

FACILITY SUPPORT CONTRACT PRODUCT LINE PLAN FY03



APRIL 2003

FORWARD



Facility Support Contracts are the foundation of the extraordinary facilities engineering support we provide to naval forces across the globe. As part of our Strategic Plan, NAVFAC committed to improving this support through standardization and use of best business practices. This Facility Support Contract Product Line Plan represents a tremendous step forward in reaching that goal through an integrated program approach. The plan was developed with input from our clients and employees and is being executed by a NAVFAC-wide product team. The plan includes success indicators and milestones to execute this plan and measure our progress.

To Team NAVFAC: Publishing this plan does not make it a reality within our organization. I expect everyone in NAVFAC to understand, adopt, and actively support the implementation of this plan.

To our clients: Your ability to accomplish your mission defines our success. We are fully committed to providing you top-quality products and services delivered on time and on or under budget. Through our metrics, we will be assessing progress to ensure we are on the right track and ensure you receive top-notch services.

I look forward to the future we will create together, working as a team and speaking with One Facilities Engineer Voice across the Department of the Navy.

A handwritten signature in black ink that reads "M. R. Johnson". The signature is stylized and cursive.

M. R. JOHNSON
Rear Admiral, CEC, U.S. Navy
Commander

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Introduction

Facility Support is one of the core business areas for which Naval Facilities Engineering Command (NAVFAC) procures contracts such as grounds, janitorial, pest control, refuse, facility operations and maintenance, etc. These contracts account for approximately \$1.0 billion annually and this number continues to increase due to commercial activity studies and outsourcing. This significant and growing business area highlights the importance of efficiently acquiring these services.

NAVFAC offers the following facility support products and services:

- Geographic and regional acquisition strategies
- Performance based guide performance work statements
- Contract specific acquisition plans
- Procurement and administrative contracting officer services
- Client requested Facility Support Contract (FSC) assistance visits
- FSC training
- Technical support
- Performance assessment

NAVFAC recognizes the importance of these products and services to our clients and is committed to continuously improving quality while minimizing the cost. This FSC Product Line Plan (FSCPLP) outlines actions required to improve our support to Navy, Marine Corps, and other valuable clients.

The FSCPLP is the result of the combined inputs and efforts of Client, Claimant, Regional Commander, Engineering Field Division, Public Works Center, NAVFAC Headquarters and Engineering Service Center representatives. The overarching goal of the FSCPLP is to provide improvements in delivery of FSC products and services. This FSCPLP includes specific objectives, with plans of action and milestones that will provide a road map to achieving the overarching goal.

The National Defense Authorization Act for Fiscal Year 2002 (Public Law 107-107), Sections 801 through 803, requires the Department of Defense to "...establish and implement a management structure for the procurement of services for the Department of Defense." In addition to meeting these requirements, the FSCPLP has been structured to reinforce accomplishment of NAVFAC's mission and vision and addresses key elements of the NAVFAC Strategic Plan. This FSCPLP is consistent with and supports the current NAVFAC BOS Business Line Plan and has five objectives:

- Acquisition Strategy Tool
- Policy, Guidance, and Common Business Practices
- Leveraging Electronic Resources
- Client Integration
- Metrics

Using the above objectives, NAVFAC will enhance FSC products and services through:

- Performance-based contracting principles
- Clearly defined roles and responsibilities
- Preferred business group requirements (SBA, UNICOR, etc.)
- Standard Guide Performance Work Statements
- Common performance standards and metrics
- Formal partnering agreements with contractors
- Performance incentives, including award option and award fee
- Performance assessment of contractors
- Commercial buying practices
- Innovative electronic business practices
- Installation Management Accounting Project and Installation Business Model alignment

To ensure the objectives are met, NAVFAC has established a core team to work on the products and to answer questions in their geographic areas. This core team consists of the following members:

Cindy Readal	Acquisition	NAVFAC HQ	202-685-9156
Bev Gaskins	Public Works	NAVFAC HQ	202-685-9240
Jim Bailey	Acquisition	Atlantic Division	757-322-8314
Tim Schocklin	Base Operations Support	Atlantic Division	757-322-4654
Larry Millhouse	Acquisition	Southern Division	843-820-5903
Jim Schroeder	Base Operations Support	Southern Division	843-820-7019
Robin Green	Acquisition	Southwest Division	619-532-3671
Kim Ostrowski	Base Operations Support	Southwest Division	619-532-1468
Dave Lowry	Acquisition	Pacific Division	808-474-4549
Jerrod Tamashiro	Base Operations Support	Pacific Division	808-474-5418

The FSCPLP is a living document that will be continually reviewed and updated to ensure success in facility support contracting.

FSC Product Line Objectives

The following objectives are intended to identify the steps needed to improve FSC and strengthen the NAVFAC strategies for improving business practices and processes, allocation of resources, and client integration.

I. Acquisition Strategy Tool

Develop an innovative Acquisition Strategy Tool to assist clients in creating regional acquisition strategies for all FSC acquisitions. The Tool will provide a consistent approach to acquisition planning across DoN and facilitate a regional approach consistent with Navy and Marine Corps Regions or specific geographic areas.

Success Indicator:	Milestones:
1. The Acquisition Strategy Tool is developed and pilots are completed.	<ul style="list-style-type: none"> • Create mockup - Done • Obtain funding by 1 Mar 03 • Complete tool and pilots by 1 Sep 03 Lead: Kim Ostrowski
2. The acquisition strategy tool is deployed and specific regional strategies are created.	<ul style="list-style-type: none"> • Publish list of required data elements for contract inventory – Done • Publish a schedule for completing regional acquisition strategies by 1 Nov 03 • Deploy according to schedule. Lead: Kim Ostrowski

II. Policy, Guidance and Common Business Practices

Providing clients with consistent, high quality services is our priority. To achieve that, NAVFAC must clearly articulate policies, guidance and common business practices. This section sets objectives for establishing policy in the areas of requirements definition, acquisition strategies, pre and post-award contract practices, performance based acquisitions, formal partnering agreements and contract work performance assessment.

Success Indicator:	Milestones:
1. FSC roles and responsibilities are developed and published.	<ul style="list-style-type: none"> • Draft – 1 Jul 03 • Internal review – 30 Jul 03 • External review – 30 Aug 03 • Approval – 30 Aug 03 • Publish – 30 Sep 03 Lead: Bev Gaskins
2. Approaches for providing Technical Support (T) and Quality Assurance (Q) functions are studied and recommendations are published. This includes rewrite of MO-327.	<ul style="list-style-type: none"> • Obtain funding – 1 Nov 03 • Complete study – 30 May 04 • Provide recommendation report - 15 Jul 04 • Provide implementation guidance – 1 Oct 04 Lead: Bev Gaskins

<p>3. FSC policy and guidance is updated or created and published.</p>	<ul style="list-style-type: none"> • Publish draft list of policies and guidance needed - Done • Publish list of existing policies and guidance - Done • Publish all policies and guidance – 31 Dec 03 <p>Lead: Cindy Readal</p>
<p>4. FSC/BOS Template for 50 sub-functions for which NAVFAC is the Subject Matter Expert (SME) is published. The template is broken into sub-annexes based on the IMAP Core Business Model (CBM) which has 124 sub-functions. NAVFAC will work with the other SME to develop the remaining 74 sub-functions.</p>	<ul style="list-style-type: none"> • Complete and Publish 4 sub-annexes – 30 Apr 03 • Develop roll-out plan – 30 Jun 03 • Complete draft of 46 sub-annexes – 30 Sep 03 • Publish 46 sub-annexes – 31 Dec 03 • Partner with SME to develop remaining 74 Sub-annexes – 30 Sep 04 <p>Lead: Tim Schocklin</p>
<p>5. Pilot contracts incorporating the FSC/BOS template are awarded.</p>	<ul style="list-style-type: none"> • Identify pilots – Done • Award 1st contracts—Sep 03 • Document lessons learned – On going <p>Lead: Cindy Readal</p>
<p>6. FSC T&Q training policies and curriculum for personnel, including contracting, technical, quality assurance, and clients, are developed and published.</p>	<ul style="list-style-type: none"> • Review existing policies, i.e. NAVFAC Community Management Plan, career development plan – 30 Apr 03 • Assess current situation and available training – 1 May 03 • Publish interim guidance – 30 May 03 • Draft policy – 15 Jul 04 • Internal Review – 15 Aug 04 • External Review – 1 Sep 04 • Publish – 30 Sep 04 <p>Lead: Bill Gasser</p>
<p>7. Partnerships with other federal agencies and private industry organizations to share ideas, lessons learned, and alternatives for FSC service delivery processes are established.</p>	<ul style="list-style-type: none"> • Identify organizations - Done • Hold an industry forum - Done • Hold follow up meetings – On going <p>Lead: Cindy Readal</p>

III. Leveraging Electronic Resources

NAVFAC must leverage capabilities of electronic resources to ensure consistent, effective, and efficient application of FSC policies, guidelines, and common processes. This objective establishes electronic business (e-business) practices, both for standardizing our internal processes and for leveraging commercial information technology tools, that can greatly streamline FSC processes. NAVFAC is committed to a standard NAVFAC Business Management System (BMS) as its central business process knowledge base.

Success Indicator:	Milestones:
1. FSC processes are loaded into NAVFAC BMS and used by the intended audience.	<ul style="list-style-type: none"> FSC processes are identified and captured in BMS - 30 Dec 03 Survey intended audience to ensure proper use of BMS – 31 Jan 04 Lead: Cindy Readal
2. FSC e-Business plan created and maintained. The plan will be consistent with the DoD End-to-End process and NAVFAC Enterprise Systems plan.	<ul style="list-style-type: none"> Draft e-Business Plan - 31 Mar 03. Publish e-Business Plan – 30 Apr 03 Lead: Paul Miller
3. DoD EMALL, a web-based electronic ordering tool for IDIQ line items with purchase cards, is developed, tested, and deployed.	<ul style="list-style-type: none"> Complete Pilot Project - Done. Document Lessons Learned from Pilot – Done Prepare business case analysis recommending long-term e-Business solution – Done Develop Implementation Plan and deployment schedule - 31 Mar 03 Lead: Paul Miller
4. Web-enabled Acquisition Strategy Tool is developed. Note link to Objective I.	<ul style="list-style-type: none"> Obtain funding by 1 Mar 03 Complete pilot project by 1 Sep 03 Document lessons learned – 1 Oct 03 Prepare business case analysis – 1 Nov 03 Implement - 1 Jan 04 Lead: Paul Miller
5. Web-enabled BOS/FSC Template is developed. Note link to Objective II.	<ul style="list-style-type: none"> Obtain funding – 1 Mar 03 Complete pilot project – 1 Sep 03 Document lessons learned – 1 Oct 03 Prepare business case analysis – 1 Nov 03 Implement – 1 Jan 04 Lead: Paul Miller

IV. Client Integration

Meeting client (external and internal) mission requirements through contracting is a shared process between NAVFAC and our clients. NAVFAC must fully integrate the client into the development and refinement of the FSCPLP objectives. To facilitate this, NAVFAC must seek the active participation of the clients on products and services.

Success Indicator:	Milestones:
1. Clients (both internal and external) are integrated into the FSCPLP initiatives.	<ul style="list-style-type: none"> Distribute the FSC PLP to senior client leadership – 31 Mar 03 Assess client participation in updating and implementing this FSC Product Line Plan - ongoing Lead: Jim Bailey

2. An effective FSC communication plan designed to increase awareness and foster commitment from all clients is developed and implemented.	<ul style="list-style-type: none"> • Develop draft communication plan – 15 May 03 • Implement Communication plan – 30 Jun 03 • Develop tools as defined and scheduled in the communication plan.
Lead: Jim Bailey	

V. Metrics

Major process and technical improvements in NAVFAC FSC acquisition, management, and administration are required. Metrics are integral to tracking the improvement of FSC processes, and when used collectively, will provide feedback for process improvement:

Success Indicator:	Milestones:
<p>1. A set of <i>integrated metrics used for managing and improving the effectiveness and efficiency of the FSC Program</i> is developed. The initial set will include standard metrics in the following categories:</p> <p><u>Financial Metrics</u></p> <ul style="list-style-type: none"> • Savings • Client's buying power (reduce unit costs) <p><u>Non-Financial Metrics</u></p> <ul style="list-style-type: none"> • Meeting client's mission objectives • Client Satisfaction 	<ul style="list-style-type: none"> • Establish specific financial metrics – 1 Apr 03 • Establish specific non-financial metrics – 1 May 03 • Establish financial baseline - 1 Jun 03 • Establish non-financial baseline – 1 Aug 03 • Begin testing metrics collection and reporting – 1 Aug 03 • Begin official metrics collection and reporting - 1 Sep 03 • Periodic Reviews and Update of metrics – on going <p>Lead: CDR Tom Cunningham</p>