

STEVEN R. ISELIN, MS, P.E.

WORK HISTORY

United States Navy

*Principal Deputy Assistant Secretary of the Navy for
Energy, Installations & Environment*

October 2014 to present

Scope - Manage 6 direct reports and a 40 person staff setting policy and providing oversight for the Department of the Navy's \$12 billion/year energy, installations, environment and safety programs at 95 Navy and Marine Corps installations (campuses) world-wide. Responsible for: installation and facility planning; facility design and construction; facilities operation and life cycle management; environmental planning, compliance and cleanup; installation operations (grounds maintenance, transportation, custodial services, etc.); physical security and force protection; energy programs, including emphasis on renewable energy and sustainability; and safety and occupational health programs. Collaborate with Navy and Marine Corps leaders and frequently interact with Congressional members and/or their staffs regarding Department of Navy installation programs. Advocate for the requirements and associated resources to sustain installation operations during annual resource and budgeting reviews.

Accomplishments

- Worked closely to understand and shape Navy and Marine Corps strategic priorities and aligned staff efforts toward policies and decisions supporting those priorities. Delegated authorities to lowest possible levels to improve efficiency and effectiveness.
- In response to congressional mandates developed options to meet requirements despite a 25% staff reduction over three years.
- Implemented policy changes to shorten cycle time and lower cost (saving millions) for complying with national environmental policy act requirements for major Department initiatives.
- Obtained legislative relief allowing older facilities to be converted using operations and maintenance funding, greatly increasing flexibility for installation commanders to make sound business decisions.
- Routinely met with Congressional members or their staffs to respond to or inform them about Department initiatives affecting their districts. Anticipated concerns and proactively engaged Congressman and their staffs to ensure Navy and Marine Corps operations were fairly supported by Congressional leaders.
- Enabled the procurement of 1 gigawatt of renewable energy at Navy and Marine Corps installations, achieving the Presidential mandate four years ahead of goal. Encouraged use of existing authorities to leverage industry expertise and innovative procurement methods to obtain third party financing for these renewable energy projects.

Naval Facilities Engineering Command (NAVFAC)

Executive Director

September 2007 – October 2014

Scope – Senior civilian and Chief Operating Officer for NAVFAC Headquarters. Ran the headquarters operations and was responsible for performance of 10 Regional Commands and 100+ worldwide offices with more than 20,000 employees. NAVFAC provides installation and facilities planning, design, construction, lifecycle maintenance, environmental programs, real estate and other installation management services to

Navy and Marine Corps installations. Led 14 senior direct reports at headquarters responsible for: facility planning; real estate; special ventures (third party financed) acquisition of family and bachelor housing; facility design and construction; facility maintenance and operations; transportation services; utilities services; environmental management; financial management and budgeting; human resources (including labor relations); public affairs; counsel; safety; and contracting. Responsible for an average annual budget of \$11 billion.

Accomplishments

- Developed and implemented three strategic plans during seven years (three different Commanders with changing organizational challenges). Gained buy in by involving a cross section of the organization in developing the plans, and ensured success by hosting periodic reviews to measure progress.
 - The first plan positioned NAVFAC to respond to a 40% workload increase (from \$9 billion to \$13 billion per year).
 - The second plan emphasized process improvements to achieve standard outputs at lower unit costs.
 - The third plan was aimed at shaping the NAVFAC workforce (quality and quantity) as workload returned to historic norms.
- Developed, defended and executed NAVFAC's \$9B-\$13B annual budget. Led the budget formulation process, defended the budget to higher level approving organizations, and allocated and managed budget execution for both Headquarters and Regional offices. Led resource allocation meetings to adjudicate funds allocations between functional leaders, and decided execution year adjustments based upon changing conditions.
- Drove business efficiencies through process improvements and leveraging IT solutions to achieve improved outputs at lower costs. The improvements were vital to meeting mission requirements and helped the organization absorb a 10% funding cut.
- Proactively led the organization through three years without pay raises, hiring freezes, and furloughs. Kept the team focused upon delivering services to Navy and Marine Corps installations despite the human impacts from the fiscal and manpower constraints.
- Leveraged executive relationships within stakeholder organizations to ensure risks from funding or policy decisions were understood and expectations remained clear.
- Revamped the Command leadership program to develop high potential mid-level employees. Made entry into the program more selective, focused formal classroom training on leadership skills, and exposed candidates to other leaders and functional areas through rotational assignments or shadowing opportunities. Many program graduates have since ascended to leadership positions across the organization.

Director of Base Development

April 2004 to September 2007

Scope – Led 6 direct reports, 60 headquarters staff and more than 600 professionals providing global, regional, installation and facility planning, real estate, housing and force protection services supporting Navy and Marine Corps operations. The 95 installations had more than 80,000 structures (worth \$230 billion) and more than 4 million acres of land.

Accomplishments

- Developed the Navy's Shore Installations 2020 plan, a strategic planning document with criteria that guided the Navy's 2005 Base Realignment and Closure (BRAC) planners in prioritizing which assets to retain, and which could be closed or realigned.
- Created the concept for and completed global functional plans to inform future (25 year horizon) installation and facility requirements for Naval submarine, ship and aviation forces. The global plans informed regional and installation planning and ensured a more comprehensive approach for prudent and cost effective installation support across time.

- Drove process improvements and product standardization for installation (campus) master plans and individual project planning documentation. Created enduring master plans that could be easily updated.
- Instituted community management plans to inform employee training and development across a career continuum. These plans guided employee career decisions and informed training requirements and job assignments to improve workforce quality.
- Improved facility condition, capacity and utilization data and guided the transition to increased use of geo-spatial information systems. The higher quality data enabled Navy and Marine Corps leaders to make more informed recapitalization decisions with available funding.

Chief Engineer, Naval Facilities Engineering Command

January 2007 – September 2007

Scope – Led 7 direct reports, 40 headquarters staff and more than 4,000 engineering and construction professionals world-wide in delivering design and construction services to Navy and Marine Corps installations. Was selected for this additional assignment (I performed two jobs at once) when the incumbent left unexpectedly. Responsibilities included: directing the \$4 billion/year design and construction programs (business processes, staffing, program management); established facility criteria to guide project planning and designs; served as the Chief Technology Officer, with oversight of all Command research, development and product validation efforts.

Accomplishments:

- Developed a standard staffing template guiding the number and mix of employees based upon the volume and mix of construction projects in a typical regional construction office. The template helped distribute scarce resources across 10 Navy regions and more than 100 individual construction offices.
- Created staffing plans and began hiring several hundred design and construction managers in response to significant planned workload increases. Leveraged intern and direct hiring authorities to attract a mix of recent graduates and mid-grade professionals from industry to meet workload requirements.
- Reviewed and reduced staffing by 10% in the design criteria office, freeing up resources for direct labor delivering design and construction services.

Anti-Terrorism and Force Protection (ATFP) Program Manager, NAVFAC

November 2002 – April 2004

Scope – Program manager, responsible for acquiring more than \$200 million/year in ATFP capabilities for Navy installations in response to increasing security threats following the attack on the U.S.S. Cole (10/2000) and the 9/11/2001 attacks.

Accomplishments

- Founded the program office, and leveraged subject matter experts from other Navy organizations to define ATFP requirements in 23 separate capability areas (e.g., perimeter security, access control, and loud voice alert systems).
- Collaborated with senior leaders from stakeholder organizations regarding the requirements, investment plans, acquisition strategies, and execution results. Efforts were high tempo given the rush to field ATFP solutions in response to emergent threats.
- Guided Navy leaders in ensuring higher priority assets received funding for capabilities designed to thwart the most likely threats. Saved the Navy millions by fielding proven standard solutions across the enterprise rather than stand-alone solutions procured by local commanders.
- Established the central procurement office that continues to buy, install and sustain all ATFP capabilities for Navy bases throughout the U.S. and overseas.

Plexus Scientific Corporation

Facilities Program Manager

July 2000 – November 2002

Scope – Led all aspects of the government facilities consulting profit and loss center.

Responsibilities included: marketing; proposal writing; staffing; subcontracting; contract performance and deliverables; and client relations. Clients included the National Aeronautic and Space Administration (NASA), Health and Human Services (HHS) and NAVFAC.

Accomplishments

- Completed more than 35 separate task orders over 28 months. For example:
 - Researched and recommended policies for adopting Energy and Environmental assessment tools, design for maintainability practices and reliability-centered maintenance practices. Developed training curricula and taught courses to NASA’s facilities design and construction community to implement the recommended policies
 - Designed and implemented a method to rapidly assess the facility condition at NASA’s 15 campuses. Completed the assessments for less than \$1.5 million/year, producing a result that allowed campus leaders and headquarters to better prioritize recapitalization investments. This method helped NASA become the first Federal Agency to achieve a Clean Financial Statement during their independent real property audit.
- Grew the in-house workforce from one to ten people, optimizing profits by avoiding the need to subcontract work.
- Maximized client funding placed on indefinite quantity contracts by consistently delivering high quality products on time and within the agreed fixed price. Grew the business unit to more than \$3 million/year during my tenure.

Infrastructure Program Manager, Navy Operations Staff

August 1998 – June 2000

Scope - Led a three person team comparing Navy infrastructure requirements against existing infrastructure capabilities worldwide. Developed the research method, performed required data gathering and analysis, and reported investment recommendations to the Chief of Naval Operations (CNO) to inform future year program requirements.

Accomplishments

- Created new paradigms for assessing Navy infrastructure requirements. For example, used number of ship berths (parking spaces) rather than lineal feet of pier space to gauge waterfront berthing capacity. We captured the characteristic requirements for various ship and berth types, and then assessed existing capacity against those criteria. Demonstrated the Navy had excess parking capacity and could demolish older piers, avoiding tens of millions of dollars in planned construction and future maintenance costs.
- Selected from among 12 officers to brief the Chief of Naval Operations on the analysis and recommendations from my portfolio and from 11 other functional portfolios (aircraft, ship, submarine and other requirements).

Base Realignment and Closure (BRAC) Program Manager, Navy Operations Staff

April 1997 – August 1998

Scope. Led a four-person team responsible for budgeting and overseeing the Navy’s \$7 billion BRAC program implementation.

Accomplishments

- Resolved a \$1 billion budget shortfall (~15%) by applying strict “critical to closure” criteria with 18 organizations responsible for executing the BRAC actions. The criteria eliminated “nice to have” requirements. Providing senior leaders defensible arguments were pivotal to gaining their support and achieving the required reductions.

- Developed the analysis supporting the request for one more BRAC round. The analysis and recommendations were included in the Department of the Navy chapter to the Department of Defense report to Congress that ultimately justified a 2005 BRAC round.

Naval Air Station, Fallon, NV

Public Works Officer

June 1994 – April 1997

Scope. Facility Director reporting to the installation Commanding Officer at the Navy's premier aviation training complex (campus). Led 6 direct reports and a 50 person staff responsible for: installation and facility planning; facility design and construction; facility operations and maintenance; management of the base operations and support contract (including airfield operations, food services, bachelor (dormitories) and family housing, installation operations and facilities maintenance, and more); environmental programs; cultural, natural and archaeological resources programs; real estate; safety; and community planning and outreach. Responsible for a \$40 million annual budget and more than \$100 million in new construction projects during a three year period. The installation had more than 500 buildings, three operational runways, and barracks (dormitories) housing more than 6,000 people during peak periods.

Accomplishments

- Completed the planning, design and construction of projects supporting the relocation of the Navy's Top Gun Fighter School from Miramar, CA to Fallon. All projects were completed on time supporting the smooth transition of this aviation schoolhouse.
- Through partnering and leadership transformed an adversarial relationship between my staff and the Base Operations and Services (BOS) contractor personnel into a mutually supportive relationship focused on improving service delivery to the installation. The BOS contractor provided a full range of campus services, including facility maintenance and operation, barracks assignment and management, galley (food) services, and more. One example of win-win opportunities we developed to provide better support and lower costs was reducing the average wait time for a family housing trouble call response from 7 days to less than 1 day. We found many other opportunities for win-win solutions that helped the contractor provide better support and lower costs.
- Led the environmental planning and community liaison efforts that gained approval to withdraw additional public lands to extend the Naval aviation training range footprint to meet growing training demands.
- Collaborated frequently with other functional leaders (aviation maintenance, supply, security, ordnance, training commands, etc.) to anticipate and respond to their requirements. These close working relationships were vital to informing, staying aligned with and meeting their expectations.
- Worked closely with and enjoyed good relations with union leaders to ensure employee rights were fairly met.

Various Navy Civil Engineer Corps Officer assignments

June 1980 – June 1994

Scope. Served in numerous positions during this period, each with progressively more responsibility and authority. Positions included:

- Facilities Program Manager, Space and Naval Warfare Systems Command. Oversaw facilities programs supporting Navy's IT acquisition and research and development programs at seven different installations – August 1991-June 1994
- General Manager, Pentagon Athletic Club. Led a 60 person staff in managing the 8,000 member Pentagon Athletic Club. Improved all aspects of the operation which included food services, a retail outlet, fitness classes and more. Responded to demands from the Board of Governors made up of senior Admirals and Generals – July 1990 – August 1991
- Assistant Acquisition Officer, PWC San Diego. Project manager assigned to get a \$100 million regional

telephone system contract back on track after several years of neglect. Brought discipline to their project planning and execution, and negotiated settlements for millions of dollars in outstanding contract modifications – August 1988 – June 1990

- Planning Officer, Public Works Center (PWC), San Diego, CA. Led 80 person staff completing installation master plans, project justification documents, and facility condition assessments at 12 area Navy and Marine Corps installations – December 1986- July 1988
- Accessions Officer, Public Works Center (PWC) Great Lakes, IL. Spoke to engineering faculty and students at more than 30 colleges and universities about the Navy's Civil Engineer Corps program. Recruited and screened applicants across the 13 state Midwest region – June 1984-June 1985
- Construction Contract Manager, Naval Shipyard Portsmouth, NH. Project manager for more than 20 construction projects over two years. Oversaw construction quality, schedule and cost performance and negotiated contract changes with contractor counterparts – June 1982-May 1984
- Engineering Officer and Assistant Company Commander, Naval Mobile Construction Battalion Forty. Developed leadership skills while in charge of more than 150 construction battalion personnel (Seabees) in designing and constructing projects on Diego Garcia (British Indian Ocean Territory and Guam – September 1980-May 1982

EDUCATION

M.S. Management, Naval Postgraduate School, 1986

B.S. Civil Engineering, Univ. of Notre Dame, 1980

Multiple Executive Development Courses, 2004 to present

Credentials: Professional Engineer, Virginia.
Certified Navy Acquisition (Contracting) Professional

COMMUNITY SERVICE

Volunteer - Board Chair, National Capital Area Chapter of the American Foundation for Suicide Prevention (AFSP). July 2010 – October 2013

- Helped establish and served as the 1st Board Chair for AFSP's Washington DC Chapter in 2010. Led events and raised more than \$750,000 in support of AFSP's mission. Continue to support the local chapter and speak at AFSP events designed to de-stigmatize mental illness and help prevent suicide.
- Member of the AFSP National Public Policy Council, providing insight and advice to help guide AFSP's public policy agenda (2013-2016).

Youth Coach – Soccer, basketball, baseball community recreational leagues, ages 5-15 – 1987-2001.

- Served as head or assistant coach for my children's youth sports teams. Team goals were always to improve each players ability, teach teamwork and team skills, and to make the experience fun. This formula resulted in teams that performed at optimal levels.