

San Diego Construction Network 2021 NAVFAC Southwest Update

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*** Data contained herein is based on the best available information and is subject to change*

31 Mar 2021

National Rebalance to the Pacific



- Includes

- 40 nations
- 60% of the world's population
- More than half of the world's surface
- 30% of the world's GDP
- 70% of the world's oil transits through the Strait of Malacca

- Top 4 trading partners

- Canada, China, Mexico, Japan

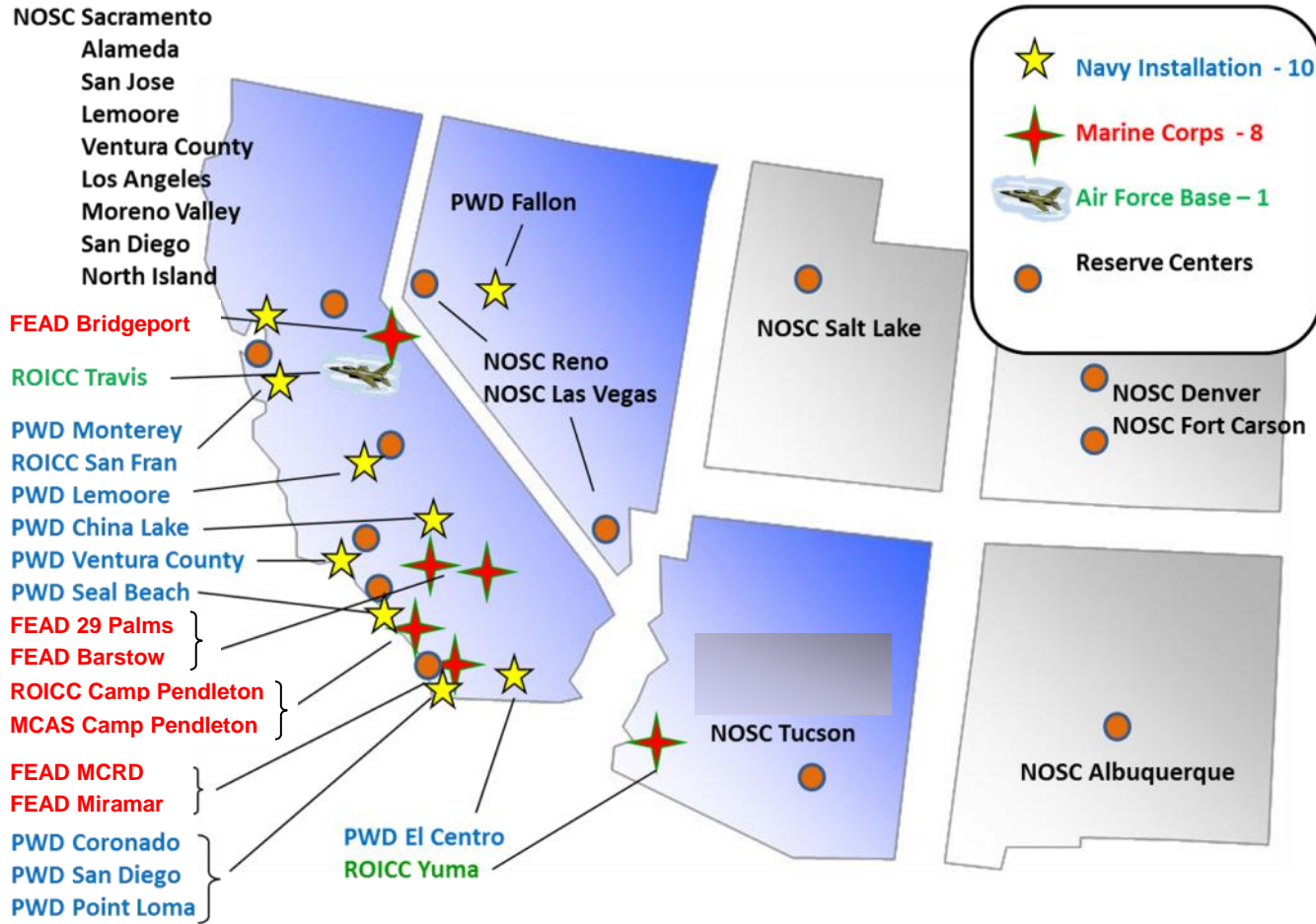
- 6 largest militaries

- China, U.S., India, Russia, North Korea, South Korea



60% of the Fleet to the Pacific

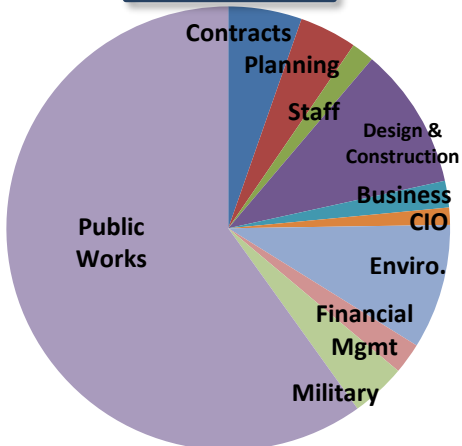
Southwest Region Area of Responsibility



Coastal | Desert | Marine Corps
19 offices assigned to three Project Management Divisions (PMDs)

NAVFAC Southwest

Staffing



3366 Civilians and 140 Military at 19 locations

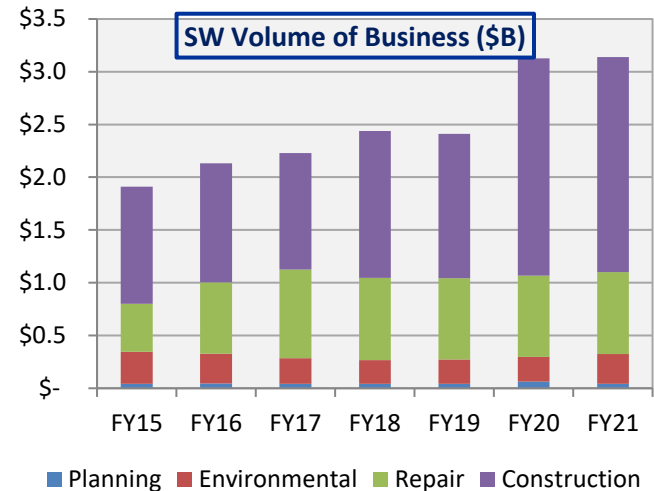
MISSION

NAVFAC is the Naval Shore and Expeditionary Systems Command that:

- Plans, builds, and maintains sustainable facilities.
- Delivers environmental, utilities and other base services.

WHAT WE DO

The Southwest's naval shore construction and contracting agent delivering over \$2 billion of annual business and facilities lifecycle sustainment. Integrated team of multi-disciplinary professionals with expertise in planning, real estate, design, construction, utility operation, energy solutions, facility services, transportation and weight handling.



Major Programs

- Littoral Combat Ship
- USMC Infrastructure Reset
- Unmanned Systems
- KC-46 Pegasus Tanker
- Joint Strike Fighter
- Naval Special Warfare - Coastal Campus
- Fallon Range Training Complex

Core Competencies

- Facilities Planning, Operations & Sustainment
- Environmental Compliance & Restoration
- Shore Anti-Terrorism Force Protection
- Utilities and Energy Management
- Specialized Technical Services
- Design, Repair & Construction
- Real Estate

Supported Commands

- Navy Installations Command
- Navy Fleet and System Commanders
- MCI-West , TECOM & USMC Units
- Air Force
- Federal Agencies and non-DOD tenants

NAVFAC Name Changes



- **NAVFAC is now Naval Facilities Engineering **Systems** Command to accurately reflect the command's mission and authorities.**
 - Reinforces NAVFAC's mission as the naval shore facilities, base operating support, and expeditionary engineering systems command.
 - Clarifies NAVFAC's alignment to ASN (RD&A) as the Navy and Marine Corps acquisition and technical authority for construction and facilities engineering programs, developing, procuring, and sustaining shore facilities and environmental solutions, and to ASN (EI&E) as the Navy and Marine Corps real estate acquisition, management, and disposal authority.
 - Improves clarity of mission with the public, stakeholders across the fleet and industry, and throughout the broader shore infrastructure community and Naval Research and Development Enterprise.
 - Brings NAVFAC in line with the naming convention of other Navy systems commands.
- **Capital Improvements (CI) is now **Design & Construction (DC)****
- **Acquisition (ACQ) is now **Contracting (CON)****

New Navy Building One



FY21 Workload Distribution



Navy Installations

Project Size	NB San Diego	NB Coronado	NB Point Loma	NWS Seal Beach	NB Ventura County	NAWS China Lake	NAS Lemoore	NAS Fallon	NSA Monterey	NAF El Centro
< \$25M	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
\$25-\$100M	✓	✓		✓		✓	✓	✓		
\$100-\$200M	✓					✓	✓	✓		
>\$200M						✓				

Marine Corps / Air Force Installations

Project Size	MCB Camp Pendleton	MCAS Camp Pendleton	MCAS Yuma	MCAS Miramar	MCAGCC 29 Palms	MCRD San Diego	MCLB Barstow	MCMWTC Bridgeport	Travis AFB
< \$25M	✓	✓	✓	✓	✓	✓	✓	✓	✓
\$25-\$100M	✓		✓	✓	✓				✓
\$100-\$200M	✓								
>\$200M									

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FY21 Workload >\$2B



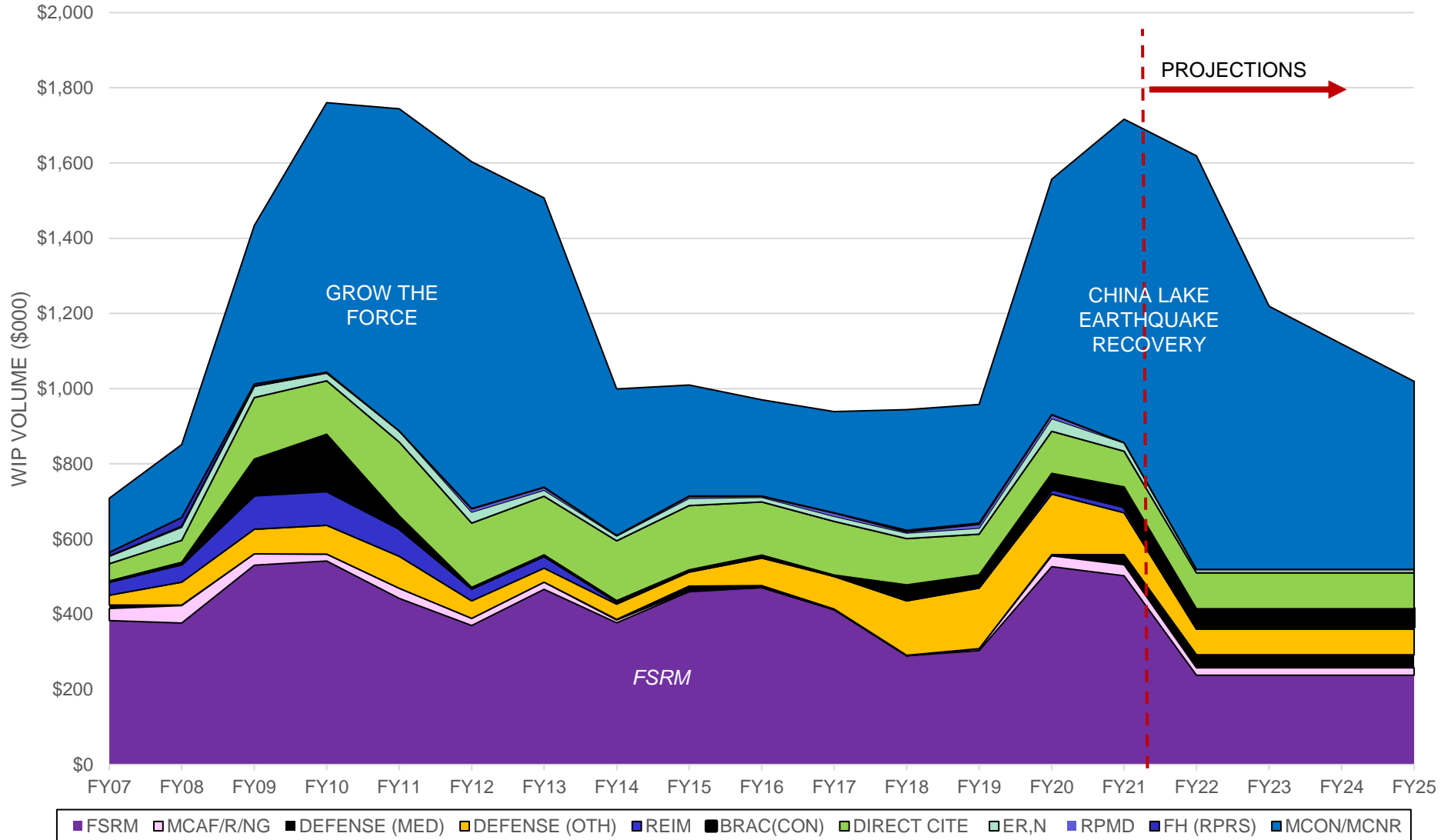
NAVFAC SW Planned Architect/Engineering IDIQ Contracts



Title	Type	Capacity	RFP	Est. Award Date
Architect (Multi-Discipline)	SB	\$99M	Issued	Q3 FY21
Architect (Multi-Discipline)	8(a)	\$20M	On Hold	On Hold
Facilities Planning	SB	\$15M	Q3 FY21	Q4 FY21
Architect (Multi-Discipline)	UR	\$249M	Q3 FY21	Q1 FY22
Encroachment	UR	\$30M	Q3 FY21	Q1 FY22

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NAVFAC SOUTHWEST HISTORICAL WIP



Initiatives



- **Public Works Optimization: Shift in execution of projects <\$5M to the installations**
 - Increased scope (quantity and competitiveness) of contracts available at field offices with assistance from regional team
- **Early Contractor Involvement**
 - Bring KTR in at design start - looking to pilot on P-025, MQ-25 Hangar at NBVC, starting in FY21, and P-315, Mess Hall at MCRD, in FY22
- **OICC China Lake**
 - Responsible for \$2.4B Earthquake Recovery MILCONs & \$340M in FY20 O&M funding
 - Post-award focused
- **Training to FEADs**
 - ET Bootcamp (CM Bootcamp to follow)
 - CM Qualification Standards (ET standards to follow)

Project Management



- **NAVFAC is reforming project management processes and competencies to improve project delivery and execution.**

- Released the Project Management Community Management Framework and Certification Guidelines in June 2020. This framework establishes five key PM competencies, a focused project management training curriculum, and an internal certification program. The focus moving forward will be rolling out this training curriculum and ensuring that our project managers are trained and certified in accordance with this framework.
- Reforming our D&C PM Manual to align with the Project Management Institute's Guide.
- NAVFAC is investing more resources in project management to ensure PMs are engaged throughout the entire project lifecycle (planning-design-construction-maintenance).

Cradle To Grave

Partnering



- NAVFAC recently updated its Project Partnering Instruction to improve use of partnering and performance on construction contracts. The updated instruction:
 - Incorporates feedback and best practices from industry
 - Established processes for improving communication
 - Improves collaboration to ensure success throughout the life of a project
 - Places responsibility on the PM, pre-award, and the FEAD Director, post-award

***MINDSET** - to improve communication, trust, and problem solving*

***COMMITMENT** - to focus on the shared project goals*

***PROCESS** - to establish the right mindset and commitment for project success*

- **Owners Module that collaborates between KTRs (AE and construction) and NAVFAC for Submittals, RFIs, Daily Reports... thru eCMS.**

- KTR can still use their own system to manage their internal efforts

- **Applicability:**

- All MILCON Projects awarded after 30 June 2020

- All Projects > \$1,000,000 after 1 October 2020

- All >SAP (>\$250k) min as Electronic Share Drive

- All Projects < \$250K encouraged, but optional

- **Access and training by project – COR to request**

DBB – Spec Section 01 31 23.13 20

DB – RFP Section 01 31 19.05 20

eCMS Requirement As Part Of RFP – GOAL To Maximize Use!

eCMS Roll-out Schedule



- **Jan 21: Implement eCMS in the field**
- **Every FEAD registering projects in eCMS – full implementation will be pressed.**
 - Training to the team at PAK or Precon
 - Currently (18) projects registered, another (13) waiting to be input into the system
- **Link below has a manual you can download as well as training tutorials:**

https://www.navfac.navy.mil/products_and_services/ci/about_us/capital_improvements_documents.html

Must Log In eCMS Every 45 Days To Maintain Account

eCMS & KPIs for Post-Award Metrics



- **Green Zone Checklist – in eCMS (Yes or No checklist)**
 - Contractor mobilization
 - Pre-construction submittals
 - Pre-Construction Conference or PAK
 - Partnering escalation matrix
- **RFI's – in eCMS**
 - Status
 - Response time
- **Contract Mod's and Proposed Changes – in eContracts (Tableau reports)**
- **On-time index – in Construction Status Reports (CSRs)**
- **No. of Non-Compliance Notices – in eCMS**
- **Partnering team health surveys**

Management Dashboards

Cybersecurity Maturity Model Certification (CMMC)



- **DFARS Clause 252.204-7021 Cybersecurity Maturity Model Certification Requirement**
 - DOD Implementing in a phased roll-out
 - Until 30 Sep 2025, not required unless
 - SOW requires specific CMMC level, AND
 - Approved by OUSD(A&S)
 - On 1 Oct 2025 becomes mandatory except for contracts solely for Commercial Off-the-Shelf (COTS) items
- **Should not be in current RFPs, contracts, watermarks on drawings**
 - Contact your Contracting Officer if you find the requirement in your documents

Future Requirement

Construction Contract Modifications



• NAVFAC SW Improvements

- **Lean modification process for \leq \$250K**
 - Scope developed jointly in field
 - No IGE – mark-up contractors proposal
 - CMs to negotiate as Contracting Officer's Authorized Representative (COAR) & KO signs as approving official (with funding in hand)
- **Modification Processing Time – establishing controls & new reporting tools to**
 - Monitor modification lifecycle & outline expectations
 - Mandate use of decision tree if no resolution and use of partnering
- **More designers on-site: Navy and A/E (PCAS)**

• Proposed Contractor Improvements

- **Time Impact Analysis (TIA) *MUST* be submitted in a timely manner**
 - Lack of timely and complete TIA submissions has caused contract modifications to be negotiated without time.
 - In budget constrained projects, this can cause a contract to be put on hold to allow for reprogramming or necessitate scope reductions late in contract duration.
- **If requesting other than NAVFAC standard construction overheads, submit proposed overheads and substantiation for evaluation and negotiation **BEFORE** first change**

Field Acquisition Strike (FAS) Team



- **Our goal is to improve Performance to Plan to meet our Supported Command's mission need dates every time.**
- **The purpose of the dedicated FAS Team is to assist FEADs in:**
 - Contract modifications that impact the critical path by 90 days or more
 - Contract modifications and Request for Equitable Adjustments (REAs) that are greater than one year old
 - Complex Time Impact Analysis (TIAs) that add 90 days or more to the Contract Completion Date (CCD)
 - Contract modifications, REAs or TIAs on contracts that have passed the CCD
- **Team composition: a dedicated CM, ET, acquisition member(s), and support from Core**

Cybersecurity Implementation



- **UFC 4-010-06 (Cybersecurity of Facilities Related Control Systems)**
- **UFGS 25 05 11, Cybersecurity for Facility-related Control Systems**
 - Tri-service directive for all projects in FY17 and beyond
 - Supersedes UFGS 25 50 00.00 20
 - Applies to Confidentiality-Integrity-Availability (C-I-A) impact levels designated as “low-low-low”
 - C-I-A impact levels above “low-low-low” requires supplemental guidance by NAVFAC Command Information Office (CIO) for Navy and Marine Corps.
- **Additional Future Guidance**
 - **Tri-Service Unified Facility Guide Specification (UFGS)** containing detailed cybersecurity guidance for C-I-A impact level of “medium-medium-medium” is planned for release later in 2021.

Guidance Forthcoming

Future Workload



Search
“NAVFAC
Southwest”

Future Workload
Report
at
NAVFAC
Southwest
Homepage
USEFUL LINKS

The screenshot shows the NAVFAC Southwest website. At the top, there is a search bar with the text "Enter Query" and a magnifying glass icon. Below the search bar are navigation links: "Employees", "eProjects", "SC Access", and "View Map". The main navigation menu includes "ABOUT US", "CONTACT US", "NEWS", and "CAREERS". The featured article is titled "NAVFAC Southwest Hosts Fall-Safety Stand Down" and includes a photo of two men in safety vests. Below the article is a list of useful links, with several items highlighted in red boxes:

- **MANDATORY TRAINING for NAVFAC SW employees**
- **Contractor Visit Protocol**
- **Future Workload Projection for Q1 FY21**
- **How to Obtain an Architect-Engineer Contract with NAVFAC Southwest**
- **"New Hire" Information**

Other links in the "USEFUL LINKS" section include:

- Employee Self-Certification NAVFAC RTW Guidance Form
- NAWS China Lake Earthquake Recovery Industry Forum - 25 FEBRUARY 2020 in Ridgecrest, CA
- Capital Improvements Design eLearning
- MANDATORY TRAINING for NAVFAC SW employees
- Contractor Visit Protocol
- Future Workload Projection for Q1 FY21
- How to Obtain an Architect-Engineer Contract with NAVFAC Southwest
- "New Hire" Information

TREASURY

The environmental Statement: Public health and The Navy understands commitment work radiological/chemical cleanup. The Navy's goal is to transfer safe and habitable property to the Treasure Island Development Authority that meets all environmental regulations for local reuse and economic development. The entire footprint of Treasure Island has been evaluated for the likelihood for radiological contamination. Radiation levels in accessible areas at Treasure Island are consistent with background levels throughout the Bay Area. The Navy follows a deliberate, iterative and thorough regulatory clean-up process that is defined in the Comprehensive Environmental Response, Compensation, and Liability Act. This means that decisions are updated over time, as new data or information is collected. The process ensures regulatory vetting, stakeholder involvement and public awareness about the clean-up actions that are selected and implemented to protect the environment and community prior to any property parcels being transferred to the City of San Francisco for productive reuse.

http://www.navfac.navy.mil/navfac_worldwide/pacific/fecs/southwest.html

Full Transparency on Projects & Acquisition Tools

Requesting Visit to NAVFAC SW



- **NAVFAC SW has specific protocol and a process for contractors to follow when submitting visit requests.**
- **Protocol was developed to:**
 - 1) Provide industry representatives with a fair and equal opportunity to contact the command**
 - 2) Ensure minimal disruption to the Navy mission.**
- **The Contractor Visit Protocol can be found in the NAVFAC SW Public Web Site at the following link:**
https://www.navfac.navy.mil/navfac_worldwide/pacific/fecs/southwest.html
- **To request a contractor call/visit, personal visit, or social call, send an e-mail to the command's Contractor Visit Coordinator at:**
NAVFAC_SW_Contractor_Visit_Coordinator@navy.mil

Backup Slides



FY21 MILCON - Planned



Location	P-No	Project Title
NAS Fallon	203	Naval Operational Support Center Salt Lake City
NAVWPNSTA Seal Beach	243	Missile Magazines
NAS Lemoore	391 3271	F-35C Maintenance Hanger Addition F-35C Simulator Fac & Electrical Upgrades
Naval Base San Diego	443	Pier 6
MCB Camp Pendleton	1130 220	1 st Marine Division Operations Complex Combat Water Survival Training Tank
MGAGCC Twentynine Palms	1231	Wastewater Treatment Plant - Tertiary
NAWS China Lake	1904 1911 1917 1918 1919 1920 1921 1922	Michelson Lab Range Control Complex Cast Propellant Mix Building Ordnance Test Support and Tech Serv Lab Radiological Building Warhead Casing Operations Motor Assembly Compound Skytop Firing Bays

Why is Our Navy Important?



Increasing Globalization

*Climate Change &
Sea Level Rise:
Opening Artic,
Displaced Persons*



*Great Power
Competition
Returns:
Russia & China*

*Increasing Sea
Floor Cables and
Communication
Traffic*

*Transnational
Criminals: Drugs,
Human Trafficking*

*Increasing Shipping
Traffic*

America's success depends on our access and relationships abroad. The U.S. Navy guarantees that access!

Major Programs: Current OPS



LITTORAL COMBAT SHIP

Naval Base San Diego LCS
2013-2020
5 MILCONs
\$205M

USMC INFRASTRUCTURE RESET

USMC IR
2017-2028
\$240M/yr annual savings
\$180M in Demo

NAVAL SPECIAL WARFARE

Coastal Campus
2015 - 2024
29 MILCONs
\$1B

KC-46

KC-46A Program at Travis AFB
2018-2021
10 MILCONs
\$165M

JOINT STRIKE FIGHTER

West Coast JSF
2018-2027
23 MILCONs
\$1.3B

MARITIME SURVEILLANCE

Naval Base Ventura County
2019-2024
5 MILCONs
\$332M

Enabling a rebalance. Programmatic approach. Dynamic requirements.

Rapid exchange of lessons learned. Acquisition strategies driven by IOC timelines.

New Platforms: Future OPS



Piers, Power, C2 and Training



Naval Base San Diego
2019-2024
5 MILCONs
\$343M

Gateway to PACFLT

MQ-25 Stingray, UMCS



Naval Base Ventura County
2019-2024
5 MILCONs
\$332M

Ammunition Wharf and Turning Basin, Magazines



Naval Weapons Station, Seal Beach
2017-2021
6 MILCONs
\$297M

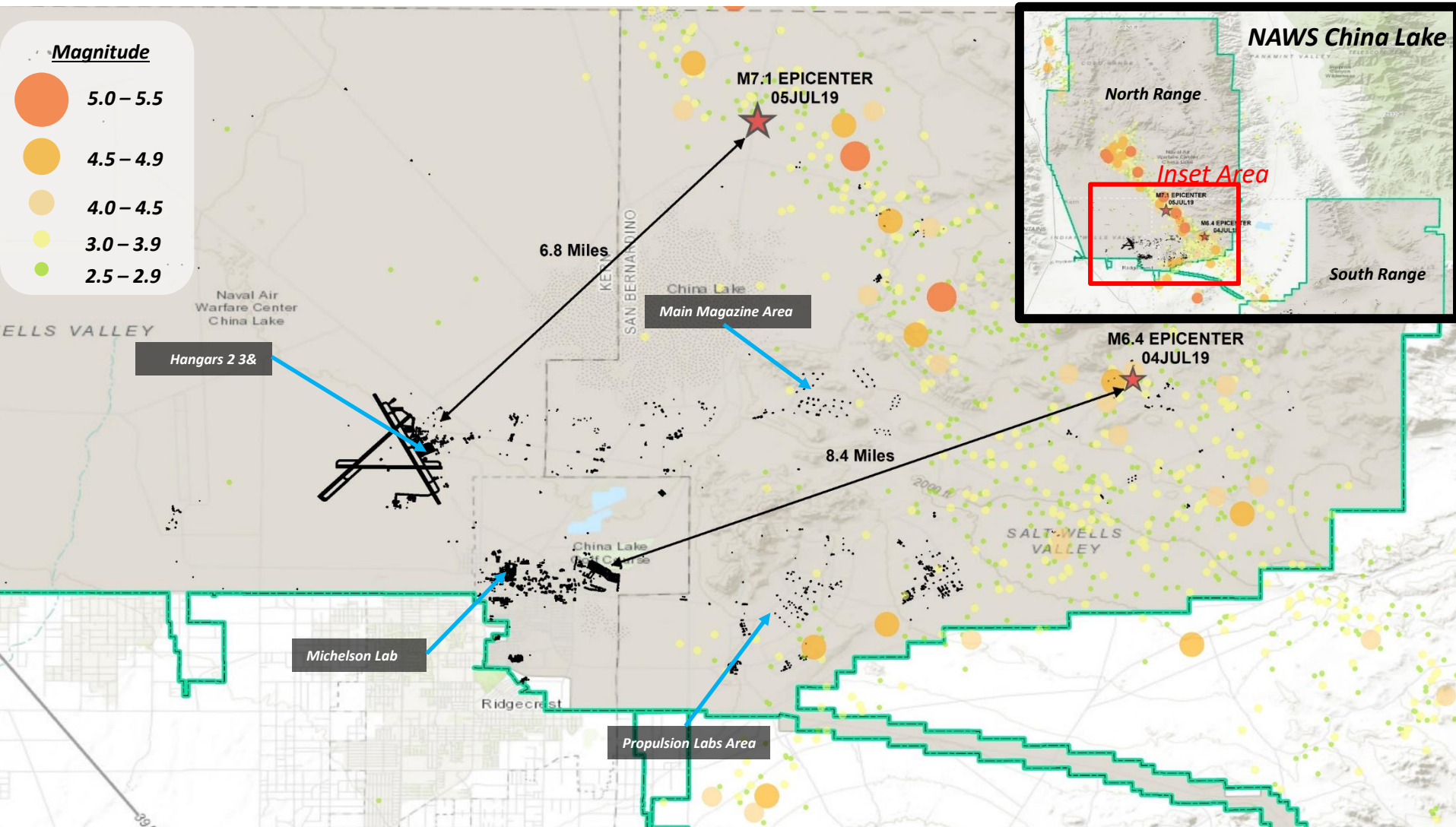
V-22 Osprey Bed Down



Naval Base Coronado
2019-2020
2 MILCONs
\$171M

At or pushing capacity. BOS impacts. Utility system limitations.

NAWS China Lake Earthquakes: 4 & 5 July 2019



China Lake MILCON Project Timelines

(Subject to Change)



FY	P#	PROJECT TITLE	Design/ Acq Strategy	PA (\$M)	FY20				FY21				FY22				FY23				FY24				FY25			
					Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
20	1910	Magazines and Inert Storage Facility	DB MACC	139	█	█			█	█	█	█																
20	1900	Hangar 3 Replacement, Apron, Taxiway & Utilities for RDT&E	DB GCCC	515	█	█	█	█	█	█	█	█	█	█	█	█	█	█	█	█	█	█	█	█				
21	1901	Integration Lab		150	█	█	█	█	█	█	█	█	█	█	█	█	█	█	█	█	█	█	█	█				
20	1902	Air Operations Facility and Air Traffic Control Tower		71	█	█	█	█	█	█	█	█	█	█	█	█	█	█	█	█	█	█	█	█				
20	1907	Aircraft Parking Apron in Support of Hangar 2 Replacement		51	█	█	█	█	█	█	█	█	█	█	█	█	█	█	█	█	█	█	█	█				
21	1908	Advanced Weapons Hangar		117	█	█	█	█	█	█	█	█	█	█	█	█	█	█	█	█	█	█	█	█				
21	1914	Aircraft Rescue and Fire-fighting (ARFF) Station		45	█	█	█	█	█	█	█	█	█	█	█	█	█	█	█	█	█	█	█	█				
20	1903	Michelson Mission Systems Integration Laboratory	DB MACC	202	█	█	█	█	█	█	█	█	█	█	█	█	█	█	█	█	█	█	█	█				
20	1916	Community Support Facilities	DB MACC	86	█	█	█	█	█	█	█	█	█	█	█	█	█	█	█	█	█	█	█	█				
21	1904	Michelson Laboratory Complex	DB MACC	282		█	█	█	█	█	█	█	█	█	█	█	█	█	█	█	█	█	█	█	█	█	█	█
21	1911	Range Control Complex	DB MACC	192		█	█	█	█	█	█	█	█	█	█	█	█	█	█	█	█	█	█	█	█	█	█	█
21	1918	Ordnance Test Support and Technical Services Laboratory	DB MACC	88		█	█	█	█	█	█	█	█	█	█	█	█	█	█	█	█	█	█	█	█	█	█	█
21	1920	Warhead Casing Operations	DB SB MACC	24		█	█	█	█	█	█	█	█	█	█	█	█	█	█	█	█	█	█	█	█	█	█	█
21	1924	Academic Training Building	DB SB MACC	35		█	█	█	█	█	█	█	█	█	█	█	█	█	█	█	█	█	█	█	█	█	█	█
21	1917	Cast Propellant Mix Building	DB MACC	56		█	█	█	█	█	█	█	█	█	█	█	█	█	█	█	█	█	█	█	█	█	█	█
21	1919	Radiographic Building	DB MACC	53		█	█	█	█	█	█	█	█	█	█	█	█	█	█	█	█	█	█	█	█	█	█	█
21	1921	Motor Assembly Compound	DB MACC	52		█	█	█	█	█	█	█	█	█	█	█	█	█	█	█	█	█	█	█	█	█	█	█
21	1922	Skytop Firing Bays	DB MACC	124		█	█	█	█	█	█	█	█	█	█	█	█	█	█	█	█	█	█	█	█	█	█	█

25 Feb 2020 Industry Forum in China Lake

Design Strategy



FY	Design-Build (%)	Design-Bid-Build (%)
FY18	59	41
FY19	45	55
FY20	68	32
FY21	65	35

MILCON only
DB Preferred for most
smaller projects

- **Acquisition strategy is based on several factors**

- **DBB**

- Mission Need Date. Can start construction as soon as authorized/appropriated
- New technology....unknown design requirements (e.g. JSF)
- Complexity of project and/or special permitting

- **DB**

- UFC available (common building types, e.g. barracks)
- Core competencies

- **Best vehicle**

- Multiple Award Construction Contract
- Stand Alone procurement
- Small Business (competitive or sole source)

- **Best Source Selection**

- Best value/trade-offs
- Low Price

- **Key Performance Indicators**

- Tracking: On-Time Index (goal to be greater than 80% of target), partnering team health, time to approve pre-construction submittals (within 60-days), timeline for pre-con or PAK (within 60-days of award), partnering escalation matrix (filled out by name with decision durations), RFI response time (< 14 days) and if greater than 21 days – what is being done to close them out.

- **Ensuring contract duration gets us to the Mission Need Date (MND)**

- Calculating time for “outfitting” by others
 - Establishing the Required Beneficial Occupancy Date (RBOD)
 - Aggressively tracking Beneficial Occupancy Dates