



**NAVFAC**  
Naval Facilities Engineering Systems Command

# **American Public Works Association**

## **JOINT APWA/ASCE MEETING**

**CAPT Laurie Scott, PE**  
**Commanding Officer, NAVFAC Southwest**

**Sheraton Four Points**  
14 MAR 2024

# NAVFAC SYSCOM Mission

## OUR NORTH STAR

Drive performance and outcomes of SYSCOM Capabilities to effectively enable Fleet readiness and Marine Corps force generation

## OUR AUTHORITIES

Department of Defense (DoD) design and construction agent for military construction (MILCON)

*10 U.S.C. Chapter 169, DODM 4270.5*

Acquisition of design and construction, maintenance and facility operations, facility cybersecurity, real estate, environmental conservation and remediation, and non-tactical vehicles

*SECNAVINST 5400.15D*

Acquisition and program management of expeditionary engineering and logistics, and ocean facilities

*SECNAVINST 5400.15D*

Policy and oversight of the Department of Navy weight handling program

*SECNAVINST 11260.2B*

Acquisition, management, and disposal of real property

*SECNAVINST 11011.47D*



## NAVFAC STRATEGIC PLAN

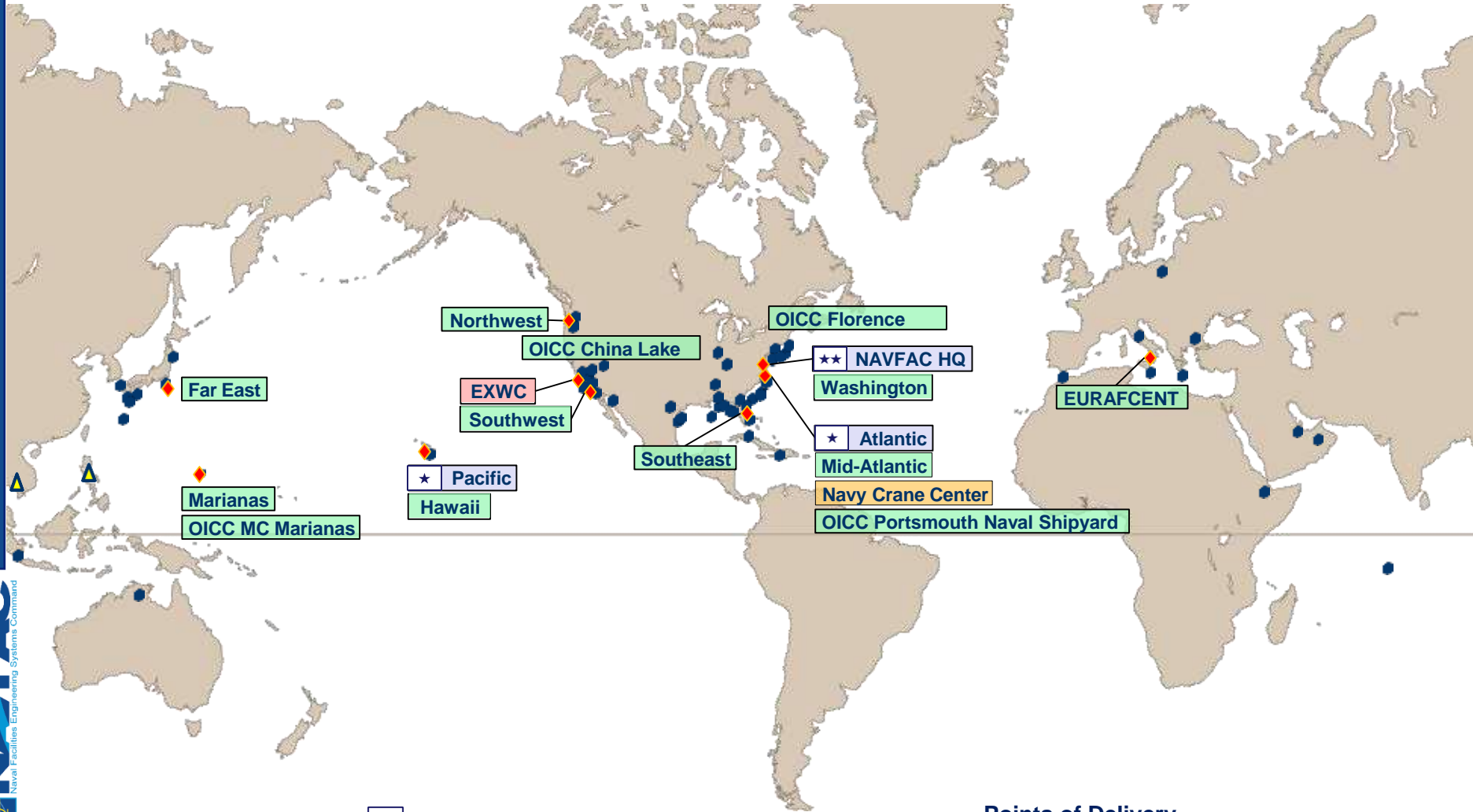
ADVANCING THE PACE OF PERFORMANCE

### Strategic Priorities:

1. Accelerate execution performance;
2. Aggressively exercise SYSCOM authorities to enable the Fleet's readiness and lethality; and
3. Strengthen, enhance, and accelerate workforce learning and performance.



# NAVFAC Global Laydown



- ★★ NAVFAC ECH II Commands: 1
- ★ NAVFAC ECH III Commands: 2
- NAVFAC ECH IV Commands: 13
- NAVFAC Specialty Center: 1
- NAVFAC Warfare Center: 1

## Points of Delivery

- ◆ Field Locations
  - 71 Navy PWDs
  - 24 USMC FEADs
  - 9 USAF ROICCs
- ▲ Theater Engineers



# NAVFAC SW Area of Responsibility



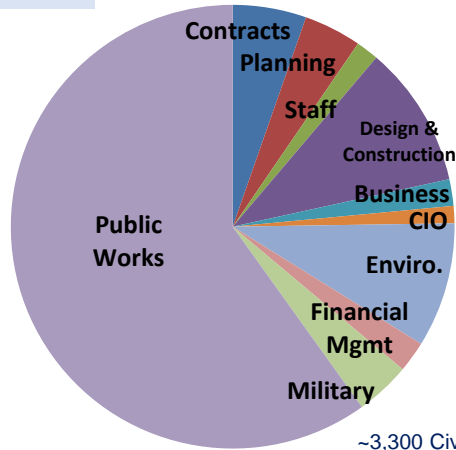
~3,300 Civilians, ~140 Military, ~\$3B of Products & Services Executed Annually Across 6 States!

# NAVFAC SW Core Senior Leaders



# Demographics

## Staffing



~3,300 Civilians and 140 Military at 19 locations

Navy	USMC	USAF
10 Installations	8 Installations	1 Installation
11,000 Facilities	10,000 Facilities	1,725 Facilities
19 Runways	12 Runways	3 Runways
61 Hangars	30 Hangars	8 Hangars
1.8M Acres	795k Acres	6,400 Acres
189 Special Areas	640 Training Areas/Ranges	
42 Piers/Wharves	6 Landing Beaches/Docks	
8 Small Arms Ranges	135 Small Arms Ranges	
17 Reserve Centers	13 Reserve Centers	
530 Tenant Commands	81 Tenant Commands	



## Major Programs

- Joint Strike Fighter
- Old Town Campus Revitalization
- Unmanned Systems
- Naval Special Warfare - Coastal Campus
- Fallon Range Training Complex
- OICC China Lake

## Core Competencies

- Design, Repair & Construction
- Environmental Compliance & Restoration
- Facilities Planning, Operations & Sustainment
- Utilities and Energy Management
- Real Estate
- Transportation and Ship to Shore Support
- Specialized Technical Services

## Major Supported Commands

- NAVAIR
- NAVSEA
- NAVWAR
- NIWC
- 3rd Fleet
- I MEF
- Naval Special Warfare
- Strategic Systems Programs
- MCI West
- NRSW



# NAVFAC SW Construction Footprint



Post Award Construction Workload @ \$6.2 Billion...Poised To Do More! Tracking to Award \$3.7 Billion in FY24

# Major MILCON Programs

Pacific Deterrence Initiative



Navy OTC Revitalization



FRTC Modernization



OICC China Lake



Joint Strike Fighter



Coastal Campus



Critical Programs ISO Military Readiness



# Public Works



**Enabling Fleet Readiness through skilled government workers at Navy Installations combined with facility support contractors at installation without an in-house government workforce**

- Civilian Employees: ~2,400
- Volume of Business: ~\$800M

## Functional Areas

- Utilities
- Transportation
- Facility Support Contracts
- Facilities Management & Sustainment
- Energy



# NAVFAC SW Public Works Area of Responsibility



Supporting Public Works Requirements Across 11 Installations in California and Nevada



# NAVFAC SW Public Works Leaders



**CAPT Blake Burket**  
Operations Officer



**James Sanfedele**  
Director of Public Works



**Danny Redmond**  
Resources and Assessment



**Alan Lacuesta**  
Facility Support Contracts



**Amy Chevalier**  
Asset Utilization



**Peter Cortez**  
Facilities Management &  
Sustainment



**Arlene Aromin**  
Utilities



**Calvin Kawamura**  
Energy



**Tihesia Parker**  
Transportation



**CDR Josh Turner**  
Metro Production Office

# Enabling Fleet Readiness



## Utilities

- Provide pier-side utilities to ships and submarines
- Operate and maintain generation and distribution systems

## Transportation

- Weapons, aircraft, and stores loading/unloading
- Floating, Mobile, and Portal crane support to ship deployments and pier-side ship repairs
  - 2,000/yr Ship Moves supported
  - 300,000/yr Crane Lifts performed
  - 12,000/yr Material Handling performed
- Vehicle procurement and maintenance, bus operation, long haul trucking of aircraft, and airfield sweeping

## Facilities Support Contracts

- Acquisition, Administration, and Program management of facility service contracts
- Consolidation of Base Operations Support Contract (BOSC)





# Functional Effectiveness



## Facilities Management & Sustainment

- Perform preventative maintenance and repairs to piers, runways, aircraft hangers, weapons magazines, command and control, and training facilities
- 100% Preventative Maintenance Execution

## Energy

- Provide resilience via Energy Enhanced Use Leases
- Provide cost savings and repairs via third party financing



## Metro Production Department (MPD)

- Centralized utility and transportation personnel to support Fleet activities in Metro San Diego
  - Naval Base Coronado
  - Naval Base San Diego
  - Naval Base Point Loma
  - Marine Corps Air Station Miramar
- Divisions
  - Utilities: Civil, Electrical, Mechanical
  - Transportation: Operations, Maintenance
- ~537 employees

# Data Management Efficiencies



## Mobile Device Deployment

- 1000 mobile devices in use
- Real time work assignment and close-out
- Conditional assessments, asset updates and work order time data input
- Live data and better resources available to technicians
- Reduction in overhead functions

## Geographic Information System (GIS) technologies and geospatial information

- Map Navy shore assets
- Display relationships in a visual format to provide near real time situational awareness and actionable information required to support quick and informed decisions
- Integrate with MAXIMO and other databases
- Maintain an accurate inventory of assets



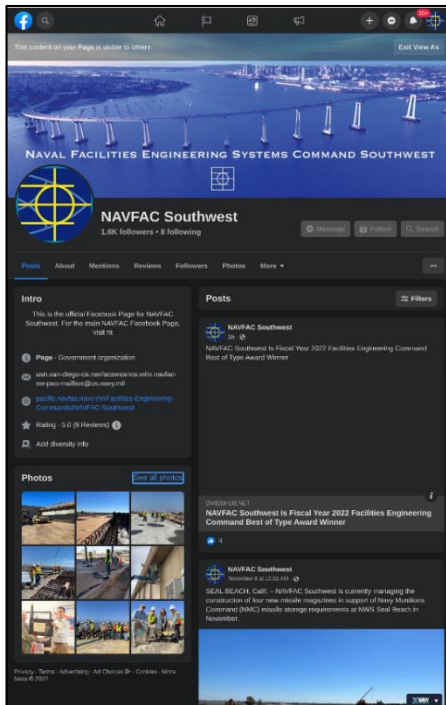


# Challenges

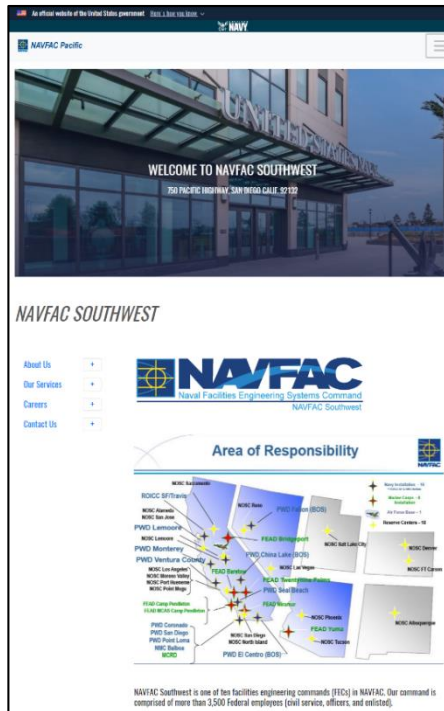


- Aged utility infrastructure, buildings, and piers
- Underfunding for sustainment and recapitalization
- 16% vacancy rate across all functional areas with an additional 20% of existing workforce retirement eligible
- Difficulty recruiting/retaining critical trades
  - High Voltage Electricians
  - Crane Operators
  - Utility System Operators
  - HVAC Mechanics
  - Fire Alarm Technicians
- Difficulty recruiting/retaining in hard to fill locations
  - Ridgecrest, CA
  - Monterey, CA
  - Lemoore, CA
  - San Clemente Island
  - San Nicolas Island

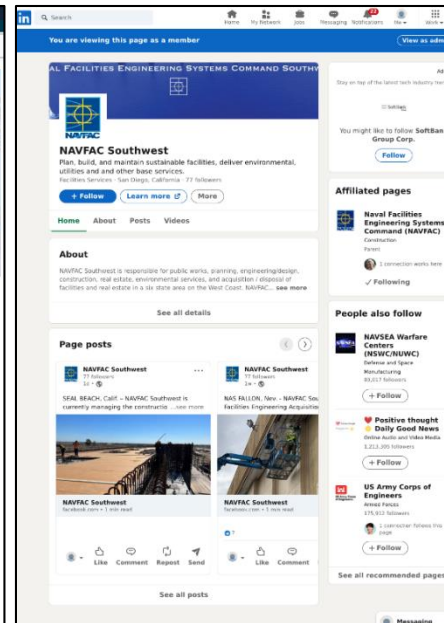
# NAVFAC SW Public Affairs



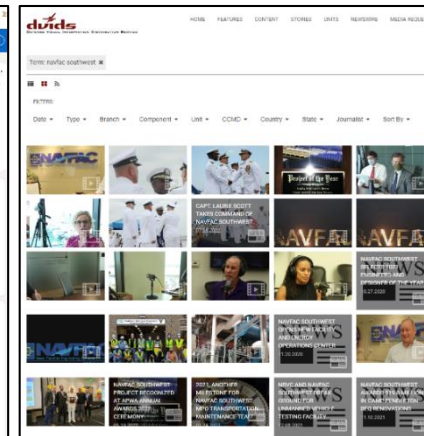
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DVIDSHUB.net



Public Affairs Officers: Mario Icarl (619) 909-8746 and Katie Cadiao (619) 887-3735  
 Email: [usn.san-diego-ca.navfacswsanca.mbx.navfac-sw-pao-mailbox@us.navy.mil](mailto:usn.san-diego-ca.navfacswsanca.mbx.navfac-sw-pao-mailbox@us.navy.mil)



# Questions?





# Execution Analytics

## Data Analytics to Inform and Drive P2P

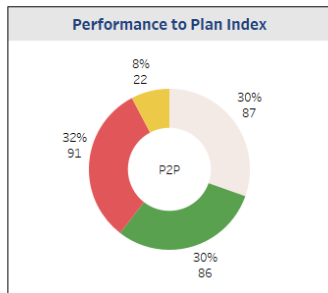
- Performance Assessment Branch (Dashboard Development)
- Operations Assessment Boards (OABs)



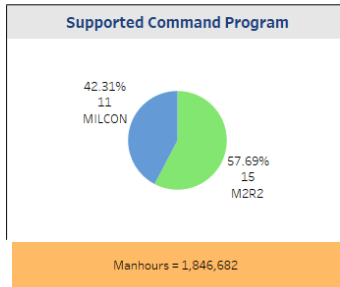
### PMIS - P2P DASHBOARDS

Dashboard Version 22 Nov 2023

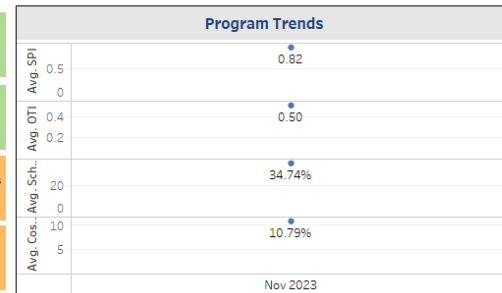
Program Multiple values Location Multiple values Design Level All Status All Awarded All Execution Team All



Project Count	26
Avg. Schedule Growth	34.74%
Avg. SPI	0.82
SPI	Min 0.42 Max 1.18



Current Program Amount	\$ 591,557,118
Avg. Cost Growth	10.79%
Avg. Closed RFI days	24
Incidents	Total DART 4 1



**Program Averages**

Schedule				Cost			Contract Performance / Quality				
-117.5	35%	0.82	0.50	0.49	11%	24	84.33	358.7	5.39	0.11	

PN#	Name	Location (short)	Program	Design Level (short)	Schedule				Cost Growth [%]	Contract Performance / Quality					
					KPI 01 RBOD Adherence [Days]	Schedule Growth [%]	SPI	KPI 12 OTI		API	KPI 07 Closed RFIs Avg [Days]	KPI 07 Closed RFIs Max [Days]	KPI 08 Open RFIs Max [Days]	KPI 09 MODs	KPI 13 NCN
91983	VETERINARY FACILITY	MCB CP	MILCON	DBB	-144	0%		0.07		0%				1	0
P079	POTABLE WATER DISTRIBUTION IMPROVE...	MCB CP	MILCON	DBB	-415	63%		0.84		-2%	63	63	674	8	0
P1090	1 MEF CONSOLIDATED INFORMATION CENT...	MCB CP	MILCON	DBB	186	0%				70%	13	56	171		0
P1111	BASILONE ROAD REALIGNMENT	MCB CP	MILCON	DB	-45	0%		0.00		0%				0	0
P1130	1ST MARDIV OPERATIONS COMPLEX	MCB CP	MILCON	DB	49	32%	0.97	1.02	0.93	29%				11	0
P1310	AMMUNITION SUPPLY POINT UPGRADE	MCB CP	MILCON	DBB	-1,019	164%		1.49		51%				15	
P2000	62 AREA MESS HALL AND CONSOLIDATED ...	MCB CP	MILCON	DB	-8	12%		1.44		6%	16	125	171	15	0
P220	COMBAT WATER SURVIVAL TRAINING FACI...	MCB CP	MILCON	DB		0%	0.99	0.79	0.12	0%	14	50	251	1	0
P2406U	G/ATOR FACILITIES 43 AREA, PHASE II	MCB CP	MILCON	DB	-164	42%		0.00		0%				1	0
P970	AMMUNITION SUPPLY POINT FACILITIES PU...	MCB CP	MILCON	DB	-1,032	219%		1.59		33%				23	
P9906	AMBULATORY CARE CENTER REPLACEMENT	MCB CP	MILCON	DBB	-354	70%	0.92	1.07	0.91	13%	14	97	356	8	0
PA1405M	REPAIR AIR HANDLERS AND BOILERS IN HA...	MCB CP	M2R2	Null		0%				0%					
PA2001M	PA2001M Repair and Reconfigure Aircraft S...	MCAS CP	M2R2	DB	-506	0%				1%	35	105	442		0
PA2002M	Repair Runway at MCAS CP	MCAS CP	M2R2	DBB	48	0%		0.00		0%				0	
PE15118M	Repair BEQ Building 210705	MCB CP	M2R2	DB	413	0%		0.17		0%	22	56	330	1	0
PE17110M	PE17110M - Repair Mess Hall 210802	MCB CP	M2R2	DB	277	0%	0.43	0.61	0.31	29%	23	82	317	9	0

# Issue Resolution & Partnering

Level	Government Team	Contractor	Risk
<b>Flag</b>	<ul style="list-style-type: none"> <li>Commander, NAVFAC PAC</li> <li>Mission Owner Flag Officer</li> <li>Commanding Officer (CO), NAVFAC SW</li> </ul>	<ul style="list-style-type: none"> <li>Chief Executive Officer</li> <li>President</li> </ul>	Extreme
<b>Executive</b>	<ul style="list-style-type: none"> <li>CO, NAVFAC SW</li> <li>Executive Officer (XO), NAVFAC SW</li> <li>Mission Owner O-6/GS-15 Executives</li> <li>Chief Engineer, NAVFAC SW</li> <li>Chief of Contracting, NAVFAC SW</li> </ul>	<ul style="list-style-type: none"> <li>CEO/President</li> <li>Vice President</li> </ul>	High to Extreme
<b>Senior Leadership</b>	<ul style="list-style-type: none"> <li>Operations Officer (OPS), NAVFAC SW</li> <li>Deputy Operations Officer, NAVFAC SW</li> <li>Mission Owner O-5/GS-14+ Leaders</li> <li>Assistant Operations Officer, NAVFAC SW</li> <li>Program/Portfolio Manager, NAVFAC SW</li> <li>Design &amp; Construction Supv. Contracting Officer, NAVFAC SW</li> <li>Design &amp; Engineering Dir., NAVFAC SW</li> <li>Design Production Director, NAVFAC SW</li> <li>Public Works Officer</li> </ul>	<ul style="list-style-type: none"> <li>Vice President</li> <li>Senior Project Manager</li> <li>Senior Design Manager</li> </ul>	Medium to High
<b>Project Delivery</b>	<ul style="list-style-type: none"> <li>Facilities Engineering and Acquisition Division (FEAD) Director, NAVFAC SW</li> <li>Supervisory General Engineer, NAVFAC SW</li> <li>Supported Command/Mission Owner Site Representative</li> <li>Project Manager, NAVFAC SW</li> <li>Design Manager, NAVFAC SW</li> <li>Construction Manager, NAVFAC SW</li> <li>Contract Specialist, NAVFAC SW</li> </ul>	<ul style="list-style-type: none"> <li>Site Project Manager</li> <li>Design Manager</li> <li>Quality Control Manager (QCM)</li> <li>Site Superintendent</li> <li>Asst. Superintendent(s)</li> <li>Site Safety and Health Officer (SSHO)</li> </ul>	Low to Medium

## Tenets of Partnering

- Regular mid and executive level communication
- Alignment of common goals and objectives
- Collaboration on risk mitigation strategies
- Sharing of Key Performance Indicators (KPIs)
- Personal commitments
- Timely resolution of issues
- Quarterly Senior Executive Contractor Forum
- Joint Scoping
- Early Contractor Involvement (ECI)

**Partnering Drives Successful Outcomes**