



SAME Jacksonville, FL Post – March 2022 Monthly Meeting



Hurricane Response – Supporting Clients Through Crisis
Hurricane Sally Recovery NAS Pensacola, FL

March 16, 2022

Presentation Outline and Objectives

Outline:

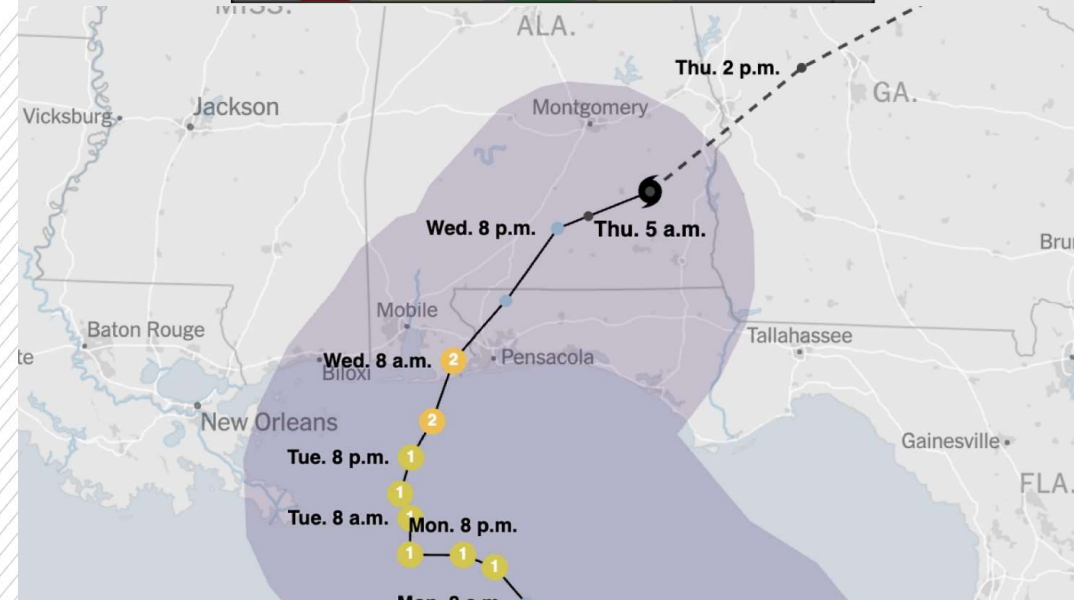
- I. Summary of Hurricane Sally affects on NAS Pensacola**
- II. Review management and execution methods that resulted in project success**
- III. Lessons Learned**

Objective:

Provide usable information to assist in managing emergency response projects

Hurricane Sally Stats

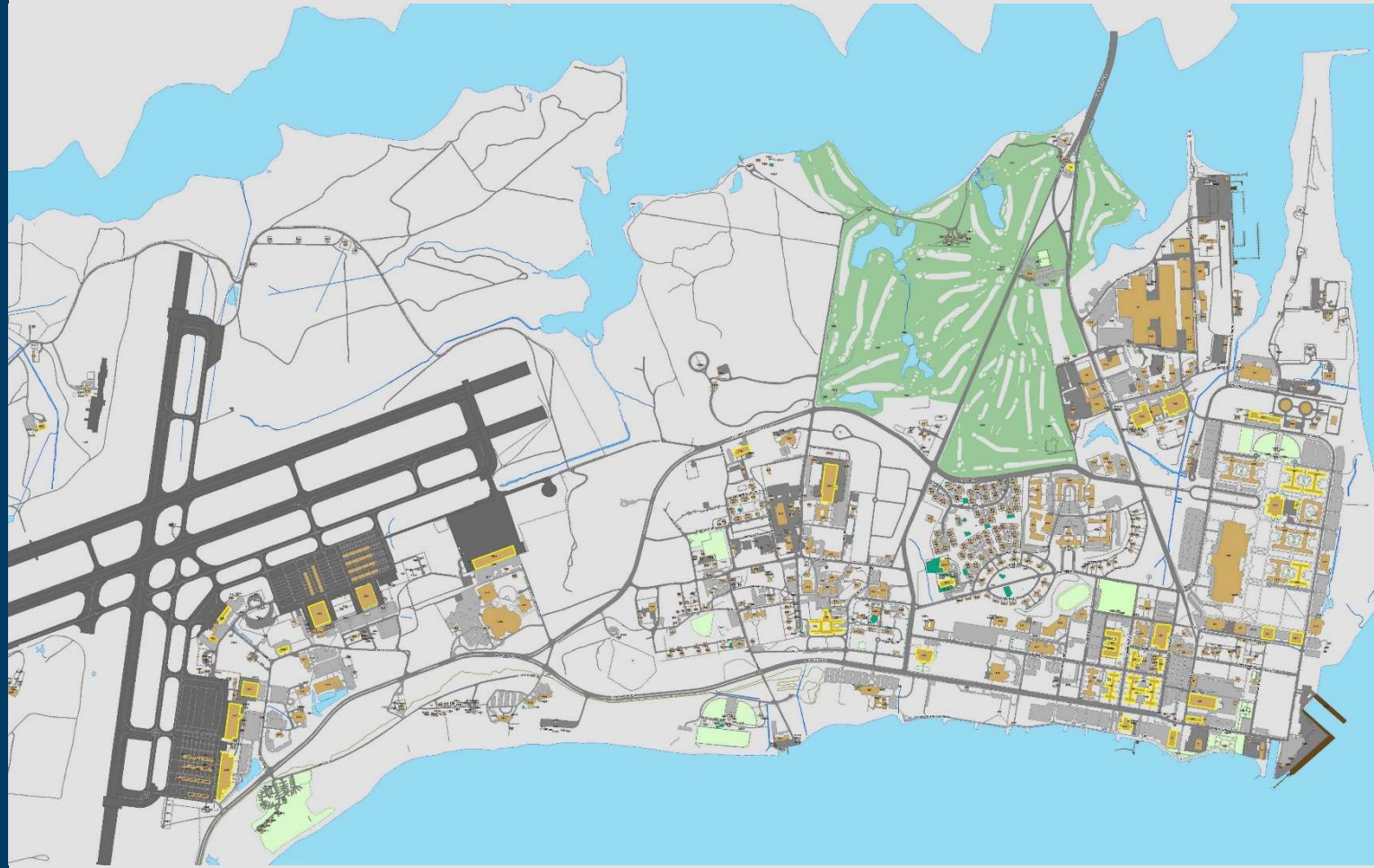
- September 16, 2020
- Category 2 Status
- Landfall at Orange Beach, AL
- Max sustained winds of 110 mph at landfall
- Coastal Communities in Baldwin County, AL and Escambia County, AL took the brunt of the storm with widespread wind damage, storm surge flooding, and over 24-inches of rainfall at NAS, and several tornados in NW Florida
- Damage estimated at \$7.3 billion



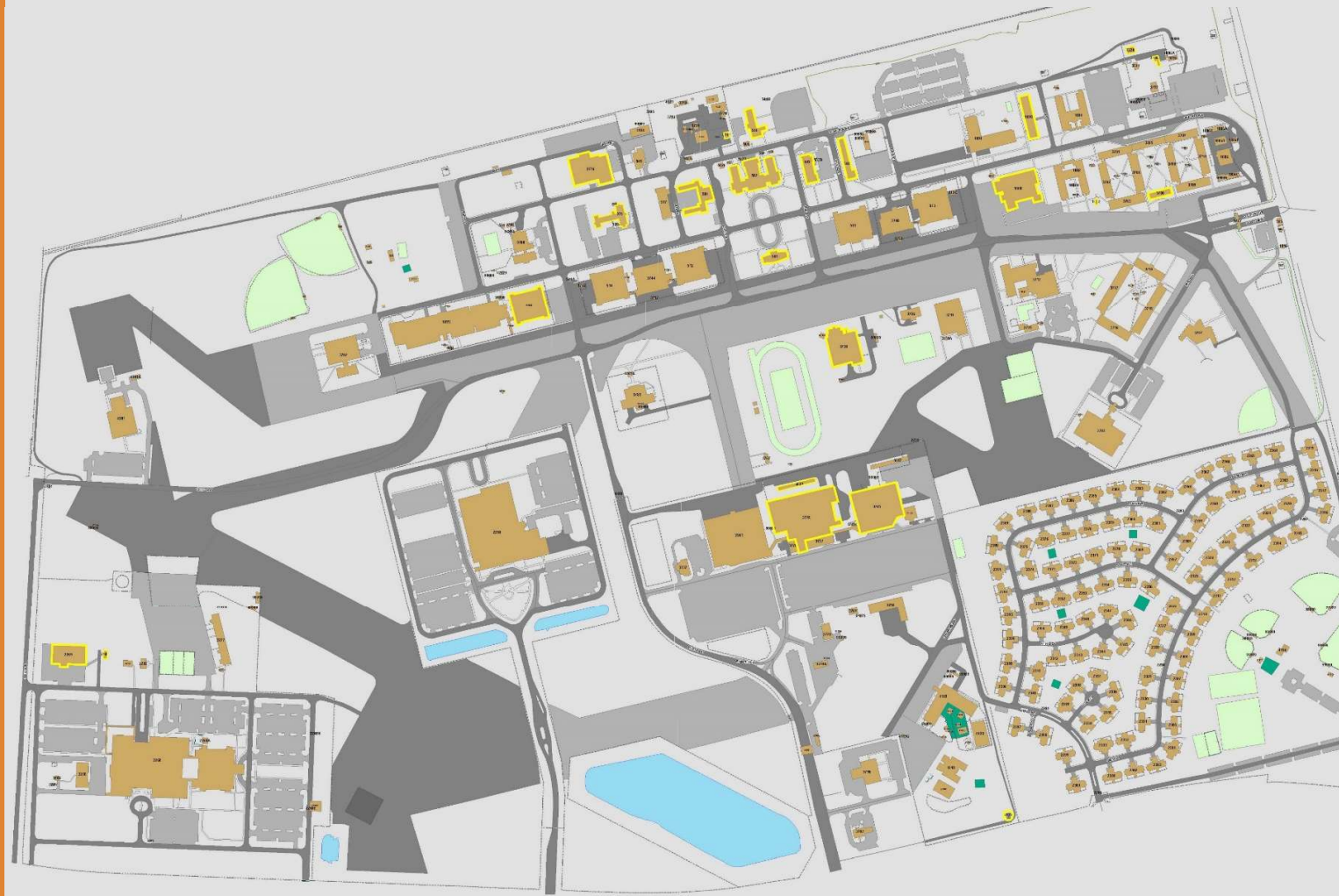
NAS Pensacola Area Map



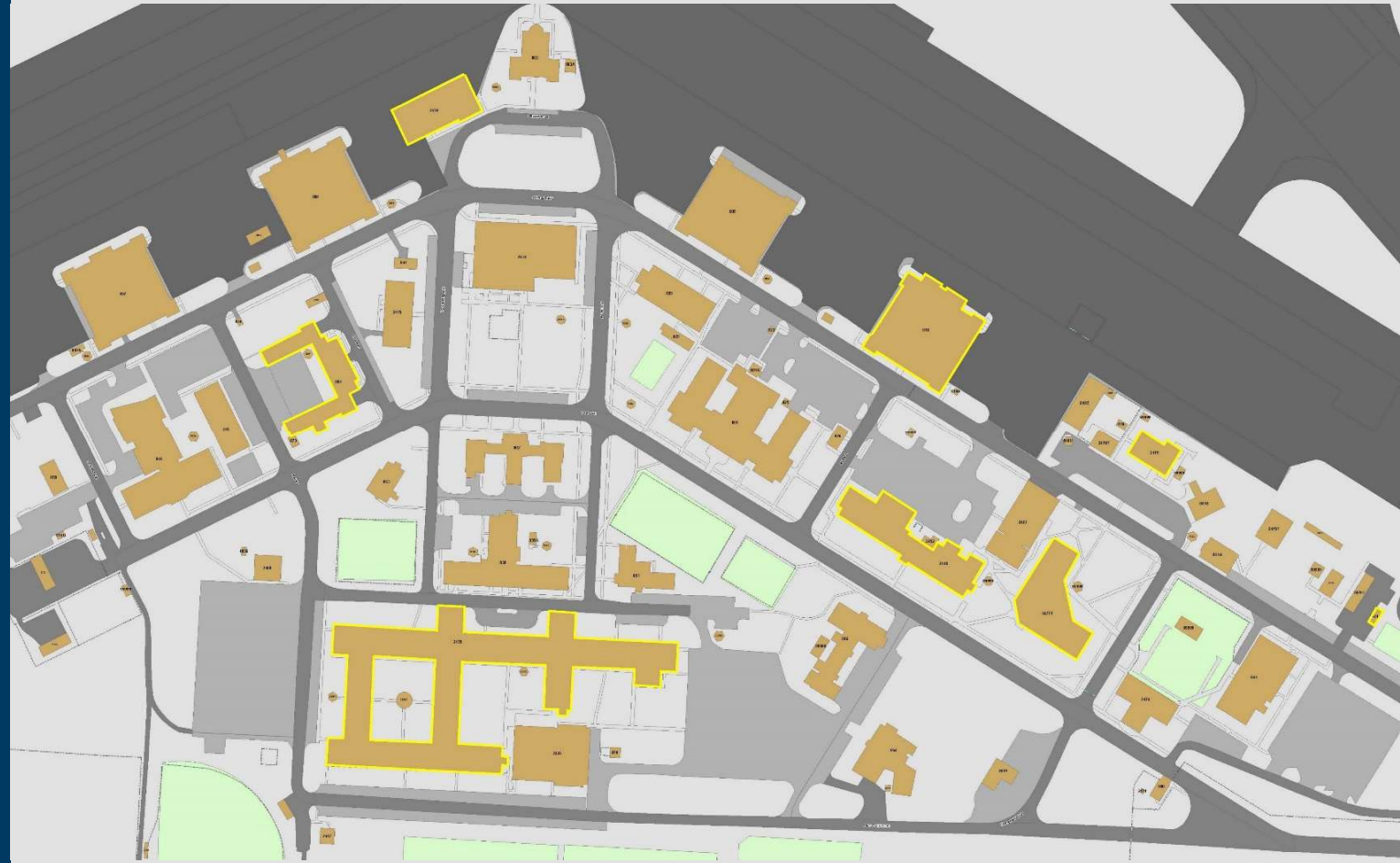
NAS Pensacola Site Map



Corry Field Site Map



Saufley Field Site Map



Facility Types

- Academic Instruction Facilities
- Air Traffic Control Tower
- Administrative Buildings
- Barracks
- Child Care Center
- Classrooms
- Dormitories
- Fire Stations
- Hangars
- Kitchen and Dining Facilities
- Libraries
- Maintenance Facilities
- NCIS Offices
- Secure Facilities
- Sewage Pump Stations
- Warehouse and Storage Facilities
- Healthcare/Hospitals
- Historic Facilities requiring SHPO Consultation

Damage was generally related to water infiltration through the roofs.

**Windows and roofs damaged | Limited structural damage
Moderate mechanical equipment damage | Lots of interior finish damage**

How do you successfully assess and develop D/B RFPs following a natural disaster, during a pandemic, adhering to the Government's contracting schedule?

Scope Definition

Call A Friend

Plan and Organize

Utilize Technology

Effective Project Management

Scope Definition During an Emergency Response

“How many buildings?”

“IDK”



“What’s the format for RFPs and Cost Estimates?”

“IDK”



“What are the limits of the facility condition assessment?”

“IDK”



“What’s the schedule?”

“Three Months”



It develops through discussions with responsible Government stakeholders and options presented by the AE.

You get there. Don't stop until you get there.

Scope Definition During an Emergency Response

Due to size and schedule, work will not fit in common DB RFP Scope Outline.
Think outside the box, be flexible, creative, consistent.

DEFINE THE PROBLEM

- **Extent of damage – Storm? Deferred Maintenance? Pre-existing?**
- **Impact on Operations – Temp facilities? High priority areas/buildings?**
- **Funding limitations**

DEFINE THE SOLUTION

- **Repair what?**
- **Code triggers?**
- **Antiquated systems – repair/replace/ignore?**
- **Delivery method – Six Part Long Form RFP, Simple SOW, Hybrid, Contracting options**
- **IS IT BIDDABLE?**

Call a Friend – We Need Help!

- **Assessment Staff:** Sr. Professionals in all disciplines qualified to determine appropriate repair recommendations in the field.
- DoD design experienced **Registered Professionals** need to perform the assessments:
 - Electrical
 - Mechanical
 - Structural
 - Fire Protection
 - Telecommunications
 - Civil
 - Roofing/Building Envelope
 - Architecture
 - Interior Design
 - Environmental
- **Detailed knowledge of UFCs, Codes and Standards**
- **Multiple RFP Prep Teams** each consisting of Sr. Architect, Staff Architect, and Drafters and the same Discipline Leads that performed the assessments.
- **Cost Estimating team** integrated into NAVFAC's planning process.



**Not the time to
loosen staff
qualifications.
Now more than
ever you need Sr.
Professionals in
key positions.**

Utilize Technology

Cloud-based facility assessment software used to:

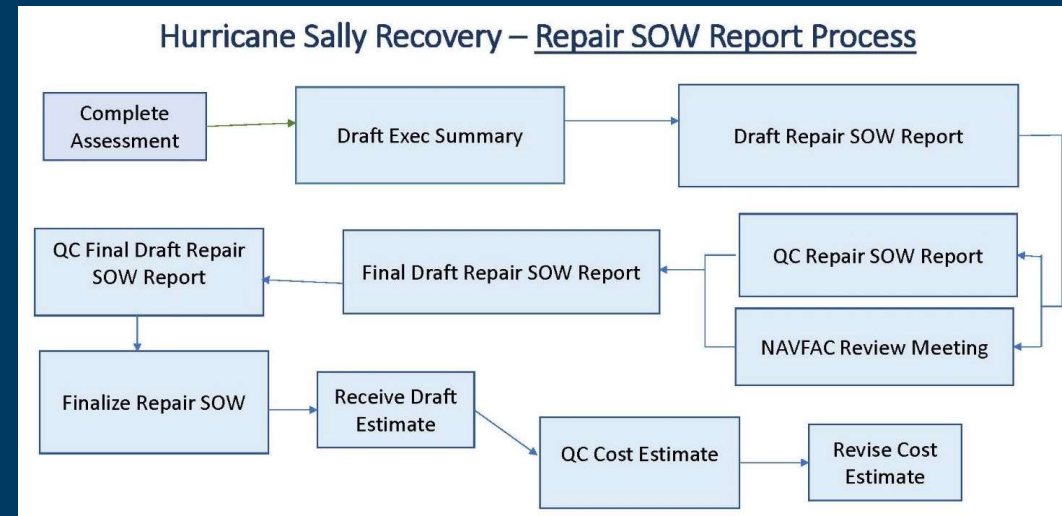
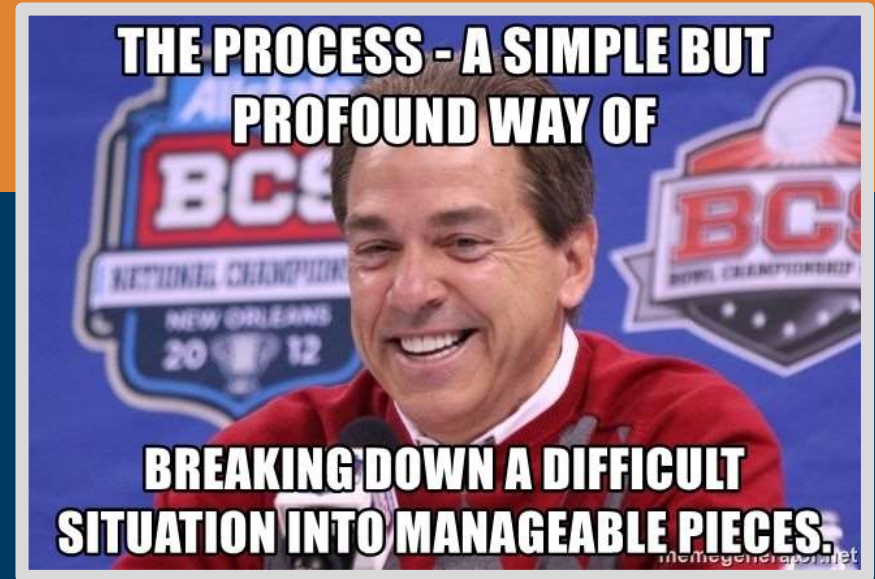
- Optimize assessment data collection using pre-loaded facility drawings with ability to identify repair recommendation descriptions, locations and photo documentation.
- Tailored specifically for the effort
- Data organization
- Staff data accessibility
- Transitions directly into assessment and repair plan deliverables
- Must have a dedicated system administrator with team support
- Coordination among disciplines



Project Management

PLAN AND ORGANIZE: PROJECT MANAGEMENT PLAN

- **Team Logistics and Safety (Covid)**
- **Standardize assessment procedures, objectives, and recommendations**
- **Data Management** – Going out and coming in
- **Develop process for deliverable development**
- **Schedule Tracking** – need a process. Always know where in the process each facility assessment/RFP is positioned



Project Management

Schedule Management



Top-down estimating, start with end date, work task schedules to fit, develop staffing plan to accommodate, where unreasonable – push back on the Top.

- Communicate
- Track / Monitor / Enforce
- Contingency Plan – Refine Process, add staff, have leading tasks compensate laggards

Cost Management



Must limit the cost of resources to fit the budget.

- Communicate time limits/expectations
- Track / Monitor / Enforce
- Contingency Plan – Refine Process, change staff, have leading task compensate laggards

Project Management

Quality Management



- Define and communicate QC process early. In every step PM should ask “How will we QC?” and “Are we following our QC Plan?”
- Create a culture of quality throughout the project team.
- Use QC to check the process, not just check the products.
- Once established the Team will embrace.

Resource Management



- The attitude of the Team will reflect the attitude of Project Leadership
- Respect, Encourage, Affirm, Motivate
- Help, Have Solutions, Support
- Conflict Resolution
- Be deliberate in forming high morale. Develop comradery among team.

Not the time to loosen QC Process. Now more than ever you **need strict QC procedures implemented.**



Emergency response is stressful on staff and their families. Away from home, lots of work, long hours, fast pace, seems never ending.

Project Management

Stakeholder Management

Who are they?

Our Stakeholders Are:

- NAVFAC – PMs, DMs, PWD Leadership and FMS leads, Cultural Resource Office
- Facility Users
- Stakeholder satisfaction should be identified and managed as a key project objective

Appropriately engaging with all stakeholders makes the difference in project success or failure.

Effective communication is clear, concise, and allows stakeholders the opportunity to have influence on project success.

Communication Management

- Communication Management Plan documents who sends info, who receives info, what info is sent, how info is sent, and when
- Communication Methods: meetings, teleconference, videoconference, e-mail, text, sharefile/DoDsafe

Disaster Recovery Lessons Learned

- **Hurry – No time to lose**
- **Be creative and flexible in defining scope development solutions**
- **Utilize technology and have a dedicated team to manage**
- **Have a detailed, well-defined written process for every activity**
- **Project Management Plan – Track / Monitor / Enforce**
- **Create a culture of quality**
- **Be deliberate in developing team morale**

QUESTIONS?

Thunderous Applause

