

The background of the page is the Seal of the State of Montana. It features a circular design with a landscape scene: a sun rising over mountains, a waterfall, a river, and a path. In the foreground, there are crossed tools: a pickaxe, a shovel, and a hammer. A banner at the bottom of the seal reads "ORO -Y- PLATA". The words "SEAL OF THE STATE OF MONTANA" are written around the perimeter of the seal.

# Construction and Facilities Management Office

## STRATEGIC PLAN

2020-2024



**Construction and Facilities  
Management Office**

# Foreword

## Construction and Facilities Management Office (CFMO)

The purpose of this document is to affirm the mission, vision, and values of the Construction and Facilities Management Office. It is our mission to build value in the State of Montana by supporting the Montana Army National Guard, Montana Disaster and Emergency Services, Montana Youth Challenge Academy, STARBASE Montana and Montana Veteran Affairs by offering innovative and resourceful construction and facility management. Our employees are dedicated to planning, designing, constructing and maintaining the infrastructure inherent to DMA's collective mission. Whether the call is coming from the state governor or directly from the president of the United States, our employees provide incredible versatility and effective construction, land and facilities management skills which enable fast response to domestic emergencies and combat missions, the renewal and development of Montana youth, and service for the men and women who are America's Veterans.



The CFMO is the principal advisor to the Montana Adjutant General regarding all real property, facilities, construction, and environmental management programs for the Montana Army National Guard and renders emergency assistance to the facilities maintained for the department on a 24 hour, 7 day-a-week basis.



*ALIGN METHODS  
AND BUSINESS  
PRACTICES TO  
ACHIEVE DMA  
MISSIONS*

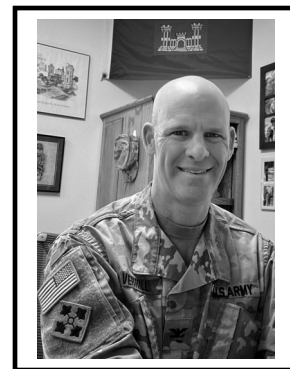
CFMO manages the sustainment and recapitalization of existing real property and the construction of new facilities. Sustainment is focused on keeping facilities operational through preventative maintenance and repair. Recapitalization efforts include restoration, modernization, or replacement of facilities or their structural components to extend or restore a facility's lifecycle. To ensure effective program delivery and meet these stewardship responsibilities, we develop partnerships and sustain engagement with state, federal and tribal agencies, local communities,

landowners, and the service, design and construction contracting community.

Our employees successfully serve all organizations within DMA by creating an atmosphere of optimism, teamwork, resourcefulness and reliability. This plan serves as a resource to provide purpose and direction for our staff and stakeholders and allows us to add value to a customer-centric organization while navigating the dynamic policies of federal and state government.

## Message from the Construction and Facilities Management Officer

I am pleased to release the 2020 – 2024 Construction and Facilities Management Office (CFMO) Strategic Plan. This 5-year strategy reflects input from CFMO staff and stakeholders. We conducted many small group meetings, collected comments, and aligned our direction with that of the Department of Army, the National Guard Bureau and the Montana Department of Military Affairs (DMA.) In 2019, we conducted an employee and stakeholder survey to capture our division’s strengths, weaknesses, opportunities, and threats on a variety of topics. We discussed what is important to our employees, identified our key roles within the DMA, addressed our responsibilities to the state of Montana, the Montana National Guard and the National Guard Bureau and incorporated as much feedback as practical. As a result, we will focus on accomplishing these five goals over the next five years:



- Goal 1. Enhance Cross-Division Outreach
- Goal 2. Develop a Generation of Leaders
- Goal 3. Ensure Value by Building and Maintaining Exceptional Facilities and Training Lands
- Goal 4. Promote Cross-Division Collaboration to Extend Reach of Expertise
- Goal 5. Innovate and Optimize Management Practices to Produce Resilient, Ecofriendly Infrastructure

We are honored to be a fundamental and essential component of the Montana Department of Military Affairs. We are relentlessly committed to executing our programs and providing exceptional stewardship of the facilities and real estate entrusted to our care.

I want to thank the CFMO staff for their incredible commitment and sense of responsibility they have for the acquisition, management, maintenance, construction, operation, and disposal of all land and facilities that support the Montana Army National Guard. I truly appreciate the time and effort they contributed to defining goals that leverage our strengths and shore-up our weaknesses to ensure the collective mission success of DMA.

Sincerely:

Colonel Todd J. Verrill  
Construction and Facilities Management Officer

# The Purpose of the Construction and Facilities Management Office

The CFMO is a division of the Montana Department of Military Affairs (DMA.) The centralization of construction and facility management expertise enables the CFMO to efficiently and resourcefully support the individual missions of Montana Army National Guard, Montana Disaster and Emergency Services, Montana Youth ChalleNGe Academy, STARBASE Montana and Montana Veteran Affairs. The CFMO is uniquely situated to ensure foundational support for these key organizations and DMA's overarching mission of preparing for and mitigating future disasters and protecting and developing the people and property of Montana.

## Workforce

The CFMO manages over 1,600 assets including 229 buildings strategically located throughout the state to provide support and capability for the Montana Army and Air National Guards. These facilities include 13 Readiness Centers, five Armed Forces Reserve Centers, six small vehicle maintenance shops, two large vehicle maintenance shop, one aviation facility (which includes a readiness center, aviation maintenance facility and flight operations) and three training area locations encompassing 32,445 acres of land. We are a service organization, comprised of 44 skilled professionals consisting of engineers, architects, facility managers, environmental scientists, Post Engineers, and support personnel who provide expertise in all facets of the construction and facility fields. Our staff recognize that facilities represent capital investments by the federal and state government and therefore are dedicated to properly managing facilities and lands to enable effective performance in all of DMA's divisions.

# Strategic Plan 2020 – 2024

## Vision

Create an organization that touches and empowers all people in Montana.

## Mission

Identify, optimize and resourcefully implement construction and facility management processes and funding mechanisms which secure the collective mission of the Montana Army National Guard, Montana Disaster and Emergency Services, Montana Youth Challenge Academy, STARBASE Montana and Montana Veteran Affairs.

## Core Values

**Commitment** – It is our duty to wield an unrelenting commitment to the success of the collective DMA mission.

**Employee Care** – We realize the strength of our organization is dependent upon the collective energy, attitude, knowledge and skills of all our team members. We build that strength by showing concern and respect and promoting a culture of trust and accountability through individual growth and professional development.

**Results Driven** - We approach our work with a sense of mission that goes beyond performance and produces results that truly impact lives for the better.

**Professional Excellence** - We optimize business processes, maximize opportunity, and manage risk by engaging everyone's intelligence.

**Environmental and Fiscal Stewardship** – Our strategic imperative is to safeguard our natural and fiscal resources to ensure the organizations we serve meet current and future missions.

## Guiding Principles

We strive to be remarkable people where integrity, respect, loyalty and honor are the four pillars of the selfless service we provide to the Montana Army National Guard, the Montana Department of Military Affairs, and the state of Montana.

The CFMO will focus on five main goals for the next five years. Each goal will have identifiable metrics intended to guide our path forward and enable us to adapt to rapidly evolving regulations, laws and circumstances.


To accomplish our mission, we understand that our core values need to take precedence over individual agendas. We will strive to create a collaborative work environment that engages and enriches our lives and the people we serve.

## Goal 1. Enhance Cross-Division Outreach

Understanding the organizations that we support in the Montana Department of Military Affairs is our first step in supporting outreach efforts to communities and agencies. Here is a look at what DMA provides to Montana.

The Montana Army National Guard provides protection of life, property, preservation of peace, order and public safety for Montana's citizens, when called upon by the Governor.

Disaster and Emergency Services coordinates comprehensive emergency management to provide for prompt and timely response to disasters, ensure that preparation of the state is adequate to deal with disasters, and preserve the lives and property of the people of Montana.



*Leverage Federal and State programs to support outreach efforts in the local communities and Federal, State and Tribal agencies.*

The Montana Youth ChalleNGe Academy assists at-risk youth in developing skills and abilities necessary to become productive citizens.

STARBASE Montana offers a positive, proven approach to creating excitement and interest in Science, Technology, Engineering and Math.

Montana Veteran Affairs provides services and assistance for all Montana veterans and families in coordination with associated federal and state agencies, veterans' services organizations, private organizations and individuals.

We proactively involve stakeholders outside of DMA, such as the Montana Tribal Nations and State Historical

Preservation Office, federal and state land and wildlife agencies, and local and state health departments to assist in the development and implementation of our environmental initiatives.

Our goal is to understand the facility and environmental needs of each division and the accompanying stakeholders, and integrate defined and supported initiatives of the Department of Defense, Department of the Army, the National Guard Bureau and the State of Montana into our plans and programs to provide a mechanism for obligating funding to support the infrastructural requirements of DMA.

### **Objectives to Enhance Cross-Division Outreach**

**OBJECTIVE 1.1.** Define overlapping mission and priorities through information-sharing focus groups.

**OBJECTIVE 1.2** Prioritize construction and facility management initiatives to support cross-division operations.

**OBJECTIVE 1.3** Integrate definable priorities into our planning and programming process to enable state and federal funding mechanism.

**OBJECTIVE 1.4** Publish CFMO newsletter

**OBJECTIVE 1.5** Consult with stakeholders to obtain Integrated Natural Resource and Cultural Resource Management Plan updates and educate the public about site remediation risks.

**OBJECTIVE 1.6** Develop and implement a process to utilize federal repair and maintenance and military construction (MILCON) funds to leverage Department of Administration A&E funding objectives.

**OBJECTIVE 1.7** Determine cross-division priorities and use to prioritize project selection.


**OBJECTIVE 1.8** Extend outreach initiatives to MTARNG major command and units.

## **Goal 2. Develop a Generation of Leaders**

Our employees are charged with the day-to-day activities that ensure facilities support the readiness mission of the Montana National Guard, and enable the implementation of emergency, veteran, and youth services. In their relentless commitment to succeed at this foundational task, they want to believe that the value and purpose of CFMO and the department align with and reinforce their very own. Therefore, leadership development is more about the "whole person" construct that promotes the importance of becoming a healthy, well-rounded, purpose-driven leader.

In the rapidly changing environment that provides direction and resources to the CFMO, we must develop leaders to be ready and relevant for what DMA, and specifically MTARNG, will confront over the next five to 10 years and beyond. Our employees will need to focus on and master the external context provided by DOD and NGB more than internal organizational issues. We must arm them with solid business processes, the ability to see around corners, and the willingness to appreciate and learn from others.

The development of leaders that can orchestrate highly collaborative solutions and are accountable for the collective mission rather than individual heroics require, cross-bureau and cross-division leadership development programs that help leaders better appreciate broader strategic context and business solutions. To meet this end, we must be willing to provide experiences outside the pre-defined boundaries of specific roles and invest in higher transparency of feedback, and greater frequency of performance reviews and action plan follow-ups. Our goal is to identify and develop potential leaders and compensate our future leadership with an alignment of organizational and personal purpose.



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*Develop a generation of leaders through career opportunities, recognition, training and compensation.*

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### **Objectives to Develop a Generation of Leaders**

**OBJECTIVE 2.1** Develop and implement employee driven performance plans with biannual reviews and action plans.

**OBJECTIVE 2.2** Identify and implement cross training opportunities.

**OBJECTIVE 2.3** Define and implement recognition and compensation programs that promote the alignment of CFMO's purpose and value with that of the employee.

**OBJECTIVE 2.4** Develop and implement a staffing plan to identify resource gaps and optimize organizational structure to provide a secure framework for resource allocation.

**OBJECTIVE 2.5** Prepare for and obtain the National Environmental Security Award.

## Goal 3. Ensure Value by Building and Maintaining Exceptional Facilities and Training Lands

The training and combat readiness of MTARNG and the ability of the department to respond to needs associated with emergencies, veterans and youth is based on the acquisition, management, maintenance, construction, operation, and disposal of all land and facilities that support the divisions that fulfill these needs for the state of Montana.

Our key areas of focus include the military construction program, resource management, energy management, strategic planning, environmental management and facilities management.



The Army National Guard (ARNG) utilizes separate processes to prioritize military construction projects. Each category has specific requirements and evaluation criteria. Major military construction (MILCON) is categorized as \$6M to \$50M and funds can be used for construction or additions. Major construction is based on a 7-year funding cycle. Minor MILCON is categorized as \$2M to \$6M and is geared for the construction or addition of smaller projects. Funding is awarded in the following year. The final category of funding is

for sustainment, restoration and modernization (SRM) projects with project costs under \$2M. Funding is awarded within the programmed year for SRM projects. All three funding mechanisms are subject to competitive award processes conducted through the National Guard Bureau. There are numerous federal databases which are used to develop the criteria submitted for evaluation and prioritization. The key federal databases PRIDE, BUILDER, ISR, RPLANS as well as the state inventory data base account for the facility count, type, cost, condition, and allocation and kept accurate and current by CFMO personnel.

Driven to optimize the support needed to accomplish the MTARNG mission, the CFMO must first obtain funding and then fully execute the project funds. This requires unrelenting research to develop and understand state and federal initiatives that drive funding, development and implementation of funding plans, and the successful execution of the program funds. One of the challenges that CFMO faces is continual rotation of NGB personnel and delayed published guidance. Building relationships with CFMO counterparts at NGB and leveraging the information obtained through the relationships and program guidance are essential to successful funding submittals.

Properly balancing limited resources between construction, sustainment and facility maintenance programs also presents challenges. The CFMO has developed a long range construction program and facility master plans to guide our priorities for requesting funds through the longer (7-Yr for MILCON and 4-Yr for minor MILCON) federal funding cycles with which we maximize the value obtained from state funds. Our accuracy and effectiveness in resource, construction and facilities management determines success in program execution and directly impacts funding in subsequent years.

The planning, funding, and execution cycle for construction and maintenance projects requires collaboration with construction managers, site managers, post engineers, consultants, contractors, and the state and federal



government, each with individual priorities and resource limitations. Our challenge is to channel the resources to support DMA and the state of Montana.

To address the challenges inherent in obtaining and leveraging federal funds, CFMO will focus on three key areas.

1. We will identify and streamline critical business processes to align federal and state resources to effectively leverage federal funding to achieve state priorities.
2. We will continue to achieve excellence in the execution of military construction projects and financial management.
3. In support of Architecture & Engineering (A&E) Division of the Department of Administration strategy to satisfy requirements in §17-7-202 MCA, we will define and implement a planned approach to timely addressing deferred maintenance backlogs.

## **Objectives for Building and Maintaining Exceptional Facilities and Training Lands**

**OBJECTIVE 3.1** Contract and award 100% of authorized federal and state funds.

**OBJECTIVE 3.2** Identify, develop, and implement business processes that are required by NGB and the State of Montana that enhance the alignment of state and federal objectives.

**OBJECTIVE 3.2.1** Build workflow processes to capture the basic mechanisms and identify resource inefficiencies for the management and application processes that support all ARNG construction, maintenance and repair, and facility management programs.

**OBJECTIVE 3.2.2** Leverage increased engagement with NGB to enable timely dissemination of guidance and position applications for optimal funding.

**OBJECTIVE 3.2.3** Streamline application processes to increase the accuracy, effectiveness and timeliness of submissions and utilize defined workflow process to insure prudent execution of federal and state programs.

**OBJECTIVE 3.3** Review all construction, maintenance and facility management plans and update to facilitate CFMO objectives and meet federal and state regulations.

**OBJECTIVE 3.4** Update Fort Harrison and Limestone Hills Integrated Natural Resource Management Plans and implement site-specific goals and objectives.

**OBJECTIVE 3.5** Determine status, objectives and optimal involvement in the State's Real Property Management Board, the Environmental Quality Control Committee, and the State's Program Budget Advisory Committee.

**OBJECTIVE 3.6** Develop process and implement plan to integrate input from Post Engineers and specialized experts into design reviews.

**OBJECTIVE 3.7** Identify the cost of facility upgrades, major repairs, and improvements and submit accurate assessments to the State's Facility Condition Assessment (FCA) program.

## **Goal 4. Promote Cross-Division Collaboration to Extend Reach of Expertise**

CFMO is a multi-faceted organization with areas of expertise including environmental and energy sustainability, and facility and construction management.

Our goal is to utilize this expertise through extension to all DMA divisions. We ask of ourselves: What do we know and do well and where can we lend a hand? We have access to engineers and architects, and experts in facility maintenance and resource management. Given the support role that CFMO plays throughout DMA, we are posing the question internally and outside of CFMO to find uses for this expertise and knowledge to make DMA a more cost effective, efficient agency.

We will identify our experts and initiate information sharing groups to better utilize the knowledge within DMA. We are certain that if we have a better understanding of potential needs of other divisions, we can take the initiative to provide expert assistance.

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*Provide cross-division expertise and assistance in the areas of environmental and energy sustainability, and facility, construction and resource*

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### **Objectives to Promote Cross-Division Collaboration to Extend Reach of Expertise**

**OBJECTIVE 4.1** Identify subject matter experts within CFMO and position experts to accomplish cross-division missions.

**OBJECTIVE 4.2** Implement procedures and guidelines to coordinate needs and program objectives with relevant stakeholders.

**OBJECTIVE 4.2.1** Utilize Installation Planning Board to incorporate stakeholder input.

**OBJECTIVE 4.2.2** Advocate for CFMO at Force Structure Stationing Committee meetings.


**OBJECTIVE 4.3** Develop cross-division relationships through annual events targeted to address division specific needs.

**OBJECTIVE 4.4** Assist Veteran’s Affairs with maintaining compliance with drinking water permit requirements, State Historical Preservation Office consultation, and National Environmental Policy Act analysis.

## **»» Goal 5. Innovate and Optimize Management Practices to Produce Resilient, Ecofriendly Infrastructure**

Our compliance with the DOD Sustainable Building Policy and the United Facilities Criteria provide CFMO with minimum requirements in our effort to provide high performance and sustainable facilities. This along with our

compliance with USGBC LEED Silver, MCA 17-7-214 and 17-7-215 formulate the basis of our work. However, we strive to deliver an environmentally responsible construction program that emphasizes resilience and energy efficiency. We ensure the implementation of ecofriendly factors in our design and construction management practices by



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*Utilize innovative construction and facility management practices and optimize real estate holdings to produce resilient, energy efficient and ecofriendly infrastructure for the MTARNG*

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systematically researching and incorporating environmental initiatives.

Along with our emphasis on ecofriendly construction, the CFMO implements innovative real estate solutions to favorably position the state in the competitive funding process administered by the NGB. To ensure sustainable infrastructure and best position the state of Montana for federal funding, the CFMO maintains the Real Property Master Plan and the Real Estate Action Plan. These plans are a roadmap to ensure we provide high quality, sustainable installations and training lands for long-term mission requirements. Through these plans, we communicate the State Adjutant General's plans for real estate actions, such as acquisitions, grants, leases and disposals to obtain NGB's recommendations, endorsements and funding. These forward-thinking documents allow the CFMO to properly allocate limited resources to construction and sustainment practices, integrate innovate real estate solutions and minimize the impact on the installations and regional communities.

### **Objectives for Innovate and Optimize Management Practices to Produce Resilient, Ecofriendly Infrastructure**

**OBJECTIVE 5.1** Identify inefficient construction and facility management practices and implement innovative solutions to increase resource effectiveness.

**OBJECTIVE 5.2** Optimize real estate holdings and planned acquisitions to ensure program implementation.

**OBJECTIVE 5.3** Pursue ecofriendly, resilient, and energy efficiency construction and maintenance policies to minimize energy dependence.

**OBJECTIVE 5.4** Conduct properly timed Environmental Condition of Property assessments to ensure DMA does not inherit contamination liability.

**OBJECTIVE 5.5** Use the highest performance building standards and implement sustainable materials to optimize energy efficiency.

**OBJECTIVE 5.6** Explore and implement processes to use CFMO expertise to enhance project estimating, the design and construction of facilities, and energy management across all divisions of DMA.