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SPECIAL COMMANDING OFFICER'S GUIDANCE EDITION

Greetings NAVFAC EURAFCENT,

It's hard to believe that over three months have elapsed since I assumed command of NAVFAC EURAFCENT on 11 May! My first 90 days in the seat have been extraordinarily busy with both an internal and external focus, including assessing our Safety programs and Command Climate; meeting with our supported commanders across the AOR; visiting our field offices in Djibouti, Bahrain, and United Arab Emirates; overseeing our FY21 program execution and ensuring we are on solid financial footing for FY22. I have also used this time to develop my initial commander's guidance for the command.



The purpose of my commander's guidance is to clearly articulate the mission, vision, values, and principles of NAVFAC EURAFCENT and to help each of you understand what we do and why we exist. This command works best when every CEC officer, Seabee, DoD civilian, local national, and contractor employee has a shared understanding of what our mission and values are. I developed this guidance with the input of leadership at the Core and our Public Works Departments.

I encourage each of you to read through the attached commander's guidance and discuss it with your colleagues and leadership. If you have any questions or comments please engage your chain of command, use the CO's suggestion box, message our Facebook page (www.facebook.com/navfaceurafcent), or e-mail me at joseph.harder@eu.navy.mil.

As summer begins to wind down, the world continues to change around us. COVID-19 still impacts every facet of our lives as the world races to contain the pandemic. Vaccines, masks, and social distancing remain the most powerful tools to protect ourselves and our families. Expect a greater push towards vaccination as the FDA provides full authorization and DoD begins to mandate vaccines for all employees.

The financial outlook for FY22 and beyond will continue to stress the shore. While the Department of the Navy is rightly focused on operations supporting Strategic Competition we will continue to see cuts across most of our programs. I believe NAVFAC EURAFCENT is well-positioned to operate over the next couple of years but we will have to adapt to greater scrutiny and austerity in our shore programs. I need your support to ensure we remain effective and efficient.

In addition to our end-of-year commitments, we are also supporting real-world contingencies. PWDs Bahrain, Sigonella, and Rota are rapidly responding to urgent requirements as part of Operation ALLIES REFUGE to support the large influx of evacuees from Afghanistan.

As we head into the last weeks of summer and FY21, I want to personally thank you for everything you have achieved this year. In spite of numerous staffing, resourcing, and financial challenges and a global pandemic, you continue to set execution records and get the job done safely. Thanks for all that you do!

Sincerely,
Capt. Joseph D. Harder III
Commanding Officer
Naval Facilities Engineering Systems Command
Europe, Africa, Central



Mission

NAVFAC EURAFCENT plans, builds, leases and sustains facilities and provides essential base operating services and capabilities in the Europe, Africa, and Central Command theaters to enable U.S. and partner nation forces to meet national defense objectives.

Vision

NAVFAC EURAFCENT is a premier construction and service organization that maintains trust of supported commanders through exemplary character, disciplined execution and commitment to mission.

We are driven by a shared objective of outstanding support to the fleet and warfighter.

Command Values

Trust. We earn trust of our employees, our supported commanders, and commands who support us through transparent communications, deliberate decision making and holding ourselves accountable for our decisions and actions. *We maintain trust by meeting our commitments.*

Teamwork. We have a bias towards forming high performing teams. We collaborate to achieve realistic solutions that respect stakeholder objectives. *We value team success above individual accomplishment.*

Total Ownership. We will take responsibility for the output of our efforts. We seek accountability for our performance to recognize success and improve shortfalls. *We commit to improving the output of each successive evolution.*

Safety and Welfare of our People. We invest in our people by ensuring they have safe working environments and properly supervised plans to mitigate risk exposure. We maximize the impact of lessons learned from near misses and mishaps through rapid sharing across the FEC.

We value proactive efforts at all levels to ensure workplace safety through public recognition and awards.

Guiding Principles

Sustain and Enable the Fleet and Warfighter

- Provide responsive and timely infrastructure support and services to enable fleet operations
- Respond with innovative, pragmatic solutions to complex problems
- Understand and contribute to development of theater OPLANs and exercises

Maximize Naval Shore Readiness across the EURAFCENT Region

- Align to the Region Commander's intent to efficiently utilize assigned resources
- Leverage NAVFAC resources and experience to optimize support delivered to warfighters
- Optimize use of authoritative data sources to reliably communicate shore infrastructure readiness

Strengthen the NAVFAC EURAFCENT Team

- Mature business processes to enable financial transparency in all facets of our business
- Maximize use of accurate and timely data, leading metrics, and tailored analytics to enable proactive and reliable execution
- Develop the workforce through SYSCOM sponsored initiatives, mentoring and targeted opportunities for employee growth and experience

Capt. Joseph D. Harder III
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Around the FEC



Capt. Harder and CBCM John Smith, Command Senior Enlisted Advisor visited Public Works Departments in Bahrain and Djibouti last month. The purpose of the visit was to raise situational awareness of challenges at the PWD and assess execution of current projects.



PORT OF DJIBOUTI, Djibouti (July 14, 2021) Mario Limon, left, from Naval Criminal Investigative Service, discusses port security with Capt. Harder during a visit to the Port of Djibouti, July 14, 2021 U.S. Coast Guard Cmdr. Benjamin Lehrfeld, Commander of Task Group 68.6, center left and Camp Lemonnier Public Works Officer, Cmdr. Aaron Allison listen.

CHABELLEY AIRFIELD, Djibouti (July 15, 2021) Capt. Harder discusses airfield layout possibilities during a visit to the Chabelley Airfield July 15, 2021. The purpose of the visit was to assess current projects and also discuss future projects. (U.S. Navy photos by Mass Communication Specialist 1st Class Jacob Sippel)

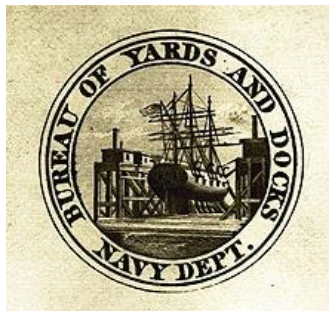


MANAMA, Bahrain (Top left photo) Capt. Harder receives an assessment from Kendall Thomas, Production Division Director of PWD, Bahrain during his July 20 visit to the Naval Computer and Telecommunications Station (NCTS), in NSA Bahrain.

LT Fridge, Construction Manager for MILCON Projects, PWD Bahrain briefs Capt. Harder on current projects and progress. NSA Bahrain enables the forward operations and responsiveness of U.S. and allied forces in support of Navy Region EURAFCENT's mission to provide services to the fleet, warfighter and family. (U.S. Navy photos by Construction Electrician 1st Class Quenniema Galarpe)



HAPPY 179TH BIRTHDAY NAVFAC!



Capt. Norman Von Heidreich H. Farquhar, Chief of the Bureau of Yards and Docks, 1894 to 1897.
(photo courtesy of the Library of Congress)

Chief Constructor and Chief of the Navy's Bureau of Construction and Repair from 1893 to 1901 (photo courtesy of the Library of Congress)

August 31, 1842, marks the establishment of the Bureau of Navy Yards and Docks (BuDocks), forerunner to the Naval Facilities Engineering Command.

In early days of BuDocks, the command originally had responsibility only for the design, construction, and maintenance of Navy yards and a few other shore stations. In 1842 there were seven Navy yards arrayed along the eastern seaboard of the United States. Captain Lewis Warrington, a line officer, and six civilian employees, were assigned to administer public works at these yards.

During the second half of the 19th century, the Bureau of Yards and Docks guided the temporary expansion of the shore establishment that was necessary to fight the Civil War. It also oversaw the development of permanent Navy yards on the Pacific Coast at Mare Island, California, and Puget Sound, Washington.

In 1898, the Spanish-American War precipitated a great increase in the Bureau's activities. Its civilian workforce grew from 7 to 22 people; and the Civil Engineer Corps - which had been established

in 1867 - was expanded from 10 to 21 commissioned officers, five of whom reported for duty at Bureau Headquarters. The treaty at the war's end led to the construction of naval stations in Puerto Rico, Guam, and the Philippines. In the next few years the Navy yards at Boston, Norfolk, and Philadelphia were modernized; and a new yard was built at Charleston, South Carolina.

During the early years of the 20th century, Congress expanded the Bureau's responsibilities by consolidating Navy public works under its cognizance. The most important law was passed in 1911, when Congress placed the design and construction of all naval shore stations under BuDocks control: Previously, the bureau that operated each type of shore facility had performed its own design and construction. For example, the Bureau of Ordnance built naval magazines; and the Bureau of Medicine and Surgery built naval hospitals.



For the full history go to: <https://www.ready.navy.mil/content/dam/navfac/PDFs/factsheets/navfac-history.pdf>