

NAVFAC

Naval Facilities Engineering Systems Command

NAVFAC SOUTHEAST

NAVFAC SE Industry Forum

“Getting Off to a Fast Start”

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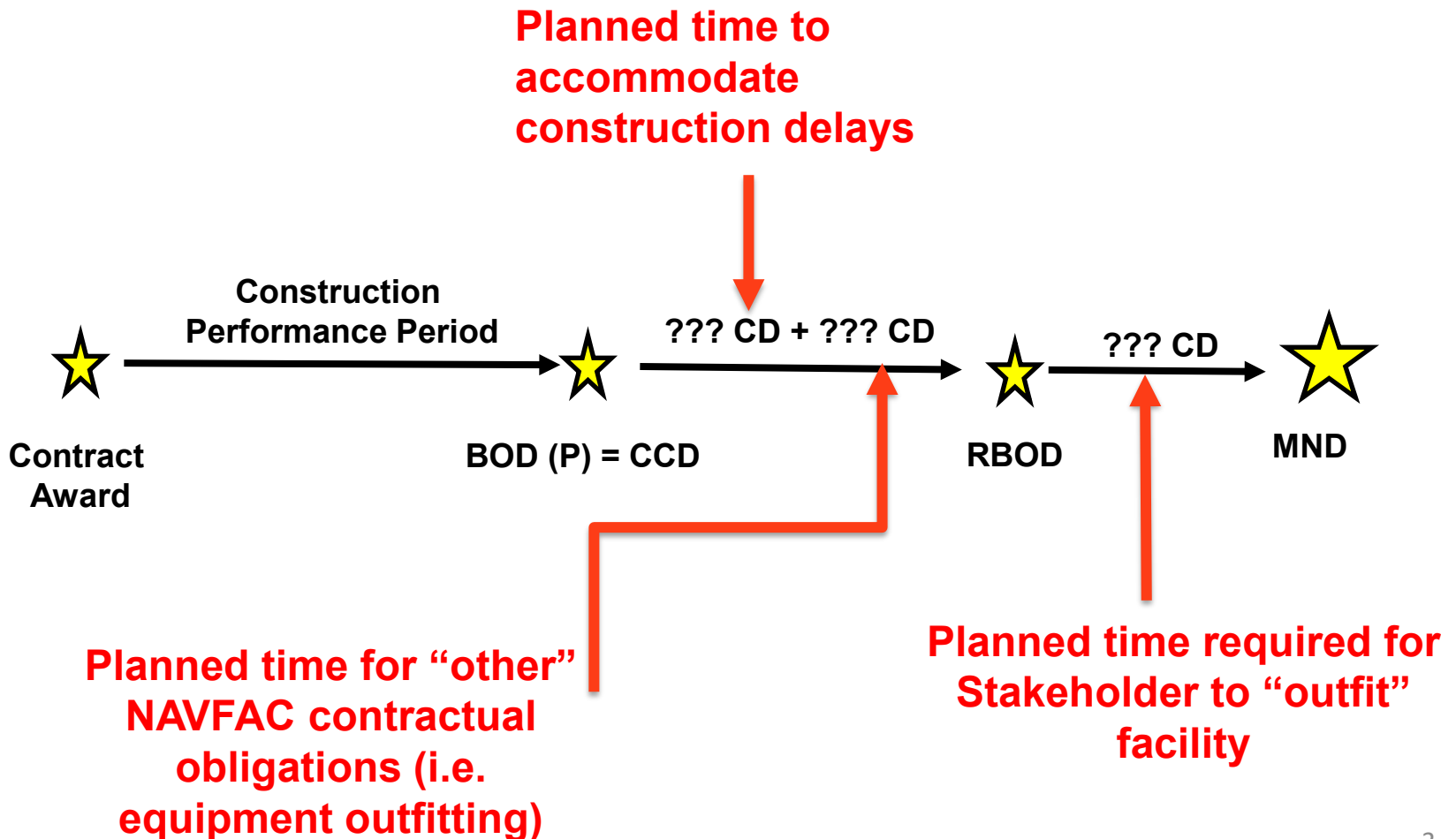
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Agenda

- The Driver – Mission Need Date
- What is NAVFAC doing to improve its Project/Construction Management?:
 - Partnering
 - eCMS
 - Key Performance indicators (KPIs)
- What can contractor's do to make sure they get off to a fast start?:
 - Preconstruction Submittals
 - Continual Schedule Management
 - Contractor's influence on KPIs
- Finish Strong – Red Zone Meetings and 1354's

Mission Need Date



Project Delivery Key Performance Indicators (KPIs)

- Problem Statement: NAVFAC's volume of projects and current lack of KPIs do not allow for early indication of at-risk projects. Effective program/project management requires the use of KPI's for earlier engagement in order to prevent or mitigate project delays.
- Desired Effect: Delivering projects that meet supported commander requirements and their mission need dates (MND) is imperative to increasing the trust and confidence of our customers. NAVFAC's project delivery will improve with the use of these KPIs to support data analytics and drive risk-based decisions
- KPI's are internal NAVFAC measures of the health of a project. There are eight (8) Pre-Award and 14 Post-Award, which is our area of concentration as our partner contractors have enormous influence on these.

Post Award KPI

#	DESCRIPTION	SOURCE	TRIGGER
1	Contractor mobilization	eCMS	Contractor not mobilized within 60 days after Design-Bid-Build (DBB) contract award or Design Build (DB) Architect- Engineer design approval
2	All pre-construction submittals, defined within Section 01 33 00, are approved	eCMS	Not approved 60 days after contract award
3	Pre-construction conference (DBB) or Post-Award Kickoff meeting (DB) completed	eCMS	Not completed 60 days after contract award

Post Award KPI

#	DESCRIPTION	SOURCE	TRIGGER
4	Partnering escalation matrix established (identifying key GOV and KTR decision makers by name and decision durations)	eCMS	Not established 60 days after contract award
5	Total # of Request for Information (RFIs) (by status)	eCMS	TBD
6	Average response time of valid and completed (closed) RFIs	eCMS	Greater than 14 calendar days (average)

Post Award KPI

#	DESCRIPTION	SOURCE	TRIGGER	
7	Average duration of outstanding (open) RFIs	eCMS	Greater than 21 calendar days (average)	
8	On-Time Index	eContracts	Less than 80%	
9	Partnering team health surveys conducted by NAVFAC Construction Manager/Contracting Officer Representative and Construction Contractor Project Manager and with average total score of at least 4.0 or satisfied/satisfactory	eCMS	Less than 4.0 or satisfied/satisfactory	

Electronic Construction Management System (eCMS)

- In 2019 NAVFAC began using Electronic Construction Management System (eCMS) for project execution. This is a data exchange for processing submittals, RFI's, Daily/QC Reports as well as other work/process flows to uniformly transmit and manage information related to the construction project.
- It provides uniformity in work/process flow across the NAVFAC enterprise and aids NAVFAC manager with monitoring the Project's Health through KPI's
- eCMS is required to be used on projects >\$250K
- Mike Guarino, SE's eCMS SME/POC is always available to answer questions and provide training on eCMS for both Government and Contactor users. He can be emailed at michael.j.guarino2.civ@us.navy.mil

NAVFAC's Updated Partnering Approach

Definition:

Partnering is a proactive project management process to achieve common project goals through improved communications, problem solving, and commitment to project success.

In October 2020 NAVFAC Commander RADM Korka released the updated instruction 11013.40B on Project Partnering. The update incorporated partnering aspects from Construction Industry Institute (CII) and had the following enhancements:

- Partnering begins at the pre-award (planning and design) phases and not just focused on post-award construction.
- Identification of Key Government and Contractor decision makers by Name.
- Identify levels of escalation and expected decision making duration to achieve resolution.
- Partnering escalation matrix is typically developed/established during the required formal or informal partnering sessions.

Preconstruction Submittals*

- List of Contact Personnel
- Insurance and Bonds
- **Quality Control Plan (QCP)**
- List of eCMS User
- **Baseline Schedule**
- Submittal Register
- **Accident Prevention Plan (APP)**
- Special Inspections (if applicable)
- Construction Site and Traffic Control Plans
- Schedule of Values/Earned Value Report
- **Environmental Requirements**
- Commissioning (if applicable)

* List is not all Inclusive. Review Contract for ALL Preconstruction Requirements

Preconstruction Submittals

Quality Control Plan (QCP) – Follow guidance in UFGS 01 45 00

- Common QCP deficiencies:
 1. Quality Control Mgr. (QCM) reporting to Super or PM. They need to report to an officer of the firm. Often coinciding with this is Appointment Letters also need to be signed by an officer of the firm
 2. QCM resume not detailed enough to determine required experience
 3. Missing definable features of work (DFOW) and a detailed Test Plan
 4. Valid CQM-C certificate not provided for QCM (Certificates have to be renewed every 5-years)

Preconstruction Submittals

Accident Prevention Plan (APP) – Follow guidance in UFGS 01 35 26 and EM 385-1-1 (Appendix A)

- Common APP deficiencies:
 1. Not site-specific to current project
 2. Not signed by required personnel: Officer of Firm, APP preparer, Site Super, SSHO, QCM and CSP
 3. SSHO resume not detailed enough to determine required experience
 4. Missing required training certificates
 5. Emergency routes not included in APP

Preconstruction Submittals

Baseline Schedule – Follow guidance in UFGS 01 32 17.00 20. Additional guidance provided with Baseline and Monthly Review Checklists (link is in spec)

- Common Schedule deficiencies:
 1. Improper use of calendars:
 - a. Calendars missing holidays as non-workdays (most common is the new Juneteenth holiday).
 - b. Failure to create a weather calendar
 - c. Failure to include non-workdays for exclusionary periods per spec 01 14 00
 2. Not including a 'Must Finish By' date and time (which shall be 5:00 PM on the CCD)

Preconstruction Submittals

Baseline Schedule – (Con't)

- Common Schedule deficiencies:
 2. Incorrect use of Responsibility (RESP) codes:
 - Prime Contractor shall not be assigned to all the activities.
 - Subcontractor responsible for various work activities shall be assigned a their unique RESP code
 3. Failure to submit all required Baseline submittal documents
 - Submission should include: .xer native schedule file, PDF of full schedule, Longest Path schedule, narrative, S-Curve, Schedule Log Report, Earned Value Report, Checklist, etc. per UFGS

Preconstruction Submittals

Environmental Protection Plan (EPP) - Follow guidance in UFGS 01 57 19

- General EPP guidance:
 1. Complete required Environmental Compliance Assessment Training and Tracking System (ECATTS) Training no later than 30-days after contract award
 2. Thoroughly review the plans and specification to understand the environmental requirements under a specific contract. There are many variables in this section depending on the type of work being executed.
 3. State and Local environmental requirements vary by Base.

Finishing Strong

- **Red Zone – UFGS 01 30 00**

- aka Facility Turnover Planning Meetings
- Meeting commence approximately at 75% completion or 3-6 months prior to BOD
- Checklists specific to Contractor, NAVFAC and Client
- Regular meetings held till all required items are completed

- **1354 – UFGS 01 78 00 (but referenced in others)**

- Government provides to Contractor at start of contract
- Contractor, by property code, will track quantity and cost
- Submit Interim 1354 60-days prior to final acceptance
- Tracked as an activity on project schedule

Getting Off to a Fast Start

Any Questions ?