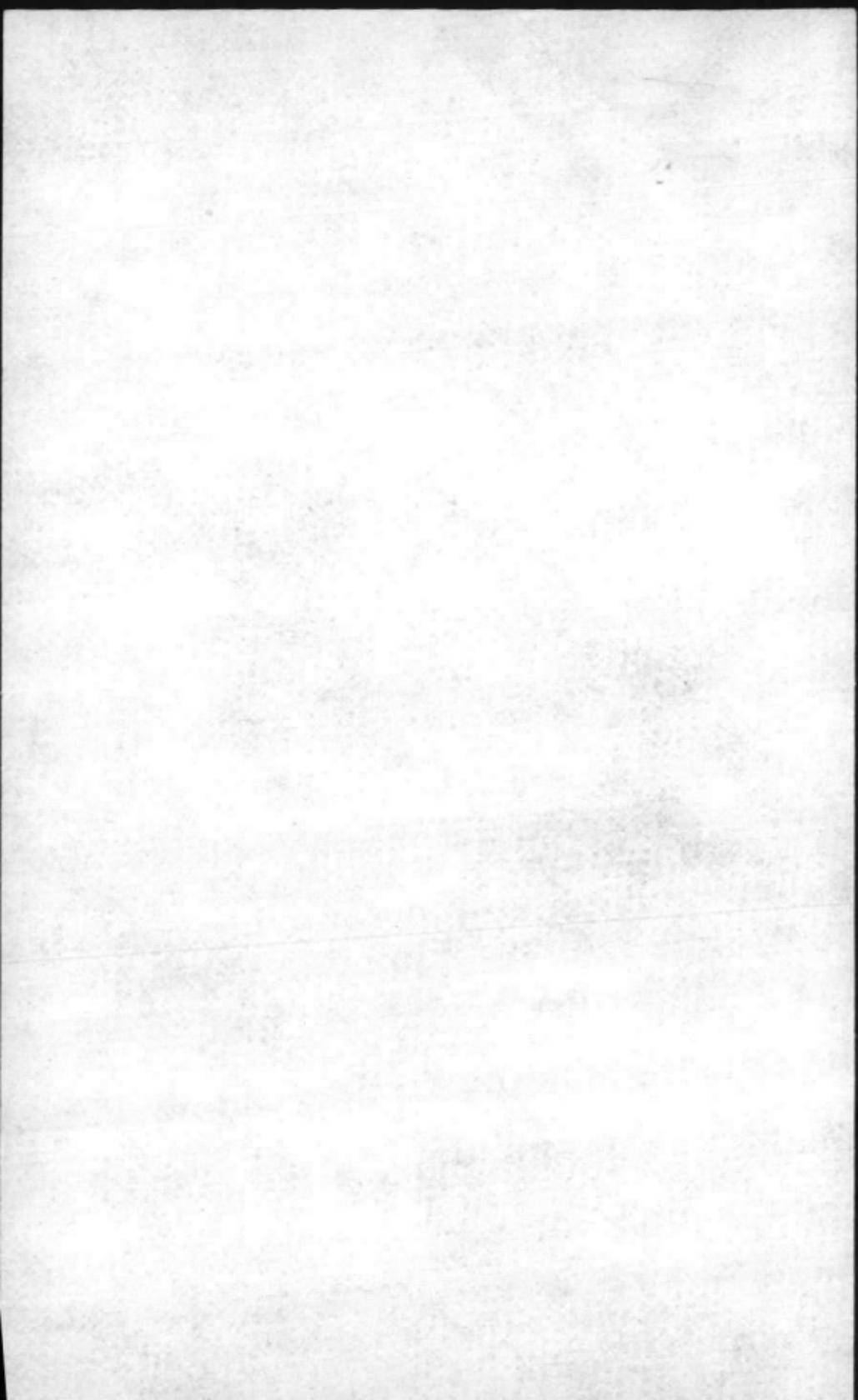


20-1

Fred.

Amen !!!

RMSJ



APR 4 1979

ACTION INFO INITIAL

BMO		✓	<i>h. l. l.</i>
ABMO		✓	<i>over</i>
MAINT NCO			
SAFETY CHMN			
PROP			
M&R			
OPNS		✓	<i>R. W. D.</i>
ADMIN	<i>file</i>	✓	
TELE			
UTIL			
ENVIRON AFF			
SECRETARY			
F&A BRANCH			
UMACS			
MME			

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3 April 1979

**MEMORANDUM**

**From:** Public Works Officer  
**To:** Assistant Chief of Staff, Facilities  
**Subj:** Facilities Planning Division  
**Encl:** (1) Proposed Organization

1. As I have mentioned, we in Public Works have been concerned for some time about a lack of centralization of the planning function. Such lack of centralization results in less than best management and a lack of coordinated effort.

2. By way of background, facility improvement planning falls under the cognizance of the AC/S, Facilities. But, while there is an individual who is thought of as a "focal point", no one person is given the line responsibility for, and assets to perform, the overall planning function. Consequently, a "chain of accountability" does not exist. Hence we have often been late in developing plans for facility improvements (including utilities) and problems have become serious before potential solutions were investigated. The following activities are understood to be properly included in the "facilities planning function":

- a. Master planning
- b. Management of requests for outside planning assistance
- c. Management of a planning budget
- d. Detailed area planning and layout
- e. Numbering new buildings
- f. Liaison with Plant Account and ROICC
- g. BFRL management
- h. Project document preparation
- i. Environmental impact assessments
- j. Life cycle cost analyses
- k. Development of annual project programs
- l. Liaison with HQMC (LFF-1 & -2)

PHOTOGRAPH  
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2-APR-1973

Public Works Office  
Assistant Chief of Public Works  
Public Facilities Planning Division  
Public (1) Proposed Organization

I. As I have mentioned, we in Public Works have been concerned for some time about a lack of generalization of the planning function. Much of the reason for this is that we have had a lack of coordination and a lack of coordinated effort. By way of background, Public Works is a department under the control of the ADP, which is an individual who is in charge of a local board. The one person in the ADP has responsibility for and assesses to perform the overall planning function. Consequently, a chain of responsibility does not exist. Hence we have often had in developing plans for Public Works (including utilities) and programs have become serious because general policies were investigated. The following activities are understood to be properly included in the Public Facilities Planning function.

- 1. Development of annual report program
- 2. Public Works (ADP) (1) & (2)
- 3. Development of annual report program
- 4. Public Works (ADP) (1) & (2)
- 5. Development of annual report program
- 6. Public Works (ADP) (1) & (2)
- 7. Development of annual report program
- 8. Public Works (ADP) (1) & (2)
- 9. Development of annual report program
- 10. Public Works (ADP) (1) & (2)
- 11. Development of annual report program
- 12. Public Works (ADP) (1) & (2)
- 13. Development of annual report program
- 14. Public Works (ADP) (1) & (2)
- 15. Development of annual report program
- 16. Public Works (ADP) (1) & (2)
- 17. Development of annual report program
- 18. Public Works (ADP) (1) & (2)
- 19. Development of annual report program
- 20. Public Works (ADP) (1) & (2)

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- m. Monitoring use of CG's Minor Construction authority
- n. Liaison with users on collateral equipment needs

While one could make an argument that facilities planning should include all Ecological interests and Clean Community actions, no recommendation to do so is presently being made.

3. As stated above, the present situation causes our late and fragmented response to planning problems. We even seem to have difficulty in determining if a problem is a planning problem rather than an engineering or operational problem. An example of this difficulty is our response to the water quality and quantity problem at Montford Point and TT. The Base's initial reaction was that the upgrading of two bad wells (an engineering solution) would correct the difficulties. Further investigation has shown that we have an area-wide problem which requires planning studies to solve. This study is now underway, but probably should have been started over two years ago--and probably would have been if we were better organized for planning. Other examples of planning failures are at the French Creek Industrial Area and at Courthouse Bay where we initiated 11th hour site planning to be sure that approved MCON projects could be adequately served by utilities. Among other examples of planning failures are programming for the Tank Maintenance Facility, and assuring that our transportation facilities are in readiness for military contingencies. In the former instance a large block of FY 81 MCON money was programmed for three different line items in rapid succession. First P-175 (an elec/comm maint shop) was programmed. Just as NAVFAC authorized design in mid-CY 78, the money was reprogrammed to P-527 (an elec/comm maint shop of a different size, in a different location, for a different user). Then, immediately after the A/E contract had been awarded the money was reprogrammed again, this time for P-536 (the tank maintenance facility). This churning is expensive and disruptive to design accomplishment and should not happen. In the case of the transportation facilities we have a rail system in the latter stages of decay which could not stand any concentrated use, yet much of our military equipment is too heavy for highway transportation. How can the 2d Marine Division successfully "mount out" in a military emergency if our transportation systems are substandard? A less dramatic, but still important planning "gap" is in the housing area. There seems to be very little advanced coordinated planning for family housing repairs. The PWD is routinely asked to plan and design housing work and be ready to obligate money within one FY. Since one year is not enough time to define scope, submit projects and have them approved, and prepare contract documents we often waste valuable time and effort and/or fail to award contracts in the desired FY. Scope of work planning must be done at least a year ahead of the FY when the work will be funded.

4. A natural outgrowth of our failure to initiate planning studies is our failure to budget for planning costs. The base is responsible for funding

1:00 PM  
1:00 PM  
1:00 PM

Monitoring use of CE's other construction authority

Discussion with users on collateral regulatory issues

While one could take an argument that facilities planning would include all local interests and Urban Community actions, no recommendation to do so is presently made.

3. As stated above, the present situation causes our late and fragmented responses to planning problems. We even seem to have difficulty in determining the problem as a planning problem rather than an engineering or operational problem. An example of this difficulty is our response to the water quality and quantity problem at Montfort Lake and UT. The State's initial reaction was that the installation of two new wells (an engineering solution) would correct the difficulty. Further investigation has shown that we have an area-wide problem which requires planning studies to solve. This study is now underway, but probably should have been started over two years ago and probably would have been if we were better organized for planning. Other examples of planning failures are at the Francis Creek Industrial Area and at Courthouse Bay where we initiated 15th hour site planning to be sure that approved CEOM projects could be adequately served by utilities. A more serious example of planning failures are programming for the Park Maintenance Facility and assuming that our transportation facilities are in readiness for military contingencies. In the former instance a large block of FY 61 MGN money was programmed for three different items in the same program. First \$1.2M (an electric maintenance shop) was programmed to P-521 (an electric maintenance shop in mid-61), the money was reprogrammed to P-521 (an electric maintenance shop of a different size, in a different location, for a different user). Then immediately after the MIT contract had been awarded the money was reprogrammed again, this time for P-520 (the Park Maintenance Facility). This change is expensive and disruptive to design, construction and should not happen. In the case of the transportation facilities we have a rail system in the latter stages of study which could not stand any concentrated use, yet much of our military equipment is too heavy for highway transportation. How can the

transportation system be established? A less expensive, but still important program is in the housing area. There seems to be very little advanced coordinated planning for family housing projects. The FWD is routinely asked to plan and design housing work and be ready to obligate money within one FY. Each year is not enough time to define scope, submit projects and have them approved, and prepare contract documents. It often takes valuable time and effort and/or fails to start contracts in the second FY. Scope of work and effort must be done at least a year ahead of the FY when the work will be initiated.

A natural outgrowth of our failure to initiate planning studies is our failure to budget for planning costs. The base is responsible for funding

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its own planning. HQMC will provide funds in certain instances, but in general we should budget for planning just as we budget for maintenance. This need is put quickly into context by noting that new construction under the MCON program alone runs to about \$20M per year.

5. To pursue the discussion, the facilities planning functions should be centralized in a Facilities Planning Division. This Division should be staffed by assembling the people who now actually perform our planning. The Division would develop (for Command approval) the overall strategy for providing the facilities to support the Base and assigned FMF units. It would then formalize the approved strategy into a master plan. They would keep the master plan current by making the necessary modifications to it from time to time. This Division would conduct liaison with HQMC and with other commands in the Camp Lejeune complex, including the 2d MarDiv, 2d FSSG, NRMC, NRDC and MCAS(H).

6. Organizationally, there would seem to be two logical planes where this Division could fit:

a. In the immediate office of the Assistant Chief of Staff, Facilities: The present "Master Planner", (whose PD title is presently Construction Program Coordinator) is now located here. The technical workers, though, are found in the Public Works Department (in the Design Division). This arrangement has the advantage of providing high visibility to the function, but it has the disadvantages of increasing the otherwise already broad span of control that the AC/S must manage and of splintering the function.

b. In the Public Works Office: As stated above, part of the people are already in Public Works. But there is no line from the "thinker" to the "doers". There are, in fact, several line officials in the way to clutter matters with their prerogatives. A separate division of the PWD could be created which would be responsible for the entire function. Since the Facilities Planning Division will have to, in any case, work closely with and rely on the Design Division, locating it in the PWD would facilitate that coordination. In addition, the Public Works Officer, an experienced Navy Civil Engineer Corps officer, will have the necessary background to properly oversee the function. A proposed organization is shown at enclosure (1). Please note that the Grade Point Average of the six civilians involved decreases from 10.17 to 9.50. The chart also seems particularly attractive in that it provides a career ladder from entry to professional level. It is also flexible and could easily accommodate such possible future decisions as to include the Ecology interests on the Base.

7. I have discussed this matter several times with the Base Maintenance Officer and he concurs in principle.

8. It is recommended that a Facilities Planning Division be formed, under the PWO.

C. A. TACK

Copy to:  
Base Maint Officer  
→ Dir, Fam Hsg

MEMO

TO: THE DIRECTOR, NATIONAL SECURITY AGENCY

FROM: [Name]

SUBJECT: [Subject]

1. [Detailed body text paragraph 1]

2. [Detailed body text paragraph 2]

3. [Detailed body text paragraph 3]

4. [Detailed body text paragraph 4]

5. [Detailed body text paragraph 5]

SECRET

PROPOSED FACILITIES PLANNING DIVISION

