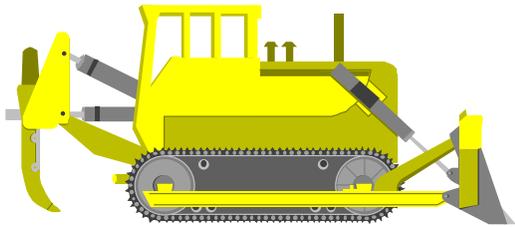


LANTDIV ROICC Conference



ROICC Advocate Issues

Gary W. Mackey P.E.
Code OPD/CI5

Topics

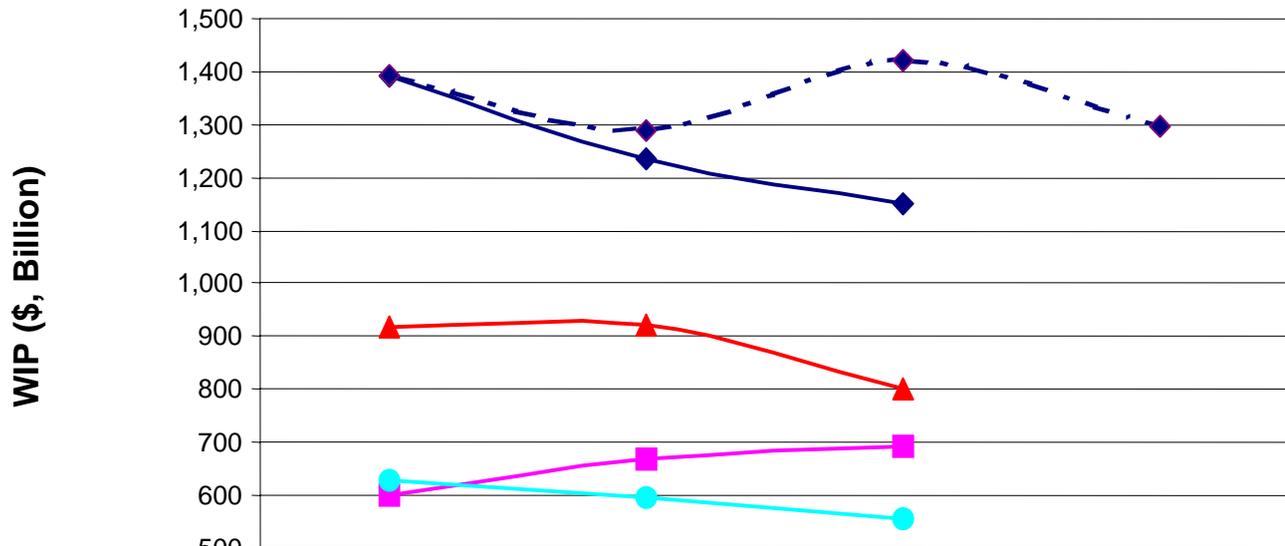
- ROICC Staffing
- Execution Slides
- ROICC Office Metrics
- Board of Director Metrics
- Community Management
- NAVFAC Initiatives
- P-445 Implementation
- ROICC Office Model (ROM)
- Client Surveys (To be discussed by John Stock)

ROICC Staffing

- Workload driven algorithms
- John McLaren to give more detail info

Construction Workload

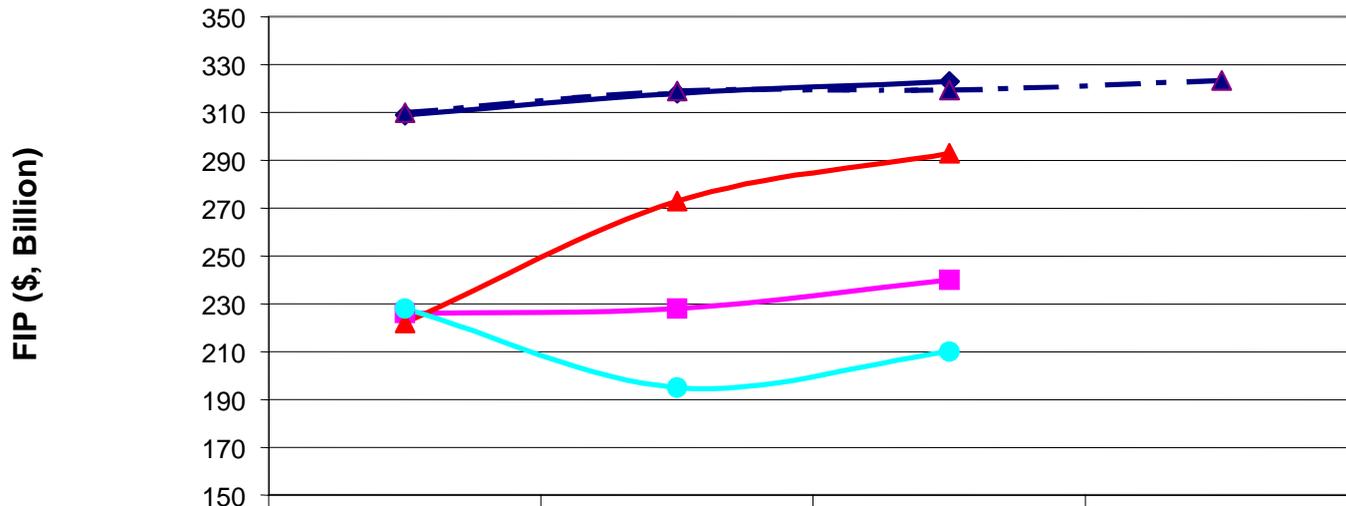
G Line Workload (Excluding Reimbursable)



	FY01	FY02	FY03	FY04
◆ LANTDIV	1,393	1,236	1,150	
■ SOUTHDIV	600	669	693	
▲ SWESTDIV	917	920	802	
● PACDIV	628	597	557	
◆ - - LANTDIV Revised	1,393	1,286	1,420	1,296

FSC Workload

Y Line Workload (Excluding Reimbursable)



◆ LANTDIV	309	318	323	
■ SOUTHDIV	226	228	240	
▲ SWESTDIV	222	273	293	
● PACDIV	228	195	210	
▲ LANTDIV Revised	309	318	318	322

What are we looking at?

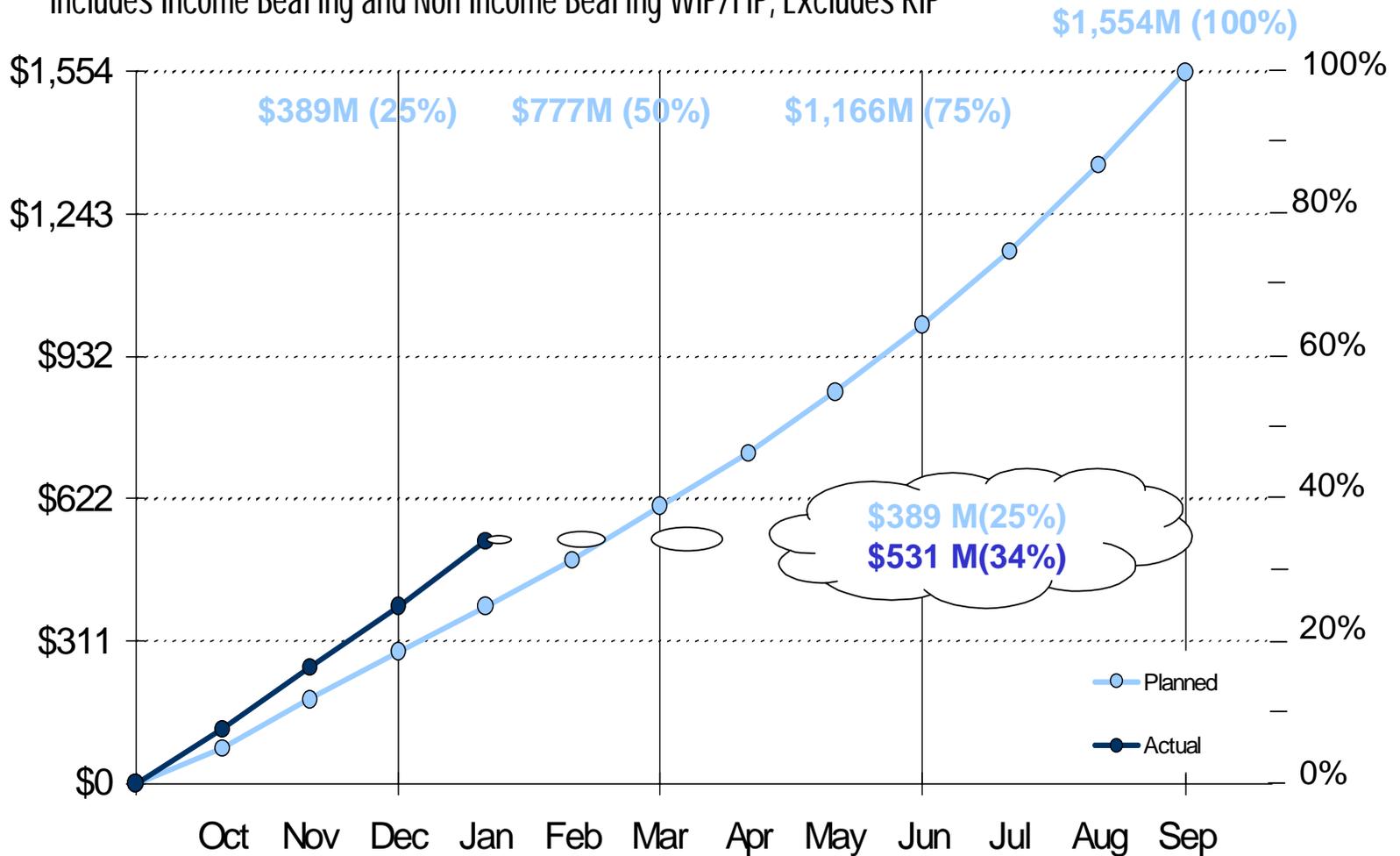
- **Execution slides each month**
- **ROICC Office Metrics**
- **Board of Director Metrics**

Execution Slides

FY02 Work in Place LANTDIV

(\$1,554 M)

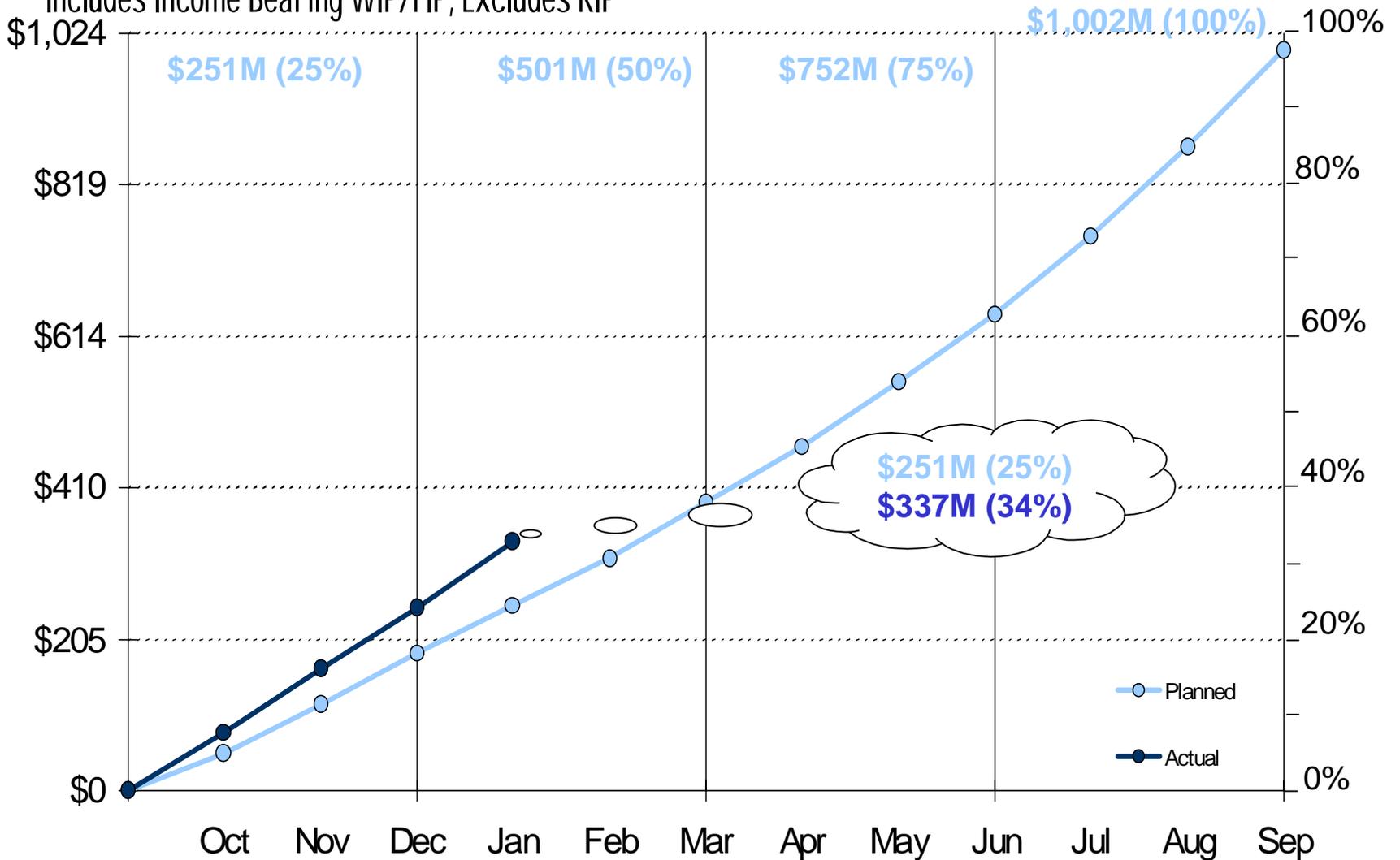
Includes Income Bearing and Non Income Bearing WIP/FIP, Excludes RIP



FY02 Income WIP LANTDIV

(\$1,002 M)

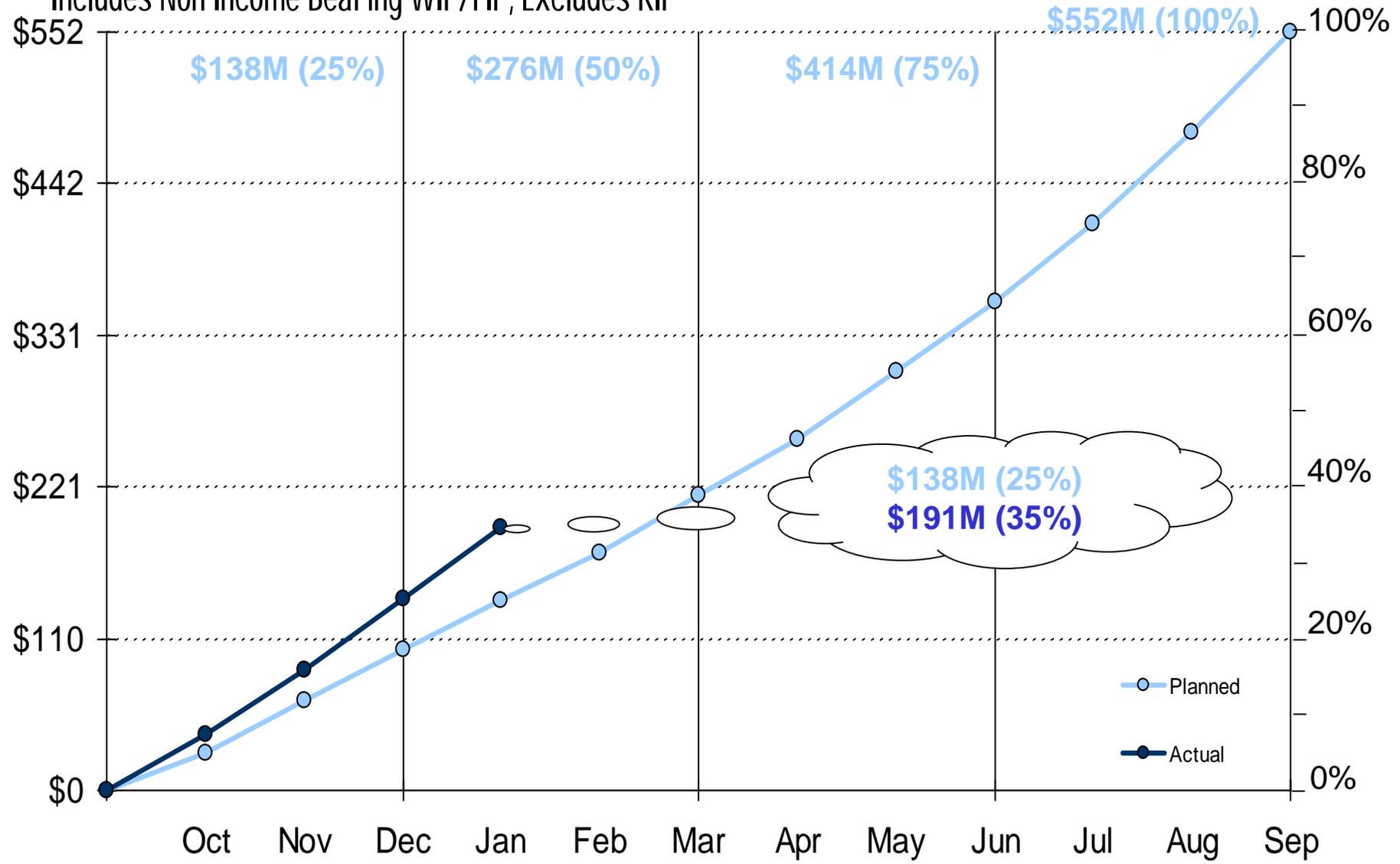
Includes Income Bearing WIP/FIP, Excludes RIP



FY02 Non-Income WIP LANTDIV

(\$552 M)

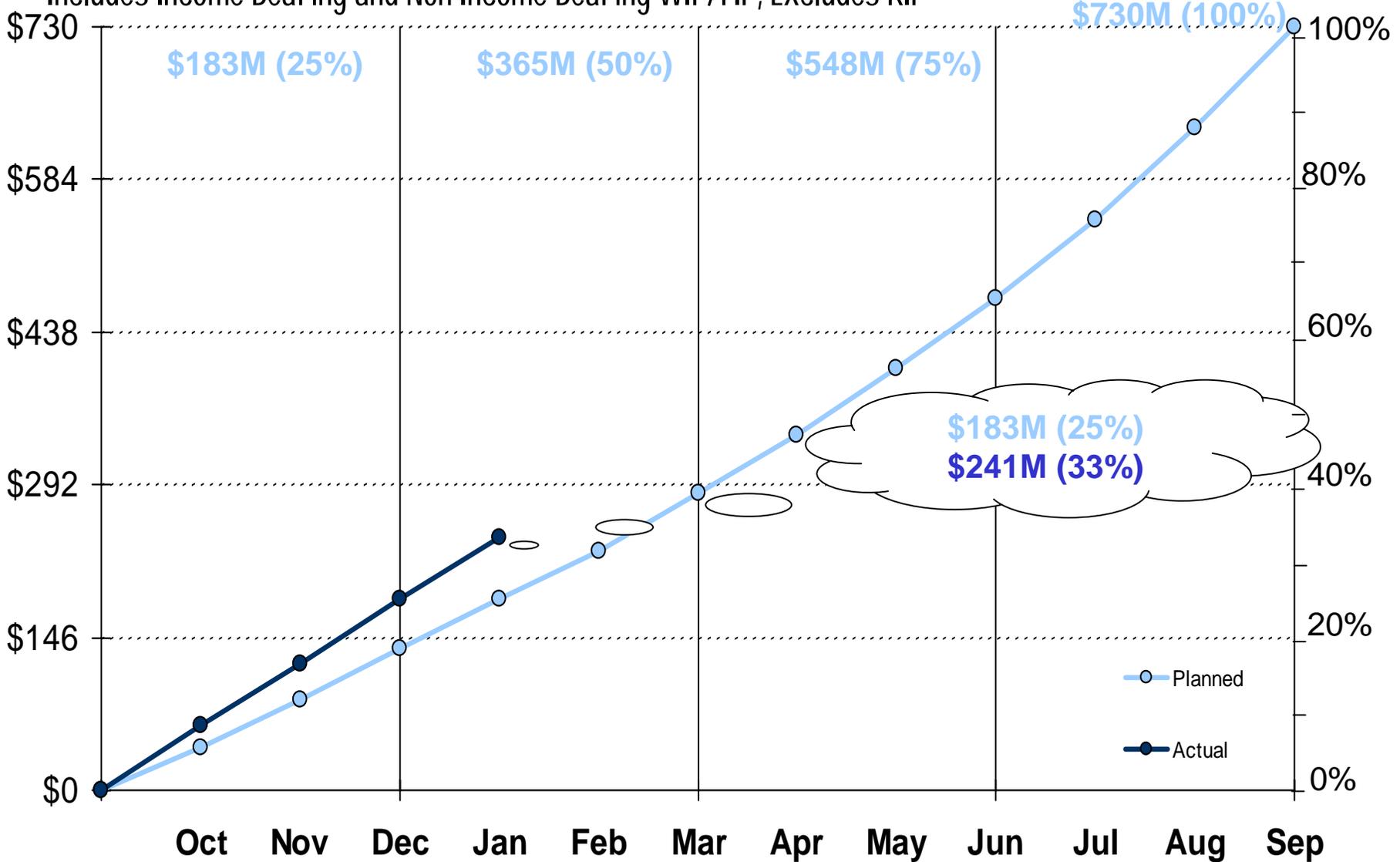
Includes Non Income Bearing WIP/FIP, Excludes RIP



FY02 Work in Place LANTDIV HQ

(\$730 M)

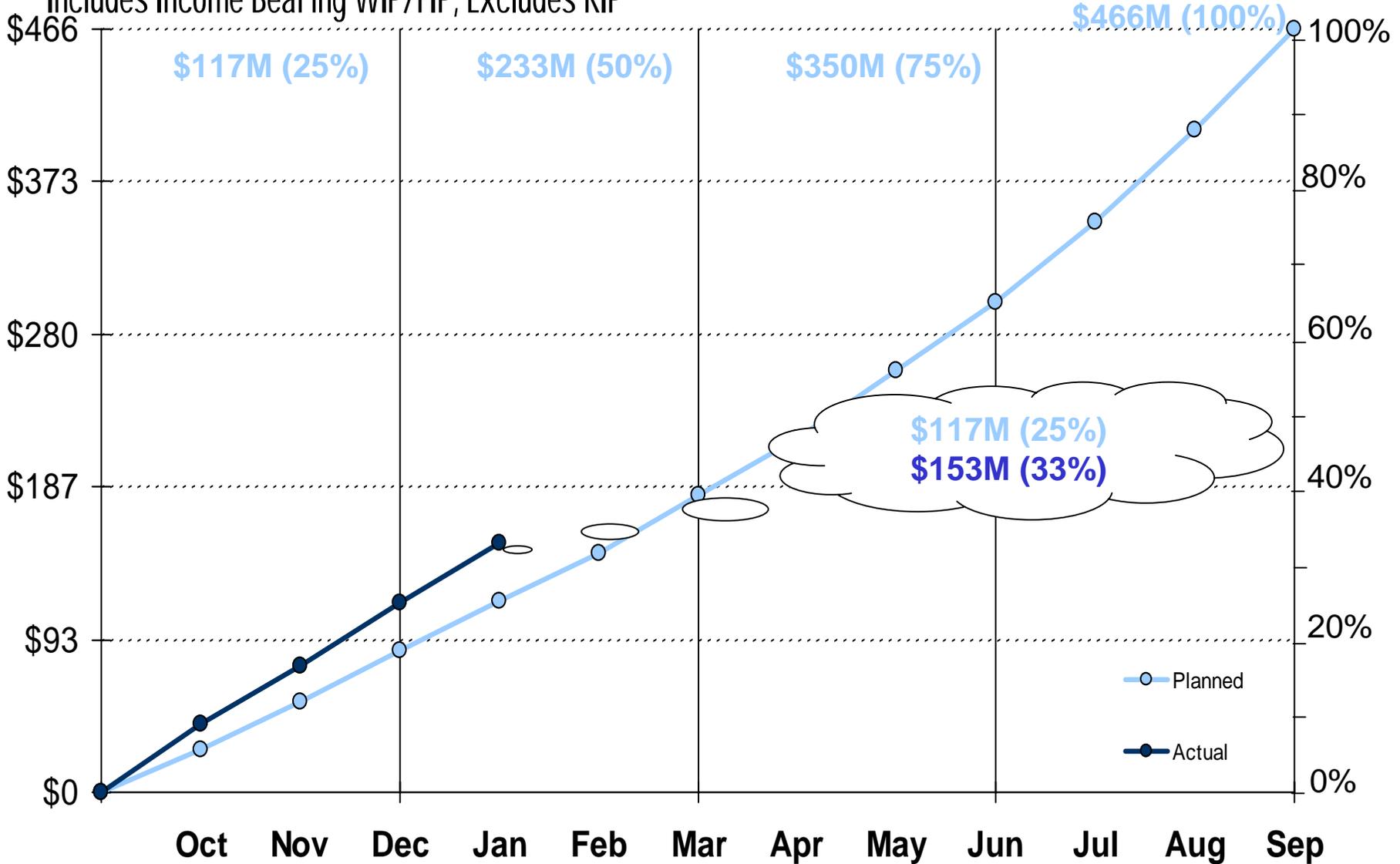
Includes Income Bearing and Non Income Bearing WIP/FIP, Excludes RIP



FY02 Income Work in Place LANTDIV HQ

(\$466 M)

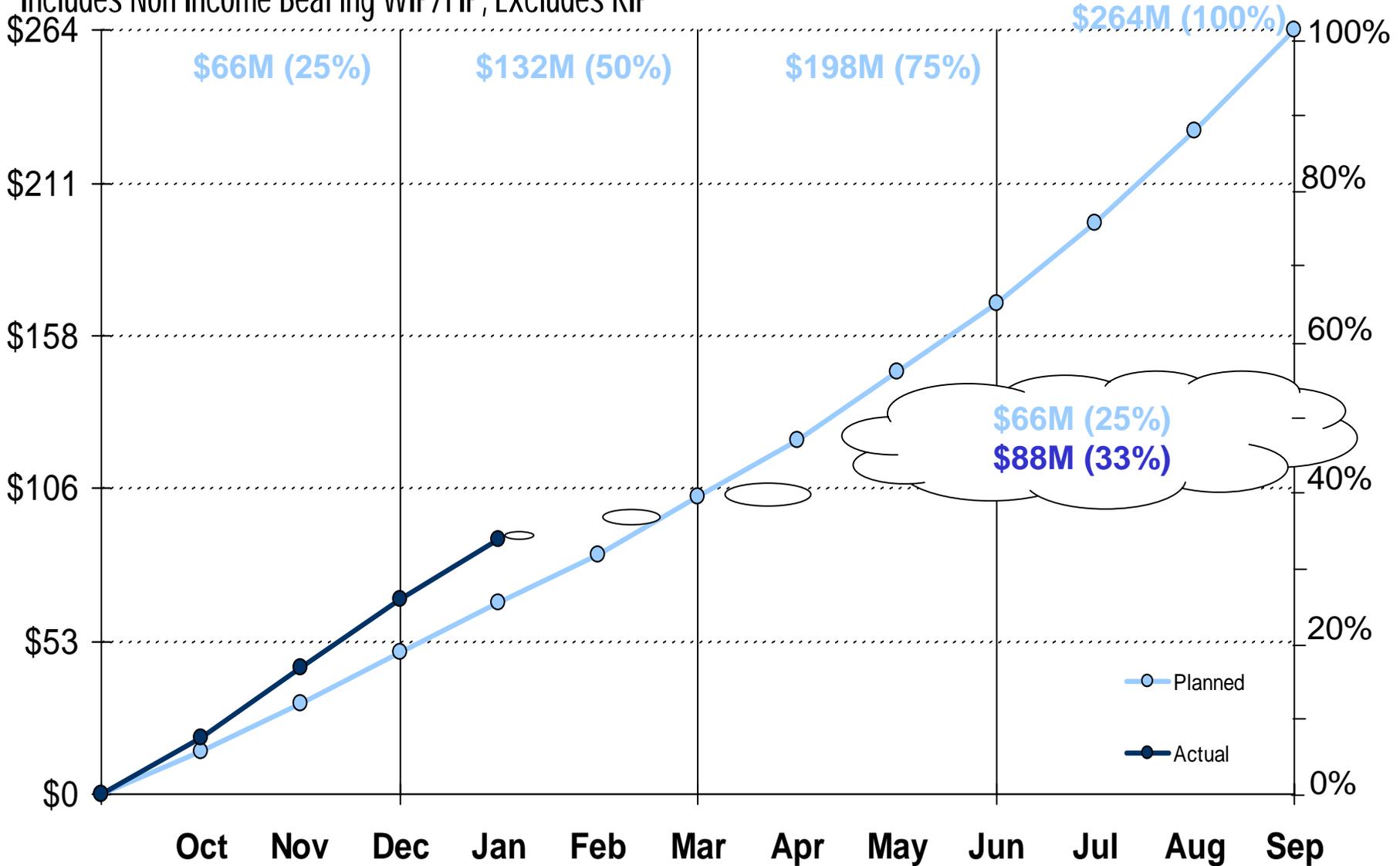
Includes Income Bearing WIP/FIP, Excludes RIP



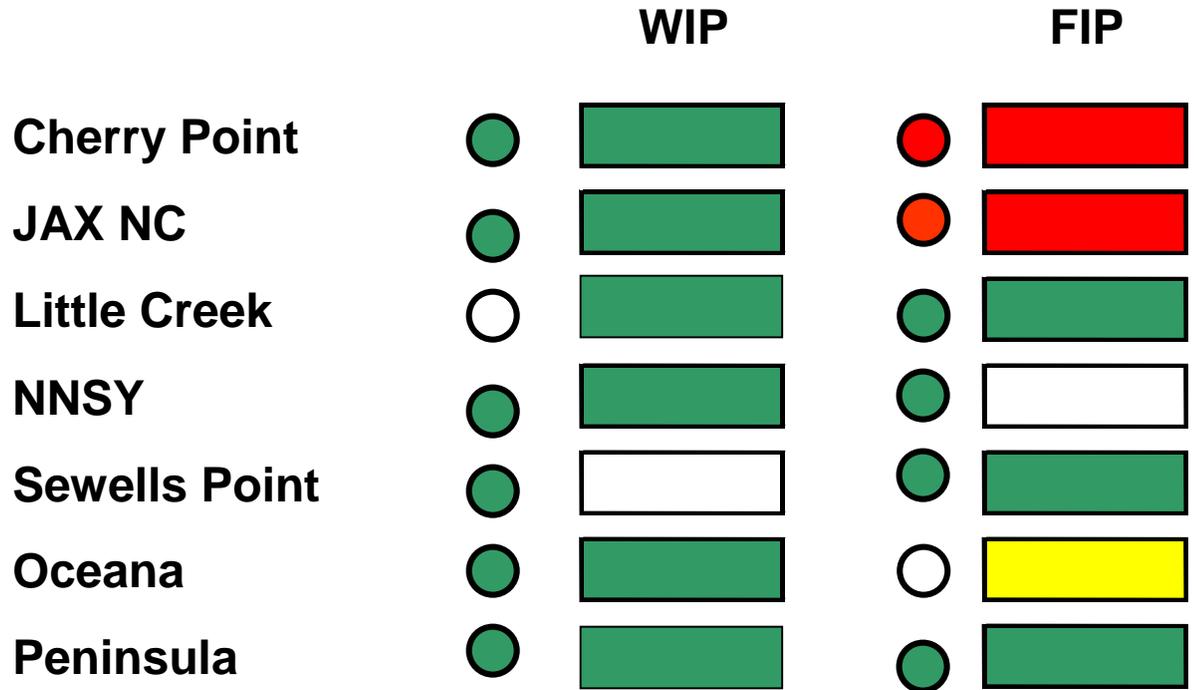
FY02 Non Income Work in Place LANTDIV HQ

(\$264 M)

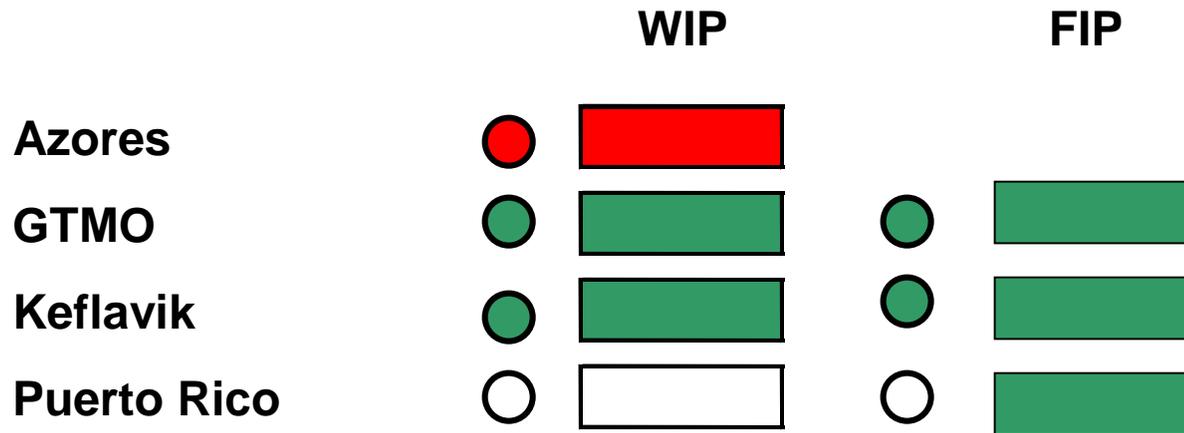
Includes Non Income Bearing WIP/FIP, Excludes RIP



WIP LANTDIV HQ OPS STATESIDE



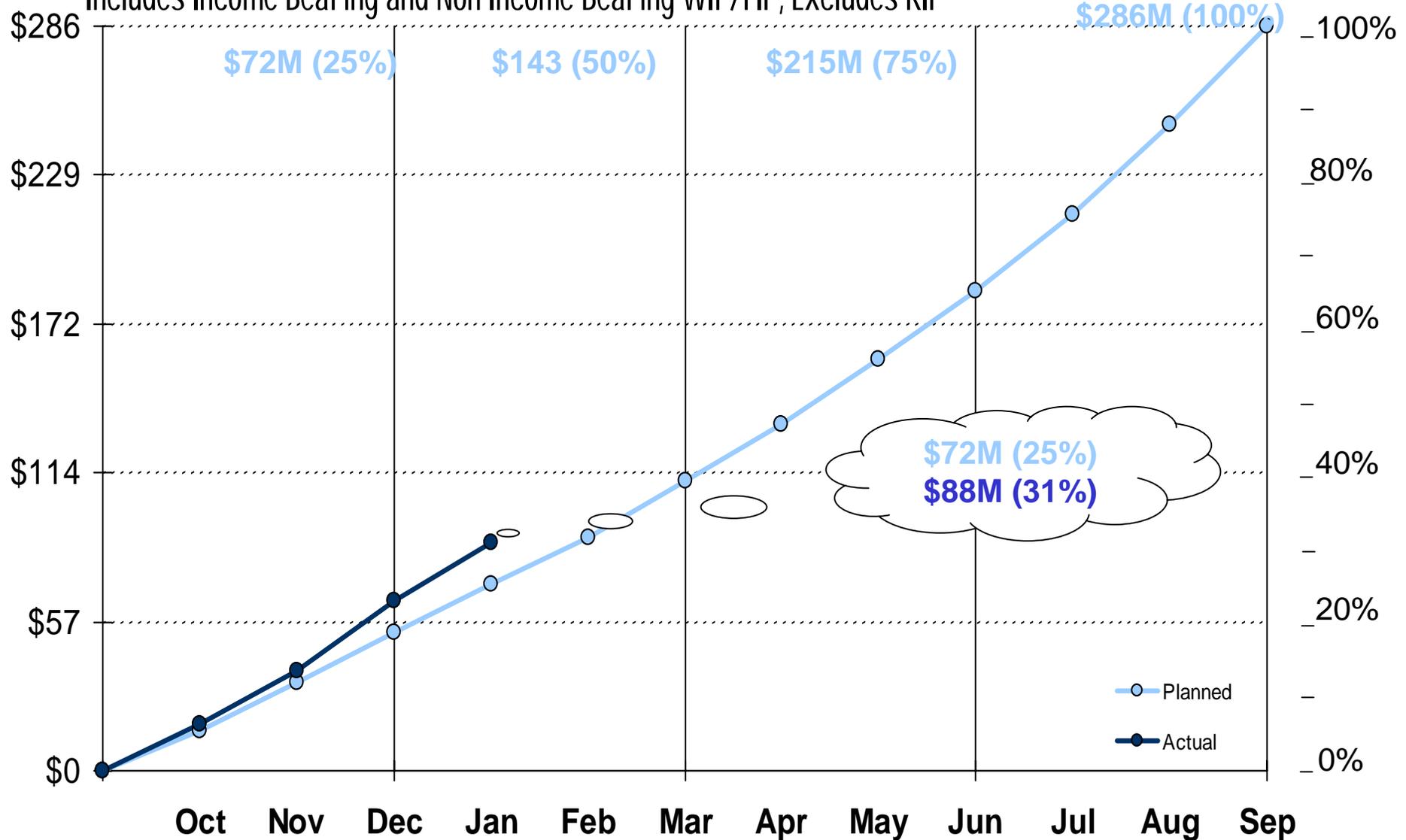
WIP LANTDIV HQ OPS OVERSEAS



FY02 Work in Place EFA NE

(\$286 M)

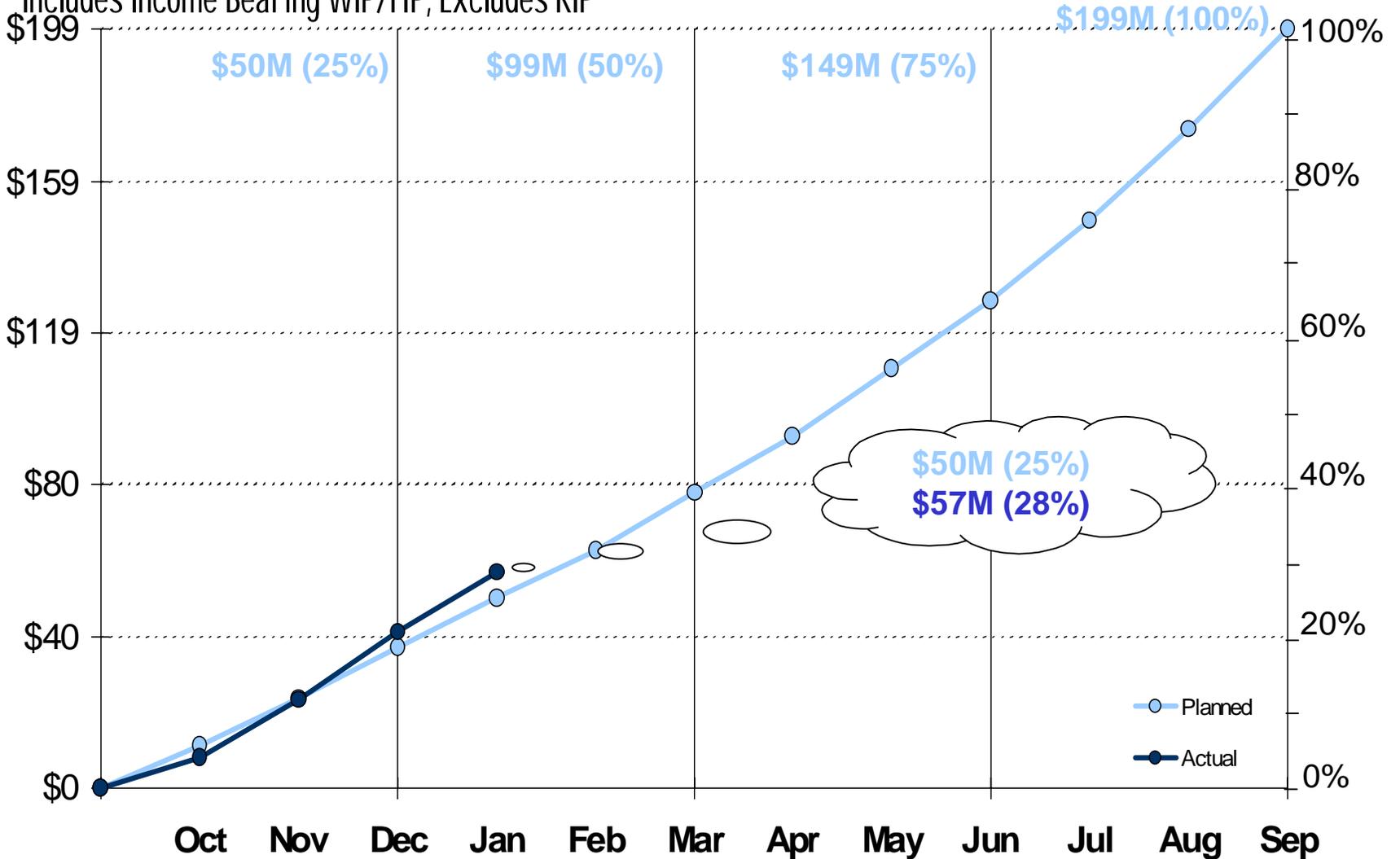
Includes Income Bearing and Non Income Bearing WIP/FIP, Excludes RIP



FY02 Income Work in Place EFA NE

(\$199 M)

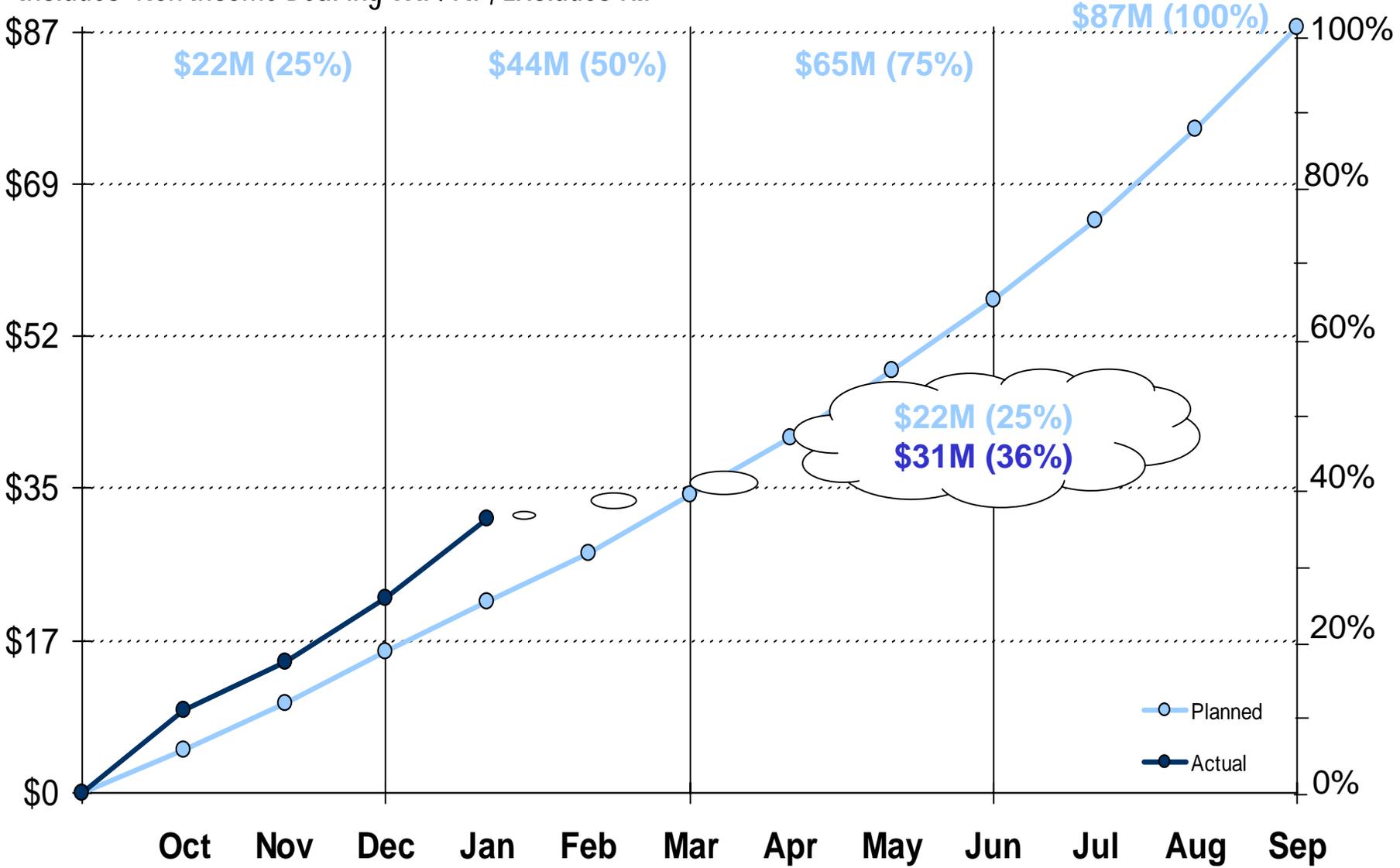
Includes Income Bearing WIP/FIP, Excludes RIP



FY02 Non Income Work in Place EFA NE

(\$87 M)

Includes Non Income Bearing WIP/FIP, Excludes RIP



WIP EFA NE

 10% Over

 Within 10%

 10% Under

 20% Under

WIP

FIP

Portsmouth



New Jersey



EAST PA



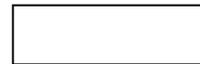
Mechanicsburg



Newport



New London



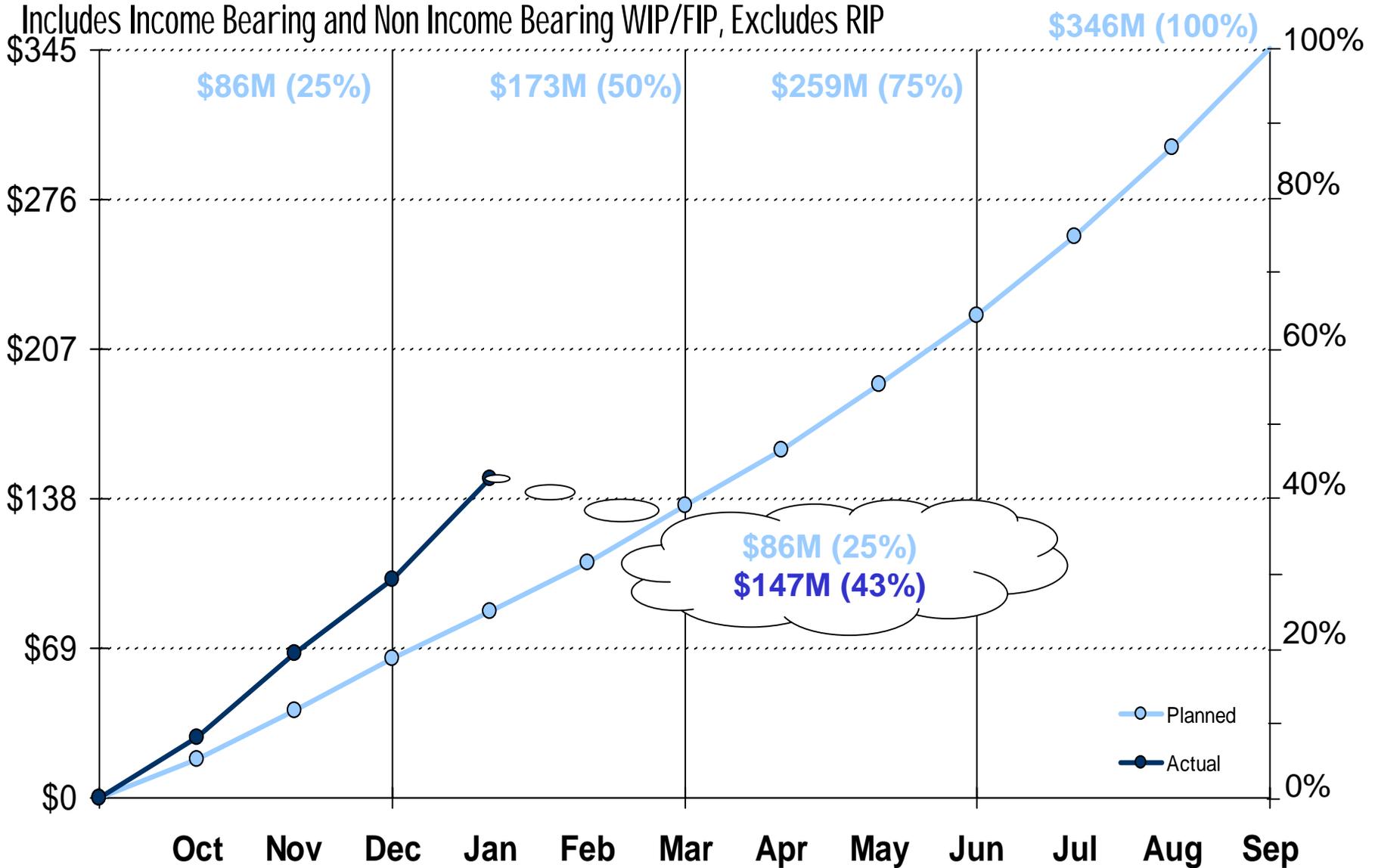
North Maine



FY02 Work in Place EFA CHES

(\$346M)

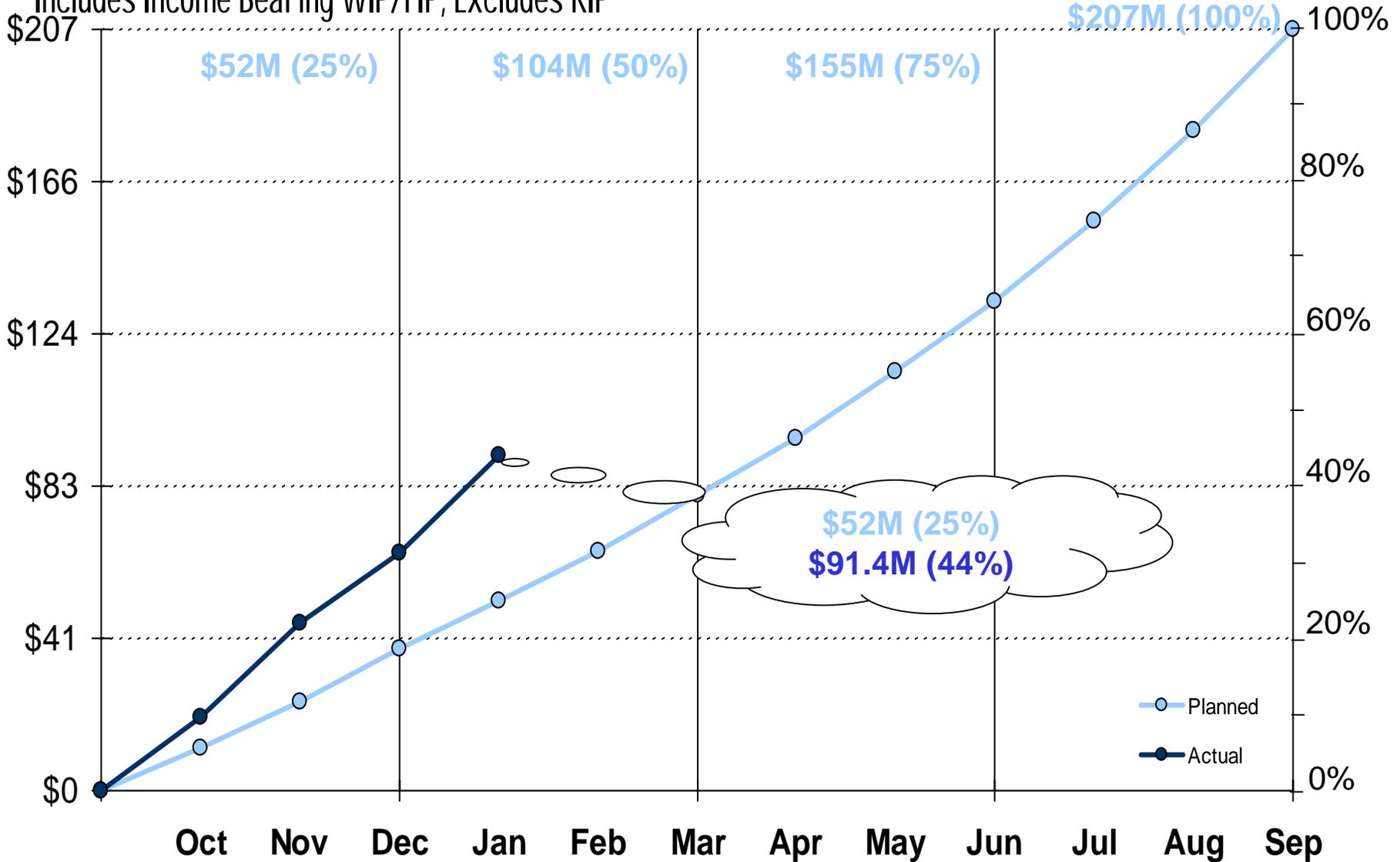
Includes Income Bearing and Non Income Bearing WIP/FIP, Excludes RIP



FY02 Income Work in Place EFA CHES

(\$207M)

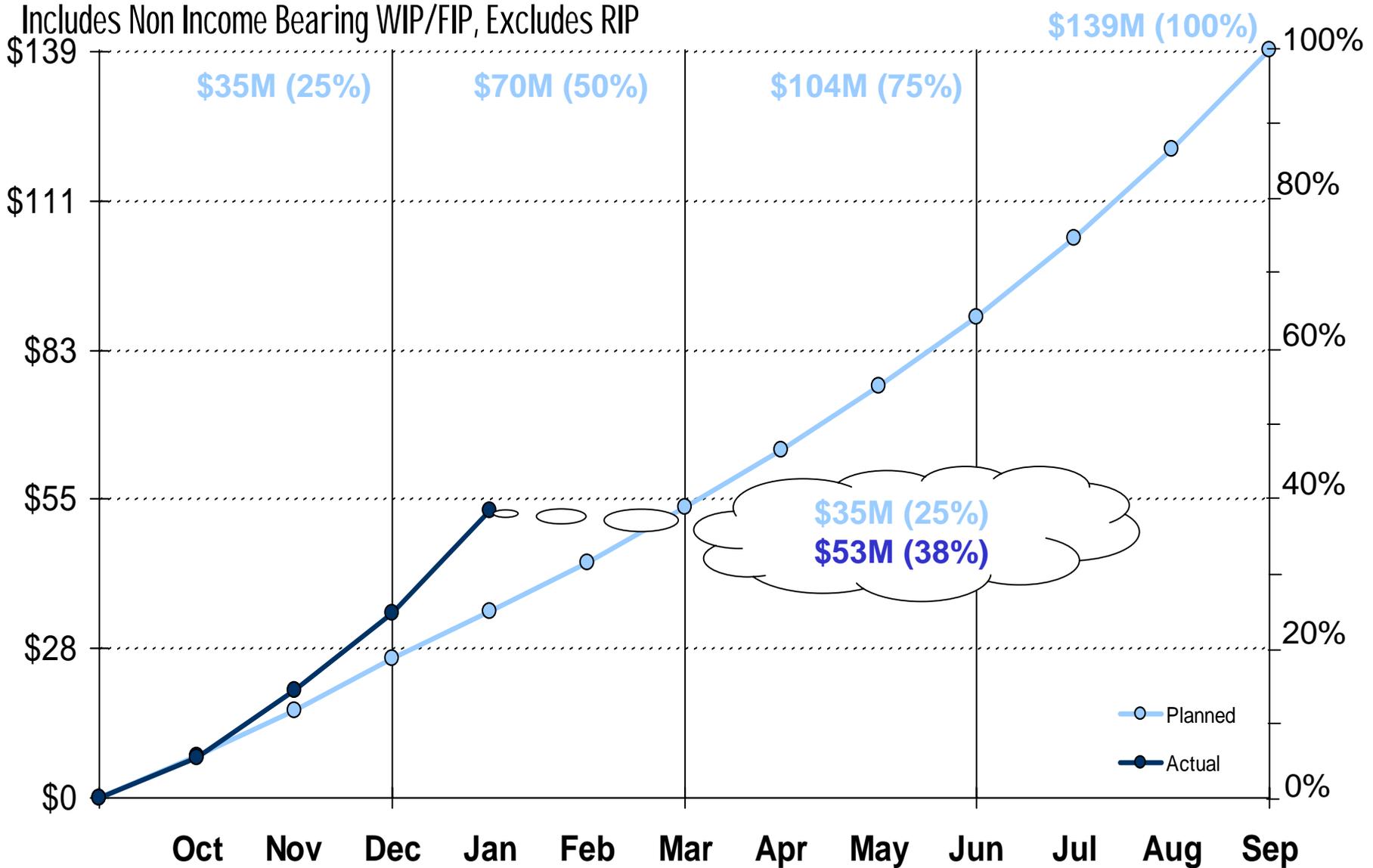
Includes Income Bearing WIP/FIP, Excludes RIP



FY02 Non Income Work in Place EFA CHES

(\$139M)

Includes Non Income Bearing WIP/FIP, Excludes RIP



WIP EFA CHES OPS

 10% Over

 Within 10%

 10% Under

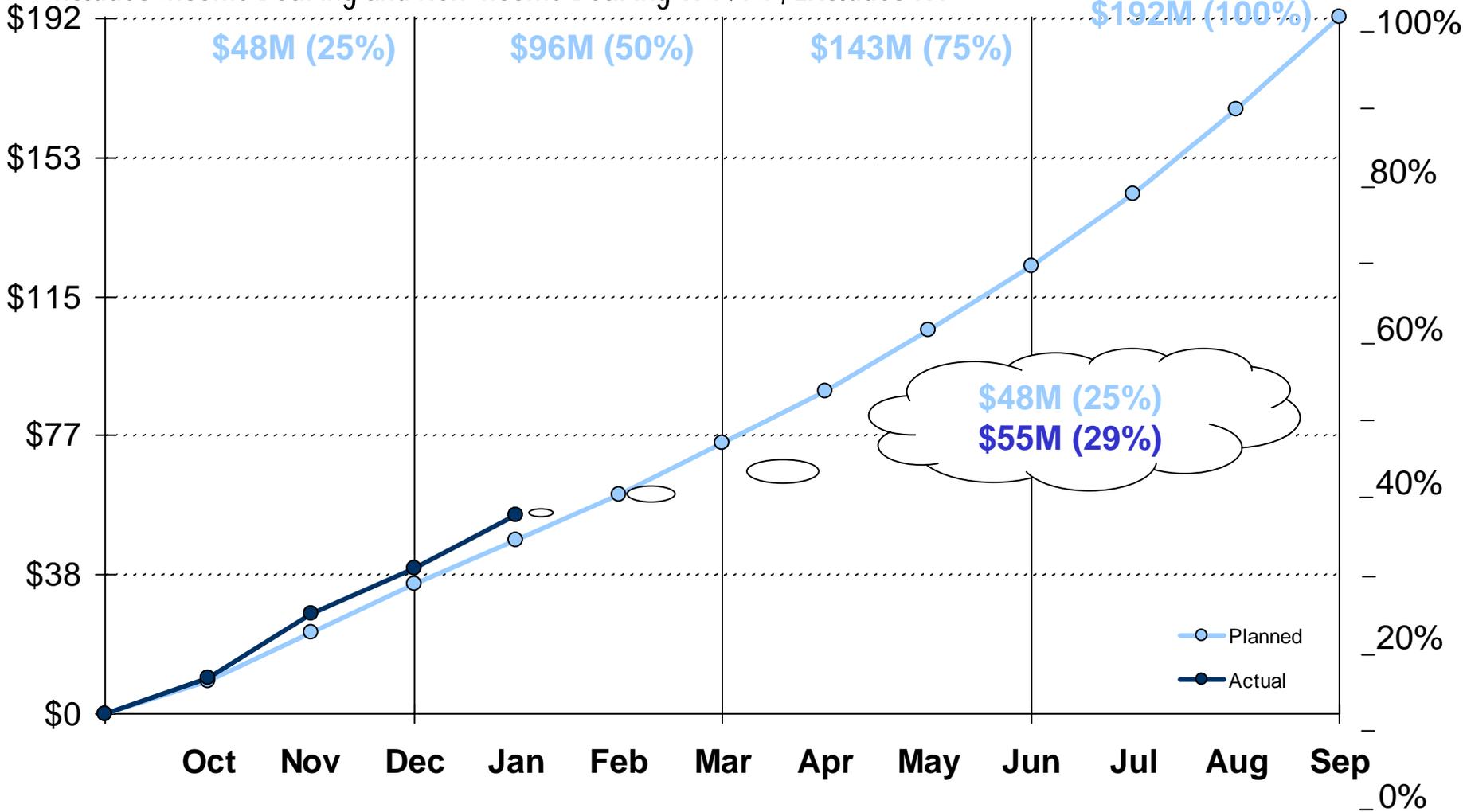
 20% Under

		WIP		FIP
Bethesda				
Indian Head				
Pax River				
USNA				
Dahlgren				
Quantico				
NDW				

FY02 Work in Place EFA MED

(\$192M)

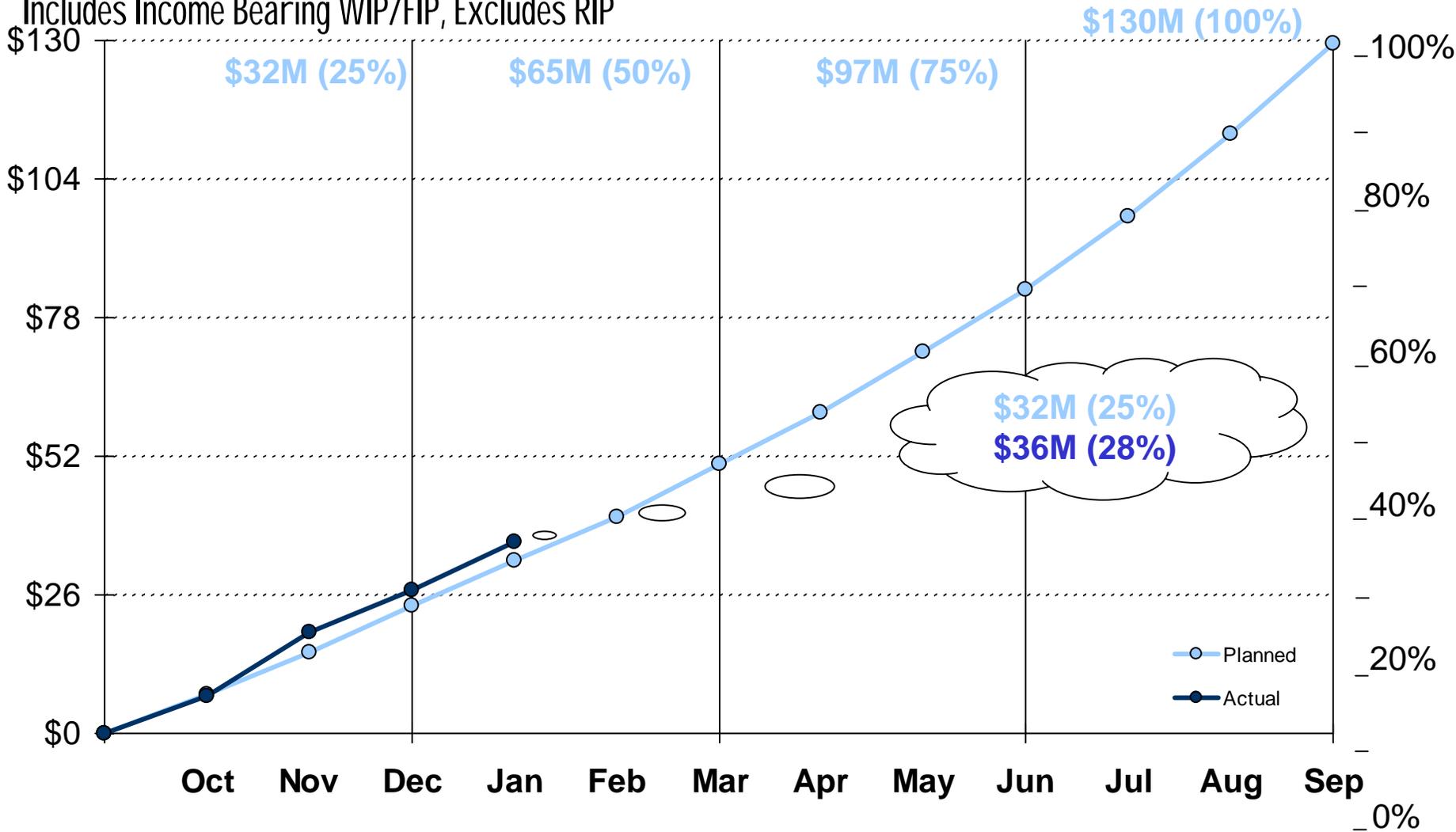
Includes Income Bearing and Non Income Bearing WIP/FIP, Excludes RIP



FY02 Income Work in Place EFA MED

(\$130M)

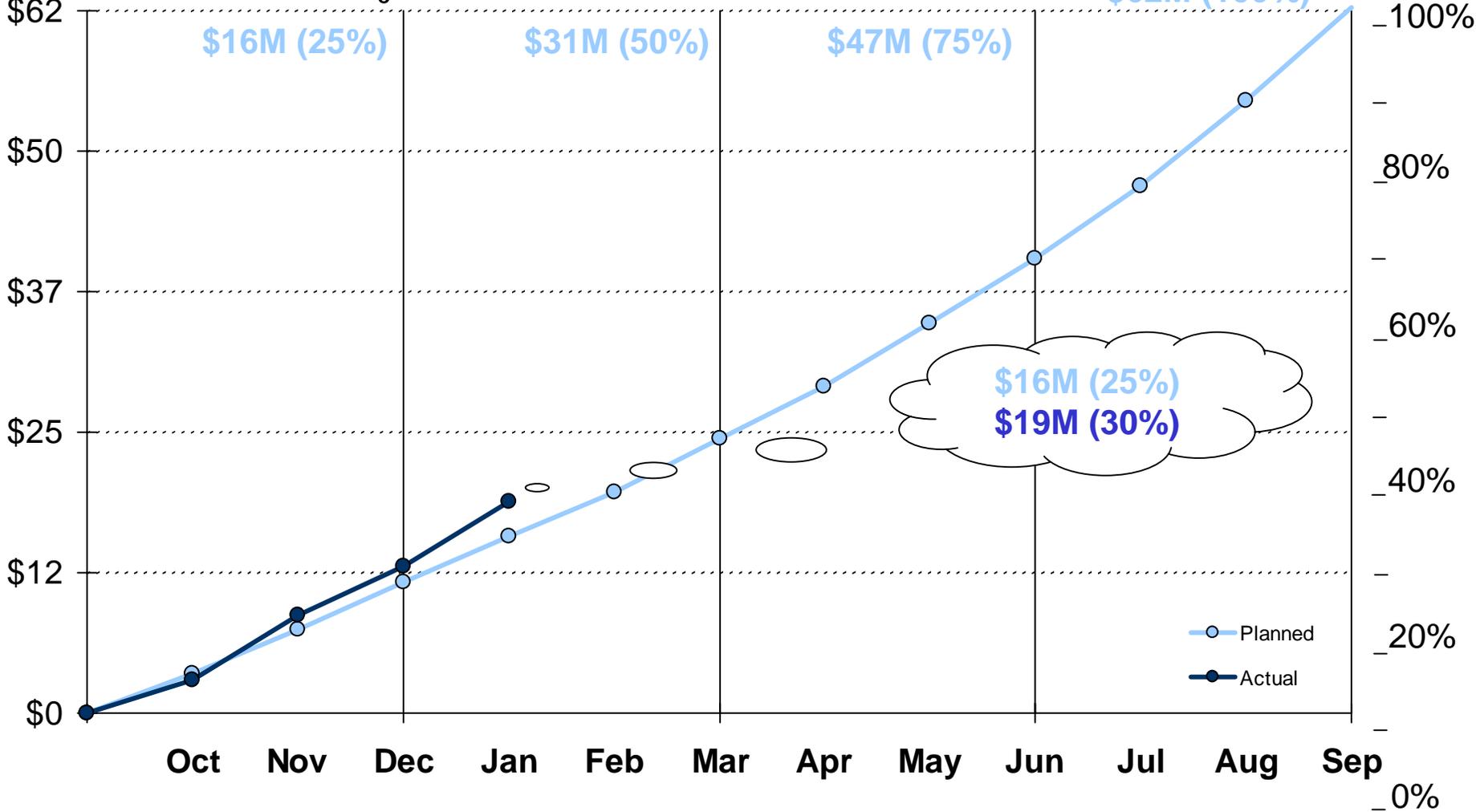
Includes Income Bearing WIP/FIP, Excludes RIP



FY02 Non Income Work in Place EFA MED

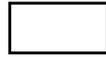
(\$62M)

Includes Non Income Bearing WIP/FIP, Excludes RIP



WIP EFA MED OPS

 10% Over

 Within 10%

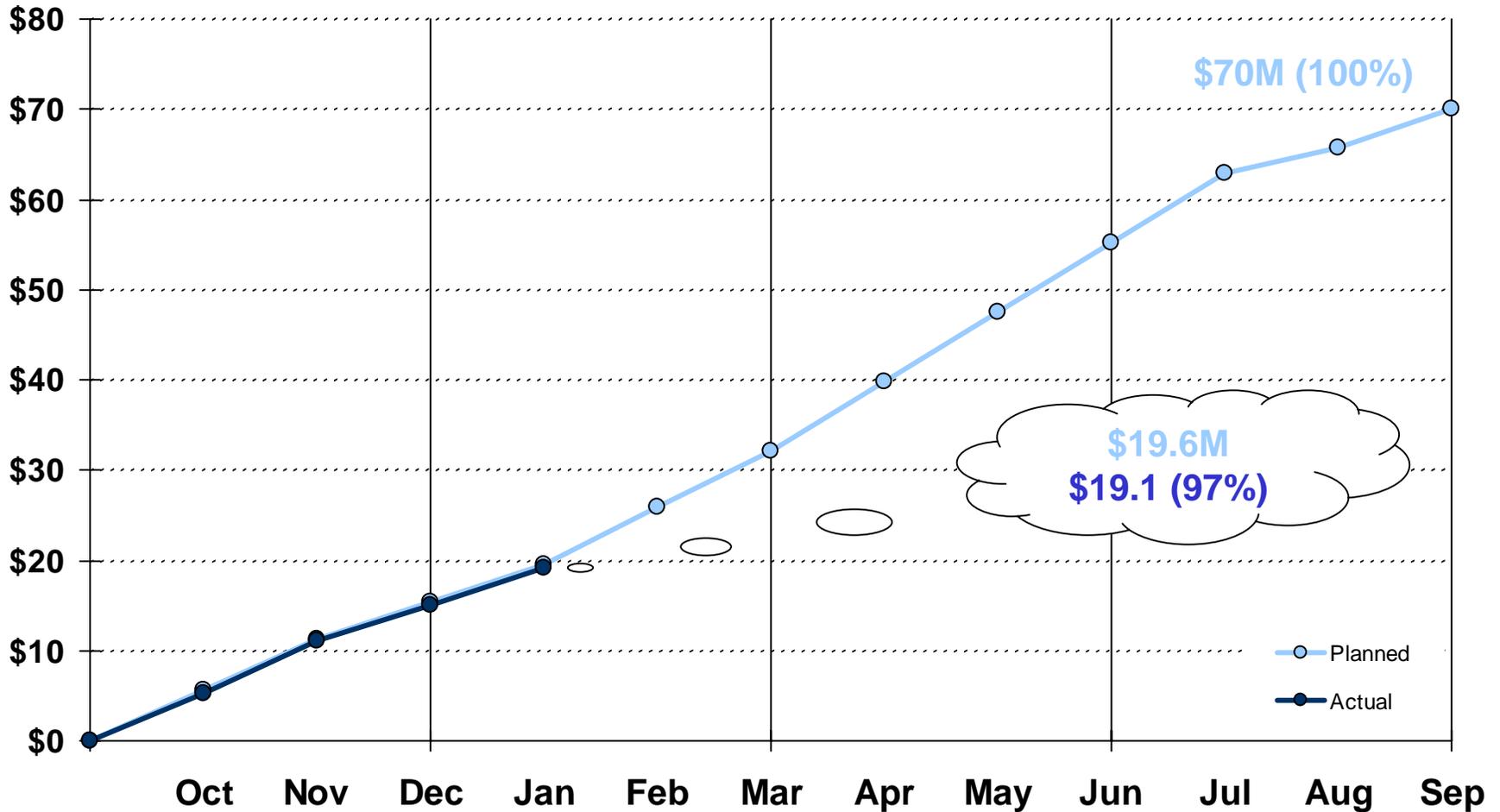
 10% Under

 20% Under

		WIP		FIP
London				
Bahrain				
Greece				
Spain				
Northern Italy				
La Madalena				
Sigonella				
Southern Italy				

FY02 RIP OICC Naples (\$70M)

Real Estate Construction In Place



ROICC Office Metrics

How are the ROICCs doing?

- Admiral Phillip's wants standard across the DIV
- ROICC should report all seven metrics on in briefs for 00, 09 or CO/XO of Component)
- Operational definitions to be sent out next week
- These are “living metrics” that can be modified as IT improvements occur (e.g. RFIs, Submittal processing time, e.t.c.)

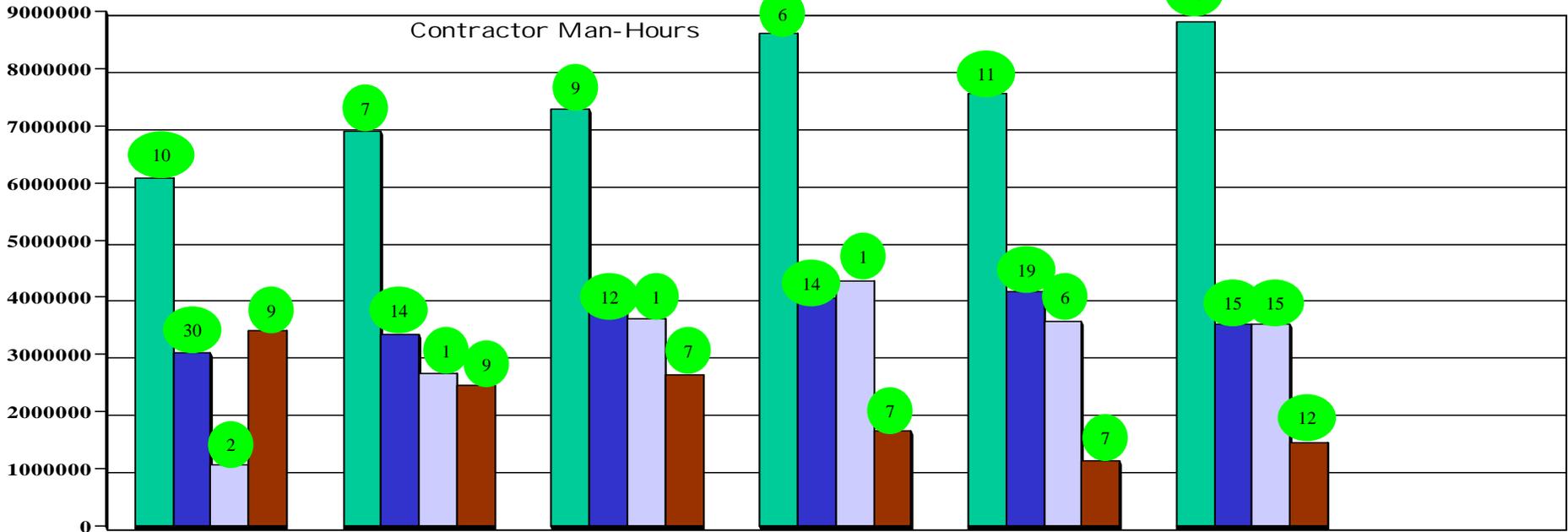
ROICC Office Metrics

- **WIP/FIP to Target** (income and non-income)
- **Safety** (# lost time accidents/total contractor man hours) x 200,000
- **Modification Processing Time** (RFP or USP to signed SF 30)
- **Invoice Processing Time** (date rec'd to date out of office to pay ctr)
- **Contract Cost Growth** (% growth for last three years)
- **Contract Time Growth** (Original CCD to BOD)
- **Old Dogs** (# contracts greater than 90 days beyond BOD)

LANTDIV COMPONENT CONTRACTOR MAN-HOUR & ACCIDENT RATE COMPARISON CHART

■ LANTHQ
 ■ EFA CHES
 ■ EFA MED
 ■ EFA NE

Contractor Man-Hours



	1996	1997	1998	1999	2000	2001
EFA MED	0.21	0.07	0.04	0.09	0.36	0.84
EFA CHES	1.98	0.83	0.62	0.71	0.92	0.84
EFA NE	0.52	0.65	0.38	0.46	1.4	1.6
HQ LANT	0.33	0.2	0.24	0.12	0.28	0.23
LANTDIV	0.72	0.34	0.3	0.24	0.54	0.61
NAVFAC	0.63	0.51	0.42	0.47	0.75	0.71

Yellow cells denote rates above NAVFAC

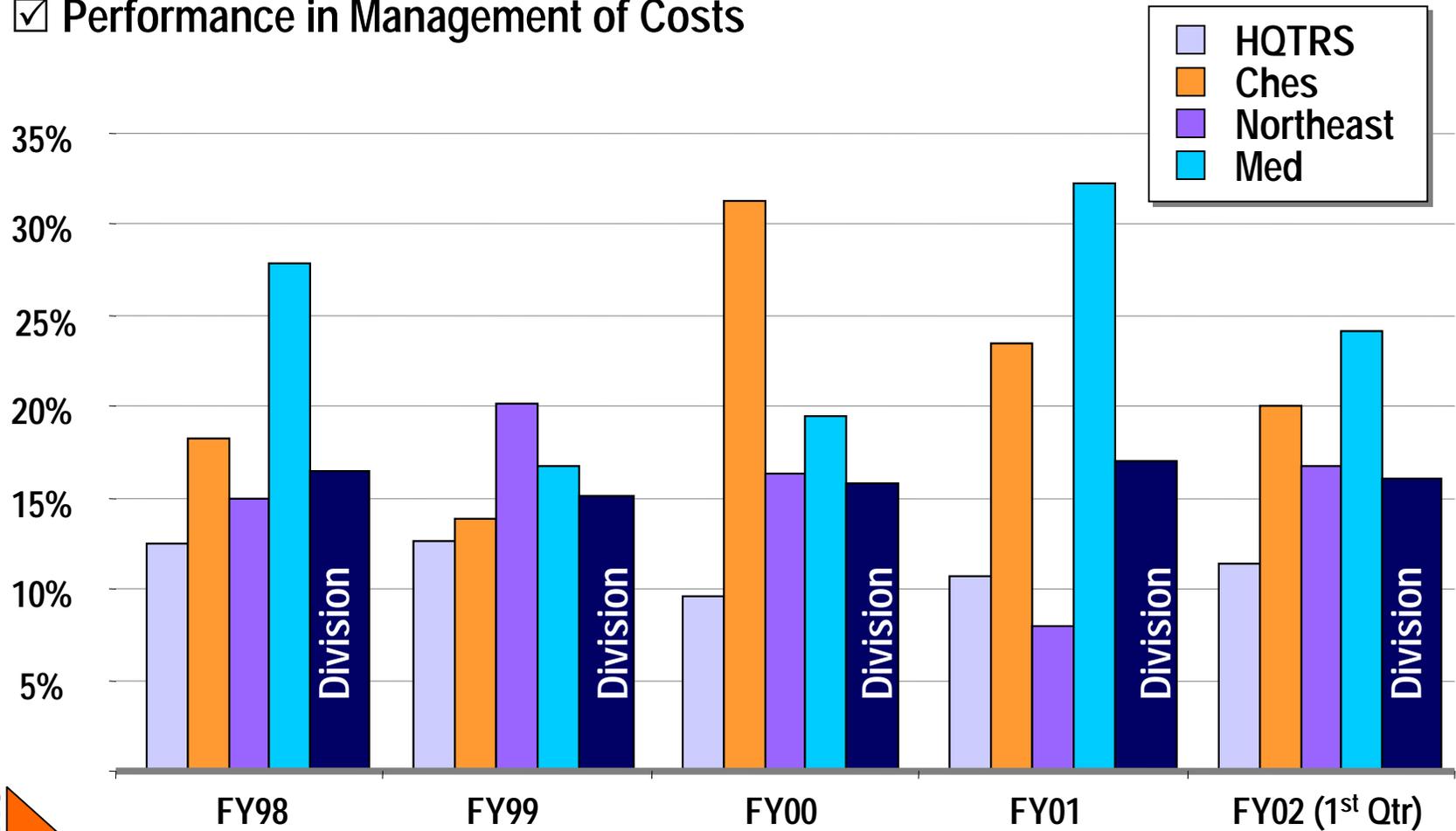
Accident Frequency Rate is an industry developed safety performance indicator (Lost Time Accidents/Total Man Hours) X 200,000

Example: HQLANT Rate for FY 2001 MIDYEAR = (4 lost-time accidents/4276818 man-hours) X 200,000 = .18

● = number of lost-time accidents

Cost Growth of Construction

Performance in Management of Costs

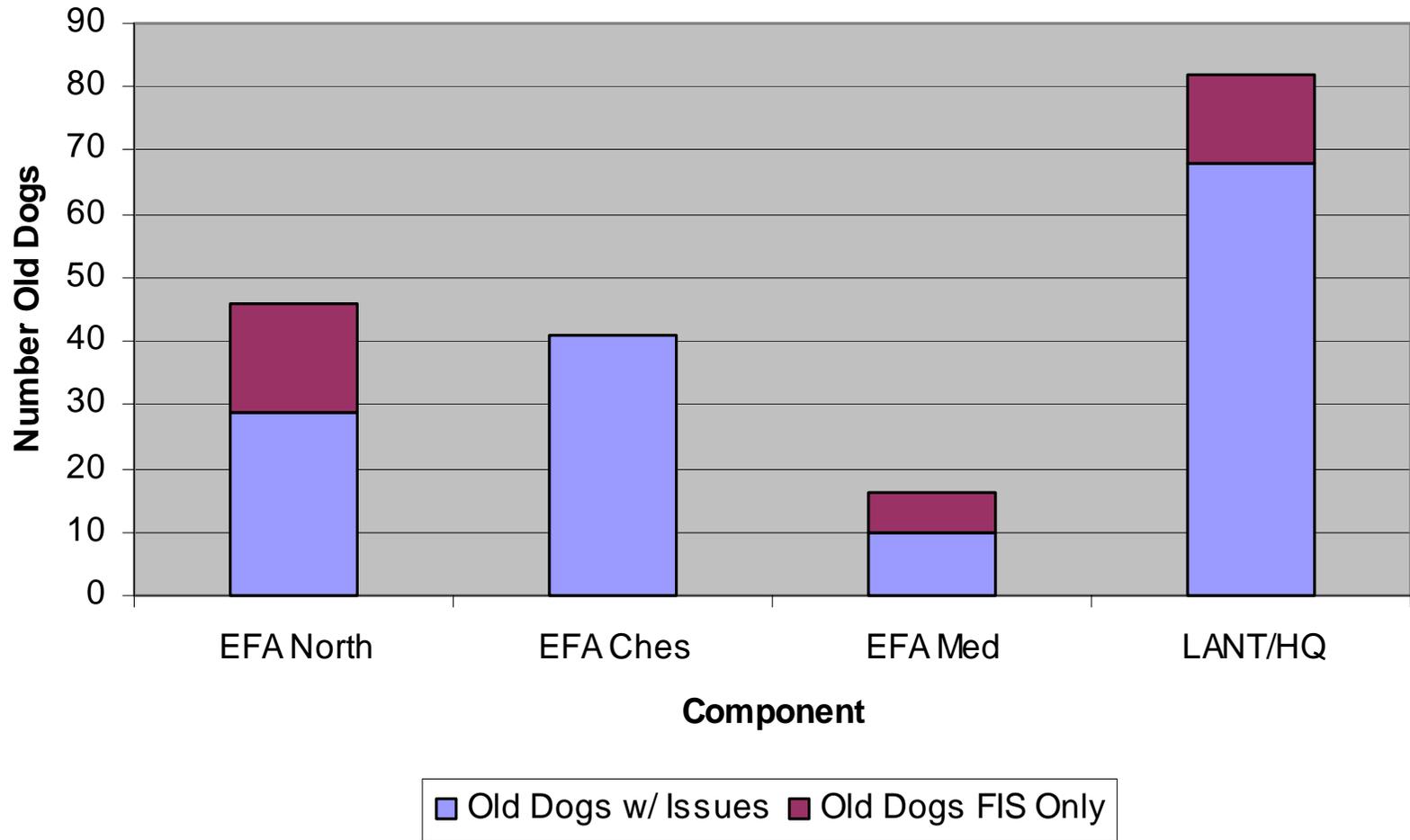


Quarterly Metric
Working

Note: This information may be inaccurate because of the way in which it is put into/pulled out of FIS (contract/Delivery Orders or by project)

Contracts Metrics: Number Old Dogs

Number of Old Dogs by Component



Board of Director Metrics

Field Office Readiness - HQTRs

☑ Performance in ensuring readiness & identification of deficiencies

		Staffing	DAWIA	Professional Registration	Conrep/Tech Training	Vehicles	Facility	Information Technology	Final	ROICC	EFD CO
	Field Office	PER	TNG D1	TNG R1	TNG Q1	LOG V1	LOG FAC	IT	Rating	Rating	Rating

L	Norfolk	2	1	1	2	1	1	1	1.55	2	1
L	NNSY	2	1	1	2	1	1	1	1.55	2	2
L	Cherry Point	2	1	1	2	1	1	1	1.55	2	2
L	Camp Lejeune	3	1	1	2	1	2	1	1.95	2	1
L	Little Creek	2	1	1	1	1	1	1	1.35	1	1
L	Oceana	3	1	1	2	1	2	2	2.05	2	2
L	Peninsula	2	1	1	2	1	1	1	1.55	1	1
L	Azores	3	1.5	1	3	1	1	1	2.18	2	1
L	Guantanamo	3	1	1	3	1	3	1	2.20	3	2
L	Keflavik	4	1	1	2	1	1	1	2.25	2	2
L	Roosevelt Roads	2	1	1	2	1	1	2	1.65	2	2

Quarterly Metric

Field Office Readiness – Chesapeake

☑ Performance in ensuring readiness & identification of deficiencies

		Staffing	DAWIA	Professional Registration	Conrep/Tech Training	Vehicles	Facility	Information Technology	Final Rating	ROICC Subjective Rating	EFD CO Subjective Rating
Field Office		PER	TNG D1	TNG R1	TNG Q1	LOG V1	LOG FAC	IT			
C	Bethesda	3	1	1	3	1	2	1	2.15	2	2
C	NDW	3	2	2	4	1	2	3	2.80	3	3
C	Dahlgren	3	2	1	2	2	1	1	2.10	2	2
C	Indian Head	2	1	4	2	1	2	1	1.90	2	2
C	PAX River	3	2	1	1	1	1	1	1.85	2	2
C	Quantico	3	2	2	3	1	2	1	2.40	2	2
C	USNA	3	1	1	3	1	2	1	2.15	2	2

Field Office Readiness - Northeast

Performance in ensuring readiness & identification of deficiencies

		Staffing	DAWIA	Professional Registration	Conrep/Tech Training	Vehicles	Facility	Information Technology	Final	ROICC	EFD CO
Field Office		PER	TNG D1	TNG R1	TNG Q1	LOG V1	LOG FAC	IT	Rating	Rating	Rating
N	New London	2	1	1	3	1	2	1	1.80	2	2
N	Maine	2	1	1	2	1	1	1	1.55	2	2
N	Portsmouth	3	1	2	2	1	3	1	2.10	2	3
N	East PA	3	1	1	2	1	2	1	1.95	2	2
N	Mechanicsburg	1	2	1	2	1	1	1	1.35	2	2
N	New Jersey	1	1	1	2	1	3	1	1.30	2	2
N	Newport	2	1	1	2	1	2	1	1.60	2	2

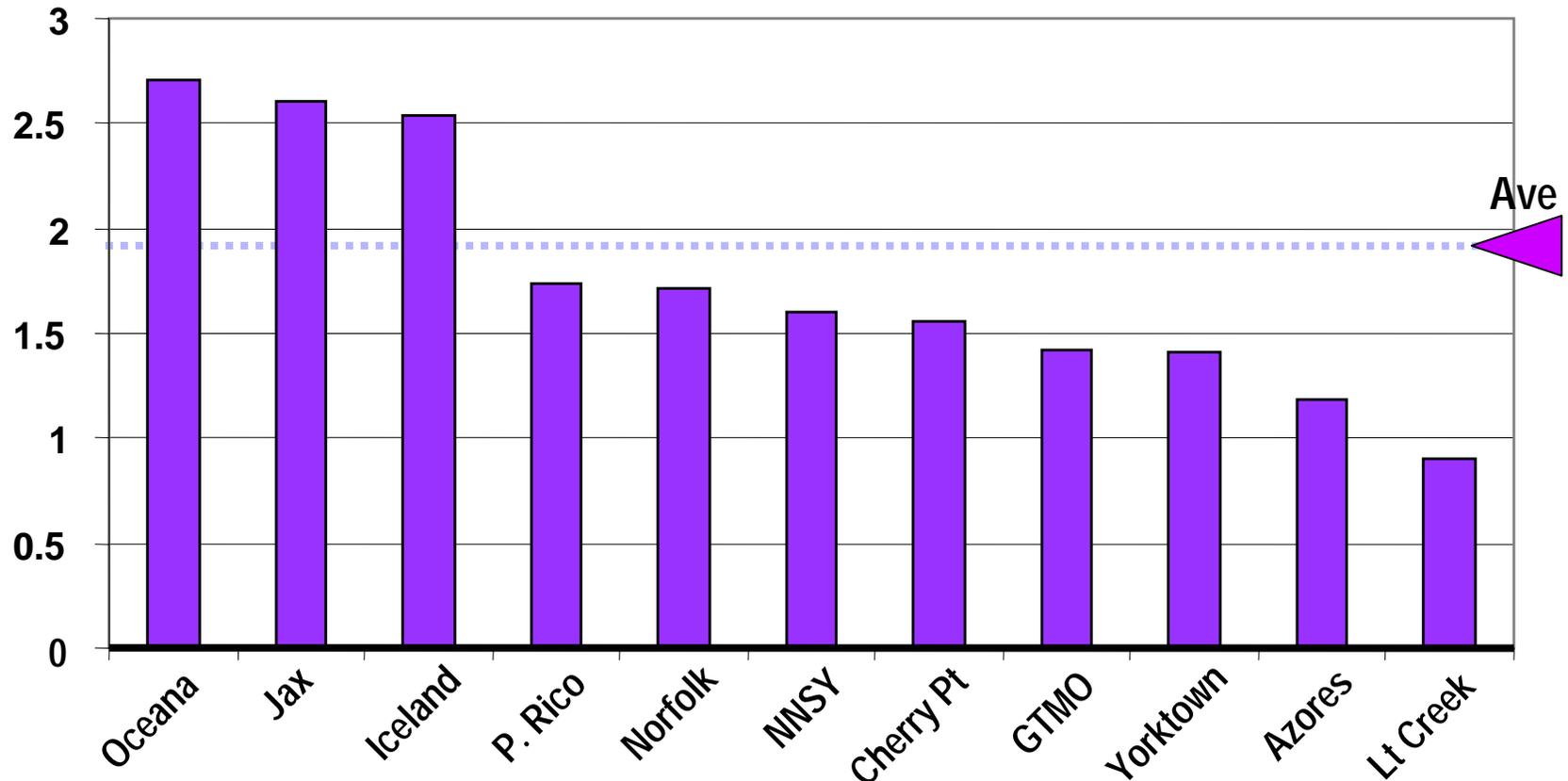
Field Office Readiness – Med

Performance in ensuring readiness & identification of deficiencies

		Staffing	DAWIA	Professional Registration	Conrep/Tech Training	Vehicles	Facility	Information Technology	Final Rating	ROICC Subjective Rating	EFD CO Subjective Rating
Field Office		PER	TNG D1	TNG R1	TNG Q1	LOG V1	LOG FAC	IT			
M	Aviano	3	1	1	2	1	1	1	1.90	2	2
M	Vicenza	1	1	1.5	2	1	1	1	1.25	1	2
M	Southern Italy	2	1	1	2	4	2	1	1.75	2	2
M	La Maddalena	1	1	1.5	1	1	3	1	1.15	2	2
M	Sigonella	2	2	1	2	2	2	1	1.80	3	2
M	London	1	1	1.5	2	3	2	1	1.40	2	2
M	Rota	2	1	2	2	1	2	1	1.70	2	2
M	Souda Bay	1	1	1	2	2	1	1	1.25	2	2
M	Bahrain	1	1	1	1	3	1	1	1.10	1	2
M	Cairo								0.00		
OIC	Naples	2	1	1	2	4	2	1	1.75	2	2

Field Office – Income vs Expense – HQTRs

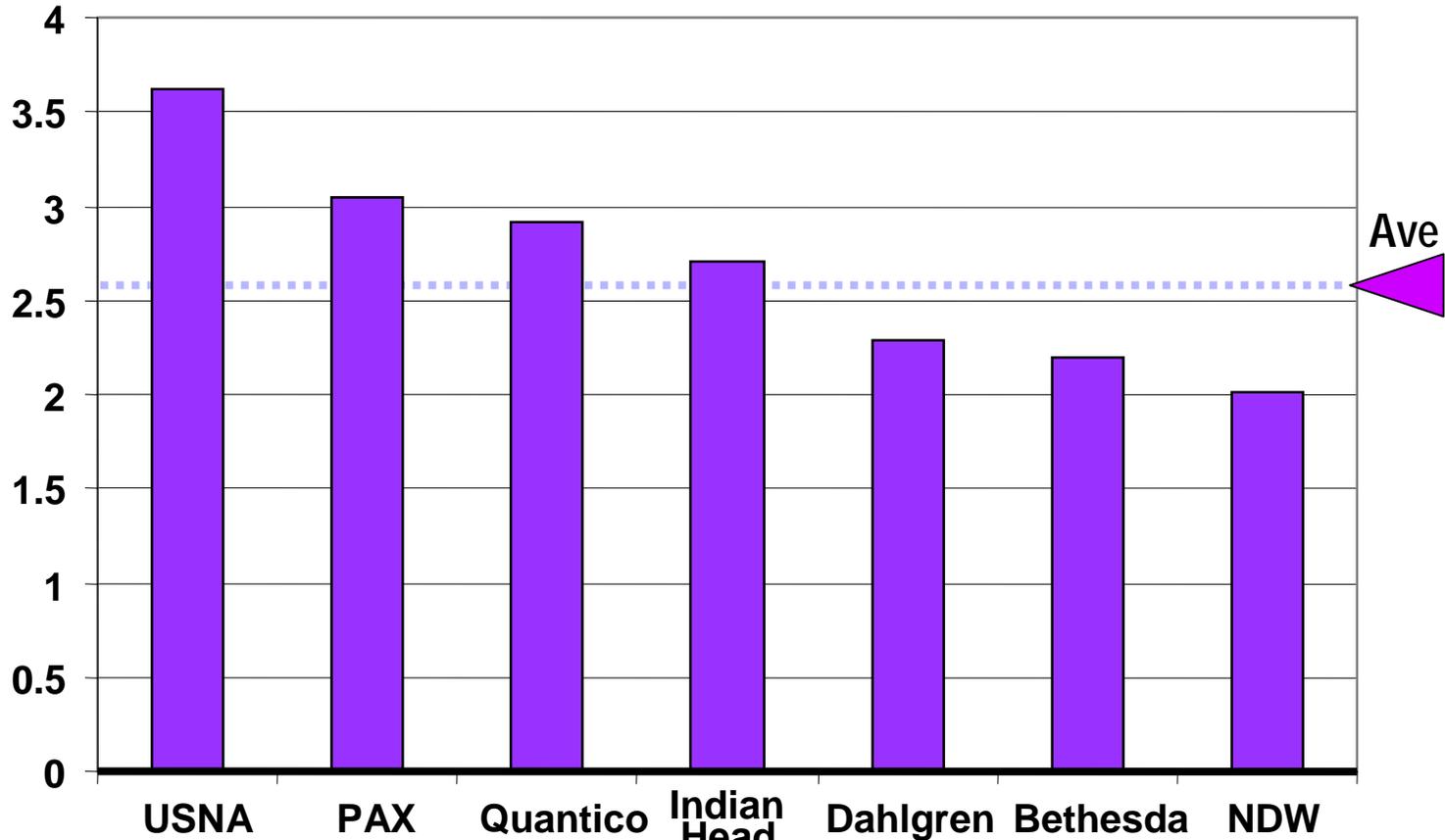
1+



- Expenses based on all obligations to the work center including office renovations
- Excludes IT & other expenses, support from other work centers (occurs at GTMO)
- Argentia figures are not included since there is no WIP or FIP target
- Figures include all FY01 \$ spent for contract labor which can include work in next FY
- WIP SIOH Rate – AD=6% - FIP SIOH Rate – AF=4%
- Salaries & other expenses have NOT been normalized
- Military labor costs are included at \$60K each (ave)

Field Office – Income vs Expense – EFA Ches

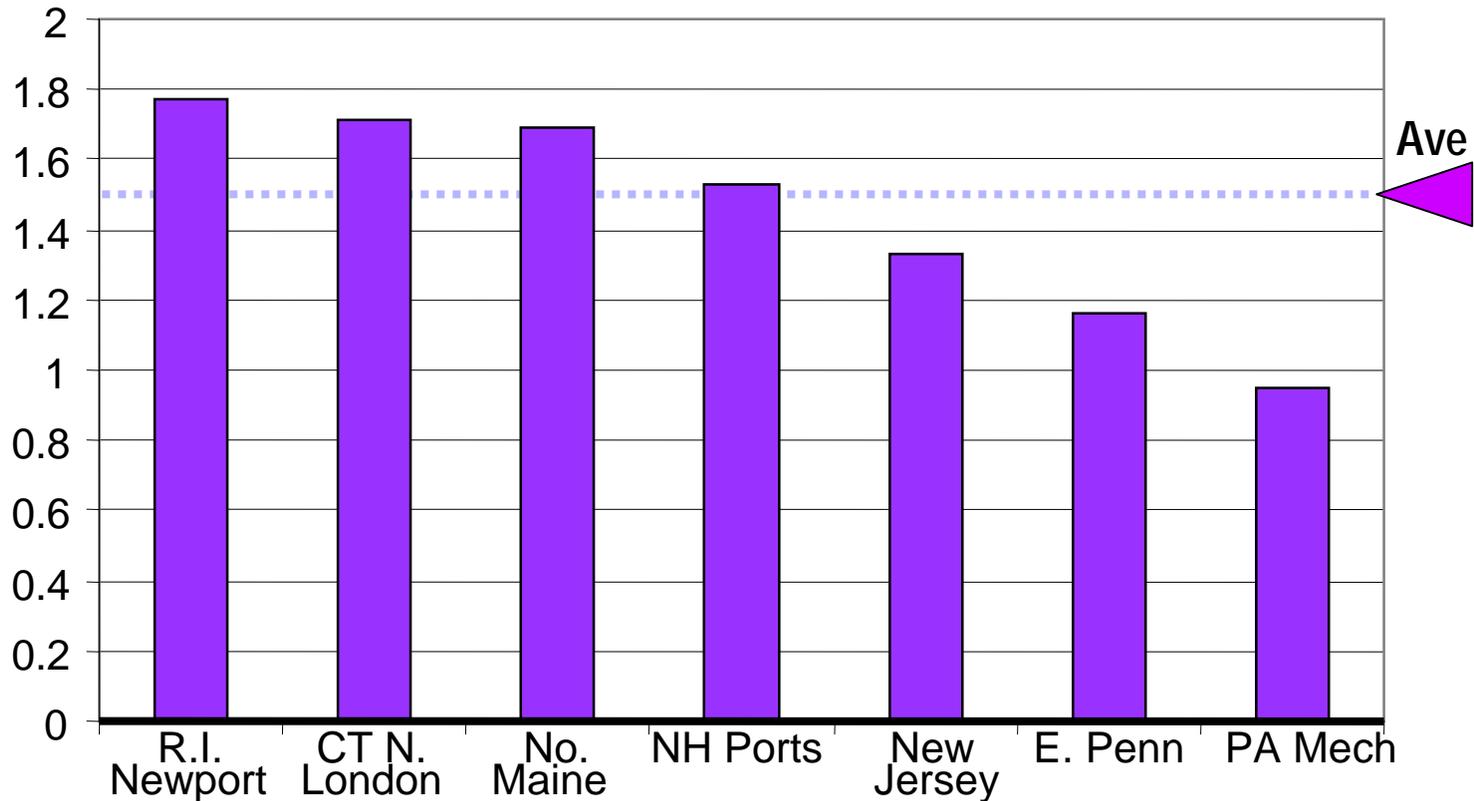
1+



- Expenses based on all obligations to the work center including office renovations
- Excludes IT & other expenses, support from other work centers
- WIP SIOH Rate – AD=6% - FIP SIOH Rate – AF=4%
- Salaries & other expenses have NOT been normalized
- Missing contract labor data
- Military labor costs are included at \$60K each (ave)

Field Office – Income vs Expense – EFA Northeast

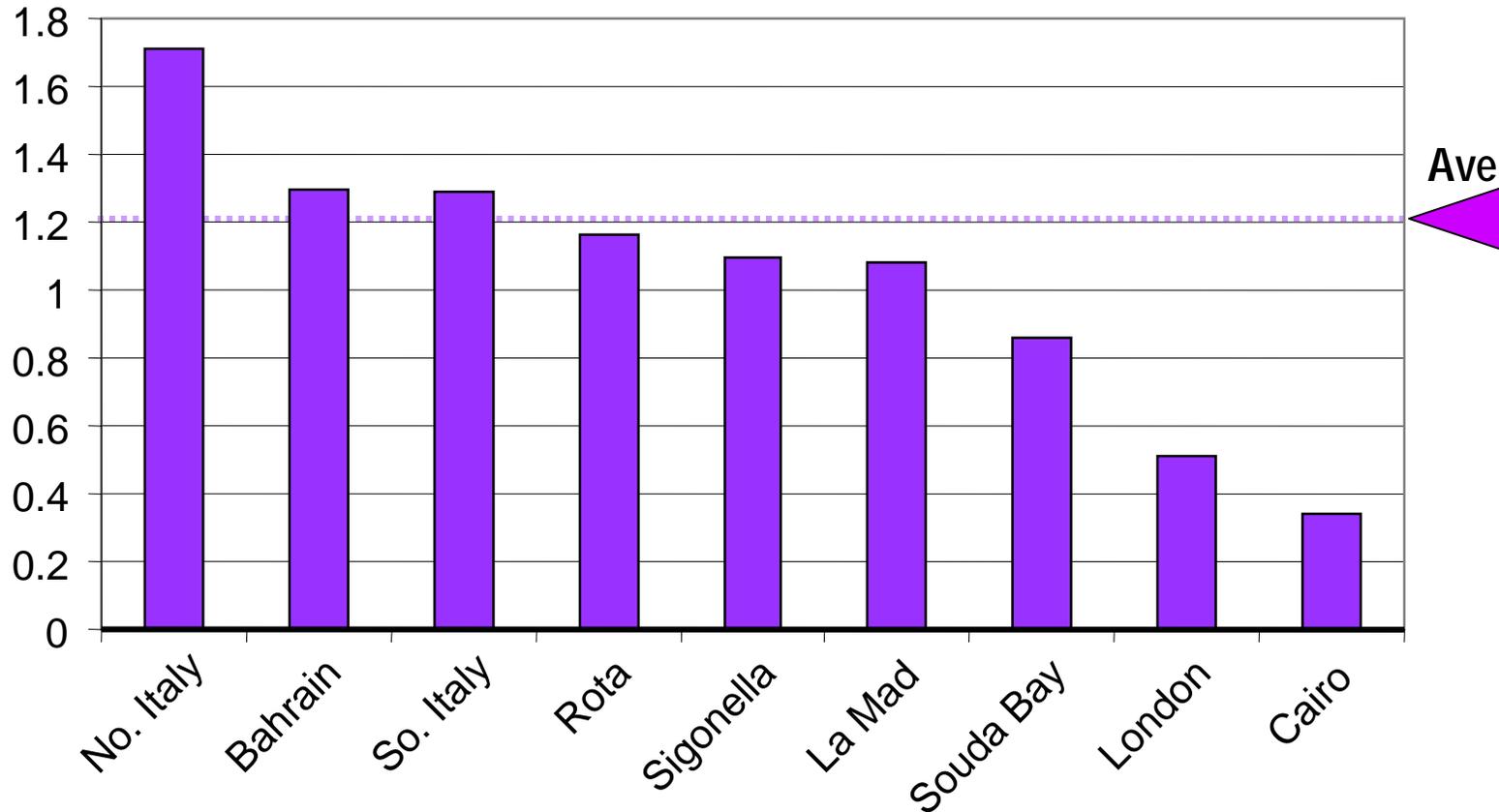
1+



- Expenses based on all obligations to the work center including office renovations
- Excludes IT & other expenses, support from other work centers
- WIP SIOH Rate – AD=6% - FIP SIOH Rate – AF=4%
- Salaries & other expenses have NOT been normalized
- Military labor costs are included at \$60K each (ave)

Field Office – Income vs Expense – EFA Med

1+



- Expenses based on all obligations to the work center including office renovations
- Excludes IT & other expenses, support from other work centers
- WIP SIOH Rate – AD=6.5% - FIP SIOH Rate – AF=4.5%
- Salaries & other expenses have NOT been normalized
- Missing contract labor data
- Military labor costs are included at \$60K each (ave)

Community Management

**What's happening at LANTDIV
and NAVFAC?**



Community Management Process



**Enablers: IT
Metrics**

Individual

Community Management Process



**Enablers: IT
Metrics**

ROICC Team vs Community

<u>Job Function</u>	<u>Community</u>
AREICC, Construction Manager	Engineering ← ROICC Input
Contract Specialist	Acquisition
Construction Engineering Technician	ET&QA Community
Construction Representative	ET&QA Community
FSC QAE/CSR	ET&QA Community

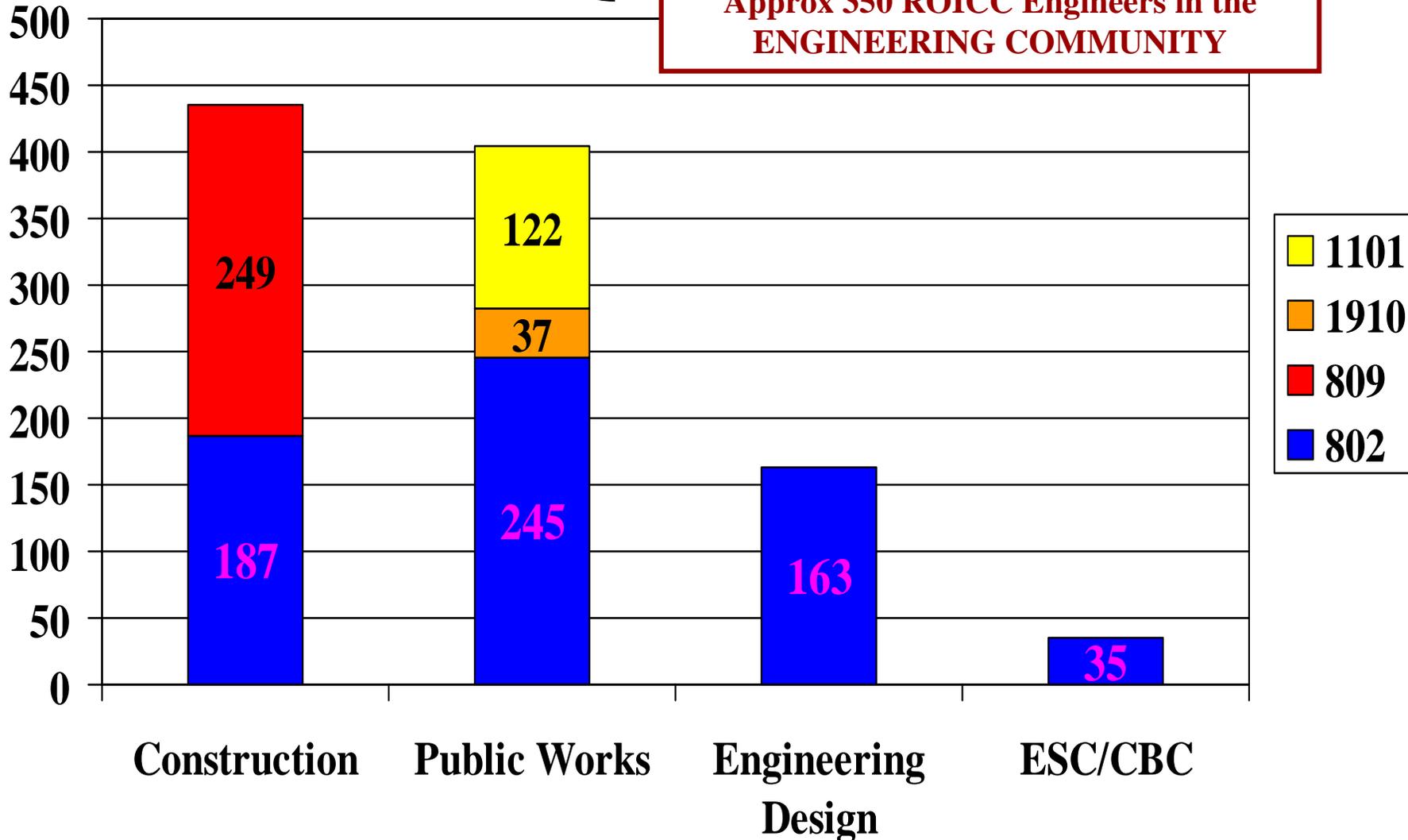
ET&QA Community

802's, 809's, & 1910/1101's

- Approx. 1050 FTE's
- Highly diverse functions, many highly specialized.
- Play a critical role in NAVFAC. Especially in Construction, Public Works and Design/Engineering support.
- Avg. age = 54 (28 to 80).
- 84% between ages of 40 and 59.
- Avg. years of service = 22.5 years
- Retirement Eligible = 19%, 5 yrs = 51%, 10 yrs=81%

The ET&QA Community

Approx 350 ROICC Engineers in the
ENGINEERING COMMUNITY



Community Management Now!

“DON’T WAIT FOR HQ!”

“Every billet is critically important!”

- Retention!
 - Recognition, rewards, attention.
- Deal with unacceptable performance
- Planning for the future
 - Succession Planning
 - Find Sources of Staff (Rookies and Veterans)
- Hiring
- Training & Mentoring
- Make it Fun!!

DAWIA

- Engineers & Architects
 - Facilities Engineering Career Field established by DoD.
 - Tri-service committee began working curriculum. Dr. Get Moy/USD (AT&L) lead.
 - Establish sub-career fields for Planning, Real Estate, Engineering & Construction, Environmental, and Facilities Management. Tri-service sub-committees to address.
- Engineering Technicians
 - SECNAV will address.
- ConReps, QAE's
 - See ET's.

NAVFAC Initiatives

- **Instruction on Contractor Evaluations**
- **Instruction on Partnering**

Construction Industry Feedback

You are innovative, progressive, professional ...but:

Performance Evals

- Process is sound, execution needs work.
 - **Many** evals missing in CCASS.
 - **Timeliness** is also a problem.
 - Too many “**surprises**”.
 - **Perception** that some ROICC’s don’t want the hassle of writing up an Outstanding rating.
 - **Perception** that Perf Evals are sometimes used as unfair leverage for negotiations and REA’s.

From AGC Federal Contractors Meetings 17 – 18 July 01.

Partnering

- Chief wants to reinvigorate/energize **PARTNERING** and take it to the next level
 - Tie Partnering/Performance Eval/Communication together
- NAVFAC-AGC **Partnering** Agreement
 - Take it to the next level
- NAVFAC Partnering policy under development

P-445 Implementation

POA&M

- All ROICCs Briefed
- ROICCs to start briefing Clients
- Copies of QA plans are available
- Stress P-445 Certification (NAVFAC team to recommend level of recognition)
- P-445 Doctrine necessary for “Super Q” effort of the future
- Leadership issue for all ROICCs and SGEs

ROICC Office Model (ROM)

- **What's the latest on implementation?**
- **What are some pending revisions?**

Naval Facilities Engineering Command

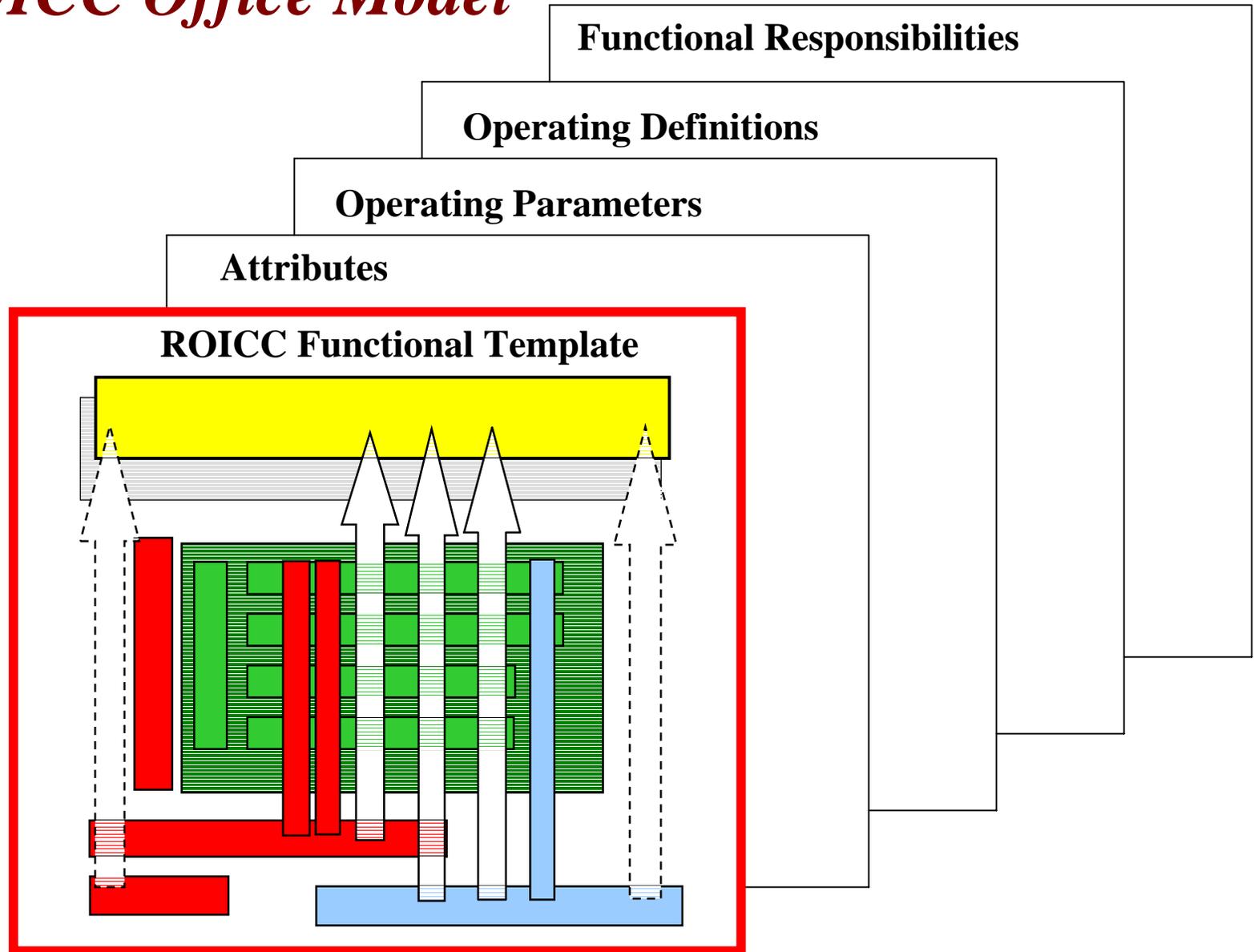
ROICC Office Model (ROM)

**Final EFD/PWC LWG Input
November 2000**

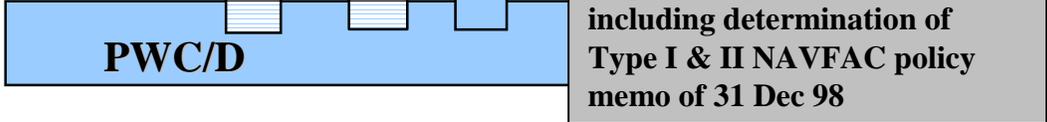
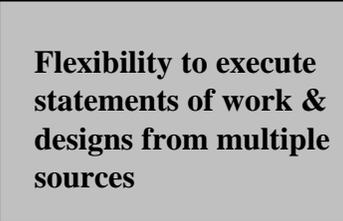
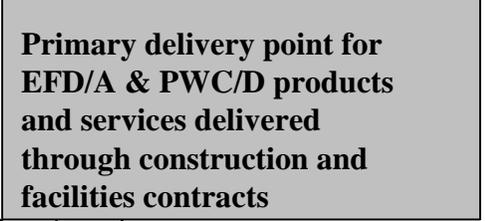
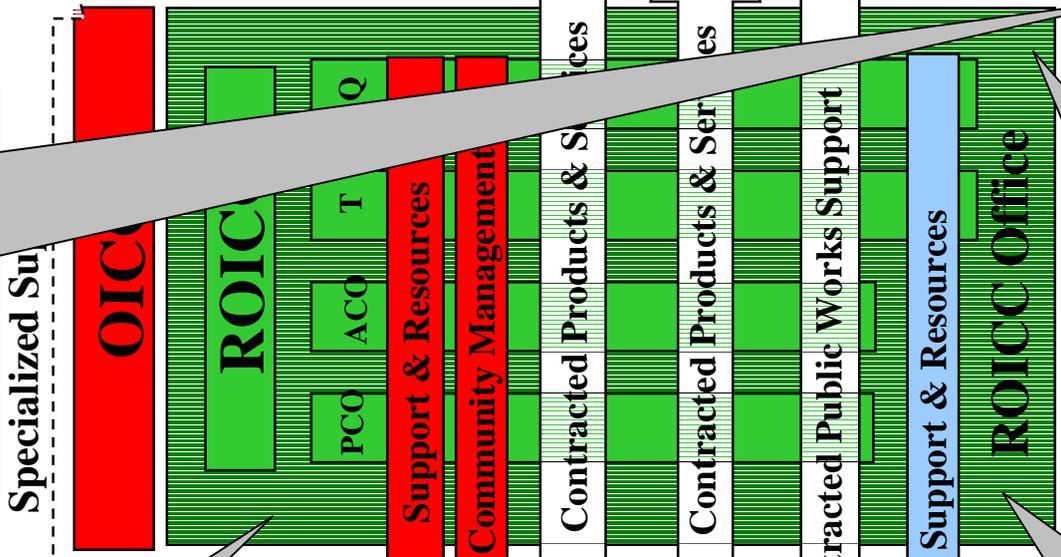
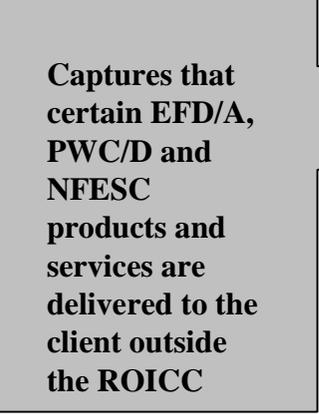
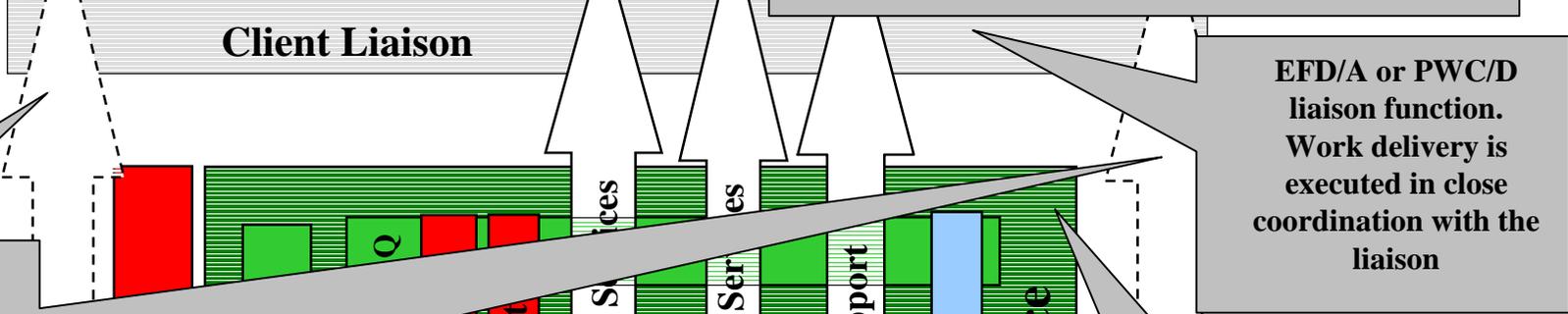
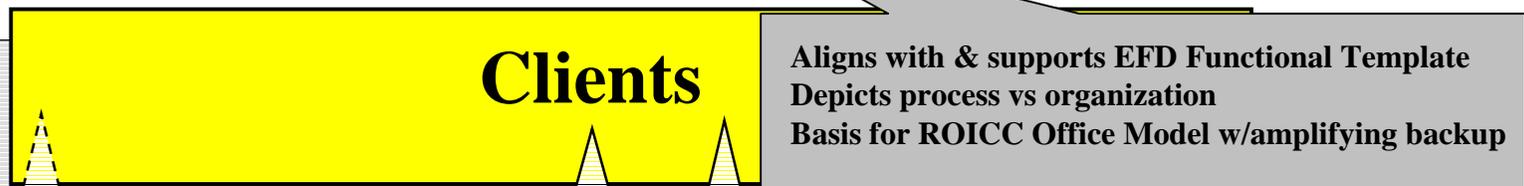
**Includes CGII Team Input
November 2000**

**(includes revisions from EFD Leadership
Council Meeting 5 December 2000)**

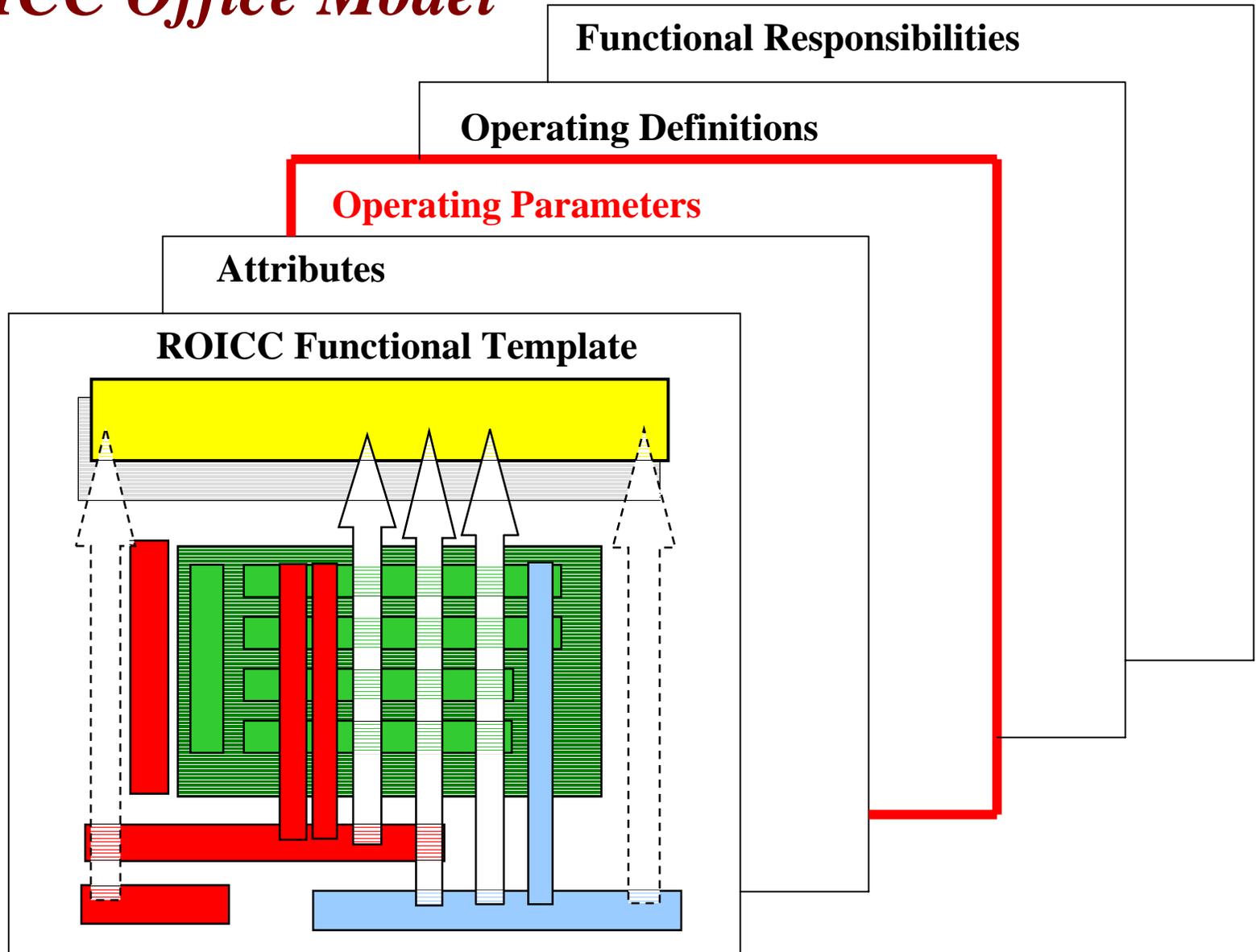
ROICC Office Model



ROICC Functional Template



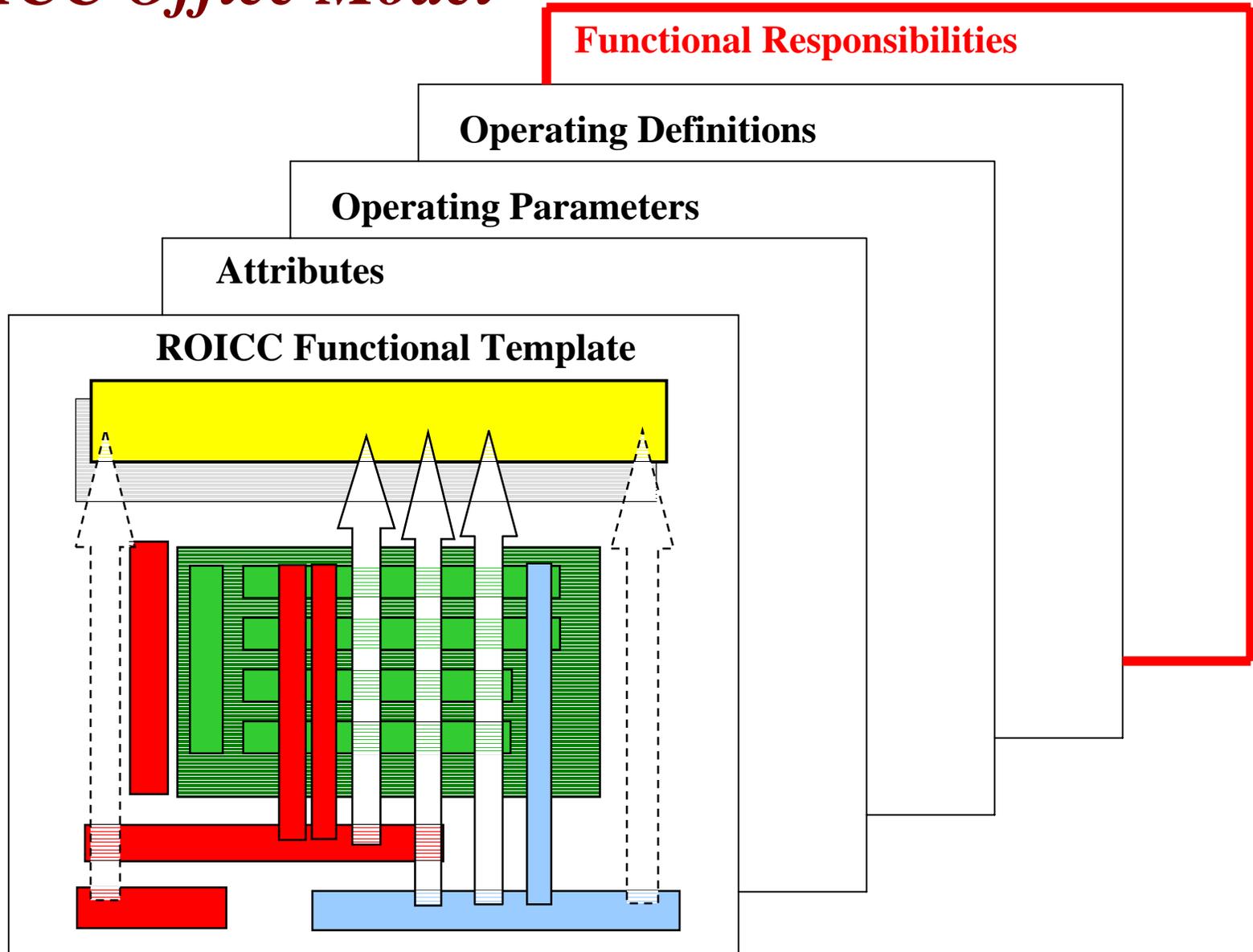
ROICC Office Model



ROICC Operating Parameters

- **Primary Delivery Point for Facilities Contracts.** ROICC will participate in acquisition planning decisions. Acquisition planning shall include a determination whether the work is Type I or Type II per the “Design and Construction Oversight Policy for NAVFAC Construction Work” dated 31 Dec 98. Once the decision is made that the work will be accomplished by contract, the ROICC office will have the capability to give the client status on all contract actions. ROICC is also responsible for status on assigned contracts.
- **Appropriate PCO (K-_{PCO}) capability.** PCO responsibilities for all contracts are clearly assigned and commensurate with the ROICC office location and staffing.
- **Maximum ACO (K-_{ACO}) capability.** The field office will have robust capability to perform construction management and post award management of service contracts. ROICC routinely is ACO on all assigned facilities contracts in AOR. The ROICC can accept customer funds for all contract actions.
- **ROICC Staff Collocated.** All ROICC staff are collocated and K, T and Q functions are integrated in the most efficient and effective manner. The goal is to maximize cross utilization and teamwork.
- **Solicitation Package Development capability.** ROICC office should have capability for development of solicitation packages with coordinated technical support from contractor, client, ESC, EFD/A or PWC/D.
- **Field Engineering capability (T).** The ROICC office has the appropriate technical capability to perform post award engineering functions for assigned contracts in support of the ACO function. (For AE and FSC contracts this technical capability is provided by PWC/D or the client.) The ROICC supports specific pre-award functions in coordination with the PCO. Technical support for scope definition, design and PCAS is obtained from contractor, client, NFESC, EFD/A or PWC/D.
- **Comprehensive Quality Assurance management capability (Q).** The ROICC office has the capability to perform the Q function for all assigned contracts. Quality Assurance for service contracts is an integral part of the ROICC, resourced by the PWC/D or client.
- **Integrated Work Input/Control system.** Fully implemented Corporate solution for Work Input/Control.

ROICC Office Model



ROICC Functional Responsibilities

K-PCO	K-ACO	T	Q
Procurement	Contract Administration	Field Engineering	Inspection
Develop Acq Strategy Provide AP Support Issue Pre-Award Synopsis Prepare SSP Prepare Award Fee Plan Prepare Small Business Record Obtain Wage Determinations Prepare/Issue Solicitation Answer Pre-Bid Questions Conduct Pre-Prop Conf Evaluate Bids/Proposals Request Audits Conduct Negotiations Responsibility Determinations Prepare Post BCM Award Contract Debrief Contractors Process Protest/Disputes	<i>(Typically K Lead, T support)</i> Evaluate Proposals Issue Task Orders Debrief Proposers Rqst for Proposed Changes Process PNMs / BCMs Negotiate Mods / REAs Issue Sup Agreements/ Mods/ Unilateral Changes Definitize Change Orders Labor Disputes Process Invoices Process Protests/ Disputes/claims/Termination Actions Prepare Final Release Close Out Contract Files / Archive Reporting Metrics	<i>(Typically T Lead, K support)</i> Monitor/ Manage Project Schedule Assist Technical Reqmts for TO's / Mods Review Technical Proposals Obtain Funds Tech Input on Requests for Change Proposals / REAs Ensure Independent Govt Estimate Partnering Assist in Review & Approve Submittals Prepare Perform Evals Manage Mod / RFI Process Correspondence Safety Enforcement Conduct Pre-Con & Pre-Performance Conf Conduct TO Site Visits Report WIP	Prepare & Review Project Schedule Prepares Tech Requirements for Changes Review / Approve Submittals Prepare Independent GE Conduct Constructability Reviews Specialized System Acceptance Reviews QC & Safety Plan Develop QA Plan Monitor / Document Field Work Conduct Labor Interviews Invoices Safety Inspections Responsible for QA Utility Outages, Road Outages, As-Builts Site Visits

ROM Summary

- Not an organization chart
- Process focused
- Common business practices
- Community Management
- Interoperability
- **ONE FACILITIES ENGINEER VOICE!**