



COMDTINST 11010.1
5 September 2000

COMMANDANT INSTRUCTION 11010.1

Subj: SHORE FACILITIES CAPITAL ASSET MANAGEMENT STRATEGY

1. PURPOSE. This Instruction establishes the Shore Facilities Capital Asset Management (SFCAM) strategy. This strategy provides the macro-level policy to guide shore facility capital asset related processes that sustain Coast Guard missions. This guidance defines the SFCAM mission, vision, guiding principles, strategies and objectives. This Instruction also establishes authorities and defines roles and responsibilities to execute the strategy.
2. ACTION. Area and district commanders, commanders of maintenance and logistics commands, commanding officers of headquarters units, assistant commandants for directorates, Chief Counsel, and special staff offices at Headquarters shall ensure compliance with the provisions of this directive.
3. DIRECTIVES AFFECTED. The provisions of this instruction will be Included in the next amendment to the Planning and Programming Manual - Volume II (Field Planning Manual), COMDTINST M16010.6 (series), Shore Facilities Project Development Manual, (SFPDM) COMDTINST M11010.14 (series), Civil Engineering Manual, COMDTINST M11000.11 (series), and Real Property Management Manual, COMDTINST M11011.9 (series).
4. BACKGROUND.
 - a. SFCAM was formally established as a strategic initiative and introduced to the Coast Guard by ALCOAST 011/00. This strategy applies to all CG units that are involved in the planning

investing, using, and divesting of shore infrastructure capabilities across all CG mission areas. It outlines actions to assist the Coast Guard in complying with the Government Performance and Results Act (GPRA), the Chief Financial Officer Act (CFO Act) and the Clinger-Cohen Act. This strategy supports the DOT Strategic Plan and Commandant's Direction 2000-2002, complements the CG "Family of Plans", and projects the importance of shore facilities capital asset management in meeting the Coast Guard Strategic Plan 1999. In addition, it supports the goals of OMB's Capital Programming Guide, the Agency Capital Plan and Annual Performance Plan. The SFCAM Strategy aligns recommendations for shore facility management with Directorate Business Plans, Area Regional Strategic Assessments (RSA) and Leadership Council Goals.

- b. Shore facilities are an important part of a complex infrastructure that sustains the capability for the Coast Guard to perform its operational missions. Our shore facility capital assets are impacted by the following factors:
 - (1) Operational requirements are changing with increasing emphasis on expanding the capability and integration of our system of capital assets;
 - (2) Capital investment and maintenance requirements regularly exceed funding;
 - (3) Many existing shore facilities routinely continue to be operated beyond their expected design life;
 - (4) Legacy shore facilities are not always optimally sized, configured or located;
 - (5) The Coast Guard will continue to be challenged to improve our organizational return on the taxpayer investment; and
 - (6) New CG assets continually generate new shore facilities requirements (e.g. boats, cutters, aircraft, C4ISR).
- c. The SFCAM Strategy was developed to build a collaborative shore infrastructure management vision for the Coast Guard. This was accomplished by a cross-programmatic team of senior managers represented by G-CPA, G-CPP, G-OR, G-OCS, G-MR, G-WR, G-WPM, G-WPT, G-SE, G-SR, District, Area and MLC Commanders.

5. DISCUSSION.

- a. SFCAM is a top-down strategic initiative that integrates planning, investing, using, and divesting decisions to better align shore facilities with missions. The overarching strategy of this initiative is to transition shore support from a facility engineering focus to a capital asset management focus. This transition can be characterized as a shift from decentralized traditional engineering support, based on locally defined requirements, to a partnership that emphasizes managing the shore infrastructure as a corporate strategic resource. It recognizes that shore facilities, with related infrastructure including shore data assets, are CG strategic resources. This initiative will position the CG to be more flexible and agile by developing a portfolio of options from which the CG can adapt its shore facility capital assets to

meet continually changing mission requirements. The SFCAM mission, vision, guiding principles, and strategies are listed below:

- (1) The SFCAM Mission: To provide sustainable shore infrastructure that enables Coast Guard mission readiness.
 - (2) The SFCAM Vision: Right Facility, Right Place, Right Time, Right Cost
 - (3) The SFCAM Guiding Principles (full explanation provided in enclosure (1)):
 - (a) Ensure the Best Value Shore Capability for the Coast Guard
 - (b) Match Shore Capabilities to Mission
 - (c) Keep a Life Cycle Perspective
 - (d) Encourage Cross-Functional Collaboration and Feedback
 - (e) Provide Top Down Direction
 - (f) Use Information Technology Effectively
 - (g) Foster Professional Development
 - (4) The SFCAM Strategies (as detailed in enclosure (1)):
 - (a) Strategy 1: Develop SFCAM System to ensure that the shore infrastructure is aligned with CG-wide strategic outcomes.
 - (b) Strategy 2: Implement SFCAM System.
 - (c) Strategy 3: Evaluate SFCAM System Performance.
- b. Successful long-term implementation of SFCAM will require the continuous review, reengineering, and measurement of our core business processes: planning, investing, using, and divesting. Business processes, organization/culture, and technology both within and outside of the CG will be examined to identify best practices, adapt them to the needs of the service, and institutionalize their use within the service, as appropriate.
- c. An integrated management framework will allow us to change business processes and more effectively manage the shore infrastructure without having to change the existing CG organization. It will be created using existing resources within the current organization. It will consist of a Shore Infrastructure Management Board (SIMB), located at the Headquarters level, and multiple Integrated Planning Teams (IPT) chartered by and reporting to the SIMB on an ad hoc basis.
- (1) The SIMB will be a powerful guiding coalition. It will act as advisor to G-S on the development, implementation, and updating of the SFCAM initiative. The Director of Engineering (G-SE) shall chair the SIMB. Board members will include G-CPA, G-CPP, G-OCA, G-ORP, G-OCS, G-OCU, G-MRP, G-WRP, G-WPM, G-WT-1, G-SRP, G-SEC, G-SEA, G-SEN, G-SC, G-SL, MLCPAC(s), MLCLANT(s), PACAREA (Pr),

LANTAREA (Ar). Its major responsibilities include maintaining the SFCAM strategic initiative, providing fact-based shore facility recommendations to the CG Investment Board (via the Resource Group), chartering cross-cutting IPTs, and maintaining equilibrium between organization, processes, and infrastructure. The Office of Civil Engineering (G-SEC) shall act as the SIMB Secretariat. A more detailed description can be found in paragraph 6.d below.

- (2) IPTs will be comprised of multi-disciplined operational and support personnel drawn from existing resources. IPTs are formed to address shore infrastructure related issues that cut across traditional program, geographic or functional boundaries. They will be established for a specific task or purpose for a finite period of time (e.g., Special Studies, Quick Studies, regional Master Plans, or recommended changes to CG-wide policies). IPTs will develop alternatives and best business case recommendations to the SIMB allowing a better focus on CG-wide strategic outcomes. A more detailed description can be found in paragraph 6.e below.

6. RESPONSIBILITIES.

- a. Assistant Commandant for Systems (G-S). G-S shall act as the Corporate Asset Manager for Shore Facilities with authority to perform the following tasks:
 - (1) Oversee the implementation of the SFCAM strategic initiative;
 - (2) Charter the Shore Infrastructure Management Board (SIMB);
 - (3) Monitor SFCAM execution and performance and direct improvements, as needed;
 - (4) Advocate shore related resource needs to the CG Investment Board; and
 - (5) Advise the Commandant on SFCAM and Shore Facilities Readiness.
- b. Coast Guard Investment Board and Resource Group.
 - (1) Align shore facility resource decisions with the SFCAM strategic initiative;
 - (2) Ensure that operational and logistical support requirements are balanced and aligned with CG strategic goals and outcomes.
- c. Assistant Commandants. Assistant Commandants shall use the SFCAM Guiding Principles as they develop their business plans and define their program requirements. They shall also assist the Assistant Commandant for Systems in implementation of the SFCAM strategy as appropriate and provide membership to the SIMB as outlined in paragraph 6.d.(2) below.
- d. Shore Infrastructure Management Board (SIMB). The SIMB shall:
 - (1) Represent the integrated operational and logistical perspective for shore facility capital asset issues;

- (2) Review and approve service-wide strategies for the entire shore facility capital asset inventory;
 - (3) Assess organizational readiness for change; Institutionalize integrated business processes, infrastructure, and organizational change;
 - (4) Develop shore facility resource allocation and shore asset portfolio management recommendations to align shore support capabilities with operational and logistical requirements and with CG-wide strategic goals and outcomes;
 - (5) Forward prioritized shore facility resource allocation recommendations to the Investment Board via the Resource Group;
 - (6) Review, act on, and approve/disapprove proposed Integrated Planning Team (IPT) charters; and
 - (7) Review, act on, approve/disapprove, and prioritize all IPT recommendations.
- e. Integrated Planning Team (IPT). A multi-disciplined team comprised of operational and support personnel formed to address shore infrastructure related issues that cut across traditional program, geographic or functional boundaries. IPTs will be established for a specific task or purpose for a finite period of time.
- (1) IPTs shall have the following general range of responsibilities:
 - (a) Produce recommendations based on a business case analysis that ensure the best value shore capability for the Coast Guard;
 - (b) Execute the SFCAM strategies and objectives contained in Enclosure (1);
 - (c) Partner with G-SEC to define IPT procedures and organizational relationships associated with a systems approach to integrated capital planning;
 - (d) Provide regular status reports to the SIMB on their progress; and
 - (e) Maintain an administrative record of the IPT's analysis and discussions.
 - (2) G-SE, as the chair of the SIMB, shall charter IPTs. Areas, Districts, MLCs, and HQ Program Managers shall submit proposed IPT charters via the chain of command to G-SEC. G-SEC shall review these, as the secretariat of the SIMB, and forward them to SIMB for action.
 - (3) Membership includes Area, District, MLC, and HQ Program Managers, as appropriate.
 - (4) The deliverable of an IPT shall be specified in their charter by the SIMB. These deliverables may be Planning Proposals, Regional Master Plans, recommended changes to CG-wide policies, etc. These deliverables of an IPT shall be submitted to the SIMB. The SIMB shall send copies for review and comment to all affected stakeholders.

- f. Chief, Office of Civil Engineering (G-SEC). Under G-S direction, G-SEC shall be responsible for the rollout of the SFCAM strategic initiative as outlined below:
- (1) Develop the SFCAM strategic initiative including the mission, vision, guiding principles, strategies, objectives, and initiatives;
 - (2) Develop and propose service-wide strategies for the entire shore facility capital asset inventory;
 - (3) Adopt, integrate, and operationalize the SFCAM strategic initiative into work elements and action plans necessary to achieve all strategic goals and strategies;
 - (a) Define the SFCAM business processes, policy, procedures and organizational relationships associated with a systems approach to integrated planning, investing, using and divesting processes.
 - (b) Develop a corporate-wide integrated capital planning and portfolio asset management system.
 - (4) Define detailed roles and responsibilities for the Civil Engineering Program;
 - (5) Recommend changes to the SIMB to maximize and balance new shore related business processes, infrastructure, and organizational/cultural relationships within the Coast Guard;
 - (6) Develop and recommend a change management plan to the SIMB to integrate SFCAM processes and technology into the existing CG organization and culture;
 - (7) Manage the portfolio of CG-wide shore infrastructure assets, including Headquarters, Area, Districts, and Maintenance and Logistic Command Units in conformance with the SFCAM Strategy;
 - (8) Review of shore facility Planning Proposals (PPs);
 - (9) Develop new methodology for condition assessments and Total Ownership Costs (TOC) to be used CG-wide;
 - (10) Partner with the Civil Engineering Technology Center (CETC) via MLCLANT(s) to develop the information Technology Support Requirements for SFCAM.
 - (11) Act as the SIMB Secretariat, including the review of proposed IPT charters and forwarding them to the SIMB for action.
- g. Civil Engineering Technology Center (CETC). CETC shall:
- (1) Partner with G-SEC via MLCLANT(s) to develop the Information Technology Support Requirements for SFCAM;
 - (2) Coordinate adoption or development of required SFCAM data standards.

- h. Area Commanders. Area Commanders shall:
- (1) Partner with the Districts and MLC to develop fact based shore facilities recommendations;
 - (2) Align shore facility resource decisions with the SFCAM strategic initiative;
 - (3) Be responsible within their AOR for ensuring that operational and logistical support requirements are balanced and aligned with CG strategic goals and outcomes;
 - (4) Partner with MLC to integrate logistic and shore support requirements into the Regional Strategic Assessment (RSA) process;
 - (5) Submit proposed IPT charters via the chain of command to G-SEC; and
 - (6) Provide membership and other resources to IPTs.
- i. Commanders of Maintenance and Logistics Commands (MLC). MLCs are designated as Regional Shore Facility Asset Managers. They have the authority to act within the framework prescribed by the SFCAM strategy for all shore infrastructure within their respective AORs. The Regional Shore Facility Asset Manager shall perform the following general range of responsibilities:
- (1) Partner with the Area, Districts and Headquarters Units and their Program Managers to develop fact based shore facilities recommendations;
 - (2) Provide annual recommendations for the allocation of shore facility capital asset resources to G-SEC for the SIMB's review and action;
 - (3) Manage their shore facility capital assets, including Headquarters, Area, Districts, and Maintenance and Logistic Command Units within each AOR in conformance with the objectives and implementing strategies contained within the SFCAM strategic initiative;
 - (4) Partner with G-SEC to define MLC procedures and organizational relationships associated with a systems approach to integrated planning, investing, using and divesting processes;
 - (5) Submit proposed IPT charters via the chain of command to G-SEC; and
 - (6) Provide membership and other resources to IPTs.
- j. District Commanders. District Commanders shall:
- (1) Partner with the Area and MLC to develop fact based shore facilities recommendations;
 - (2) Align shore facility resource decisions with the SFCAM strategic initiative;
 - (3) Be responsible within their AOR for ensuring that operational and logistical support requirements are balanced and aligned with CG strategic goals and outcomes;

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- (4) Partner with MLC and their CEU to integrate logistic and shore support requirements into the Regional Strategic Assessment (RSA) process;
 - (5) Submit proposed IPT charters via the chain of command to G-SEC; and
 - (6) Provide membership and other resources to IPTs.
7. QUESTIONS OR COMMENTS. Any questions or comments relating to SFCAM should be directed to the Assistant Commandant for Systems, "Chief Engineer", G-S, at (202) 267-1844, or the Chief, Office of Civil Engineering, G-SEC, at (202) 267-1907.

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T.W. Josiah
Chief of Staff

Encl: (1) Shore Facilities Capital Asset Management Strategy

**United States Coast Guard
Shore Facilities Capital Asset Management
Strategy
Version 1.0
Assistant Commandant for Systems
United States Coast Guard**

1. Introduction

The Shore Facilities Capital Asset Management (SFCAM) Strategy is a top-down strategic initiative that integrates planning, investing, using, and divesting decisions to better align shore facilities with missions. This initiative will transition shore support from a decentralized traditional facility engineering support focus, based on locally defined requirements, to a capital asset management focus that emphasizes a partnership in managing the shore infrastructure and related technologies as corporate strategic resources.

The shore infrastructure consists of over 23,000 buildings and structures with an average age of 37 years valued at over 7 billion dollars. It supports 43,000 personnel, 230 cutters, 1,400 small boats and 198 aircraft. Current and projected OE and shore AC&I funding levels are inadequate to maintain our existing shore plant. At present AC&I funding levels it will take 146 years to replace our shore plant vice the 50-year planned lifecycle. Under these circumstances, shore infrastructure support of mission readiness is increasingly at risk. The SFCAM strategic initiative will enable the Coast Guard to meet these challenges. Developed under the Assistant Commandant for Systems, The SFCAM Strategy provides all Coast Guard stakeholders with a road map for pursuing improvements to shore capabilities well into the future.

The current state of shore infrastructure management practices has been institutionalized over many years; changing those practices will not occur instantly. This strategy is designed to transition the organization through multiple interim future states. The first of these will address organizational and cultural changes through the establishment of the Shore Infrastructure Management Board and Integrated Planning Teams. Follow-on future states will address business processes and technology requirements. Integration of shore facility capital asset planning, investing, using, and divesting as well as the institutionalization of condition assessments and development of standardized Total Ownership Costs will be achieved in the near future. Technology improvements will include an integrated Shore Facilities Information System that will collect the right data at the right time to facilitate fact-based recommendations.

Provided herein are the SFCAM vision, mission, guiding principles and strategies. Each strategy contains goals, objectives, and initiatives; all organizational elements shall ensure that their shore facilities capital asset efforts are linked to these strategies.

2. Vision, Mission, and Guiding Principles

Mission: To provide sustainable shore infrastructure that enables Coast Guard mission readiness.

Vision: Right Facility, Right Place, Right Time, Right Cost

Guiding Principles: These Principles are comprehensive statements of Shore Facilities Capital Asset Management (SFCAM) fundamental policy. They represent the ideals of SFCAM and provide an objective framework for the strategy and implementation efforts.

Ensure the Best Value Shore Capability for the Coast Guard: This is our primary and overarching principle; all of the following principles relate to this one. The best value shore capability enhances mission performance, quality of life, retention of personnel, the reputation of the service, and the sustainability of the shore infrastructure. We will ensure that decisions and actions to manage shore facility capital assets achieve and maintain the best value through a business case analysis that balances the following factors:

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| • Ease of Maintenance | Aesthetics |
| • Ease of Construction | Location |
| • Environmental Stewardship | Mission Essentiality |
| • Energy Management | Functionality |
| • Flexibility for Future Requirements | Size |
| • Safety and Health | Affordability |
| • Sensitive to Community Concerns and Local Conditions | Ease of Disposal |

Match Shore Capabilities to Mission. Every deployment begins and ends on shore. Shore capabilities exist solely to enable Coast Guard missions. Shore related decisions are most valuable to the service when they are made with an eye to the greatest long-term benefit and are fully integrated with mission requirements. We will foster decisions and actions to provide shore capabilities that are most responsive to our corporate missions, goals, and strategies.

Keep a Life Cycle Perspective. Decisions that are made with consideration of the impact on the overall life cycle of shore facility management will generate the most cost-effective actions. We will keep a life-cycle perspective in decision-making throughout the Planning, Investing, Using, and Divesting phases of shore facilities management. Tools such as Total Ownership Cost, Condition Assessment, and Life Cycle Assessment will be used.

Encourage Cross-Functional Collaboration and Feedback. The most effective decision-making processes are those that include the participation of affected stakeholders, both internal and external to the service. We will use decision-making processes that rely on collaboration with our stakeholders and listen to our customers to identify emerging requirements and challenges.

Provide Top-Down Direction. The success of SFCAM requires high- level management support and direction, with a powerful coalition of headquarters and field entities to implement and sustain the initiative. The Coast Guard's Assistant Commandant for Systems is designated the Shore Facilities Capital Asset Manager. This position will provide direction; maintain doctrine; delegate authority to the lowest appropriate level of the CG; and establish a clear system of goals and performance targets, with periodic measurement of success.

Use Information Technology Effectively. Information technology can be used to efficiently integrate shore facilities information from a variety of sources for easy access and sharing throughout the Coast Guard to enable objective and collaborative evaluation of shore capabilities and options. We will establish decision support processes that rely on easily accessible, shared, corporate-wide information.

Foster Professional Development. Successful implementation of SFCAM requires that our employees maintain the necessary mix of knowledge and skills to perform their jobs at the highest level of professionalism; and to be able to recognize and adopt the best practices of others. We will enable all of our people to reach their full potential through appropriate leadership and professional development opportunities.

3. Overarching Strategy

Overarching Strategy: ***Transition Shore Support from a Facility Engineering focus to a Capital Asset Management focus.***

Aligning Strategy: This transition can be characterized as a shift from decentralized traditional engineering support, based on locally defined requirements, to a business partnership which emphasizes managing the shore infrastructure as a corporate strategic resource. This partnership will institutionalize a systems approach to corporate business processes; will identify corporate outcomes and hold operational and support Commanders, as well as Headquarters program managers, responsible for achieving these outcomes; will align facilities to mission; and will measure performance by organizationally defined metrics. The desired end state is to manage the shore portfolio of capital assets to most effectively achieve the CG's strategic and performance goals

4. SFCAM Strategic Plan

STRATEGY 1 Develop SFCAM system to ensure that the shore infrastructure is aligned with CG-wide strategic outcomes.

The shore infrastructure is a corporate resource and must be managed for the collective benefit of the Coast Guard. It is important to develop an effective, collaborative CG-wide portfolio management decision making process for shore infrastructure investments throughout their life cycle. SFCAM processes and the responsibilities of those that manage and use shore facility capital assets must be clearly understood and communicated to drive fact-based shore facility resource recommendations. The main components of this strategy are:

- *Processes for shore planning, investing, using and divesting*
- *Mission requirements*
- *Facility Assessments*
- *Total Ownership Cost*
- *Measures*

Objective 1.1 Develop CG-wide processes for shore infrastructure planning, investing, using and divesting.

Initiatives: Develop SFCAM processes which provides how the Coast Guard plans, invests, uses and divests shore facilities and manages natural resources.

Develop an integrated capital planning systems approach to shore infrastructure, operational planning, and resource planning. Integrate development of operational, logistical and shore support requirements, risk management, total ownership costs, environmental and site planning, and occupational safety and environmental health issues.

Develop and implement explicit quantitative and qualitative decision criteria for comparison and prioritizing investments and divestments

and integrates into the Coast Guard planning, programming and budgeting process.

Objective 1.2 Gather accurate system requirements.

Initiatives: Establish sources for accurate mission and organizational requirements, such as: operational objectives, laws, regulations, standards, and policies.

Develop mission-based facility standards: *Partner with the owners of mission requirements to convert requirements into facility standards.*

Objective 1.3 Develop facility assessment methodology.

Initiatives: Develop mission, physical and organizational criteria used to measure facility condition: *Determine the most cost effective and resource efficient process to assess facility condition.*

Objective 1.4 Develop Total Ownership Cost (TOC) policies and procedures for asset portfolio decision-making.

Initiatives: Define TOC: *Adopt a CG-wide definition of Total Cost of Ownership which must encompass all expected costs for new assets as well as past, actual and future costs for existing assets.*

Capture actual TOC at the transactional level: *Use IT support to ensure that the data items identified in the TOC definition are captured as they occur (ex: planned/ future costs during planning and actual costs at the time of obligation).*

Define and calculate Deferred Maintenance. *Determine impact of deferred maintenance on asset TOC and asset life expectancy.*

Objective 1.5 Develop and Implement Asset Performance Measures.

Initiatives: Align asset measures with Systems Directorate Measures: *(re: "Systems Measurement Implementation Team Final Report" June 2000).*

Develop asset measures which enable responsible stewardship of shore facility assets, and identify potential impacts of alternative decisions: *Measures will provide information that not only illustrates the cost of a given decision but also shows the cost of not doing something such as deferred maintenance.*

Assure asset measures are "career-safe" with inherent incentives: *Ensure that CE personnel not only feel safe in reporting less than satisfactory measures but are encouraged to do so for the overall good of the Coast Guard.*

STRATEGY 2 Implement SFCAM System.

Identify the initiating mechanisms and targets that implement performance objectives defined in the SFCAM Strategies. Compare SFCAM Strategic Plan with current business processes to identify and bridge gaps. The key components of this strategy are:

- *Transition Plan.*
- *Align CE Organization and Training*
- *Information Technology Support*
- *Performance Plan..*

Objective 2.1 Develop and implement a Transition Plan.

Initiatives: Identify gaps between current CE organization and methodology and the SFCAM end state.

Recommend changes to the SIMB to maximize and balance new shore related business processes, infrastructure, and organizational/cultural relationships within the CG.

Develop and implement a change management plan using best practices to integrate SFCAM processes into the existing CG organization and culture.

Develop a charter for the Shore Infrastructure Management Board (SIMB).

Objective 2.2 Align current CE organization and train personnel to support the SFCAM Strategies.

Initiatives: Determine necessary resource changes based on gap analysis in the Transition Plan.

Define and assign the roles and responsibilities for implementing SFCAM Strategies.

Train CE personnel to be multi-functional asset managers.

Objective 2.3 Determine Information Technology Support Requirements.

Initiatives: Complete functional analysis of as-is state.

Complete functional analysis of the SFCAM end-state.

Develop IT requirements mapped to functional analysis results for SFCAM end-state.

Objective 2.4 Identify the means and time frames to implement the elements of the management system defined in SFCAM Strategies.

Initiatives: Develop a performance plan including time frames for implementing the management system elements of SFCAM Strategies.

STRATEGY 3 Evaluate SFCAM System Performance.

This strategy will take a Balanced Score Card approach to measure SFCAM organizational performance. The key components of this strategy are:

- *Customer Satisfaction Measures (Customer)*
- *Organizational Assessment Criteria (Internal Business):*
- *Innovation and Learning Measures*
- *Financial Performance Measures*
- *SFCAM Measurement System*

Objective 3.1 Develop Customer Satisfaction Measures (Customer).

Initiatives: Develop Customer Service standards and measures, such as: Timeliness, Quality, Performance and Service, and Cost.

Roll up asset measures established in Strategy 1.

Objective 3.2 Develop Organizational Assessment Measures (Internal Business).

Initiatives: Develop internal business measures such as Cycle Time, Sustainability, etc.

Develop Asset Portfolio Standards.

Objective 3.3 Develop Innovation and Learning Measures.

Initiatives: Develop Innovation and Learning standards such as Employee Satisfaction, Staffing, Training, etc.

Objective 3.4 Develop Financial Performance Measures.

Initiatives: Develop input-output standards.

Develop financial standards to support the CFO requirements.

Objective 3.5 Implement SFCAM System Measures.

Initiatives: Develop and install business processes, tools, and mechanisms to provide the measures of the SFCAM System.

Establish and maintain procedures to monitor and evaluate the SFCAM System.

Establish and maintain procedures to ensure that needed improvements are implemented and monitored to better achieve the objectives of the SFCAM Strategies.