Supported Commands and Clients.

a) The PWT supports 26 Navy associated commands on nine facilities. Navy Calibration Lab and Fleet Hospital, Foster are reimbursable tenants. CFAO is mission funded to support 7th Fleet ship operations. Over the last two years, \$300K+ has been spent on crane rentals at Navy Pier White Beach each year. FY02 approximately \$1M was spent on maintenance repairs of facilities located on Kadena Air Base.

b) Contracting methods and associated cost for FY02 include:

- BPA - \$543K,
 - SAP - \$601K,
 - IDQ - \$403K,
 - Special Projects / A&E Design - \$1.1M,
 - FSC - \$687K,
- For total \$3.3M.

(2) Concept of Operations.

a) **Base Development and Real Estate BL**– Planning is conducted in-house with assistance from other PW departments. JFIP projects are planned and executed in conjunction with Corps Of Engineers, Government of Japan, A&E firm and in-house staff. Services provided include:

- 1) Master planning
- 2) Land use planning
- 3) Site approval
- 4) Long range facility development planning
- 5) JFIP programming / planning.



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b) **Capital Improvements BL**–PWT in-house staff manages and/or designs all construction projects to include new construction, renovation and repair. Although the majority of projects are designed in-house, most Seabee projects are designed by PACDIV, while A/E firms design projects over \$100K. Additional design services are obtained both PACDIV and the RFMS Hub in Yokosuka.

Services provided include:

- 1) Design
- 2) Architect / Engineer contract management
- 3) Facility planning support
- 4) Maintenance support
- 5) Consultation.

c) **Environmental BL** – Environmental issues are primarily handled in-house.

Services provided include:

- 1) HAZMAT/HAZWASTE Management
- 2) Natural/Cultural Resource Management
- 3) Drinking Water/Wastewater Management
- 4) Spill Prevention/Spill Response
- 5) Noise/Air Emissions Control
- 6) Pollution Prevention
- 7) Training/Community Awareness.

d) **Maintenance and Services BL** – Essentially all maintenance work is contracted.

Services provided include:

- 1) Minor maintenance / repair
- 2) Contract management
- 3) 18th CE liaison
- 4) Planning / estimating
- 5) Self help coordination.

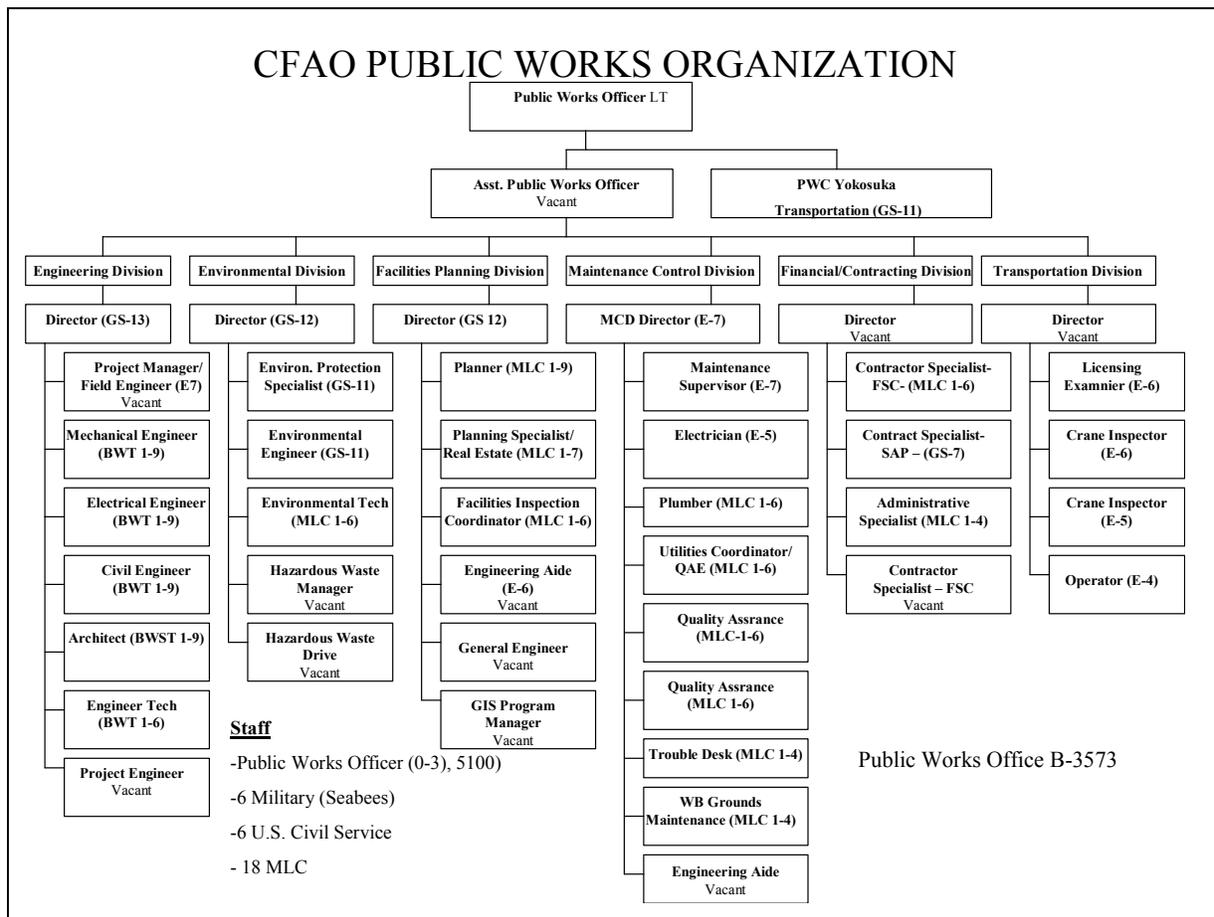
e) **Utilities BL**– CFAO pays the Air Force for utility cost for utility usage on Kadena and Camp Shields. CFAO pays the Okinawa utility companies directly for utility cost at Awase, White Beach and Tengan Pier. Maintenance of utility lines, including electrical, water and sewage, are covered by an ISSA between the Navy and the Air Force on Kadena.

f) **Transportation BL** – PWT Transportation is currently divided into two sections. There is a CFAO component made up of military personnel and there is PWC Det made up of U.S. civilian and MLC personnel. The military manage all crane and forklift services and certify all CAT III cranes for CFAO and tenants to include maintenance. Maintenance of forklift is conducted in-house and through ISSA with Air Force. The military also administer both civilian POV licenses and government licenses to CFAO military, dependants, civilian employees, tenants and TAD personnel to CFAO. All vehicle dispatch functions are handled by PWC DET Yokosuka to include B & C assignments and rentals.

Services provided include:



- 1).WHE management
 - 2) WHE maintenance / certification
 - 3) MHE management
 - 4) Licensing / operator training
- (3) **Organization and Staffing**





h. MISAWA PUBLIC WORKS TEAM

(1) **Major supported Commands and Clients.** Comands and Clients are listed with their estimated annual support.

a) Mission Funded:

- 1) NAF Misawa – \$1,500K
- 2) VQ-1 Det Misawa – <\$10K
- 3) Deployed VP Squadron – <\$10K
- 4) Mobile Mine Assembly Detachment 12 – <\$10K
- 5) AIMD Misawa – \$100K
- 6) PATRECONWING 1 – <\$10K
- 7) NAVCOMMDDET – <\$10K
- 8) Naval Pacific Meteorological and Oceanographic Detachment – <\$10K
- 9) Fleet Imaging Detachment – <\$10K

b) Reimbursable:

- 1) Naval Security Group Activity Misawa – \$14K FSC, <\$10K other contracting support
- 2) Hachinohe Fuel Terminal – \$13K FSC, \$25K other contracting support in FY03
- 3) Personnel Support Detachment – \$2.6K FSC
- 4) NCIS – <\$1K FSC
- 5) USAF – Varies, \$70K in FY03
- 6) DESC - \$190K in FY03
- 7) DRMO – Varies, \$398K in FY03.

(2) **Concept of Operations**

a) **Base Development and Real Estate BL** The Public Works Officer (PWO) manages the Misawa Base Development and Real Estate business line. Without local expertise, the PWO relies on Hub support for planning. The PWO also coordinates with the local Air Force Civil Engineering Squadron (CES) for site approvals, work requests and other miscellaneous support.

b) **Capital Improvements** support is mainly completed with PWT Engineering Division with supervision and guidance from the PWO. NAF Misawa also purchases design services from PWC Japan and the Army Corps of Engineers. In-house engineers provide contract drawings and specification for ROICC Misawa execution, FIP review and engineering support throughout the FIP process, design and constructability reviews for designs from outside agencies including PWC, ACOE and AF projects in Navy facilities, and various engineering support on in-house maintenance and self-help projects.

c) The **Environmental BL**: is a separate department led by a GS-12. All Navy programs are managed and coordinated very closely with the 35th CES Environmental Flight. Programs include pollution prevention, hazard material and waste storage, recycling, etc. In addition, the Department coordinates many environmental efforts with the local community.



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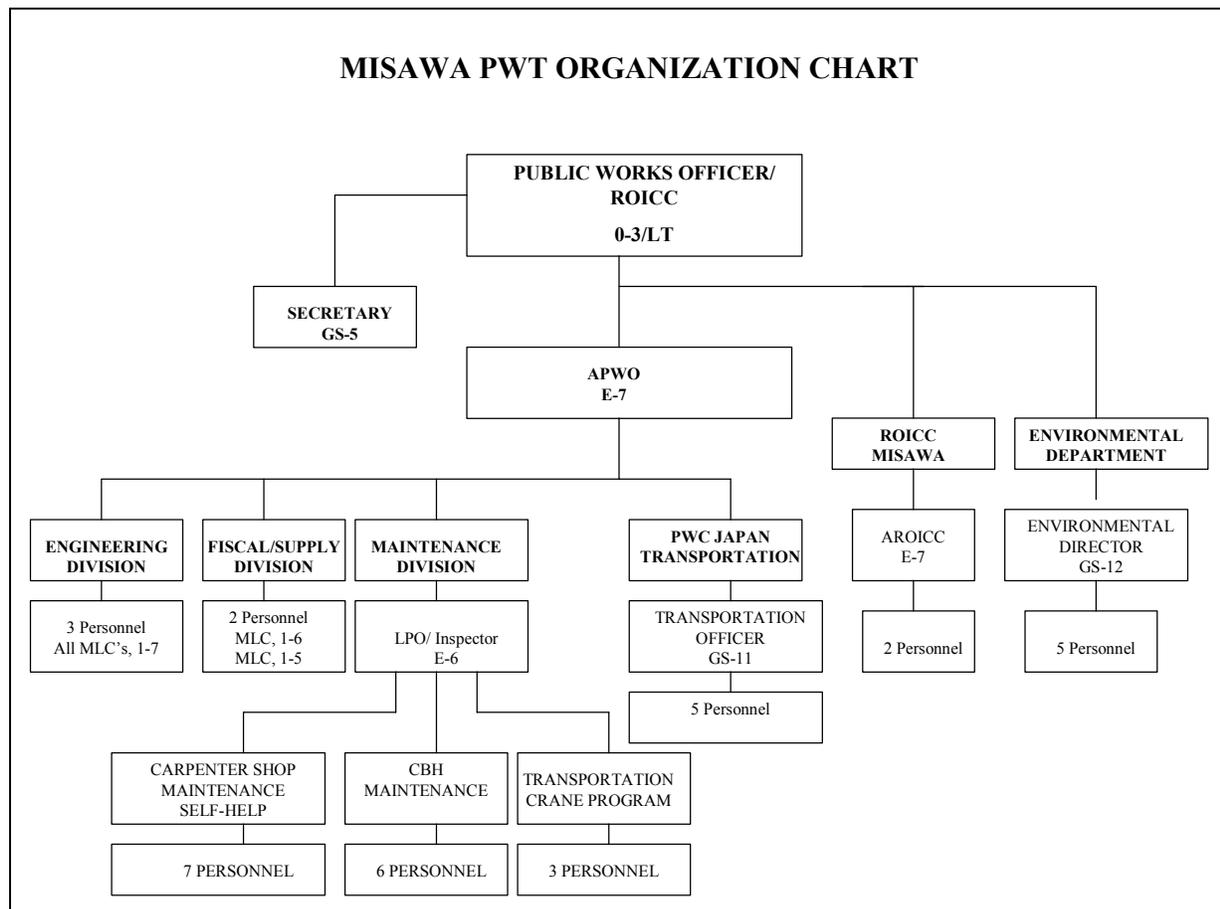
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d) **Maintenance and Services BL** The Assistant Public Works Officer leads the Maintenance and Services business line. Work requests are screened for specific method of execution. With a few exceptions, trouble calls, PMI and maintenance and repair projects involving the building's integrity are sent to the Air Force for execution. Navy organic issues, interior maintenance and repair, grounds maintenance and self-help projects are executed using in-house forces. A separate CBH maintenance crew provides emergency trouble call support, minor maintenance and painting in all Navy barracks.

e) **Utilities BL** services are purchased directly from the Air Force on a reimbursable basis. NAF Misawa does not own any utilities infrastructure. All utilities discrepancies or trouble calls (e.g., no heat) are addressed by Air Force CES.

f) **Transportation BL** NAF Misawa receives its vehicle support from PWC Japan Transportation Detachment Misawa. The Detachment provides all B and C rental vehicles to NAF Misawa and tenant command. The Detachment receives maintenance and repair support from the AF Transportation Squadron. Additionally, NAF Public Works Seabees maintain the command licensing and crane programs.

(3) **Organization and Staffing**





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(i) **DIEGO GARCIA PUBLIC WORKS TEAM**

(1) **Major Supported Commands and Clients:**

Clients are listed in the table below. Note that host and base command clients are mission funded, and major tenants and transient clients are reimbursable.

FY02 BUSINESS VOLUME BY ACTIVITY				
Command	Firm Fixed Price (FFP)	Air Force (AF) Funding	FY02 IQ Funding	TOTAL
Host and Base Command				
Headquarters, British Forces, BIOT	\$22,161	\$2,270	\$50,105	\$74,536
U.S. Navy Support Facility Diego Garcia	\$11,929,702	\$1,215,175	\$12,551,645	\$25,696,522
Sub-Total	\$11,951,863	\$1,217,445	\$12,601,750	\$25,771,058
Tenant Command				
APSRON 4	\$764	\$78	\$1,065	\$1,907
MPSRON 2	\$4,048,728	\$413,566	\$126,210	\$4,588,503
U.S. Air Force Space Command	\$10,498	\$1,076	\$116,896	\$128,470
Air Mobility Command	\$776,635	\$79,573	\$175,910	\$1,032,118
GEOSS	\$1,109	\$114	\$9,406	\$10,629
METOC	\$5,669	\$581	\$15,635	\$21,885
PATRECONWING ONE				\$0
AIMD	\$432,209	\$44,283		\$476,492
NCTAMS	\$5,396,235	\$552,918	\$141,028	\$6,090,181
Military Sealift Command	\$500,000			\$500,000
DESC	\$600,000			\$600,000
PACAF 13th Det	\$159,468	\$24,496	\$649,313	\$833,277
Naval Media Center				\$0
Personnel Support Activity Diego Garcia				\$0
Naval Security Group Detachment				\$0
Cable & Wireless				\$0
Sub-Total	\$10,671,847	\$1,092,189	\$586,149	\$12,350,185
Transient Command				
U.S. Air Force, 40th Air Expeditionary Wing			\$6,935,422	\$6,935,422
NMCB Detail				\$0
U.S. Navy VP Squadron				\$0
Sub-Total	\$0	\$0	\$6,935,422	\$6,935,422
GRAND TOTAL	\$22,623,709	\$2,309,634	\$20,123,321	\$45,056,664

(2) **Concept of Operations:** some parts of the six business line items are led by Public Works (PW) offices identified by the base operating support (BOS) contract annex which they represent.

a) **Base Development and Real Estate BL** – Four PW offices handle this business line: maintenance control division (MCD, Annex 19m), engineering (Annex 19e), budget analysis, and ROICC.



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- 1) MCD: Plans and coordinates budgeted projects. Programs the annual execution plan.
- 2) Engineering: Assists with execution planning through project design support. Chairs the Induction Board which validates, prioritizes and identifies engineering action required for work requests.
- 3) Budget Analysis: responsible for formulation, execution, justification and analysis of budget and financial related matters. Reviews, analyzes, and implements budgetary guidance and policies received from claimants for the administration and control of O&MN funds. Manages and controls the following annual OPTAR allocation:

FY02 OPTAR ALLOCATION		
PROGRAM NAME	FUND SOURCE	ANNUAL OPTAR ALLOCATION
OPTAR 52 - Utilities	OB/OM&N	\$3,285,000
OPTAR 53 - Transportation	OB/OM&N	\$1,783,000
OPTAR 54 - Real Property Maintenance	PM/OM&N	\$15,132,000
OPTAR 55 - Real Property Maintenance	PM-CT/OM&N	\$125,000
OPTAR 56 - Real Property Maintenance	QM/OM&N	\$7,992,000
OPTAR 57 - Self Help	PM/OM&N	\$70,000

Reviews and analyzes performance against plans. Determines causes of variances and initiates reprogramming actions. Monitors FASTDATA and prepares funds status report. Works in close coordination with NSF Comptroller, CNFJ and ROICC. Prepares various budget reports as follows:

BUDGET REPORTS		
REPORT	DUE DATE	FREQUENCY
Certified Obligations BS-1 Data	1st or 2nd month of Each Fiscal Year	Quarterly/Annually
Utilities Cost Analysis Report (UCAR)	10th day of the month	Quarterly/Annually
Defense Utility Energy Reporting System (DUERS)	1st qtr – 31 January 2nd qtr – 30 April 3rd qtr – 31 July 4th qtr – 31 October	Quarterly
Mileage and Fuel Consumption For Work Units (MPG)	1st week of each month	Monthly



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Work Units Report	1st week of each month	Monthly
Midyear Unfunded Review	January or February	Annually
Transportation Management Evaluation Summary Report (TEMES/TCAR)	30 October	Annually
Real Property Maintenance Report (RPMA) (IDQ's & FFP actual execution)	27 November	Annually
Real Property Maintenance Data Call (Budget Submission)	Apr/May	Annually
Base Support- Budget Submission BS-1 (Budget Apportionment)	Apr/May	Annually
Maintenance Execution Plan (MEP)	As required by PACFLT	Annually

4) ROICC: controls construction unrelated to MCD (such as MILCON projects).

b) **Capital Improvements BL** – PW Engineering (Annex 19e) directs all engineering efforts. The office is manned by three overseas pay grade (OPG) personnel. They

1) Receive, review, and submit planning documents (design drawings, DD1391's, site approval documents, engineering studies) and records (as-built drawings) up the chain of command for review, approval, and funding.

2) Perform quality assurance for all engineering and design activities the BOS contractor performs.

3) Interface with NSF tenant commands, CNFJ, PACDIV, DESC, and NFESC regarding review and submittal of data calls, planning, and other engineering issues.

4) Review A/E drawings submitted by EFD.

5) Complete data calls including AIS, IRRS, DESC projects call, Enercon annual report, housing activity listings, and NFADB updates.

6) Directly coordinate NMCB detail project accomplishment.

7) Prepare and submit project site approvals to the British Representative.

c) **Environmental BL** – PW Environmental (Annexes 1e, 6, and 7) deals with all environmental concerns. The office is manned by four OPG personnel. They

1) Provide overall environmental management, program implementation, and technical expertise on the island;



2) Coordinate with the host country on all environmental matters at the Base level

3) Coordinate with off-island Commands for shipment and disposal of hazardous wastes and scraps and project execution (DRMS, DRMO, MSC, NFESC, PACDIV, CNMAR and PWCs)

4) Work with Environmental BLM for funding purposes and higher-level coordination requirements.

d) **Maintenance and Services BL** – Two offices drive all maintenance work: MCD (Annex 19m) and Facilities Maintenance and Repair (Annex 20).

1) PW MCD handles all maintenance work except for that covered under the firm fixed price portion of the BOS contract. The office is manned by a Seabee E-7 and five OPG personnel. They tackle incidental, emergency, and routine minor work requests for work not already covered under the firm fixed price portion of the BOS contract. The work request process is shown on the attached flowchart, and is as follows:

a. A customer submits a work request.

b. MCD validates and prioritizes work request.

c. A request for proposal (RFP) is issued to the BOS contractor and MCD estimators for action. The BOS contractor processes the RFP into a final job plan (FJP), first consulting with Engineering if a design is needed.

d. Upon receipt of FJP, MCD estimators will produce the Government Estimate. Funds are reserved from the comptroller accordingly.

e. After funds are reserved, the project package is submitted to ROICC to request a final proposal (RFP) or for negotiation.

f. ROICC will negotiate both amount and required delivery date (RDD).

2) Facilities Maintenance and Repair covers all routine maintenance included in the firm fixed price portion of the BOS contract. It is manned by four Seabees.



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e) **Utilities BL** – PW Utilities (Annexes 8a, b, c, d, e, and f) monitors and quality-assures all power, water, and sewer operation and maintenance. This office is manned by six Seabees. They:

1) Oversee quality assurance of the BOS contractor's performance of 201 contract line items covering all aspects of electric power production; water well operation and maintenance; water purification and demineralization; sewage treatment and discharge; and all related production and distribution systems.

2) Ensure BOS contract is current by drafting and submitting contract modifications.

3) Complete data calls including water production reports, utility consumption reports, water quality surveys, and water well analyses.

4) Coordinate with CNFJ for funding contract modifications

f) **Transportation BL** – PW Transportation (Annex 9) quality assures all vehicles and crane operation and maintenance performed by the BOS contractor under the firm fixed price portion of the BOS contract. The office is manned by three Seabees. They

1) Manage all Navy-owned-and-operated and Navy-owned and contractor-operated Civil Engineering Support Equipment (CESE) on Island.

2) Are responsible for a 30-vehicle C-pool and 100 B-assigned vehicles as well as tracking 400 vehicles furnished to the contractor in support of the BOS contract.

3) Oversee the effectiveness of the mass transit system.

4) Coordinate with NAVFAC PACDIV Transportation Equipment Management Center (TEMC) for acquisition of new and replacement CESE requirements.

5) Quality-assure the BOS contractor's performance of 108 contract line items covering all aspects of vehicle maintenance; interim repair and body shop repair; vehicle dispatch and operator licensing; bus and taxi scheduling and operation; construction equipment operation; road maintenance; weight handling equipment support, mineral production and concrete batching.

6) Ensure BOS Contract is current by drafting and submitting contract modifications.

7) Coordinate with CNFJ for funding contract modifications.



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(3) **Organization and Staffing**

