



# NAVFAC Southwest Command Overview

for  
Society of American  
Military Engineer's  
San Diego Post

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

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# Purpose of this Brief



- **The Navy and Marine Corps are making major facility investments**
  - Focused on operational facilities (hangars, runways, piers) and new weapons platforms
  - RDT&E facility investment has increased
  - Utility investment remains steady
  - Quality of life capital improvements is reducing
- **DoN is business minded and looking for partners**
  - Leveraging real estate for capital investment and O&M funding
  - Encouraging energy production and financed energy resiliency
  - Using Public-Public Partnerships (IGSA)
- **Changing methods and reducing administrative controls**
  - Raising a variety of approval thresholds
  - Pushing authority and capability to the field
  - Reducing environmental burden through partnerships and methods

# Why is Our Navy Important?



## *Increasing Globalization*

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



*Great Power  
Competition:  
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!***

# Projecting Power for National Defense



- IndO Pacific Region
  - 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



*Training Ranges  
Maintenance Hangars  
Simulators  
Command and Control Centers*



*Indoor Shooting Ranges  
Piers  
Ammo Storage and Handling  
Training Centers  
Resilient Utility Systems*

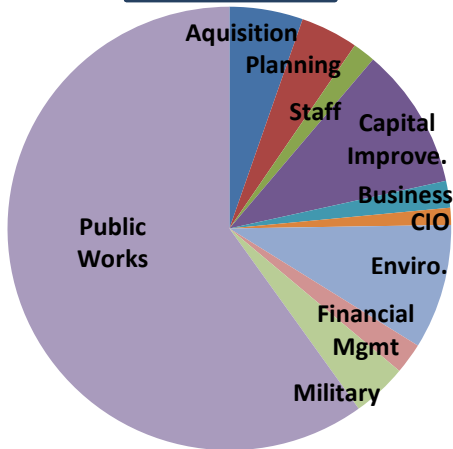


**60% of the Fleet to the Pacific**

# NAVFAC Southwest



## Staffing



3366 Civilians and 140 Military at 19 locations

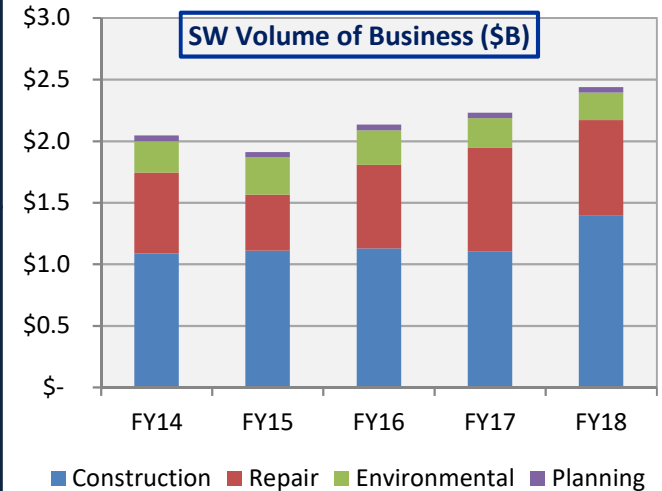
## MISSION

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 acquisition agent delivering \$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
- Maritime Surveillance
- KC-46 Pegasus Tanker
- Joint Strike Fighter
- Naval Special Warfare - Coastal Campus
- Broadway Redevelopment

## 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
- MCIWEST, TECOM & USMC Units
- Air Force
- Federal Agencies and non-DOD tenants

# 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  
2014-2019  
4 MILCONs  
\$77M

**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

Unmanned Systems, USCG, SYSCOMS

Naval Base Ventura County  
2013-2021  
4 MILCONs  
\$60M

*Gateway to PACFLT*

Ammunition Wharf and Turning Basin, Magazines

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

V-22 Osprey Bed Down

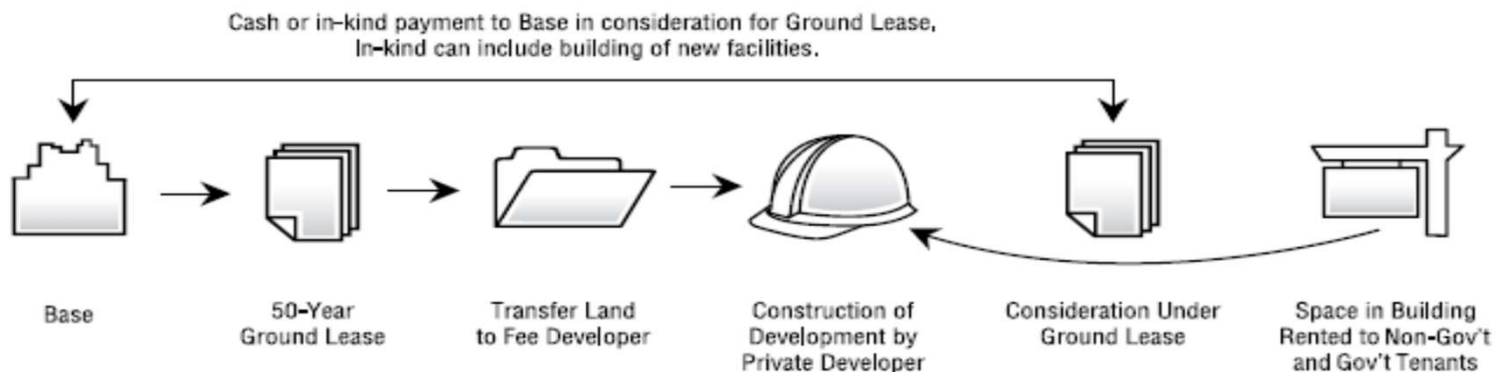
Naval Base Coronado  
2019-2020  
2 MILCONs  
\$171M

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

# Commercial Outlease (COL)

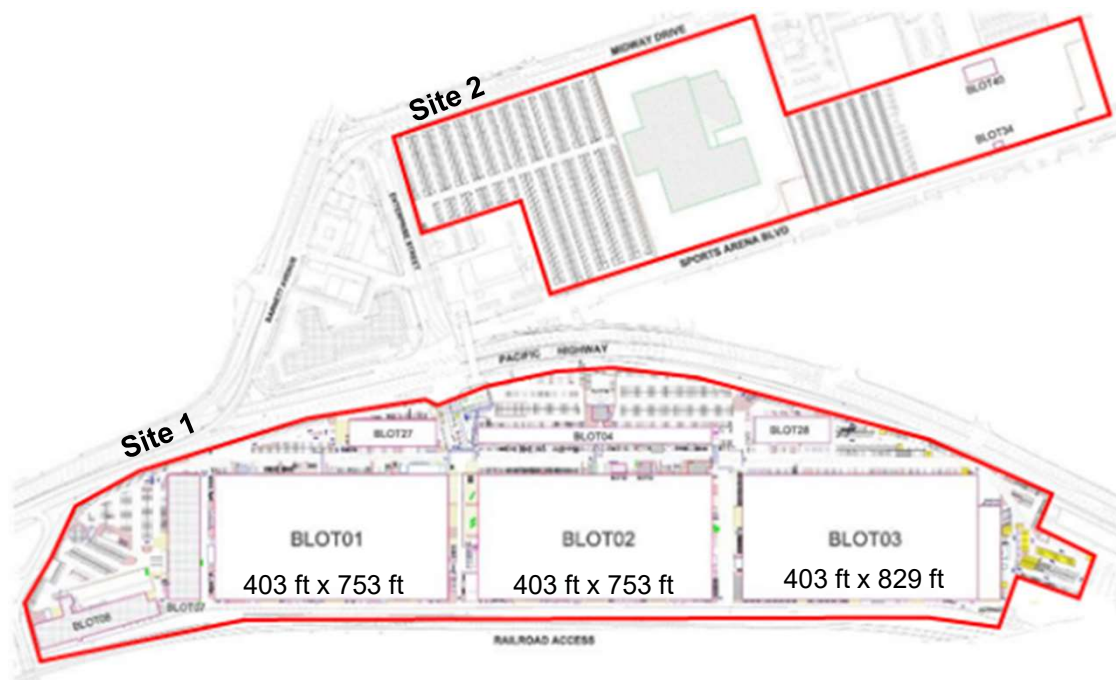


- Lease of non-excess, underutilized DoN property for compatible development with fair market value (FMV) consideration
- Previously covered under the Enhanced Use Lease (EUL) program
- 10 U.S.C. §2667 authorizes the Secretary of the Navy to outlease non-excess, Navy-controlled real property. Local leases are limited to a five-year term, or longer (50 to 99 years) with DASN approval
- Proposed leases >\$750K/year require two Congressional notifications
- Basic transaction structure is largely consistent
  - Typically transfers control (but not ownership) of property via lease to a private entity
  - Private entity/developer invests in improving the asset for financial gain
  - DoN is compensated in the form of cash or in-kind consideration
  - Termination language for military necessity



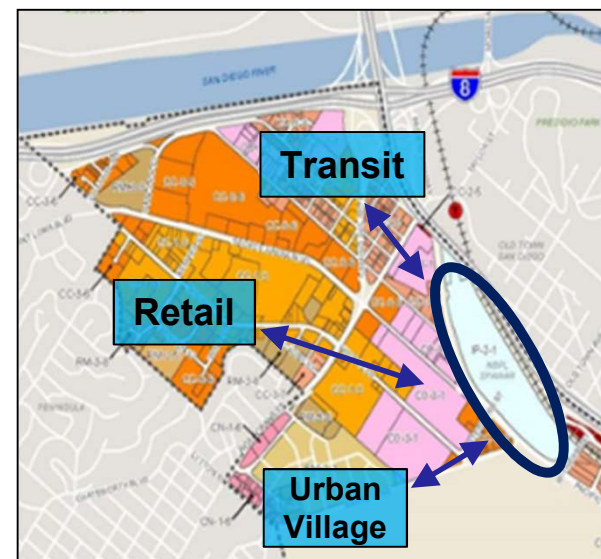


# Old Town Campus, San Diego



- **10 Buildings**
- **70.5 Acres**
  - 2 Miles from Downtown
  - Next to Old Town Transit Station
  - Next to I-5, I-8 & Pacific Hwy
- **Requirements**
  - 4k Personnel, 1.5M sqft of
  - Admin, Warehouse & Laydown

- **Requirement for safe, secure and modern facilities**
  - State-of-the-art facilities to meet the growing cyber mission
  - Nation's premier center for cyber warfare
  - Cornerstone of Midway-Pacific Highway Community
- **Looking for creative solutions**
  - Long-term lease or land swap
  - New facilities or renovate existing
  - Current location or (distributed) metro San Diego
  - Private or DoN land



**OTC proximity to Midway redevelopment**

# Public Private Venture (PPV)



- **10 U.S.C. 2871:** Military Housing Privatization Initiative (MHPI)
- 50-year ground lease to construct, maintain and manage property and housing
- Provides
  - Long-term sustainment
  - Construction of new housing with limited or no government funding
- Southwest in early stages of expanding unaccompanied housing (barracks) privatization to meet personnel growth and shortfall of renovation funds
- DoD considering privatization of all temporary lodging



***Time to Expand Housing Options***

# Energy Partnerships



- **Marine Corps Air Station (MCAS) Yuma**
  - 3 acres of underutilized land leased to Arizona Public Service (APS)
  - 26 MW of on-site diesel generation for APS load shaping
  - Direct connect to MCAS electric grid provides 100% back up generation
- **Intergovernmental Services Agreement (IGSA) with City of San Diego**
  - Miramar Landfill Gas (LFG) energy for MCAS Miramar
  - Additional 1.6 MW direct connect to MCAS microgrid (existing 3.2 MW LFG)
  - 10 year initial term per recent legislative 10 USC 2679 Sole Source authority
  - Overall energy cost reduction and enhancement of microgrid resiliency
- **California Islands (San Clemente and San Nicolas) Resiliency**
  - Industry Forum March 2019 to seek holistic approach for energy/water sustainability and resiliency. Solutions may include PPA's, ESPC's, UESC's, and all other authorities
  - Both islands currently have wind turbine generation and primary diesel generation
  - Fuel and water are barged
  - High cost of Navy generated power
  - Non-robust grid

# Environmental Process Improvements



- **Planning – National Environmental Policy Act (NEPA)**

- Navy EA/EIS templates
- New Navy CATEXs
- ASN(EI&E) Section 106 Consultation memo
- Create and utilize more Programmatic consultation documents
- Promoting legislation extending periods for Marine Mammal Protection Act Letters of Authorization

- **Compliance**

- Pro-active partnering relationships
  - California Air Pollution Control Districts
  - Active Industry Organization Participation
  - AB617 Community Air Program
- Joint education forums promoting Navy positions; improved rulemaking and permit conditions; community acceptance of Navy mission

- **Contaminant Cleanup (Environmental Restoration)**

- Remedy optimization reviews
- Formal facilitated regulatory partnering

# Management Initiatives



- **Alignment with the Pacific creates business opportunities**
- **NAVFAC Enterprise Reorganization**
  - End of “Integrated Product Team” construct
  - Integration AM, EV and CI personnel into communities
  - Leadership and Project Managers collocated as before (Coastal, Desert & Marine Corps)
  - Greater flexibility in technical assignment and skills development
- **Electronic Construction Management System (eCMS)**
  - Platform to submit, review, respond to, and store RFIs and submittals for construction and facilities support contracts over \$150K
  - Action items and calendar to help team members stay organized
  - System to capture communications, decisions, and information related to lifecycle of project

# Execution Initiatives



- **Public Works Department Optimization**

- Right balance between a PWD's contracting tools and its in-house shop forces creating efficiency and effectiveness
- Creates a multitude of competitive tools for faster and cheaper execution of smaller, less complex work
- Replaces many sole source contracts with competitive procurements, saving ~23% (\$15.8M/year at SW Navy bases)

- **Workload balancing: Shift in execution of projects <\$5M to the installations (<\$10M if size of office supports)**

- Increase technical staff at those offices
- More response to clients, designers, and contractors
- MCON work will not be shifted

# Focused Contracts for Installations



- Geographical Mini-MACs
- High Voltage Electrical PM & IDIQ
- Job Order Contracts (JOC)
  - General Construction
  - Electrical/High Voltage Electrical
  - Mechanical and Plumbing
  - Civil
- Indefinite Delivery/Indefinite Quantity (IDIQ)
  - Airfield Paving & Road Paving
  - Flooring
  - Roofing
  - Fencing
  - Painting

Awarded
Pending Awd
Proposals Received
Proposals Due
Sources Sought
18 More Under Development

Lead Installation	Contract Type	Value	Tentative Award Date
Pt Loma	HVE IDIQ	\$ 7,000,000	1/10/2019
China Lake	Gen Con JOC	\$ 49,000,000	2/13/2019
All	NorCal & Nevada MINI-MAC	\$ 99,999,000	7/31/2019
Ventura	Specialty JOC	\$ 49,000,000	7/31/2019
Ventura	Gen Con JOC	\$ 49,000,000	7/31/2019
Ventura	Roofing Pre-priced IDIQ	\$ 30,000,000	7/31/2019
Ventura	Electrical	\$ 25,000,000	7/31/2019
Lemoore	Gen Con JOC	\$ 30,000,000	7/31/2019
Lemoore	Specialty JOC	\$ 40,000,000	7/31/2019
Seal Beach	Gen Con JOC	\$ 15,000,000	7/31/2019
Seal Beach	Roofing Pre-priced IDIQ	\$ 35,000,000	7/31/2019
Seal Beach	Specialty JOC	\$ 49,000,000	7/31/2019
CPEN	Gen Con JOC	\$ 49,000,000	7/31/2019
El Centro	Specialty JOC	\$ 10,000,000	7/31/2019
Fallon	Gen Con JOC	\$ 25,000,000	7/31/2019
Barstow	Gen Con JOC	\$ 49,000,000	7/31/2019
Barstow	Specialty JOC	\$ 25,000,000	7/31/2019
Pt Loma	Gen Con JOC	\$ 99,000,000	7/31/2019
Pt Loma	Specialty JOC	\$ 90,000,000	7/31/2019
Pt Loma	Mechanical/HVAC JOC	\$ 49,000,000	7/31/2019
All	SoCal & AZ MINI-MAC	\$ 99,999,000	7/31/2019
All	Central CA MINI-MAC	\$ 99,999,000	7/31/2019
Ventura	Road Paving pre-priced IDIQ	\$ 25,000,000	12/31/2019
Ventura	Mechanical/Plumbing JOC	\$ 30,000,000	12/31/2019
Lemoore	Road Paving pre-priced IDIQ	\$ 49,000,000	12/31/2019
Seal Beach	Wet Utilities JOC	\$ 20,000,000	12/31/2019
Seal Beach	Road Paving pre-priced IDIQ	\$ 35,000,000	12/31/2019
Monterey	Specialty JOC	\$ 20,000,000	12/31/2019
Barstow	Mechanical/Plumbing JOC	\$ 49,000,000	12/31/2019
Pt Loma	Roofing Pre-priced IDIQ	\$ 49,000,000	12/31/2019
Pt Loma	Painting Pre-priced IDIQ	\$ 20,000,000	12/31/2019

# Performance Initiatives



- **Mechanical Systems Improvements**

- Review adequacy of DB Whole Building Energy Simulation Source Selection Factor: Limited information pre-award prevents meaningful simulation
- Hire additional mechanical engineers and technicians
- Seek PWD feedback on mechanical systems performance
- Identify acceptance issues during design
- Improve commissioning team scheduling

- **Commercial standards vs military criteria**

- Use of aluminum wire in addition to copper for outdoor equipment – previously limited to copper wire
- More performance based seismic design with site analysis to better align with industry



# Acquisition Initiatives



- Expanded use of Lean Process to all modifications (not just construction) and to task orders up to the SAT (\$250K)
- Eliminated requirement for HQ approval to bring more than five offerors to Phase Two in D/B IDIQs and to make non-price factors more important than price
- Increased use of price-only selection procedures for MACC task orders from \$10M to \$25M
- Increased the threshold for written task order evaluation plans from \$10M to \$25M
- Increased MACC ceiling limit from \$100M to \$250M (or higher with HQ approval)
- Streamlined LPTA process so that evaluation is only required on the 1 3 lowest priced proposals (changed from 5)
- Revised policy to allow for 5-year contract terms vs options

# Acquisition Initiatives



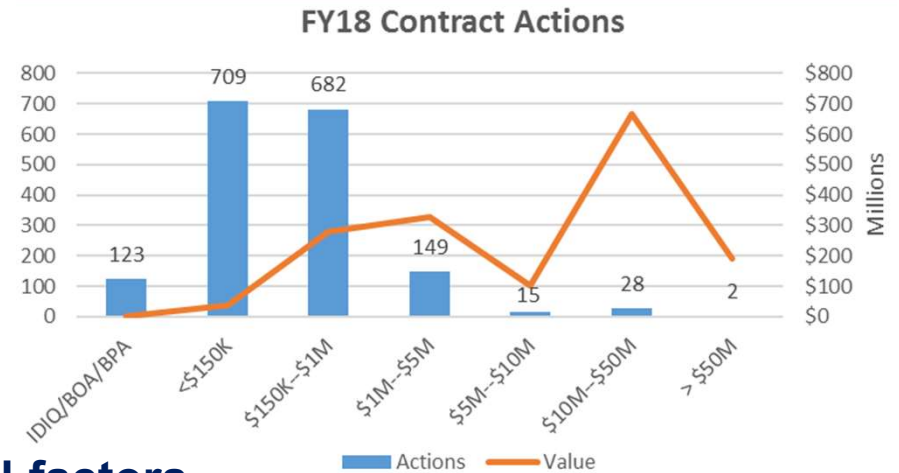
- Streamlined documentation process to allow Contracting Officers to sign their own work up to \$750K (previously \$150K)
- Increased local authority to approve source selection plans from \$100M to \$250M; approve A/E selection reports from \$30M to \$100M; authorize construction options to be exercised for a period longer than 365 days from date of contract award
- Eliminated requirement to prepare a separate decision memorandum documenting whether or not use of a project labor agreement is appropriate and to seek counsel review on streamlined acquisition plans less than \$100M
- Eliminated requirement to obtain Level III Contracting Officer approval when the price of a modification or the sum of the modifications issued to date will exceed the original contract price

# Acquisition Strategy



<b>FY17</b>	53% Design-Bid-Build 47% Design-Build
<b>FY18</b>	44% Design-Bid-Build 56% Design-Build
<b>FY19</b>	43% Design-Bid-Build 57% Design-Build

MILCON only  
DB Preferred for most  
smaller projects



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

- **DBB**
  - Operational “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-Technically Acceptable
  - Low Price

# Partnering



- **Best dispute resolution is dispute prevention**
  - Cooperative relationships
  - Identify common goals & interests
  - Lines of communication – dispute resolution ladder
  - Cooperative problem solving
  - Clear expectations
- **Increasing focus on formal partnering**
  - Level of partnering had decreased
  - Growing number of projects have significant delays & cost impacts
- **Greater A/E involvement**
  - Critical with DBB
  - Resetting relationship when government owns the risk

**Partnering: Dispute prevention to Increase Readiness**

# NAVFAC Strategic Design 2.0



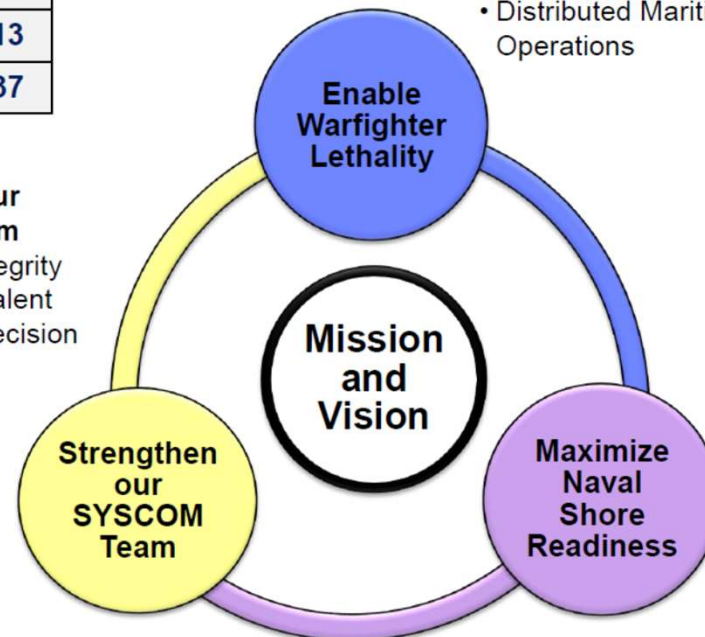
- Aligns with the National Defense Strategy, the CNO's Design for Maintaining Maritime Superiority 2.0, and the marine Corps Operating Concept

- Emphasizes **SPEED** and **AGILITY** as the two distinguishing characteristics that will define NAVFAC's success as a Systems Command

LOE	3
Focus Areas	6
Goals	13
Initiatives	37

**Strengthen our SYSCOM Team**

- Financial Integrity
- Workforce Talent
- Analytical Decision Making



**Enable Warfighter Lethality**

- Distributed Maritime Operations

**Maximize Naval Shore Readiness**

- Product and Service Performance
- Infrastructure Capability

# NAVFAC Strategic Design 2.0



Charter Element	PS1.A Initiative Description
<b>Title</b>	<b>Increase Collaboration.</b> Increase collaboration with industry, academia, agencies, other SYSCOMs, and services to strengthen technical competencies and process improvement
<b>Initiative Lead</b>	<b>HQ CI</b>
<b>Purpose</b>	Increase external collaboration through the following: hosting and attending industry and academic forums; teaming with DoD Services, Navy SYSCOMs, and outside agencies and organizations to develop solutions to common problems; establishment of cooperative relationships with colleges and universities; participation on panels and committees.
<b>Desired Outputs</b>	Identify key and high potential enablers of NAVFAC mission and specific targets of opportunity for deliberate and purposeful engagement.
<b>Scope</b>	Effort is aimed at collaboration with external organizations.

Charter Element	PS3.B Initiative Description
<b>Title</b>	<b>MILCON Design.</b> Compress MILCON design process to 1 year
<b>Initiative Lead</b>	<b>PAC</b>
<b>Purpose</b>	Focus is on reducing the average time for design from what is currently roughly 3 years to 1 year.
<b>Desired Outputs</b>	Identification and adaptation of innovative practices and process changes along with surfacing any areas requiring legislative relief.
<b>Scope</b>	Efforts should be informed by discussions with industry, other agencies, supported commands and Secretarial and legislative contacts. Design process defined as time period from FSDDA issuance until construction contract award (DBB) or design acceptance (DB). Analysis should also consider barriers to fast tracking of DB.

# NAVFAC Strategic Design 2.0 (SW Lead)



Charter Element	PS3.C Initiative Description
<b>Title</b>	<b>PWD Agility.</b> Improve PWD agility to rapidly respond to emerging work
<b>Initiative Lead</b>	<b>PAC (SW)</b>
<b>Purpose</b>	Identify opportunities for improving PWD/FEC ability to rapidly respond to changing and emergent requirements.
<b>Desired Outputs</b>	Specific recommendations for the following: <ul style="list-style-type: none"> <li>- Improved acquisition planning to ensure appropriate contract tools are available when needed;</li> <li>- Employment of new/innovative contracting tools that allow much quicker response with less effort than current tools;</li> <li>- Determination of appropriate in-house and contractor mix aimed primarily at improved agility in the provision of PW, CI, AM and EV products and services;</li> <li>- Use of standard templates to streamline and reduce contracting effort; and smart use of existing contract tools to extract full potential for rapid response (i.e. fast track DB; use of AE IDQ, etc.)</li> </ul>
<b>Scope</b>	Effort includes the full range of products and services and other work performed by the PWDs.

Charter Element	IC1.E Initiative Description
<b>Title</b>	<b>Facility-Related Control Systems:</b> Develop an enterprise design, procurement and maintenance strategy for facility-related control systems
<b>Initiative Lead</b>	<b>PAC (SW)</b>
<b>Purpose</b>	Ensure practical and sustainable approach to control system cyber security.
<b>Desired Outputs</b>	Rationalized procurement strategy for industrial equipment and controls that minimizes sustainment effort.
<b>Scope</b>	Efforts should be informed by discussions with industry, other agencies, cyber professionals, and procurement and contracting officials and organizations.

# Significant FY19 Procurements



Project #	Project Title	Location	Est. Cost	RFP Date
P586	Missile Assembly Building and High Explosive Magazine	NB Ventura County, CA	> \$10M	07 FEB 2019
P5001	Full Motion Trainer Facility	MCB Camp Pendleton, CA	> \$10M	08 FEB 2019
ST15-1744	FY19 Maintenance Dredging - Piers 1, 3 & Paleta Creek	NB San Diego, CA	> \$10M	08 FEB 2019
DE18-0848	Phibcor-500 Demolish Building	NB Coronado, CA	\$1M - \$5M	10 FEB 2019
PE17124M	Repair BEQ 53451	MCB Camp Pendleton, CA	\$1M - \$5M	14 FEB 2019
MI1703M	Repair BEQ Building 5698	MCAS Miramar, CA	\$5M - \$10M	15 FEB 2019
Q949/Q950	SOF ATC Facilities	NB Coronado, CA	> \$10M	21 FEB 2019
P110	LCS Mission Module Readiness Center	NB San Diego, CA	> \$10M	18 MAR 2019
P284	F-35 Maintenance Hangar	NAS Lemoore, CA	> \$10M	06 MAR 2019
P1018	CMV-22B Airfield Improvements	NB Coronado, CA	> \$10M	12 MAR 2019
RM15-1243	Repair Electrical Distribution System & Manholes	NB Coronado, CA	\$1M - \$5M	14 MAR 2019
P777	Directed Energy Systems Integration Lab	NB Ventura County, CA	> \$10M	27 MAR 2018
SD1804M	Repair Fire Alarms at B625 BEQ	MCRD San Diego, CA	\$1M - \$5M	27 MAR 2019

[https://www.navfac.navy.mil/navfac\\_worldwide/pacific/fecs/southwest.html](https://www.navfac.navy.mil/navfac_worldwide/pacific/fecs/southwest.html)



# Environmental Procurements In-Progress



Short Title	Environmental Scope	Type	Capacity/Duration	RFP	Planned Award
8(a) EMAC	Restoration	Multiple Award, Fixed Price	\$95 M / 5yr	Feb 2018	FY19 Q3
NEPA Planning Infrastructure	NEPA	8(a) A/E IDIQ	\$4 M / 5 yr	Jan 2019	FY19 Q3
SB EMAC	Restoration	Multiple Award, Fixed Price	\$240 M / 5 yr	Pending - FY19 Q2	FY19 Q4
MARAC	Restoration	Multiple Award, Cost Plus	\$240 M / 5 yr	Pending - FY19 Q2	FY20 Q1
Natural Resources MAC	Conservation	SB Multiple Award	\$30 M / 5 yr	Pending - FY19 Q2	FY20 Q2
Water Monitoring, Abatement	Compliance	SB A/E IDIQ	\$100 M / 5 yr	Pending - FY19 Q2	FY20 Q2
Exotic Weed Abatement	Conservation	Multiple Award, Pre-priced ELIN	\$49 M / 5 yr	Pending - FY19 Q2	FY20 Q3
Cultural Resources MAC	Conservation	SB Multiple Award	\$30 M / 5 yr	Jun 2018	FY20 Q3
RADMAC	Restoration	Multiple Award, Fixed Price	\$500 M / 5 yr	FY19 Q4	FY21 Q1

[https://www.navfac.navy.mil/navfac\\_worldwide/pacific/fecs/southwest.html](https://www.navfac.navy.mil/navfac_worldwide/pacific/fecs/southwest.html)

# 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, there are navigation links for "Employees", "eProjects SC Access", and "View Map". The main content area is divided into two sections. The first section, titled "USEFUL LINKS", contains three bullet points: "Contractor Visit Protocol", "Future Workload Projection for Q1 FY2019", and "How to Obtain an Architect-Engineer Contract with NAVFAC Southwest". The second section, titled "TREASURE ISLAND CLEANUP INFORMATION", contains text about the environmental and radiological cleanup program at the former Naval Station Treasure Island (NSTI). A red box highlights the "USEFUL LINKS" section, and a red arrow points from it to a larger, detailed view of the same section on the right. This detailed view shows the same three bullet points, plus additional links: "New Hire" Information, The San Diego Metro Work Induction Form, Integrated Natural Resource Management Plans, USA JOBS (with a sub-link for applying for Civilian positions), EMERGENCY INFORMATION, and Navy Family Accountability & Support.

[https://www.navfac.navy.mil/navfac\\_worldwide/pacific/fecs/southwest.html](https://www.navfac.navy.mil/navfac_worldwide/pacific/fecs/southwest.html)

**Full transparency on projects & acquisition tools**