



2015 – 2017

ENVIRONMENTAL BUSINESS  
LINE ACQUISITION STRATEGY  
(EBLAS)

NOVEMBER 2014

NAVFAC HEADQUARTERS  
1322 PATTERSON AVENUE BUILDING 33, CODE EV-3  
WASHINGTON, D.C. 20374



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*The Naval Facilities Engineering Command (NAVFAC) Environmental Business Line Acquisition Strategy (EBLAS) focuses on a **balanced and diversified contracting approach** to meet Command-wide program requirements to **increase acquisition options and flexibility, minimize risk exposure, meet political and legislative contracting mandates, improve the program execution, and increase competition** by making the best contractual solutions available to meet the full range of the business line's corporate and client needs. This strategy considers **opportunities for consolidating acquisition efforts across the NAVFAC Areas of Responsibility (AORs)**.*

The goal of the NAVFAC EBLAS is to continually match the type of work to be performed with the most cost-effective and efficient type of contractual vehicles to meet the mission of our Environmental Programs (Cleanup, Compliance, Planning, Natural and Cultural Resources). The NAVFAC EBLAS will continue to focus on the development of a balanced and diversified contracting approach to meet Command-wide program requirements. The intent of this focus is to increase acquisition options and flexibility, minimize risk exposure, and meet political and legislative contracting mandates. This strategy also considers opportunities for consolidating acquisition efforts across the NAVFAC AORs. Most importantly, this strategy strives to improve the program execution and increase competition by making the best contractual solutions available to meet the full range of the business line's supported commands.

A primary objective of this acquisition strategy is to ensure that sufficient contract capacity exists and other appropriate acquisition mechanisms are available to meet program requirements. The projected total requirement for the NAVFAC Environmental Business Line (EVBL) in FY15-17 totals \$1,900M. We anticipate \$1,890M in new contract actions, \$20.74M in new external NAVFAC acquisitions<sup>1</sup>, and \$19.56M in new cooperative agreements (CAs) in FY15-17 to allow sufficient capacity for new project requirements. All contracts will have the capability to serve the entire NAVFAC AORs and many will be utilized across components.

In line with the political and legislative contracting mandates, NAVFAC EVBL has established the following primary reportable metrics to allow the EBLAS to increase the acquisition options and flexibility and minimize risk exposure:

- ❑ **Small Business (SB).** Continue the emphasis on small business participation with a goal of at least 43% per year.
- ❑ **Fixed Priced Contract (FP).** In previous years to ensure a proper balance of fixed-priced and cost-plus contract vehicles, an optimal range for fixed-price was 60-65%.
- ❑ **Performance-Based Contract (PBC).** Consider all contract actions, except Brooks Act procurements (e.g. CLEAN), for performance-based service contracting. The Office of the Secretary of Defense (OSD) has established a goal to utilize PBC on at least 50% of our eligible requirements.
- ❑ **Multiple Awards Contract (MAC).** Continue to promote an environment of competition at the task order level with a goal of 25% of obligations on multiple award contracts.

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<sup>1</sup> Department of Defense (DOD) and non-DOD contracts and in-house

The FY15-17 EBLAS also continues a focus on the management of interagency and intra-Navy acquisitions, grants, and CAs. While the vast majority of the business line's requirements are met by NAVFAC's own contract capabilities, certain interagency and intra-Navy acquisitions are required to leverage other Department of Defense (DoD) and Government agencies contracting capabilities, and are in the interest of cooperation and coordination. In FY15-17, the EVBL plans to use interagency and intra-Navy acquisitions, as well as CAs.

This EBLAS is supported by the individual strategies of each NAVFAC Echelon III Command (NAVFAC Atlantic [LANT], NAVFAC Pacific [PAC], and the Naval Facilities Engineering, Expeditionary, and Warfare Center [EXWC]). The echelon III strategies, which are enclosures to this document, provide a greater level of detail to the overall NAVFAC's EBLAS.

## 2.0 BACKGROUND AND PROGRAM REQUIREMENTS

### 2.1 BACKGROUND

This acquisition strategy is developed to support NAVFAC's full range of the EVBL products and services in support of Navy and Marine Corps facilities across the world. This strategy covers the Environmental Restoration Program (M Line) which includes the Environmental Restoration, Navy (ER,N) program and the Base Realignment and Closure (BRAC) reimbursable work; the Environmental Quality Program (L Line) which includes the Environmental Compliance, Planning, and Natural and Cultural Resources programs; and the Tactical Training Theater Assessment and Planning (TAP) Program.

This EBLAS incorporates current DoD and DON guidance on the Management and Oversight Process for the Acquisition of Services (MOPAS). The purpose of this strategy is to analyze Command-wide workload projections for our environmental programs, to evaluate our current contracts and their capacity to meet program requirements, to develop plans for future contract requirements, and to track and project contract usage toward achieving strategy objectives and metrics. Specific objectives and metrics of this EBLAS include continued strong SB participation, balanced use of FP contracts, continued focus on PBCs, and expanded use of MACs. Other important elements reflected in this strategy include management of grants, CAs, and Interagency and Intra-Navy Acquisitions (IAs) and consolidation of Acquisition Efforts across NAVFAC's AORs. Each is briefly detailed below.

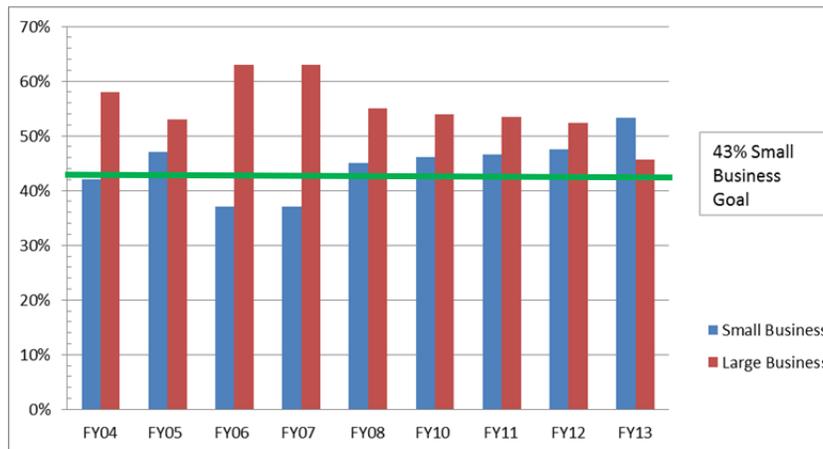
#### CONTINUED STRONG SB PARTICIPATION

NAVFAC's acquisition teams for the environmental programs strive to provide opportunities to SB. The EVBL has a strong history of promoting SB participation in both prime contract awards and subcontract obligations (Figure 1). Consistent with the requirements in Public Law and the Federal Acquisition Regulations (FAR) on SB Programs, the EVBL will continue to pursue SB contracting and support mentor protégé opportunities to balance and diversify the contracting toolbox, and to develop a strong industrial base. Additional SB contracting will provide greater flexibility and alternatives to help achieve best value, minimize dependency on a small number of large business contractors, and subsequently reduce risk exposure. The EVBL has an overall SB goal of 43%; under this strategy the business line intends to maximize the utilization of SB while finding the best approach in meeting program requirements.

Since FY02, the small business contracts increased to reach the Navy goal of 40% in FY03 and continued to increase through FY05. The slight decrease in small business contracts during years FY06 and FY07 was a

result of the BRAC program's heavy dependency on large business contractors. The SB goal was reached in FY08 and the trend continued strong through FY14.

**Figure 1 - Historical Small Business Contracts Trend**



## BALANCED USE OF FP CONTRACTS

The EVBL will continue to find opportunities for expanding the use of FP contracts where appropriate. Traditionally, NAVFAC has extensively used the support of cost-plus award fee contracts, particularly in the ER, N and BRAC programs. These contract mechanisms will continue to be an important part of this balanced acquisition strategy given the inherent complexities in the nature of the work performed under the business line. However, with the increasing maturity of the cleanup program and the decreasing level of uncertainties, there are situations where FP vehicles may be more appropriate. The goal is to ensure that a full-array of contract tools are available to meet corporate and client needs for quality products and services, competitive pricing, and timely execution. Based on experience and the optimal balance to meet program requirements for FP contracts, the current target for this metric is a range of 60-65%. Figure 2 demonstrates the EVBL commitment in utilizing FP contracts.

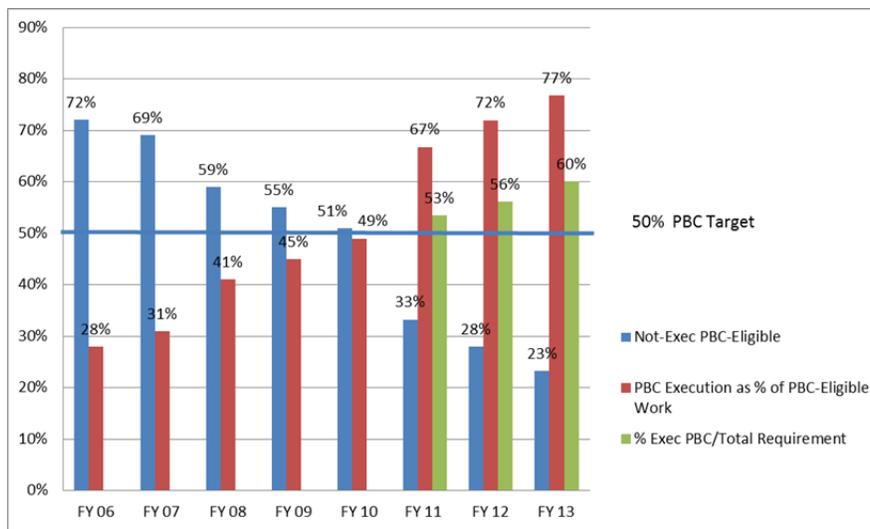
**Figure 2 - Historical FP Contracts Trend**



## CONTINUED FOCUS ON PBC

The EVBL will continue to promote the use of PBC to all projects where performance work statements may improve contract performance while reducing cost and risk to the Government. Additional guidance on the use of performance-based contracting in the EVBL was issued under separate correspondence in reference (NAVFACENGCOM letter 5090 Ser 040024/ENC-RS, 2004). Further, NAVFAC has implemented a MOPAS as required by the NAVFAC/DON/DoD. MOPAS has been established to ensure that service acquisitions utilize PBC requirements to the maximum extent practicable; are properly planned and administered; and that the outcomes of those acquisitions are identifiable and measurable. The Office of Secretary of Defense (OSD) has established a goal to utilize PBC on at least 50% of our eligible requirements. The requirements exempted from PBC reporting requirements are outlined in the Office of the Under Secretary of Defense Memorandum on Performance-Based Service Acquisition, Attachment 3. Figure 3 demonstrates the EVBL commitment to use PBCs and shows the historical eligible PBC work trends within the Business Line.

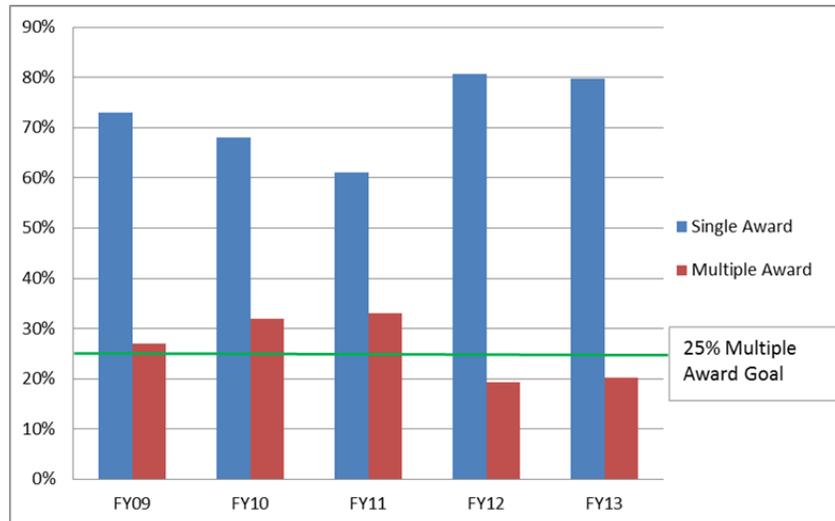
Figure 3 - Historical PBCs Trend



## EXPANDED USE OF MAC

Over the last several years, the business line has increased the utilization of MACs within our available acquisition tools to establish a continued environment of competition through to the task order level. Related to this goal, Section 843 of the National Defense Authorization Act for FY 2008, Public Law 110-181, "Enhanced Competition Requirements for Task and Delivery Order Contracts," became effective 27 May 2008. This strategy further promotes the emphasis on task order competition with a goal to obligate 25% of new requirements on MACs and recent trends can be seen in Figure 4. In FY12, significant unexpected BRAC requirements for execution on RAC contracts resulted in a reduced MAC utilization. Further, in FY13, prolonged funding delay associated with sequestration limited NAVFAC's ability and capacity to execute on MAC contracts.

Figure 4 - Historical MACs Trend



## MANAGEMENT OF GRANTS AND COOPERATIVE AGREEMENTS

This strategy focuses on the continued management of grants and CAs, particularly with those used to implement Integrated Natural and Cultural Resources Management Plans and the Navy's Cost Reimbursement initiative under the Environmental Restoration Program. Acquisition through grants and CAs represents less than 1% of the total EVBL acquisition action; however, it serves an important tool for executing the program requirement. The strategy does not set up a metric for the use of grants and CAs because their use is limited to specialized scopes/requirements.

On 17 August 2006, ASN (I&E) delegated authority to the Commander, NAVFAC, to enter into CAs for Cultural Resources Management under 10 U.S.C. 2684 and for Natural Resources Management under 16 U.S.C. 670c-1. On 23 August 2006, the NAVFAC Commander re-delegated this authority to NAVFAC HQ Assistant Commander for Acquisition and Deputy Director for Acquisition. NAVFAC HQ Assistant Commander for Acquisition further delegated this authority to no lower than the Chief of the Contracting Office at the Echelon IV Commands as required. The authority to enter into CAs for caretaker functions at facilities closed under the Defense BRAC Act of 1990 and to enter into grants and cooperative agreements to execute Defense Environmental Restoration Program (DERP) actions under 10 U.S.C. 2687 Note, BRAC 1990 PL 100-526, and 10 U.S.C. 2701(d), resides at NAVFAC HQ with the Assistant Commander and Deputy Director for Acquisition. As for DERP actions, reference (a) authorizes the DoD components to pursue alternative approaches to the Defense and State Memorandum of Agreement (DSMOA) for reimbursing costs of state services where appropriate. Alternative approaches are subject to the appropriate state or territorial regulatory agency agreeing to negotiate a separate agreement that complies with all applicable legal requirements. This strategy identifies the planned use of all grants and cooperative agreements, as they will continue to be an important part of the Business Line's acquisition tools.

## MANAGEMENT OF INTERAGENCY AND INTRA-NAVY ACQUISITIONS

An IA is a procedure by which an agency needing supplies or services (requesting agency) obtains them from another agency. Types of interagency acquisitions may be assisted acquisitions within or outside DoD, direct acquisitions within or outside DoD, in-house work within or outside DoD, or a combination of these types. An assisted acquisition is a type of interagency contracting through which acquisition officials of a DoD or non-

DoD agency award a contract or a task or delivery order for the acquisition of supplies or services on behalf of the DoD (requesting agency). A direct acquisition is a type of interagency contracting through which DoD orders a supply or service from a Government-wide acquisition contract maintained by a non-DoD agency. Accordingly, NAVFAC's local policy and procedures for Interagency and Intra-Navy Acquisitions are in the Business Management System (BMS) S-17.1.7. This strategy identifies the planned use of interagency acquisitions, as they will also continue to be an important part of the Business Line's acquisition tools. However, because the use of interagency and intra-Navy acquisitions is limited to specialized scopes/requirements, the EBLAS does not specify any metric/goal.

## CONSOLIDATION OF ACQUISITION EFFORTS ACROSS NAVFAC'S AORS

The EVBL will continue to look for opportunities to consolidate acquisition efforts across NAVFAC's AORs to extent practicable through the use of shared contract tools. These shared contract tools include the use of CLEAN and RAC contracts by multiple Echelon IV commands under NAVFAC-LANT or NAVFAC-PAC under the M-line requirement and the use of MACs for the multi-media, air, water, and hazardous waste contracts under the L-line requirement. In each shared contract, the Echelon III Commands provide the primary Contracting Officer's Representative (COR) and Procurement Contracting Officer (PCO).

## 2.2 REQUIREMENTS

The EVBL has two product lines; the "M" Product Line which includes all Environmental Restoration products and services funded by ER,N (Installation Restoration Program and Munitions Response Program) and M Line reimbursable (including BRAC funds); and the "L" Line which includes all Environmental Quality product and services (both compliance and planning) funded by region and activity reimbursable funds.

Table 1 below provides a summary of funding requirements for FY14 and projections for FY15-17. ER,N requirements are based on the Program Objective Memorandum controls, while BRAC requirements were established via discussions with BRAC Program Management Office. M-line and L-line reimbursable figures are based on historical data, the EPR database, and discussion with the region and clients.

**Table 1 – Summary of FY15-17 Total Requirement**

PROGRAMS	FY14	FY15	FY16	FY17	Total FY15-17
	\$ M				
<b>L – LINE</b>	<b>196.63</b>	<b>290.53</b>	<b>210.88</b>	<b>209.94</b>	<b>711.35</b>
COMPLIANCE (EV-1)	96.72	103.27	100.53	97.51	301.31
PLANNING AND CONSERVATION (EV-2)	85.87	103.26	95.55	96.63	295.44
Natural Resources	25.88	33.83	30.30	32.67	96.79
Cultural Resources	17.45	24.21	19.24	19.14	62.58
NEPA	21.53	22.33	25.81	21.98	70.12
TAP	10.55	11.60	9.80	11.80	33.20
Marine Mammals	10.46	11.29	10.41	11.04	32.74
OTHER L-LINE REQUIREMENTS	14.04	84.00	14.80	15.80	114.60
<b>M – LINE</b>	<b>402.08</b>	<b>387.85</b>	<b>434.22</b>	<b>403.32</b>	<b>1,225.38</b>
RESTORATION (EV-3)					
<b>ER,N TOTAL</b>	<b>244.35</b>	<b>226.97</b>	<b>276.12</b>	<b>246.11</b>	<b>749.19</b>
ER,N Studies	46.96	47.11	40.51	27.31	114.93
ER,N Cleanup	134.53	114.76	158.57	143.82	417.15
ER,N RAO/LTM	62.86	65.09	77.04	74.98	279.97
<b>BRAC TOTAL</b>	<b>143.89</b>	<b>150.15</b>	<b>151.30</b>	<b>148.11</b>	<b>449.55</b>
BRAC Studies	13.12	10.23	10.95	13.19	34.37
BRAC Cleanup	103.01	112.62	98.32	103.12	314.06
BRAC RAO/LTM	27.76	27.30	42.03	31.80	101.13
OTHER M-LINE REQUIREMENTS	13.85	5.24	6.80	9.10	21.14
<b>TOTAL REQUIREMENTS</b>	<b>598.72</b>	<b>678.38</b>	<b>645.10</b>	<b>613.25</b>	<b>1,936.73</b>

The fluctuation in the total requirements between FY14 and FY16 are attributed to the L-line programs and BRAC program. The increase in the L-line program in FY15 is attributed to the potential munitions clearance in support of the Guam build up. The M-line ER,N program projects a decrease in the requirement between FY14 and FY15 to anticipate for the approximately \$42M budget cut in the program in FY15.

Table 2 below reflects the outlook of projected requirements versus existing contract capacity under the EVBL. This projection provides the basis for this strategy in leveraging capability, optimizing capacity, and establishing mechanisms to efficiently deliver best value services to clients. Throughout this strategy, unrestricted business (UB) refers to large business. Table 2 indicates that new contract capacities in RAC SB cost-reimbursable, MAC UB and SB cost-reimbursable, single and MAC UB and SB FP are needed to execute the requirement. Table A.1 in Enclosure A lists current available contracts and their remaining capacities. Table A.2<sup>2</sup> in Enclosure A lists the proposed contract actions between FY14 and FY17.

This strategy includes those products and services with specific expertise through the use of other Navy and DoD contracts<sup>3</sup>, other government agencies<sup>4</sup>, and academia (various universities). In FY15-17, approximately \$21M, or 1% of requirements will be met with external NAVFAC acquisition tools and approximately \$19 M, or 0.95% of requirements will be met with CAs.

**Table 2 - Remaining Capacity Projection on Acquisition Mechanisms**

ACQUISITION ACTIONS	EXISTING CAP @ FY14 EOY \$M	FY15 \$M		FY16 \$M		FY17 \$M		TOTAL PLAN FY15-17 \$M
		PLAN	Remaining Cap	PLAN	Remaining Cap	PLAN	Remaining Cap	
<b>NAVFAC CONTRACTS</b>								
Cost – CLEAN UB	\$ 203.20	\$ 55.70	\$ 147.50	\$ 32.67	\$ 114.84	\$ 28.95	\$ 85.89	\$ 117.31
Cost – RAC UB	\$ 129.00	\$ 69.41	\$ 59.59	\$ 71.66	\$ (12.07)	\$ 63.29	\$ (75.36)	\$ 204.36
Cost – RAC SB	\$ 9.70	\$ 45.25	\$ (35.55)	\$ 46.74	\$ (82.29)	\$ 67.39	\$ (149.68)	\$ 159.38
Cost - Tech Transfer UB	\$ 20.00	\$ 15.00	\$ 5.00	\$ 15.00	\$ (10.00)	\$ 20.00	\$ (30.00)	\$ 50.00
Cost - MAC UB	\$ -	\$ 0.90	\$ (0.90)	\$ 0.10	\$ (1.00)	\$ 0.10	\$ (1.10)	\$ 1.10
Cost - MAC SB	\$ 1.00	\$ 23.50	\$ (22.50)	\$ 30.12	\$ (52.62)	\$ 28.42	\$ (81.04)	\$ 82.04
FP – Single Awd UB	\$ 172.94	\$ 80.37	\$ 92.57	\$ 131.22	\$ (38.65)	\$ 99.33	\$ (137.98)	\$ 310.92
FP – Single Awd SB	\$ 115.83	\$ 181.72	\$ (65.89)	\$ 108.54	\$ (174.42)	\$ 97.27	\$ (271.70)	\$ 387.53
FP – Multi Awd UB	\$ 132.37	\$ 97.20	\$ 35.16	\$ 85.44	\$ (50.28)	\$ 95.27	\$ (145.55)	\$ 277.92
FP – Multi Awd SB	\$ 77.94	\$ 93.81	\$ (15.87)	\$ 102.28	\$ (118.15)	\$ 100.08	\$ (218.23)	\$ 296.17
FP - Single Award Academia	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
<b>Total NAVFAC Contracts</b>	<b>\$ 861.98</b>	<b>\$ 662.86</b>	<b>\$ 199.12</b>	<b>\$ 623.77</b>	<b>\$ (424.65)</b>	<b>\$ 600.10</b>	<b>\$ (1,024.75)</b>	<b>\$ 1,886.73</b>
<b>EXTERNAL NAVFAC ACQUISITION</b>								
DoD Contract	\$ 2.58	\$ 3.14	\$ 1.99	\$ 2.52	\$ 2.05	\$ 1.83	\$ 0.22	\$ 7.49
DoD In-House	\$ 2.24	\$ 3.24	\$ 1.19	\$ 2.90	\$ 0.31	\$ 3.44	\$ (1.38)	\$ 9.57
Non-DoD Contract	\$ 1.58	\$ 1.58	\$ 1.58	\$ 1.42	\$ 1.58	\$ 0.59	\$ (0.28)	\$ 2.01
Non-DoD In-House	\$ 0.34	\$ (0.79)	\$ (0.79)	\$ 0.88	\$ (1.36)	\$ 0.80	\$ 0.78	\$ 1.68
<b>Total External Contracts</b>	<b>\$ 6.74</b>	<b>\$ 6.38</b>	<b>\$ 3.97</b>	<b>\$ 7.72</b>	<b>\$ 2.58</b>	<b>\$ 6.65</b>	<b>\$ (0.66)</b>	<b>\$ 20.74</b>
<b>COOPERATIVE AGREEMENTS</b>								
M Line	\$ 3.00	\$ 0.37	\$ 5.63	\$ 0.03	\$ 5.60	\$ 0.41	\$ 5.19	\$ 0.81
L Line	\$ 0.39	\$ 5.61	\$ (4.83)	\$ 6.85	\$ (11.68)	\$ 6.29	\$ (17.97)	\$ 18.75
<b>Total CA</b>	<b>\$ 3.39</b>	<b>\$ 5.98</b>	<b>\$ 0.80</b>	<b>\$ 6.88</b>	<b>\$ (6.08)</b>	<b>\$ 6.70</b>	<b>\$ (12.78)</b>	<b>\$ 19.56</b>
<b>OTHER</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>
<b>TOTAL ACTIONS</b>	<b>\$ 872.11</b>	<b>\$ 675.21</b>	<b>\$ 203.89</b>	<b>\$ 638.37</b>	<b>\$ (428.14)</b>	<b>\$ 613.45</b>	<b>\$ (1,038.18)</b>	<b>\$ 1,927.03</b>

<sup>2</sup> Latest version can be found in the web posting on the NAVFAC portal

([https://portal.navy.mil/portal/page/portal/navfac/navfac\\_ww\\_pp/navfac\\_hq\\_pp/navfac\\_env\\_pp/contract%20opportunities](https://portal.navy.mil/portal/page/portal/navfac/navfac_ww_pp/navfac_hq_pp/navfac_env_pp/contract%20opportunities))

<sup>3</sup> Such as U.S. Naval Supply System Command (NAVSUP), Fleet and Industrial Supply Center (FISC), and Army Corps of Engineers

<sup>4</sup> Such as U.S. Department of Agriculture, U.S. Geological Survey, and U.S. Environmental Protection Agency

### 3.0 ACQUISITION IMPLEMENTATION

*The EBLAS relies on various acquisition mechanisms for the optimal sustainment of the requirement execution. The mechanisms consist primarily of contract actions, IAs (external NAVFAC acquisitions), and CAs. Each mechanism can be used across the NAVFAC AORs.*

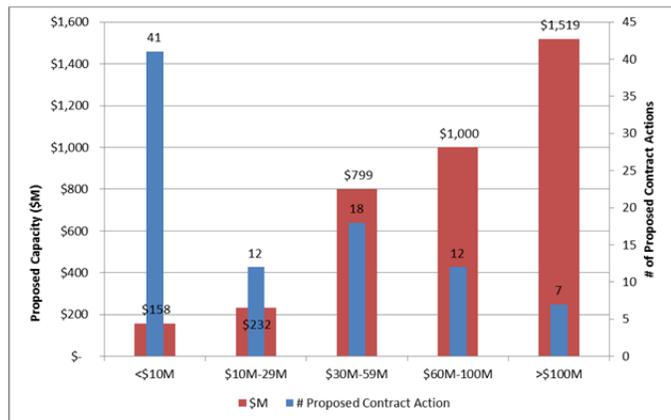
### 3.1 PROPOSED ACTIONS

In FY14-17, the NAVFAC's EBLAS will consist of 7 large-value awards of \$100M or greater, 42 medium-value awards of \$10M-\$100M, and 41 small value awards of \$10M or less. Figure 5 shows the number of contract vehicles by capacity value. The larger capacity contracts will be heavily leveraged across the Command. Smaller contracts will generally focus on regional requirements of various component commands, and involve local small businesses. All contracts will have capabilities that can serve the entire NAVFAC AOR and many will be utilized across components.

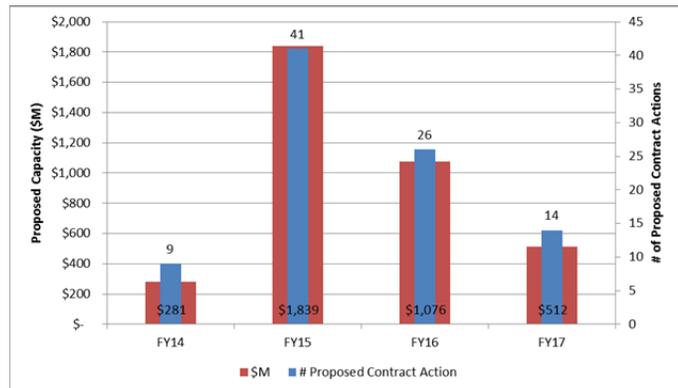
Figure 6 shows the projected award dates of the EVBL new contract actions. As seen in Figure 6, the NAVFAC's EBLAS plans to award approximately \$281M in FY14, \$1,839M in FY15, \$1,076M in FY16, and \$512M in FY17 for a total of \$3,168M for FY14-17. The projected contract awards in FY14 include primarily FP single award contracts for small and large businesses under both the L and M lines.

Figures 7 and 8 display the FY 14-17 proposed new capacity by Echelon III and IV components and their corresponding requirements.

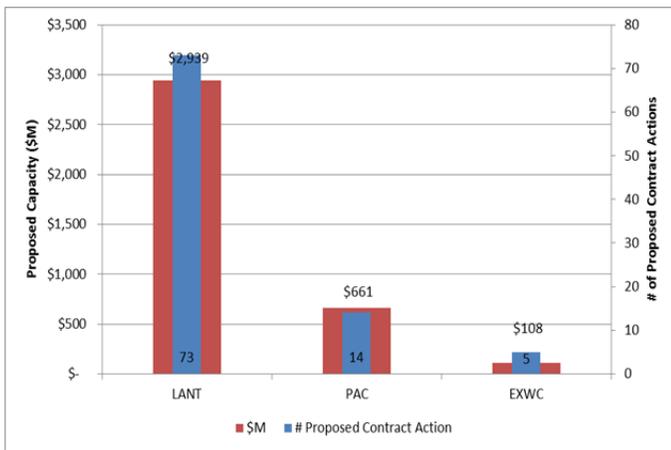
**Figure 5 - Proposed Contract Actions by Capacity**



**Figure 6 - Proposed Contract Actions by Award Date**



**Figure 7 - Proposed Contract Actions by Echelon III Command**



**Figure 8 - Proposed Contract Actions by Echelon IV Command**

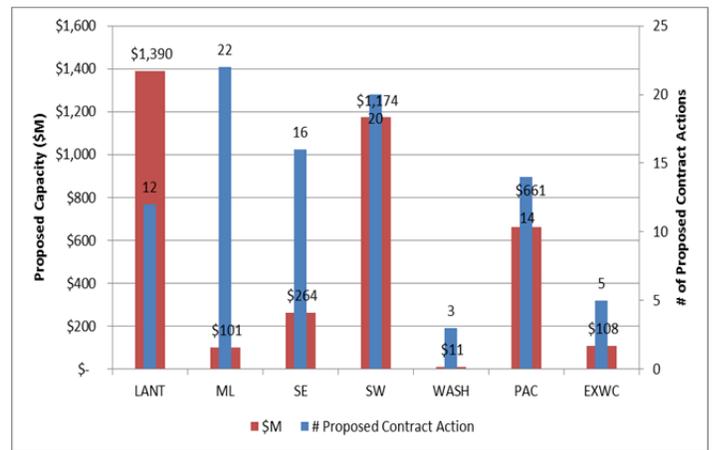
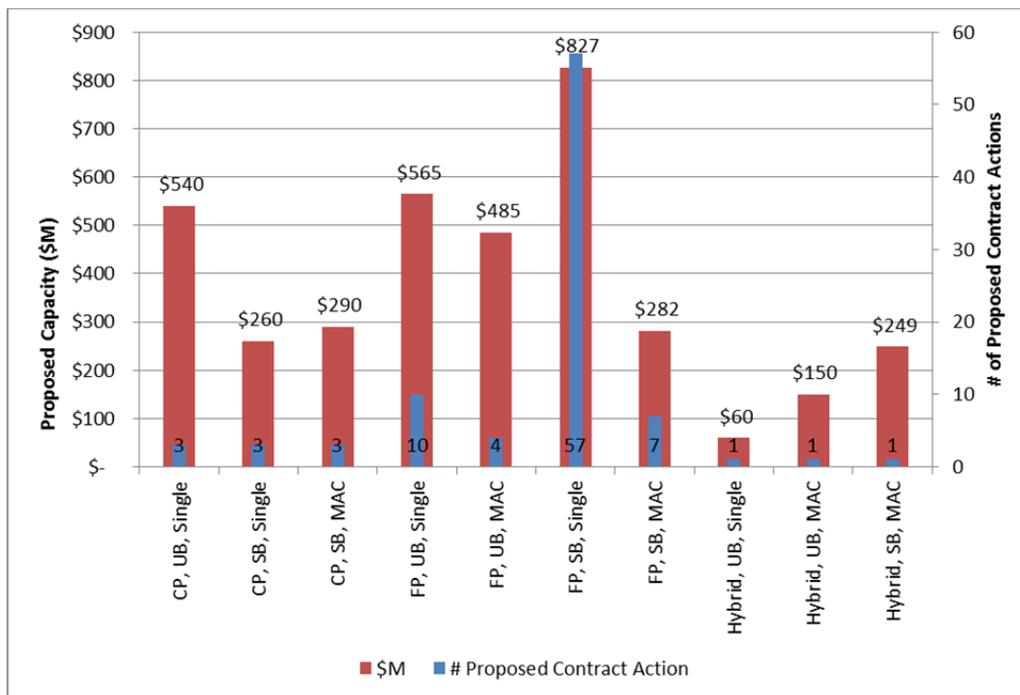


Figure 9 shows the various contract action mechanisms for use between FY14 and FY17. As shown, the EVBL plans to use a wide range of contract mechanisms to execute its mission requirements; the top five mechanisms include FP single award for SB, FP single award for large business, cost-reimbursable single award for large business, cost-reimbursable MAC for SB, FP MAC for SB, and cost-reimbursable single award for SB.

**Figure 9 - Proposed Contract Actions by Mechanism**

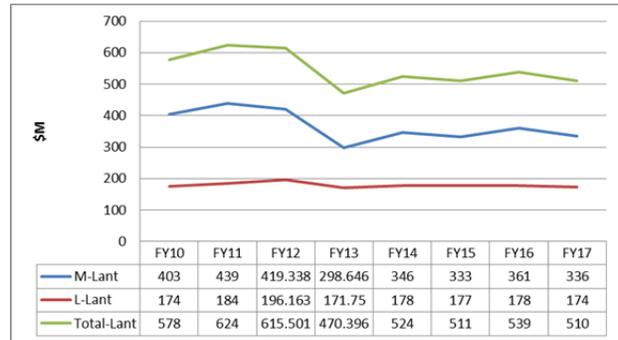


Brief details by Echelon III Command are summarized below.

## NAVFAC ATLANTIC (LANT)

LANT's EBLAS covers its entire command, including 6 Echelon IV Facility Engineering Commands (FECs): NAVFAC Washington (WASH), NAVFAC Mid Atlantic (ML), NAVFAC Southwest (SW), NAVFAC Southeast (SE), NAVFAC Northwest (NW), and NAVFAC Europe, Africa, and Southwest Asia (EURAFSWA). LANT projects a total environmental requirement of \$2,083M for FY14-17. Figure 10 shows the LANT funding profiles for both the L- and M-lines for FY10-17. The profiles indicate a decrease in the L-line funding between FY12 and FY13 which is attributed to the completion of most baseline clearances within the Navy Ranges under the Operational Range Clearance program and a sharp increase between FY13 and FY14 which reflects the need for increase capacity for baseline clearances on the Marines Corps Ranges. The fluctuation in the M-line funding profile is mostly attributed to the BRAC program. Decrease between FY14 and FY15 is due to the ER,N Program funding cut in FY15.

**Figure 10 - NAVFAC Atlantic L- and M-Line Total Requirement Trends**

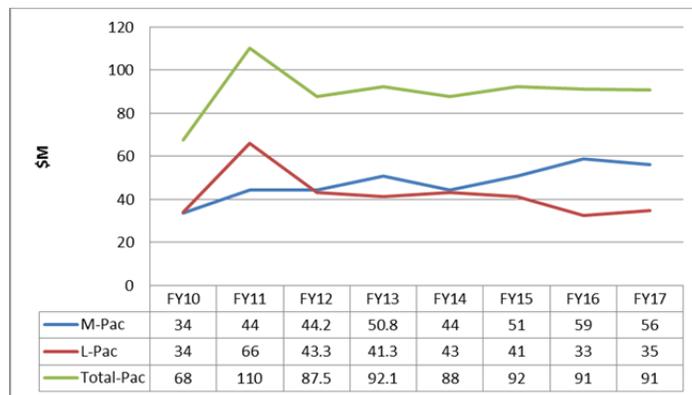


In order to meet these requirements for near-term and future commitments, LANT projects a total requirement of \$2.1B between FY14 and FY17 with annual average of \$520M. The requirement translates to 72 planned new contracts with a value of \$2.8B or equivalent of \$700M/year. All business line's planned goals related to SB, and PBC tools exceed the target goals for FY15-FY17. The average award targets for SB, FP, and PBC within FY15-17 are 48.75%, 68.75%, and 76.75%, respectively. The average award target for MAC of 38% is above the target goal of 25%. Enclosure B presents the details on LANT's EBLAS.

## NAVFAC PACIFIC (PAC)

The PAC environmental acquisition plan includes requirements for NAVFAC Hawaii, NAVFAC Marianas, and NAVFAC Far East. The components within PAC primarily utilize the contracts at PAC to perform environmental requirements but are working toward self-execution. PAC projects a total environmental requirement of \$355M for FY14-17. Figure 11 shows the funding profiles for both the M- and L-lines at PAC. The steady increase in the M-line funding profile reflects the added capacities from two joint basing initiatives

**Figure 11 - NAVFAC Pacific L- and M-Line Total Requirement Trend**



(Joint Base Guam-Andersen and Joint Base Pearl Harbor-Hickam). The decreasing trend in the L-line funding profile is attributed to the reduced NEPA requirement.

Between FY14-17, PAC will initiate procurement of 13 new contracts totaling to approximately \$640M. One contract is planned for award in FY14, 9 in FY15, and 3 in FY16, respectively.

PAC has managed to grow in sufficient numbers of competent 8(a) contractors and changed their focus from sole source 8(a)

contractors to competitive small business indefinite delivery and indefinite quantities (IDIQ) procurements.

The projected average SB, FP, and MAC targets for FY15-FY17 are 55.3%, 59.3%, and 19.3%, respectively. Projections for the FP and MAC are below the goals; however, opportunity for continuing improvement will be evaluated throughout the program. At PAC, the remediation program becomes matured and the remaining sites transitioned from "high risk" to "medium risk" and to "low risk", scopes of work became more defined and the use of FP contracts and MACs has become more feasible. Enclosure C presents the details on PAC's EBLAS.

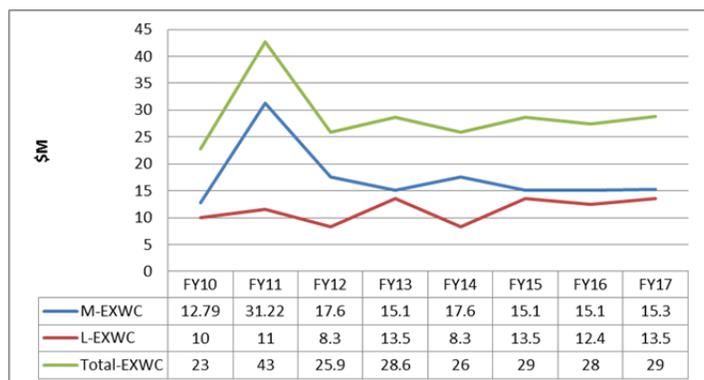
## NAVFAC EXWC (EXWC)

The EXWC's EVBL has the primary responsibility for providing worldwide innovative and specialized support services for the environmental restoration, compliance, and pollution prevention programs throughout the Navy and Marine Corps. Additionally, and consistent with EXWC's mission, the business line also provides these services to other customers including all DoD branches and other federal government agencies. Although EXWC acquisition support is reached through the Specialty Center Acquisition NAVFAC (SCAN) at Port Hueneme, as an Echelon III Command, the business line reports directly to HQ.

EXWC projects a total environmental requirement of \$96M for FY14-17 (Figure 12). Between FY14-17, EXWC will initiate procurement of 5 new contracts totaling to approximately \$108M. Two contracts are planned for award in FY15 and one is in FY16. Two award dates are to be determined within FY14-17.

The average projected goals for SB, FP, MAC, and PBC utilizations in FY14-FY17 are 13%, 34%, 2%, and 100%, respectively. EXWC's projection in the SB, FP, and MAC utilization falls short of the overall NAVFAC's goals because the formerly in place \$75M 8(a) SB FP MAC was transferred to NAVFAC SW due to lack of use at EXWC. No MACs are planned for award out of EXWC during FY14-17 as the expected cost of administering multiple contracts outweighs the expected benefits of making multiple awards due to the average annual number and dollar amount of task orders. The projected PBC execution as percentage of PBC eligible work far exceeds the overall NAVFAC goal. Enclosure D presents the details on EXWC's EBLAS.

Figure 12 - NAVFAC EXWC L- and M- Total Requirement Trend



## 3.2 BUSINESS ARRANGEMENTS

A complete discussion of each proposed action within this business line strategy is detailed in the enclosed echelon III component strategies (Enclosures B, C, and D). The following is a summary of the major contract actions and Figure 9 shows the planned new capacity by contract vehicle type.

### M-LINE CONTRACTS

Proposed major contract actions under the M-Line are:

- CLEAN Contracts:

Two cost reimbursement CLEAN contracts, \$200M each, are planned for award at LANT, one in the first quarter FY16 and the other first quarter FY17. These contracts are A/E contracts and are currently planned as an unrestricted Brook Bills procurement and to satisfy the requirements identified in Table 2.

- RAC Contracts:

Three RAC contracts are scheduled for award at LANT in FY15 – one \$100M CP single award contract for UB, one \$240M CP MAC for SB, and one \$100M CP single award for SB. Two RACs contracts are scheduled for award at PAC in FY15 – one \$60M CP SBRAC and one \$20M FP FRAC MAC.

- Munitions Response Investigations/Clearance Contracts:

Two 5-year Munitions Response Investigations contracts are planned; one for LANT (\$150M hybrid MAC for UB) and one for SW (\$95M MAC for SB). PAC plans a World-Wide Munitions Response/Range Sustainability (MRRS MAC) for the period of 2015-2020. The contract is both cost reimbursable and FP IDIQ MAC for SB and has an estimated award value of \$249M.

In addition for the period of 2015-2020, PAC plans to put in place a \$70M FP single award contract for SB for conducting MEC clearance in support of the DPRI.

The Vieques Munitions Response contract will be a single award cost plus contract for SB. This contract vehicle has been demonstrated to be more efficient and cost effective than a FP approach due to the high risk and uncertain nature of the work and the ease of establishing work in the Island. Based on projected spending and anticipated workload for the Vieques restoration program, the contract is planned for 5 years and value of \$100 million.

- Long-Term Monitoring/Remedial Action Operations (LTM MAC)

PAC plans to put in place a \$20M FP IDIQ MAC for SB in 2015-2020.

- RADMAC

SW plans to award a 5-year \$240M RADMAC. Capacity on the existing \$250M RADMAC will be used prior to February 2015 CCD. There is no foreseeable decrease in radiological requirements, but rather an increase in remediation is anticipated as new sites are found (for example, Treasure Island, Naval Base San Diego and as the Historic Radiological Assessments are begun at select ERN bases). The current contract burn rate was \$55M/year on average, which is 109% of plan. The future burn rate is anticipated to be no less than \$55M/year. The UB FP MAC is the best fit for the costly radiological cleanup because it allows contractors to provide cost efficient, innovative solutions to accomplish the Navy's site cleanup goals and per the FAR Part 16, it assists SW with meeting both the competitive and FP metrics. SB procurement is determined to be unsuitable for radiological work because it is highly visible to the public, requires businesses with highly skilled technical personnel and public affairs personnel, and exceeds the capability of an SB due to its technical complexity and high cost.

- UB EMAC III

SW's current UB EMAC is anticipated to reach capacity in the 2<sup>nd</sup> quarter of FY16, approximately 1 year before the CCD. Though the burn rate for the first two years of this contract has been ~85% of plan, or \$27M/year (compared to the planned burn rate of \$40M/year), the projected burn rate for

the remaining FY14 is 120% of plan, resulting from \$30M of munitions work at the end of FY14. The projected future burn rate is anticipated to remain high and increase to approximately \$60M/year or 150% of plan as other contract vehicles are exhausted (RADMAC, ORC, and other single award contracts). The UB FP MAC is considered the best fit as it provides competition and cost effective solution for remediating large and complex sites and assists the Navy in meeting the FP and competitive goals.

- Sediment Remediation Contract

For the period 2016 through 2021, PAC plans an award of a \$60M hybrid single award IDIQ contract under the UB for conducting the sediment remediation.

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## L-LINE CONTRACTS

Proposed major contract actions under the L-Line are:

- NEPA Contracts

LANT plans to award two new UB FP NEPA IDIQs totaling \$100M in capacity for home basing and homeporting activities in the FY15-FY16 timeframe. The need for a separate NEPA operations contract has been eliminated by adding \$10M in capacity to both the future home basing and homeporting NEPA IDIQs.

PAC plans to put in place a \$20M FP single award A/E services IDIQ contract under the SB and a \$50M similar contract for the UB for the period of 2016 through 2021. These contracts are for preparing NEPA documents, environmental investigations, permit applications and related studies of dredging, water, and wastewater.

- Natural and Cultural Resources Contracts

Marine species monitoring requirements increased significantly over the last three years and most of the \$50M of existing LANT contract capacity for marine species monitoring was used over the last three years. As a result of this and continued expected growth in marine species monitoring requirements, LANT is working to award a new UB FP single award contract for \$75 million over five years.

PAC proposes a 5-year \$26M FP MAC under the SB and a \$10M FP IDIQ MAC under the UB for cultural resources management services for the period of 2015-2020. During the same period, PAC will also put in place a \$15M FP IDIQ MAC under the UB for the natural resource management services.

- Environmental Compliance Contracts

PAC is putting in place two \$20M FP single award IDIQ A/E Services contracts under SB for the Investigations, Permit Applications, and Related Studies of Dredging, Water, Wastewater, Stormwater, USTs, and Environmental Restoration. This contract will replace the existing compliance contract reaching capacity and expired restoration contract.

### 3.3 RISKS

There are certain risk factors that may affect efforts to achieve balance and diversification in the program Command-wide. This EBLAS, in large part, is designed to help manage such risk within the program, specifically cost, performance, and schedule risk. Several critical areas of concern include the following:

- Project requirements within the EVBL span the full spectrum of uncertainty. Some projects carry high levels of uncertainty, while many other projects can be relatively well defined. The availability of both cost and FP contract vehicles is critical to the application of the most effective and efficient vehicle to a given level of project uncertainty, and to the effective management of risk. Likewise, the application of PBC strategies, where appropriate, serves to balance cost and risk to the Government. The three risk factors below play significant roles into the Echelon III Command's acquisition strategies:
  - ✓ Cost risk exists whenever there are uncertainties that may not or cannot be controlled.
  - ✓ Performance risk exists when the contractors fail or have difficulty to perform the project or contract.
  - ✓ Schedule risk exists when the contractors fail to meet the milestone or schedules of a project.
- The number of firms involved in NAVFAC environmental restoration/remediation is relatively small when compared to other industry groups. Mergers and acquisitions, including bankruptcies within these firms will impact cost and performance risk under the program. This strategy will help mitigate the risks and meet the NAVFAC's mission, goals, and objectives.

### 3.4 COMPETITION

NAVFAC promotes the use of full and open competition (unrestricted to the small and large businesses) and small business set-asides for all solicitations under the EBL. As required by the Federal Acquisition Regulations (FAR) 19.201(d) (10), new procurements are initially evaluated for potential award under the 8(a) small business program or are evaluated for potential to set-aside for SB. The Echelon III EBLAS (Enclosures B, C, and D) discusses the requirements for achieving competition in the individual contract actions.

### 3.5 METRICS

The goal of NAVFAC's EBLAS is to continually match the type of work to be performed with the most cost-effective and efficient type of contractual vehicles to meet the mission of the Environmental Programs. The NAVFAC's EBLAS will continue to focus on the development of a balanced and diversified contracting approach to meet Command-wide program requirements. A wide variety of contracts will be procured in accordance with the FAR Part 6 [Competition Requirements], including Part 15 [Contracting by Negotiating], Part 36 [Construction and Architect-Engineer Contracts], and Part 37 [Services Contracting] as applicable to each procurement. The intent of this focus is to increase NAVFAC's acquisition options and flexibility, minimize our risk exposure, and meet the political and legislative contracting mandates. Most importantly, this strategy strives to make the best contractual solutions available to meet the full range of our corporate and client needs. Below is summary of metrics associated with this strategy.

## INCREASE SB PARTICIPATION IN PRIME CONTRACT AWARDS TO 43%

Objective: To further SB contracting initiatives within the Command to balance and diversify the contracting toolbox. To provide greater flexibility and alternatives to help achieve best value and subsequently reduce risk exposure. Table 3 and Figure 13 shows the current SB projections based on the inclusion of these new acquisitions within the NAVFAC

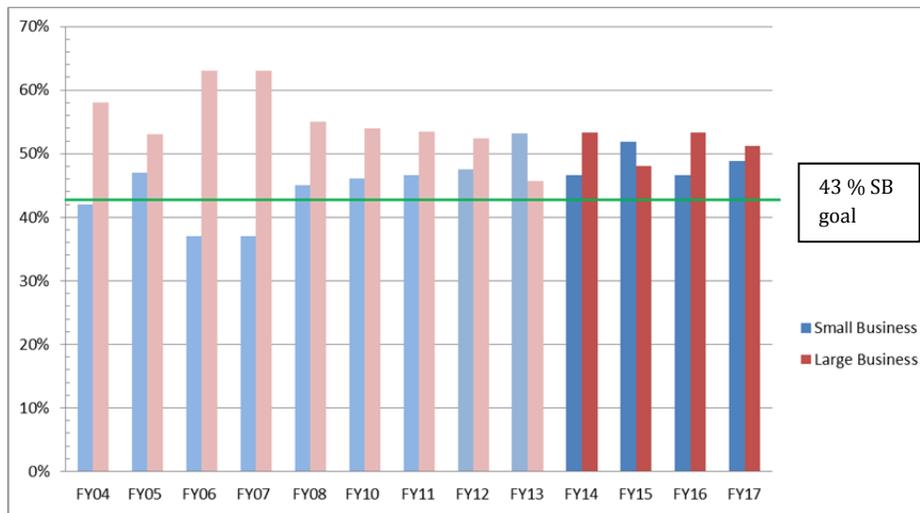
EVBL contracting toolbox. The business line has consistently striven to achieve SB goals through FY17.

The decreasing trend in the planned goal is attributed to the increase in the technical complexity, cost, and visibility of large sites and radiological work that preclude SB from participating as a prime contractor.

**Table 3 - Small Business Metric Summary**

NAVFAC CONTRACT ACTIONS	FY14		FY15		FY16		FY17	
	PLAN	%	PLAN	%	PLAN	%	PLAN	%
	\$ M		\$ M		\$ M		\$ M	
SMALL BUSINESS	274.06	46.6%	344.28	51.9%	294.21	46.7%	293.06	48.8%
UNRESTRICTED BUSINESS	313.49	53.4%	318.68	48.1%	336.19	53.3%	306.93	51.2%
<b>TOTAL</b>	<b>587.55</b>	<b>100%</b>	<b>662.96</b>	<b>100%</b>	<b>630.40</b>	<b>100%</b>	<b>599.99</b>	<b>100%</b>

**Figure 13 - SB Metric: Historical Trend vs. Projection**



## INCREASE USE OF FP CONTRACTS VERSUS COST-REIMBURSEMENT TYPE CONTRACTS

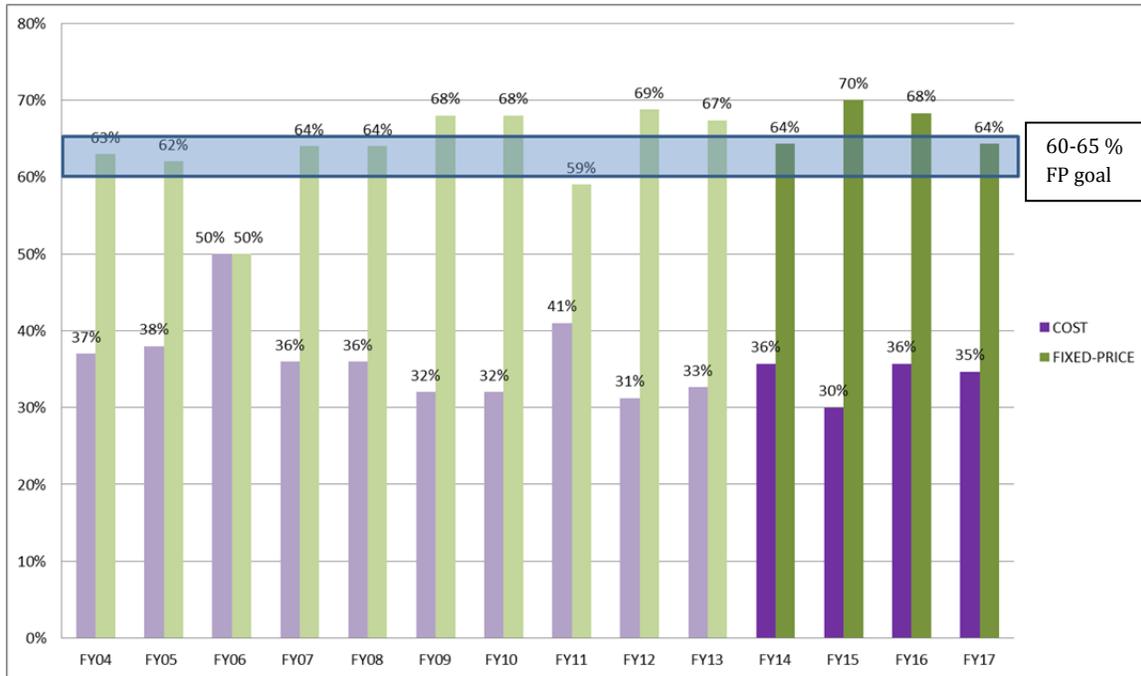
Objective: To identify opportunities for expanding the use of FP contracts where feasible. With the increasing maturity of the programs, there is greater opportunity to expand the use of FP contract vehicles. Under a FP contract with a well-defined scope, project risks fall onto the contractors to provide a service or product under a defined fixed-cost. During environmental remediation, unknowns are great and utilizing a FP contract can be a great savings and reduction of risk to the government. Table 4 and Figure 14 provide the overview of the FP contract trend and projection for FY15-17.

**Table 4 - FP Contract Metric Summary**

NAVFAC CONTRACT ACTIONS	FY14		FY15		FY16		FY17	
	PLAN	%	PLAN	%	PLAN	%	PLAN	%
	\$ M		\$ M		\$ M		\$ M	
COST-REIMBURSABLE	209.96	35.7%	209.76	31.6%	199.82	31.7%	208.15	34.7%
FIXED-PRICE	377.89	64.3%	453.24	68.4%	430.60	68.3%	391.97	65.3%
<b>TOTAL</b>	<b>587.85</b>	<b>100%</b>	<b>663.00</b>	<b>100%</b>	<b>630.42</b>	<b>100%</b>	<b>600.12</b>	<b>100%</b>

As the environmental program matures, the range for fixed-price contracts shall be 60-65%. This is based on past experience in finding the best balance to meet program requirements. As projected in the FY11-13 EBLAS, the FP utilization goal of 60-65% is met in FY12 and projected to be exceeded in FY15-17.

Figure 14 – FP Metric: Historical Trend vs. Projection



## INCREASE MACS

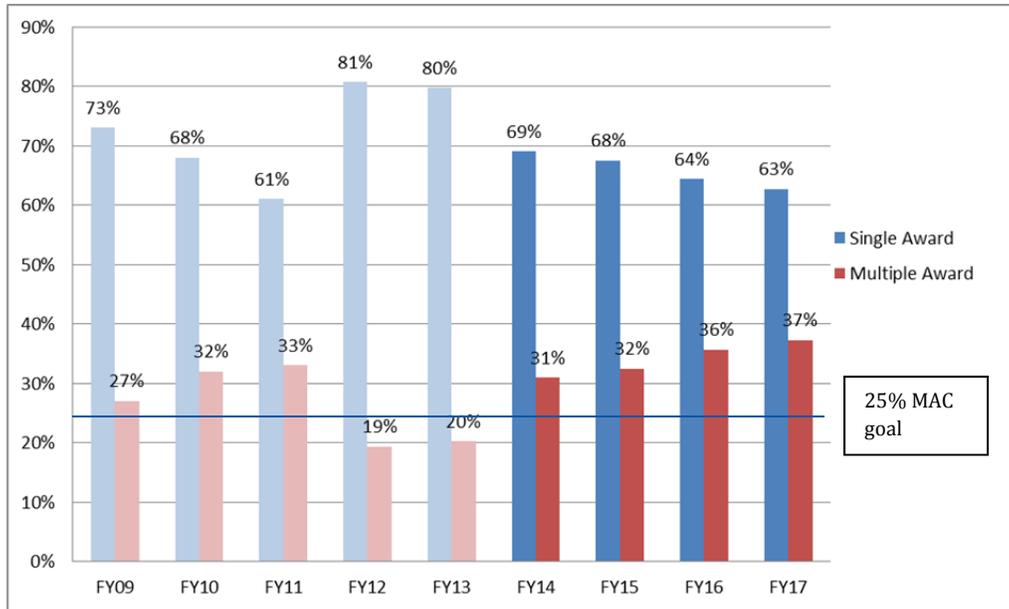
Objective: To continue to promote an environment of competition at the basic contract and task order level with a goal of 25% of new requirements on MACs. This goal was introduced in the FY11-13 EBLAS and projected to be met in FY11-13. However, the utilization of MACs in FY12 and 13 fell below the goal. In FY12, significant unexpected BRAC requirements for execution on RAC

Table 5 - MACs Metric Summary

NAVFAC CONTRACT ACTIONS	FY14		FY15		FY16		FY17	
	PLAN	%	PLAN	%	PLAN	%	PLAN	%
	\$ M		\$ M		\$ M		\$ M	
SINGLE AWARD	405.91	69.0%	447.98	67.5%	405.73	64.4%	376.25	62.7%
MULTIPLE AWARD	181.95	31.0%	215.42	32.5%	224.68	35.6%	223.77	37.3%
<b>TOTAL</b>	<b>587.86</b>	<b>100%</b>	<b>663.40</b>	<b>100%</b>	<b>630.41</b>	<b>100%</b>	<b>600.02</b>	<b>100%</b>

contracts resulted in a reduced MAC utilization. Further, in FY13, prolonged funding delays associated with sequestration limited NAVFAC’s ability and capacity to execute on MAC contracts. As more sites are matured and the uncertainties decrease, it lends to more opportunities for MACs. In this EBLAS, the EVBL projects meeting the 25% goal on MACs utilization throughout FY15-17. Table 5 shows the MACs utilization projection for FY15-17 and past and future trends shown in Figure 15 below.

Figure 15 – MAC Metric: Historical vs. Projection



**INCREASE PBC STRATEGY**

Objective: To expand the use of PBC to all projects where performance work statements may reduce cost and risk to the Government. The main objective is to use PBC methods in all environmental programs, except for CLEAN and other A/E services acquired through the Brooks Act. NAVFAC will monitor compliance with DoD’s mandated goal of achieving 50% of total eligible contract dollars under the business line. Tables 6 and 7 below summarize our current status on the execution of PBC for FY15-17. Figures 16 shows the past and future trends of PBC work. In FY14-17, NAVFAC projects achieving the goal of 50% of total PBC eligible contract dollar.

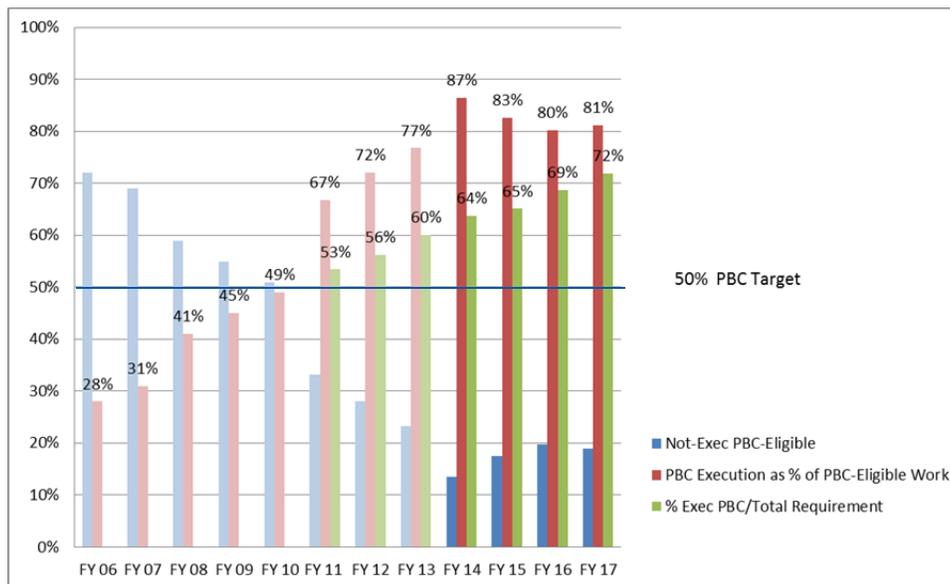
Table 6 - PBC Metric Summary

	TOTAL PROGRAM (\$M)				TOTAL BROOKBILL EXEMPT (\$M)				TOTAL ELIGIBLE PBC WORK			
	FY14	FY15	FY16	FY17	FY14	FY15	FY16	FY17	FY 14	FY15	FY16	FY17
	TOTAL	TOTAL	TOTAL	TOTAL	TOTAL	TOTAL	TOTAL	TOTAL				
M – LINE	401.98	387.85	434.16	403.32	79.36	81.34	68.79	53.46	322.62	306.52	365.37	349.85
L – LINE	196.73	290.52	210.94	210.04	131.46	143.00	119.89	106.41	65.27	147.52	91.05	103.63
<b>TOTAL</b>	<b>598.71</b>	<b>678.37</b>	<b>645.10</b>	<b>613.36</b>	<b>210.82</b>	<b>224.34</b>	<b>188.68</b>	<b>159.87</b>	<b>387.89</b>	<b>454.04</b>	<b>456.42</b>	<b>453.48</b>

Table 7 - PBC Metric Summary - Continued

	TOTAL PBC EXECUTION AS % OF ELIGIBLE WORK							
	FY14		FY15		FY16		FY17	
	(\$M)	(%)	(\$M)	(%)	(\$M)	(%)	(\$M)	(%)
	M – LINE	321.92	100%	304.03	99%	362.85	99%	347.23
L – LINE	59.53	91%	137.49	93%	79.98	88%	93.41	90%
<b>TOTAL</b>	<b>381.45</b>	<b>98%</b>	<b>441.52</b>	<b>97%</b>	<b>442.83</b>	<b>97%</b>	<b>440.64</b>	<b>97%</b>

Figure 16 - PBC Metric: Historical vs. Projection



#### 4.0 ADDITIONAL ISSUES AND CONSIDERATIONS

##### 4.1 SMALL BUSINESS 8(A) UTILIZATION

NAVFAC offices are using the authority of FAR 19.805-1 and Defense FARS (DFARS) 19.805.1 extensively to award large sole source contracts to Indian tribes, Alaska Native Corporations, and Native Hawaiian Organizations. While this is permitted by the FAR and DFARS, NAVFAC HQ ACQ is concerned that the indiscriminate use of this authority may not lead to the best business decisions. This concern coupled with the increased “interest” and scrutiny by Congress on these types of buys, warrants the Chief of the Contracting Office (CCO)'s keen interest and higher approvals for any proposed non-competitive ACQ strategy and/or contract action of this type. The NFAS 19.805-1 requires Assistant Commander for Acquisition approval on all acquisition strategies to enter into or award of an 8(a) sole source contract that is estimated to exceed \$4M per year.

##### 4.2 HEADQUARTERS ACQUISITION COMPONENT

In the interest of achieving completeness in the evaluation of the business line’s acquisition requirements, this EBLAS also identifies areas that receive funding related to program requirements at the NAVFAC HQ level. The majority of these requirements are met by agreements and interagency and intra-Navy acquisitions with other federal and state agencies, or by HQ support contracts awarded through NAVFAC. All external contracts or agreements are processed in accordance with NAVFAC policy on Interagency and Intra-Navy acquisitions, BMS S-17-1-7. Table 8 summarizes the FY15 requirements. Requirements are expected to generally remain level in subsequent years, except for the agreements with the Radiological Affairs Support Office (RASO) and Naval Surface Warfare Center (NSWC) Panama City, FL. The NAVFAC EVBL plans to initiate these agreements are to be initiated in FY15 to support the historical radiological assessments (RASO) and underwater munitions characterization and classification (NSWC Panama City).

Table 8 - NAVFAC HQ EVBL Acquisition Actions

Agreements and External Contracts	FY15 (\$M)
Civil Engineer Corps Officers School (CECOS) Agreement	0.64
Litigation Counsel Agreement	0.77
Naval Sea Systems Command (NAVSEA) Naval Ordnance Safety and Security Activity (NOSSA) Agreement	0.15
Agency for Toxic Substances and Diseases Registry (ATSDR) - CL and DoD	6.5
Navy and Marine Corps Public Health Command (NMPHC) Agreement	1.02
Defense and State Memorandum of Agreement (DSMOA)	8.6
Interstate Technology and Regulatory Council (ITRC) Agreement	0.15
Marine Corps Salary Support Agreement	0.72
Normalized Database (NORM) Support	0.9
Radiological Affairs Support Office (RASO) Agreement	1.0
Naval Surface Warfare Center (NSWC) Panama City	3.0
<b>TOTAL REQUIREMENTS</b>	<b>19.77</b>

### 4.3 METRICS TRACKING AND STRATEGY UPDATES

The EBLAS will be reviewed annually and updated bi-annually to ensure each component is contributing toward achieving our program acquisition objectives. This strategy will be revised as necessary at the end of FY15, while a major update will occur at the end of FY16 for the new FY18-20 strategy. The contract data spreadsheet provided within each component acquisition strategy will provide the means to monitor progress. The SB rate for obligations to date and projected FY totals will be tracked to ensure the goals are met. The amount obligated on FP contracts will be reviewed to ensure appropriate usage. PBC will be reviewed to ensure appropriate usage, and all existing contracts will be reviewed to ensure adequate capacity and capability.

### 5.0 REFERENCES

NAVFACENCOM letter 5090 Ser 040024/ENC-RS. (2004, October 26).

2012, DON. *DON letter: Subject: Department of the Navy Objectives for FY 2012 and Beyond.* January.

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## ENCLOSURE A – NAVFAC EVBL CONTRACTS LIST

### ENCLOSURE A.1 – EXISTING CONTRACTS LIST

FEC	A/E? (YES/NO)	CONTRACT TITLE	CONTRACT NUMBER	CP, FP, or BOTH	SB or UB	SINGLE or MAC	AWARD DATE	CONTRACT DURATION (Yrs)	TOTAL CAPACITY (\$M)	REMAINING CAPACITY (\$M)
LANT	NO	Archaeological and Architectural Services (MAC)	N6247013D8000	FP	SB	MAC	10/30/2012	3	10.00	8.45
LANT	NO	Natural Resource Services (MAC)	N6247013D8016	FP	UB	MAC	7/17/2013	5	75.00	68.33
LANT	NO	Range Sustainment, Military Munitions (MAC)	N6247012D7016	BOTH	UB	MAC	9/26/2012	3	100.00	82.03
LANT	NO	Marine Species Monitoring, Evaluations, and/or Assessments for Naval Facilities Engineering Command Atlantic and Pacific's Area of Responsibility	N6247010D3011	FP	UB	Single	4/15/2010	5	50.00	3.88
LANT	YES	Multimedia Environmental Compliance Engineering Support for Navy and Other DoD Installations Primarily Northeast, Southeast, and Mid-Atlantic CONUS and OCONUS	N6247010D3000	FP	UB	Single	1/15/2010	5	75.00	4.83
LANT	YES	Environmental Planning and Engineering Services for National Environmental Policy Act (NEPA) and Executive Order (EO) 12114, Environmental Effects Abroad of Major Federal Actions - Aircraft Homebasing Issues.	N6247010D3003	FP	UB	Single	3/9/2010	5	40.00	20.97
LANT	NO	Munitions Response Actions at Vieques, Puerto Rico and Other Sites in NAVFAC Atlantic's Area of	N6247011D8007	FP	SB	Single	12/22/2010	5	95.00	8.98
LANT	YES	Multimedia Environmental Compliance Engineering Support for Navy and Other DoD Installations Primarily Midwest, Northwest, and Southwest CONUS	N6247010D3009	FP	UB	Single	8/12/2010	5	75.00	38.83
LANT	YES	Design and Professional Engineering Services required for Compliance with Air Emission Regulations, EPCRA (Emergency Planning and Community Right-to-Know Act) Regulations, Greenhouse Gas and all other environmental media regulations.	N6247013D8025	FP	UB	Single	9/27/2013	1	20.00	18.89
LANT	YES	Comprehensive Long-Term Environmental Action Navy (CLEAN), Primarily in the Mid-Atlantic Region and some Overseas Locations	N6247011D8012	CP	UB	Single	5/31/2011	5	170.00	44.78
LANT	NO	Environmental Remedial Action Contract (SB RAC)	N6247012D7004	CP	SB	Single	4/6/2012	5	100.00	11.78
LANT	YES	Comprehensive Long-Term Environmental Action Navy (CLEAN) Primarily in the Northeast, Southeast, Midwest, and Northwest Regions	N6247011D8013	CP	UB	Single	8/30/2011	5	200.00	78.73
LANT	NO	Biological services, natural and cultural resources management and compliance, and related environmental planning services.	N6247012D7002	FP	UB	Single	6/6/2012	5	4.00	0.84
LANT	NO	Southeastern Archaeological Research, Inc (SEARCH) 8(a)	N6247012D7008	FP	SB	Single	9/12/2012	3	4.00	3.41
LANT	NO	Environmental Remedial Action Contract (UR RAC)	N6247013D8007	CP	UB	Single	3/14/2013	5	100.00	28.93
LANT	YES	Tactical Training Theater Assessment and Planning	N6247014D9003	FP	UB	Single	3/13/2014	5	50.00	49.85
NW	YES	IDIQ A-E Contract for Environmental Restoration Projects	N44255-14-D-9013	FP	UB	Single	5/28/2014	5	30.00	29.43
NW	NO	LTM O&M Environmental Services	N44255-14-D-9011	FP	SB	Single	2/12/2014	5	30.79	27.99
SE	NO	EMAC region 4 FL only	Varies(5 firms)	CP	SB	MAC	4/9/2012	5	30	29.9
SE	NO	EMAC region 4(ex FL) & 6	Varies (6 firms)	CP	SB	MAC	1/23/2014	5	25	24.9
SE	NO	BOA's (RAO/LTM)	Varies (18 firms)	FP	SB	MAC	Varies	5	63	77
SE	NO	ETS 0046 Remedial Actions	N69450-13-D-0046	FP	SB	Single	5/7/2013	5	4	2.8
SE	NO	ETS 0100 Remedial Actions	N69450-11-D-0100	FP	SB	Single	9/29/2011	5	4	1.7
SE	YES	Air MultiMac JV	N69450-12-D-0016	FP	SB	Single	9/24/2012	5	5	3.2
SE	YES	ABS/LBP/PCB/TCLP/HMAT	N69450-10-D-0007	FP	SB	Single	2/17/2010	5	5	2.7
SE	YES	Water/Wastewater/Stormwater	N69450-11-D-0046	FP	SB	Single	3/4/2011	5	5	0.2
SE	YES	Hazmat Mgmt	N69450-13-D-0045	FP	SB	Single	7/31/2013	5	7.5	6.7
SE	YES	Hazmat Mgmt	N69450-13-D-0017	FP	SB	Single	8/14/2013	5	7.5	6.6
SE	NO	ETS-HW Services	N69450-11-D-0056	FP	SB	Single	7/15/2011	3	4	0.3
SE	NO	ETS-Region 6 (Petroleum)	N69450-11-D-0036	FP	SB	Single	4/8/2011	3	4	2.5
SE	NO	ETS-EAST (Petroleum)	N69450-14-D-0008	FP	SB	Single	2/7/2014	3	4	3.7
SE	NO	ETS-Asbestos	N69450-11-D-0075	FP	SB	Single	9/27/2011	3	4	3.9
SE	NO	ETS Operational Range Clearance	N69450-12-D-0071	FP	SB	Single	7/30/2012	3	4	0.2
SE	NO	ETS-Natural	N69450-11-D-0077	FP	SB	Single	9/27/2011	5	4	3.8
SE	NO	ETS-Natural	N69450-12-D-0073	FP	SB	Single	9/4/2012	5	4	1.9
SE	NO	ETS Herbicide	N69450-12-D-0077	FP	SB	Single	9/20/2012	5	4	2.7
SE	NO	ETS Cultural	N69450-12-D-0078	FP	SB	Single	9/19/2012	5	4	3.1
SE	NO	ETS Petroleum West	N69450-14-D-0009	FP	SB	Single	4/15/2014	5	4	4
SE	NO	ETS ORC Waste Mgmt	N69450-14-D-0015	FP	SB	Single	6/1/2014	3	5	4
SE	YES	Water/Wastewater/Stormwater/Spill Control	N69450-14-D-0029	FP	SB	Single	6/9/2014	5	10	10
SE	NO	ETS Petroleum East	N69450-14-D-0008	FP	SB	Single	2/7/2014	5	4	4

FEC	A/E? (YES/NO)	CONTRACT TITLE	CONTRACT NUMBER	CP, FP, or BOTH	SB or UB	SINGLE or MAC	AWARD DATE	CONTRACT DURATION (Yrs)	TOTAL CAPACITY (\$M)	REMAINING CAPACITY (\$M)
SW	NO	PERMAC-II	N62473-09-D-2623	FP	UB	MAC	3/1/2011	5	500	470.4
SW	NO	SCAN 8(a) EMAC	N62473-12-D-2008	FP	SB	MAC	7/1/2009	5	75	67.5
SW	NO	UR EMAC II	N62473-10-D-0804	FP	UB	MAC	4/1/2012	5	200	130.0
SW	NO	PBSB EMAC-II	N62473-09-D-2605	FP	SB	MAC	8/1/2009	5	100	65.2
SW	NO	SDVOSB EMAC	N62473-09-D-2628	FP	SB	MAC	6/1/2011	5	50	46.9
SW	NO	RADMAC	N62473-09-D-2614	FP	UB	MAC	2/1/2010	5	250	17.9
SW	NO	MASC CR	N62473-09-D-2611	FP	UB	MAC	1/1/2011	5	30	1.4
SW	NO	CR MASC	N62473-14-D-1411	FP	UB	MAC	2/12/2014	5	50	48.7
SW	NO	MASC NR	N62473-06-D-2205	FP	UB	MAC	9/1/2006	10	33	6.0
SW	NO	NR MASC	N62473-12-D-2001	FP	SB	MAC	5/9/2013	3	10	7.7
SW	NO	Range MAC	N62473-08-D-8801	FP	SB	MAC	3/1/2009	5	100	0.4
SW	YES	CLEAN-4	N62473-09-D-2622	CP	UB	Single	5/1/2009	5	100	12.0
SW	YES	SB CERCLA/RCRA	N62473-11-D-2205	FP	SB	Single	7/1/2011	5	50	1.9
SW	YES	CERCLA/RCRA/UST	N62473-14-D-1405	FP	SB	Single	4/30/2014	5	20	20.0
SW	YES	8(a)CERCLA/RCRA	N62473-10-D-0814	FP	SB	Single	3/1/2010	5	20	2.3
SW	NO	RAC-VI	N62473-13-D-4808	CP	UB	Single	4/12/2013	5	100	98.8
SW	NO	8(a) FRAC	N62473-11-D-2236	FP	SB	Single	8/11/2011	3	4	0.023
SW	YES	AE Multi Media	N62473-12-D-2012	FP	SB	Single	9/1/2012	3	50	23.5
SW	YES	AE Water	N62473-13-D-4803	FP	SB	Single	12/1/2012	3	20	9.4
SW	YES	Stormwater	N62473-09-D-2613	FP	SB	Single	2/9/2009	5	15	0.7
SW	YES	8A UST-AST	N62473-13-D-4801	FP	SB	Single	4/1/2013	3	4	2.6
SW	NO	Env Services	N62473-10-D-4009	FP	UB	Single	5/5/2010	10	136	62.2
SW	NO	Laboratory Services	N62473-10-D-4003	FP	UB	Single	4/30/2010	10	NA	0.0
SW	YES	Curation Services	N62473-12-D-2007	FP	UB	Single	3/1/2012	3	0.5	0.2
SW	YES	NR Studies/GIS	N62473-11-D-2225	FP	SB	Single	3/1/2011	5	10	4.2
SW	YES	Marine Habitat	N62473-10-D-0805	FP	SB	Single	1/1/2010	5	10	6.5
SW	YES	NR Habitat Enhance	N62473-11-D-2224	FP	SB	Single	3/1/2011	5	15	-0.2
SW	YES	Exotic Plants	N62473-10-D-0802	FP	SB	Single	7/1/2010	5	10	0.0
SW	YES	NEPA Inland Desert	N62473-14-D-1404	FP	SB	Single	4/9/2014	5	30	30.0
SW	YES	NEPA Infrastructure	N62473-14-D-1401	FP	SB	Single	2/5/2014	5	30	29.7
SW	YES	NEPA - TEC	N62473-09-D-2603	FP	UB	Single	2/1/2009	5	30	0.3
SW	YES	NEPA - E&E	N62473-09-D-2601	FP	UB	Single	4/1/2009	5	7.5	1.2
SW	YES	NEPA - EDAW	N62473-09-D-2602	FP	UB	Single	6/1/2009	5	20	0.8
SW	YES	Stormwater GW WW & PW	N62473-14-D-1418	FP	SB	Single	6/18/2014	5	30	30.0
WASH	NO	EV Services MAC	N4008014D0455/0456/ 0457/ 0458/ 0459	FP	SB	MAC	4/9/2014	5	30	30
WASH	NO	H&S ENVIRONMENTAL	N62740-12-D-0451	FP	SB	Single	9/18/2012	3	4	3
WASH	NO	ENVIRONMENTAL SYSTEMS ANALYSIS- NR	N4008012D0350	FP	SB	Single	12/28/2011	3	4.5	0.85
WASH	YES	MARSTEL-DAY, LLC - NEPA/CR/NR	N4008014D0002	FP	SB	Single	4/22/2014	5	22.5	22.25
WASH	NO	Sampling and Analysis Contract - 8(a)	N4008010D0305	FP	SB	Single	12/8/2009	5	4	2.8
WASH	NO	EV Service - 8(a)	N4008011D0492	FP	SB	Single	6/6/2009	5	4	0.1
WASH	YES	Water A/E	N4008014D0453	FP	SB	Single	2/28/2014	5	10	9.8
ML	NO	Environmental remediation services at sites within the NC IPT AOR	N4008509D3214	FP	SB	Single	3/3/2009	3	3.50	0.1
ML	NO	Remedial Action Operations and Long Term Monitoring Multiple Award Contract (RAOMAC) for MIDLANT AOR	N4008510D9411	FP	SB	Single	9/28/2010	5	30	16.1
ML	YES	IDIQ Architectural design & engineering services for projects in MIDLANT AOR	N4008510D5302	FP	SB	Single	4/22/2010	5	15	2.6
ML	NO	IDIQ for Preparation of Cultural Resource Plans, Documentation, and Related Professional Services Supporting in MIDLANT AOR	N4008510D9426	FP	SB	Single	4/1/2010	5	4	2.8
ML	NO	Environmental Investigations and Remediation Services at sites within the NC IPT AOR	N4008510D5311	FP	SB	Single	6/24/2010	3	4	0.1
ML	NO	Remedial Action Operations and Long Term Monitoring Multiple Award Contract (RAOMAC) for MIDLANT	N4008510D9407	FP	SB	MAC	9/28/2010	5	30	16.1
ML	NO	Remedial Action Operations and Long Term Monitoring Multiple Award Contract (RAOMAC) for MIDLANT	N4008510D9408	FP	SB	MAC	9/28/2010	5	30	16.1
ML	NO	Remedial Action Operations and Long Term Monitoring Multiple Award Contract (RAOMAC) for MIDLANT	N4008510D9409	FP	SB	MAC	9/28/2010	5	30	16.1
ML	NO	Remedial Action Operations and Long Term Monitoring Multiple Award Contract (RAOMAC) for MIDLANT	N4008510D9410	FP	SB	MAC	9/28/2010	5	30	16.1
ML	NO	Environmental remediation services at sites within the NC IPT AOR	N4008511D4013	FP	SB	Single	5/19/2011	5	4	0.5
ML	NO	Sampling and Analysis of Drinking Well Water	N4008511C8001	FP	SB	Single	2/1/2011	5	1	0.6
ML	NO	8-A IDIQ	N4008512D7708	FP	SB	Single	5/2/2012	3	4	0.6
ML	NO	Environmental Investigations and Remedial Actions for sites within the NC IPT AOR	N4008512D7720	FP	SB	Single	5/22/2012	2	4	0.1
ML	NO	IDIQ for the investigation and remediation of Environmental Restoration, Navy (ER,N) contaminated sites located in the NC IPT AOR	N4008512D7725	FP	SB	Single	9/27/2012	5	4	1.6
ML	NO	K Ranges, Operational Range Clearance, MCB Camp Lejeune	N4008512C7727	FP	SB	Single	9/21/2012	2	4	4.0
ML	NO	IDIQ for Environmental Investigations and Remedial Actions primarily at Marine Corps East Installations, North Carolina	N4008513D6002	FP	SB	Single	3/20/2013	5	4	0.1
ML	NO	IGF::OT::IGF Fixed Price IDIQ Petroleum Oil and Lubricants (POL) Storage Tank (AST/UST) and Remediation Services within the MIDLANT AOR	N4008514D8122	FP	SB	Single	4/18/2014	5	4	2.9
ML	NO	IDIQ for environmental services at sites in the NC IPT AOR	N4008514D8408	FP	SB	Single	4/2/2014	5	4	2.1

FEC	A/E? (YES/NO)	CONTRACT TITLE	CONTRACT NUMBER	CP, FP, or BOTH	SB or UB	SINGLE or MAC	AWARD DATE	CONTRACT DURATION (Yrs)	TOTAL CAPACITY (\$M)	REMAINING CAPACITY (\$M)
EXWC	NO	ESAT	N62583-11-D-0515	CP	UB	Single	6/8/2011	5	75	20
EXWC	NO	Various	Aggregate	FP	UB	Single	2011 - 2014			5.94
EXWC	NO	Various	Aggregate	FP	SB	Single	2011 - 2014			1.43
EXWC	NO	Various	Aggregate	FP	UB	MAC	2011 - 2014			1.56
PAC	YES	Compliance Investigations/Studies		FP	SB	Single		5	5	0.2
PAC	YES	Compliance Investigations/Studies		FP	SB	Single		3	10	3.5
PAC	YES	Environmental Planning/Investigations (NEPA)		FP	SB	Single		5	10	4.3
PAC	YES	Environmental Planning/Investigations (NEPA)		FP	UB	Single		5	50	7
PAC	YES	Rangee Sustainment Services for Military Training (TAP WEST2)		FP	UB	Single		7	85	84.7
PAC	NO	Long-Term Monitoring/RAO		FP	SB	MAC		3	20	16.6
MARIANAS	NO	Environmental Technical Services		FP	SB	Single		3	4	0.2
PAC	YES	CLEAN		CP	UB	Single		5	85	59.7
PAC	YES	Environmental Investigations/Studies (IR)		FP	SB	Single		3	15	1.3
PAC	NO	Fixed-Price Remedial Action (FRAC)		FP	SB	MAC		5	30	17.7
PAC	NO	Cost-Reimbursable Remedial Action (SBRAC)		CP	SB	Single		5	60	9.7
MARIANAS	NO	Munitions and Explosives of Concern (MEC)		FP	SB	MAC		5	30	25
FAR EAST	NO	Environmental Compliance Services		FP		MAC		3	6	

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## ENCLOSURE A.2 – PROPOSED CONTRACT ACTIONS LIST

FEC	A/E? (YES/NO)	CONTRACT TITLE	CP, FP, or BOTH	SB or UB	SINGLE or MAC	CONTRACT DURATION (Yrs)	TOTAL CAPACITY (\$M)	FEDBIZ DATE	AWARD DATE
LANT	NO	Multiple Award RAC	CP	SB	MAC	5	240	FY15 Q1	FY15 Q4
LANT	NO	RAC	CP	UB	Single	5	100	FY15 Q1	FY15 Q4
LANT	YES	Munitions Response Investigations	BOTH	UB	MAC	5	150	FY15 Q2	FY16 Q2
LANT	YES	CLEAN (Mid-Atlantic /west coast AOR)	CP	UB	Single	5	240	FY14 Q4	FY16 Q1
LANT	NO	Vieques Munitions Response	CP	SB	Single	5	100	FY14 Q4	FY15 Q4
LANT	YES	CLEAN (NE - SE AOR)	CP	UB	Single	5	200	FY15 Q4	FY17 Q1
LANT	NO	Marine Species Monitoring	FP	UB	Single	5	75	FY14 Q2	FY15 Q1
LANT	YES	Multi media Compliance	FP	UB	Single	5	85	FY12 Q4	FY14 Q3
LANT	YES	Multi media Compliance	FP	UB	Single	5	50	FY15 Q1	FY16 Q1
LANT	YES	Water/WW/SW	FP	UB	Single	5	50	FY13 Q1	FY14 Q4
LANT	YES	NEPA Homebasing	FP	UB	Single	5	50	FY14 Q1	FY15 Q2
LANT	YES	NEPA Homeporting	FP	UB	Single	5	50	FY14 Q4	FY16 Q1
ML	NO	Environmental Services (MARFORRES/NOSC)	FP	SB	MAC	5	16	FY14 Q4	FY15 Q3
ML	YES	Restoration Remediation services NC IPT	FP	SB	Single	5	4	TBD	FY15 Q2
ML	YES	Restoration (Range clearance, UXO) NC IPT	FP	SB	Single	5	4	TBD	FY15 Q3
ML	YES	Restoration (RAO-LTM-Services) NC IPT	FP	SB	Single	5	4	TBD	FY15 Q4
ML	YES	Restoration Remediation services NC IPT	FP	SB	Single	5	4	TBD	FY16 Q2
ML	YES	Restoration (Range clearance, UXO) NC IPT	FP	SB	Single	5	4	TBD	FY16 Q3
ML	YES	Restoration (RAO-LTM-Services) NC IPT	FP	SB	Single	5	4	TBD	FY16 Q4
ML	YES	Restoration Remediation services NC IPT	FP	SB	Single	5	4	TBD	FY17 Q2
ML	YES	Restoration (Range clearance, UXO) NC IPT	FP	SB	Single	5	4	TBD	FY17 Q3
ML	YES	Restoration (RAO-LTM-Services) NC IPT 1	FP	SB	Single	5	4	TBD	FY17 Q4
ML	YES	Environmental Analytical	FP	SB	Single	5	4	TBD	FY15 Q3
ML	NO	Natural Resources - Wetland Management	FP	UB	Single	5	5	TBD	FY16 Q1
ML	YES	Compliance (AST/UST)	FP	SB	Single	5	4	TBD	FY16 Q2
ML	YES	Third Party Monitoring (asbestos/Pb/radon)	FP	SB	Single	5	4	TBD	FY16 Q3
ML	YES	ER program support NE IPT	FP	SB	Single	5	4	TBD	FY15 Q3
ML	YES	ER program support NE IPT	FP	SB	Single	5	4	TBD	FY16 Q3
ML	YES	ER program support NE IPT	FP	SB	Single	5	4	TBD	FY17 Q3
ML	YES	Remediation Services and Corrective Action HR	FP	SB	Single	5	4	TBD	FY15 Q3
ML	YES	Remediation Services and Corrective Action HR	FP	SB	Single	5	4	TBD	FY16 Q3
ML	YES	Remediation Services and Corrective Action HR	FP	SB	Single	5	4	TBD	FY17 Q3
ML	YES	Cultural Resources - Archeology	FP	SB	Single	5	4	FY15 Q1	FY15 Q4
ML	YES	Cultural Resources - Built Environment	FP	SB	Single	5	4	FY15 Q1	FY15 Q4
SE	NO	EMAC Region 4 (FL only)	CP	SB	MAC	5	30	TBD	FY17 Q2
SE	NO	BOAs (RAO-LTM Services)7@3.5M each	FP	SB	Single	5	24.5	TBD	FY14 Q4
SE	NO	ETS Restoration FL	FP	SB	Single	5	4	TBD	FY14 Q4
SE	NO	ETS Asbestos and Lead Removal	FP	SB	Single	5	4	TBD	FY14 Q4
SE	NO	BOAs (RAO-LTM-Services) 12@3.5M each	FP	SB	Single	5	42	TBD	FY14 Q4
SE	NO	ETS Biological Services	FP	SB	Single	5	4	TBD	FY15 Q1
SE	YES	A/E Air services	FP	SB	Single	5	5	FY15 Q1	FY15 Q4
SE	NO	BOAs (RAO-LTM-Services) 12@3.5M each	FP	SB	Single	5	42	TBD	FY15 Q4
SE	NO	ETS Remedial Actions	FP	SB	Single	5	4	TBD	FY16 Q3
SE	NO	ETS Natural Resources	FP	SB	Single	5	4	TBD	FY16 Q3
SE	NO	BOAs (RAO-LTM-Services) 12@3.5M each	FP	SB	Single	5	42	TBD	FY16 Q4
SE	NO	ETS East Petroleum	FP	SB	Single	3	4	TBD	FY17 Q1
SE	NO	ETS Herbicide	FP	SB	Single	5	4	TBD	FY17 Q1
SE	NO	ETS Natural Resources	FP	SB	Single	5	4	TBD	FY17 Q3
SE	NO	ETS Cultural Resources	FP	SB	Single	5	4	TBD	FY17 Q3
SE	NO	BOAs (RAO-LTM-Services) 12@3.5M each	FP	SB	Single	5	42	TBD	FY17 Q4
SW	NO	Operational Range Sustainment EMAC	FP	SB	MAC	5	95	FY14 Q4	FY15 Q2
SW	NO	RADMAC	FP	UB	MAC	5	240	FY15 Q1	FY15 Q4
SW	NO	SBPB EMAC III (100M, CCD = Aug 14)	FP	SB	MAC	5	50	FY14 Q2	FY15 Q4
SW	NO	8(A) EMAC - Restoration	FP	SB	MAC	5	50	FY15 Q1	FY15 Q3
SW	NO	UR EMAC III	FP	UB	MAC	5	200	FY16 Q2	FY17 Q1
SW	NO	NR MASC; ACQR 2943448	FP	UB	Single	5	50	FY14 Q1	FY14 Q4
SW	NO	SB RAC; ACQR 1793022	CP	SB	Single	5	100	FY14 Q1	FY15 Q1
SW	NO	8(A) CERCLA Administrative Record	FP	SB	Single	3	1	FY14 Q4	FY14 Q4
SW	NO	Exotic Pest Plan Species Eradication; ACQR 2880996	FP	SB	Single	3	20	FY14 Q1	FY15 Q2
SW	YES	SB CERCLA/RCRA	FP	SB	Single	5	50	FY15 Q2	FY16 Q1
SW	YES	NR Habitat Enhancement; ACQR 3157759	FP	SB	Single	5	40	FY14 Q1	FY16 Q2
SW	YES	NEPA-In Water Coastal	FP	SB	Single	5	30	FY15 Q1	FY15 Q4
SW	NO	8(A) FRAC - FY15	FP	SB	Single	3	4	FY15 Q1	FY15 Q1
SW	YES	AE Water MMEC	FP	SB	Single	3	60	FY15 Q1	FY15 Q4
SW	YES	Marine IDIQ (10M, CCD= Jan 15)	FP	SB	Single	5	10	FY15 Q2	FY16 Q1
SW	NO	8(A) FRAC - FY16	FP	SB	Single	3	4	FY15 Q4	FY16 Q1
SW	NO	8(A) FRAC - FY17	FP	SB	Single	3	4	FY17 Q1	FY17 Q1
SW	Yes	Archeological - Curation Services ACQR 3560466	FP	SB	Single	5	0.5	FY14 Q1	FY15 Q2
SW	NO	Environmental Services	FP	SB	Single	5	95	FY15 Q4	FY16 Q3
SW	NO	EV Laboratory Services	FP	SB	Single	5	70	FY15 Q4	FY16 Q3

FEC	A/E? (YES/NO)	CONTRACT TITLE	CP, FP, or BOTH	SB or UB	SINGLE or MAC	CONTRACT DURATION (Yrs)	TOTAL CAPACITY (\$M)	FEDBIZ DATE	AWARD DATE
WASH	NO	Environmental Restoration Services Contract	FP	SB	Single	3	4	FY15 Q1	FY16 Q1
WASH	NO	Biological Services 8A -NR	FP	SB	Single	3	4.5	FY15 Q1	FY15 Q4
WASH	NO	Sampling and Analysis Replacement	FP	SB	Single	5	2	FY14 Q4	FY15 Q1
EXWC	NO	Sole Source 8(a) West Coast	FP	SB	Single	5	4	FY15 Q1	FY15 Q3
EXWC	NO	Sole Source 8(a) East Coast	FP	SB	Single	5	4	FY15 Q1	FY15 Q3
EXWC	NO	Various BAAs (NESD/ESTCP/LMR Programs)	FP	SB	Single			TBD	N/A
EXWC	NO	Various BAAs (NESD/ESTCP/LMR Programs)	FP	UB	Single			TBD	N/A
EXWC	NO	Follow-on ESAT Contract	FP	UB	Single	5	100	FY15 Q2	FY16 Q2
PAC	YES	A-E Studies/Investigations (Compliance)	FP	SB	Single	5	20	FY14 Q2	FY14 Q4
PAC	NO	Cultural Resources Services	FP	SB	MAC	5	26	FY15 Q1	FY15 Q2
PAC	NO	Cultural Resources Services	FP	UB	MAC	5	10	FY15 Q1	FY15 Q2
PAC	NO	Natural Resources - Services	FP	SB	MAC	5	25	FY15 Q1	FY15 Q2
PAC	NO	Natural Resources - Services	FP	UB	MAC	5	35	FY15 Q1	FY15 Q2
PAC	YES	A-E Studies/Investigations (Compliance)	FP	SB	Single	5	20	FY15 Q1	FY15 Q2
PAC	NO	Cost Reimbursable RAC (SBRAC)	CP	SB	Single	5	60	FY15 Q1	FY15 Q3
PAC	NO	Long-Term Monitoring	CP	SB	MAC	5	20	FY15 Q1	FY15 Q3
PAC	YES	Fixed-Priced RAC (FRAC)	FP	SB	MAC	5	20	FY15 Q1	FY15 Q3
PAC	NO	Munitions Response/Range Sustainment	BOTH	SB	MAC	5	249	FY15 Q1	FY15 Q3
PAC	NO	MEC Clearance for DPR1	FP	SB	Single	5	46	FY15 Q1	FY15 Q3
PAC	NO	Sediment Remediation	BOTH	UB	Single	5	60	FY15 Q4	FY16 Q3
PAC	YES	Environmental Planning (NEPA)	FP	SB	Single	5	20	FY15 Q3	FY16 Q3
PAC	YES	Environmental Planning (NEPA)	FP	UB	Single	5	50	FY15 Q4	FY16 Q4

ENCLOSURES B, C, AND D – NAVFAC ATLANTIC, NAVFAC PACIFIC, AND NAVFAC EXWC  
EBLAS

# Enclosure B

# NAVFAC ATLANTIC

## FY 14–17 ENVIRONMENTAL ACQUISITION STRATEGY

### PART A: EXECUTIVE SUMMARY

NAVFAC Atlantic’s Environmental Business Line Acquisition Strategy (EBLAS) reflects FY14–17 workload projections, evaluates current and future contract vehicles and their capacity to meet the workload requirements, establishes key acquisition and business line objectives, and evaluates the business line’s potential for meeting those objectives.

The NAVFAC Atlantic EBLAS is a consolidation of the individual strategies of NAVFAC Atlantic and its six components: NAVFAC Washington; NAVFAC Mid Atlantic; NAVFAC Southwest; NAVFAC Southeast; NAVFAC Northwest; and NAVFAC Europe, Africa, and Southwest Asia. This document is a consolidation of all component’s requirements, contracts, and intentions.

NAVFAC Atlantic’s Environmental business line contains two product and service lines L (environmental quality) and M (environmental restoration.) Both L line (compliance, planning, and conservation) and M line (restoration) workload will be serviced with the existing and proposed vehicles. The total NAVFAC Atlantic projected environmental requirement for FY14–17 is \$2.1 B. Requirements per year are relatively stable averaging \$520 M per year. Throughout FY1–17, NAVFAC Atlantic plans to award 72 new contracts with a value of \$2.8B; approximately \$700 M per year. Based on an evaluation of the existing contracts’ expiration dates, remaining capacity, contract scope, and geographic limitations, as well as the imminent emergent/evolving environmental issues throughout the AOR, the proposed new contracts will satisfy all upcoming workload requirements and all reportable metrics/goals.

All the business line’s goals related to the use of Small Business, Fixed Price, Multiple Award contracting, and Performance Based contracting tools will be exceeded over the averaged three-year period. Specifically, Small Business (SB) plan is 6 percent above goal; Fixed Price (FP) is 4 percent above goal, Multiple Award Contracting (MAC) plan is 13 percent above goal, and Performance Based Contracting (PBC) is 27 percent above goal.

<b>FY14-17 LANT EV Metrics</b>		
Acquisition Tool	BL Goal	Planned
Small Business	43%	49%
Fixed Price	60-65%	69%
Multiple Award	25%	38%
Performance Based Contracting	50%	77%

The strategy highlights NAVFAC Atlantic’s continued use of shared contract tools. In addition to the M line’s shared tools, namely the Remedial Action Contract (RAC) and the

Comprehensive Long Term Environmental Action Navy (CLEAN), the L line will continue to award Environmental Compliance, NEPA, Natural Resources, Cultural Resources tools that can be shared among the FECs. Within the M line, Echelon III provides primary CORs (Contracting Officer Representatives) and PCOs (Procurement Contracting Officers) as support for the CLEANs and RACs. Within the L line, Echelon III provides COR and PCO support on the Multi-media, Tactical Training Theatre Assessment and Planning Program, Range Clearance, Natural Resources, Cultural Resources, and Marine Mammal Monitoring contracts. SW provides COR and PCO support for all contracts awarded under its cognizance. These shared tools save valuable technical and acquisition effort and promote consistency. The business line's commitment to interdependence through the use of these global tools will continue to reap benefits in improved efficiency and cost effectiveness.

In keeping with the strategic intent of consistency, cooperation, and full disclosure, any deviation from the approved component strategy, especially in the procurement of new contracts not addressed in table 3, must be approved by the Echelon III Product Line Manager with notice given to the Echelon III EV4. The Echelon III Acquisition Support Line Manager will be consulted if changes result in execution reach back to the Echelon III.

Note: This strategy does not address EV requirements that are part of a larger or more comprehensive Base Operation Service (BOS) or A-76 contract, nor does it address timber sales.

## **PART B: INTRODUCTION**

### **1. PURPOSE**

- Analyze workload projections
- Evaluate current contracts and their capacity to meet program requirements
- Develop plans for future contract requirements
- Establish Business Line acquisition objectives and metrics

The Environmental Business Line has two product lines. The M product line includes all Environmental Restoration products and services funded by Environmental Restoration, Navy (ER,N) including the Installation Restoration Program and the Munitions Restoration Program (IRP and MRP) and the M Line reimbursable (including Base Realignment and Closure (BRAC) funds). The L product line includes all Environmental Quality product and services (compliance, planning, and conservation) funded by CNIC, USMC, USFF, and other supported command reimbursable funds.

Environmental Quality Programs (L Line):

- Compliance (EV 1)
- Planning and Conservation (EV 2/EV 5)
  - Natural Resources
  - Cultural Resources
  - NEPA
  - TAP
  - Marine Mammals
- Other L-Line Requirements

#### Environmental Restoration Program (M Line):

- Environmental Restoration Program (EV 3)
  - ER,N
  - BRAC reimbursable

This acquisition strategy proposes the award of a variety of contract types procured through the use of full and open or other than full and open competition (after exclusion of sources i.e. Small Business Set Aside (SBSA), Service-Disabled Veteran-Owned Small Business (SDVOSB), Historically Underutilized Business Zone Small Business (HUB Zone SB), Woman-Owned Small Business (WOSB), and 8(a) Set-Asides) in accordance with Federal Acquisition Regulation (FAR) Part 6. The acquisition teams will use FAR Part 15 Source Selection Processes and Techniques, FAR Part 36, Architect–Engineering (A/E) Services Selection Techniques (Brooks Act), FAR Part 19 Small Business Programs, FAR Part 12 Commercial Items, and FAR Part 13, Simplified Acquisition Procedures, as applicable.

## 2. GOALS AND OBJECTIVES

Goal: To provide the best contractual solutions to meet the full range of the business line’s corporate and client needs

Objectives: Development of a balanced and diversified contracting approach to effectively and efficiently meet the business line’s wide array of program requirements.

- Increase acquisition options and flexibility
- Minimize risk exposure
- Meet political and legislative contracting mandates
- Promote an environment of competition and innovation
- Reduce costs through the use of competition when appropriate
- Promote innovative technologies and contract tools
- Promote the use of contract sharing when warranted
- Promote early dialogue with between EV, AQ, and Small Business
- Promote discussion with supported commands
- Promote consistency in approach and analysis across the corporation
- Minimize the number of contracts
- Manage the execution of contract procurement cycle

## 3. METRICS

Metrics: The following are corporate metrics tied to the above objectives

- Small business participation. Goal: 43 percent
- Fixed-price utilization. Target Range: 60–65 percent
- Implementation of PBC methodologies. Goal: 50 percent of eligible work
- Multiple Award Contracts. Goal: 25 percent

In an effort to minimize contracts, NAVFAC Atlantic has reduced the total number of new proposed contracts from 95 in the last ACQ Strategy to 72, a 23 percent reduction. NAVFAC Atlantic echelon III is awarding larger contracts to support the M Line (RAC SB/UR from a total of \$200M to \$340M) and the L Line is awarding larger Multi-media contracts to minimize the number of specific-media contracts.

Additional NAVFAC Atlantic metric tied to objectives:

- Award new contracts within the FY QTR indicated in table 4 (Plan of Action and Milestones will be monitored monthly by OPS, EV, and ACQ for all contracts to ensure Contract Award quarter will be met.)

#### 4. ADDITIONAL FOCUS AREAS OF THE STRATEGY

- **Management of External Acquisitions:** External Acquisitions account for \$24.4 M dollars or approximately 1 percent by dollar volume of the EV projected workload in FY14–17. The majority of external work will be performed by another DOD vehicle. Typically external acquisitions are utilized in support of remote Navy facilities that cannot be economically supported by a PWD and in joint basing situations, as they allow a smooth transition of support. LANT also uses Economy Act Orders when one Federal agency needs to obtain unique services or products from another Federal agency. Although this is a very small percentage of EV projected workload, by dollar volume, it is a very important acquisition tool that will be used to supplement traditional contract work. LANT will continue to use external acquisition vehicles where it is not cost effective to use a NAVFAC contract vehicle.
- **Promotion and Management of Cooperative Agreements:** Cooperative Agreements (CAs) account for \$16.8M dollars or approximately 1 percent by dollar volume of EV projected workload in FY14–17. Cooperative Agreements are used across NAVFAC to obtain unique/specialized services under the Sikes Act guidance for projects that have substantive scientific research components and directly support mission requirements. They are primarily used for natural resources projects involving non-profit organizations, state agencies, and universities in accordance with priorities established by the Sikes Act guidance. CAs continue to be an important tool to supplement traditional contract work for natural resources.
- **Compliance with legislative limitations on IDIQs:** For FY14–17, NAVFAC Atlantic has 18 existing Multi-Award (MAC)-type vehicles and it plans to award an additional 9 over the next three years. This equates to approximately 17 percent of the total number of existing and planned contracts. The use of MACs in the EVBL remains consistent with goals and will continue to be part of the EVBL portfolio.

### **PART C: PROGRAM REQUIREMENTS**

*With reference to table 1 below:*

Table 1 displays a roll up of all the NAVFAC Atlantic components' requirements. The M line ERN and BRAC requirements were derived from the FY 2014 execution plan and the fall 2013 NORM budget submittals. The M line reimbursable requirements were based on historical data and discussions with supported commanders. The L Line requirements were based on historical

data, a review of the current FYDP and EPR databases, and ongoing discussions with the regions and other supported commanders. Additional project data was provided by the Marine Corps, DESC, UFFC, MARFORRES, and other supported commands.

<b>TABLE 1. SUMMARY OF REQUIREMENTS (FY14- FY17)</b>					
<b>PROGRAMS</b>	<b>2014</b>	<b>2015</b>	<b>2016</b>	<b>2017</b>	<b>Total FY 2014-2017</b>
	<b>\$ M</b>				
<b><u>L - LINE</u></b>					
<b>COMPLIANCE (EV-1)</b>	90.73	92.43	90.63	90.03	363.82
<b>PLANNING AND CONSERVATION (EV-2 / EV-5)</b>					
Natural Resources	21.28	23.93	23.30	23.87	92.37
Cultural Resources	16.25	15.51	16.74	15.74	64.24
NEPA	20.73	19.83	22.51	18.88	81.94
TAP	10.25	9.30	9.30	9.30	38.15
Marine Mammals	6.25	6.50	5.50	5.50	23.75
<b>OTHER L-LINE REQUIREMENTS</b>	12.40	9.80	9.80	10.80	42.80
<b>TOTAL L-LINE</b>	177.89	177.29	177.77	174.12	707.08
<b><u>M - LINE</u></b>					
<b>RESTORATION (EV-3)</b>					
<b>ER,N TOTAL</b>					
ER,N Studies	30.94	32.29	31.35	19.69	114.27
ER,N Cleanup	114.93	93.76	112.53	103.12	424.33
ER,N RAO/LTM	55.46	60.49	70.10	70.18	256.23
<b>BRAC TOTAL</b>					
BRAC Studies	8.69	4.80	5.55	6.79	25.83
BRAC Cleanup	102.81	112.62	98.32	103.12	416.86
BRAC RAO/LTM	27.56	24.00	41.89	31.50	124.94
<b>OTHER M-LINE REQUIREMENTS</b>	5.80	5.50	1.50	1.50	14.30
<b>TOTAL M-LINE</b>	346.18	333.46	361.24	335.90	1376.78
<b>TOTAL REQUIREMENTS</b>	524.08	510.75	539.01	510.01	2083.85

**With reference to table 2 below:**

Table 2 shows a breakdown of requirements for NAVFAC Atlantic's Cost contracts. Funding levels for FY14–17 RAC projects are relatively steady throughout the timeframe while CLEAN requirements drop slightly.

<b>TABLE 2. REMAINING CAPACITY PROJECTIONS ON RAC and CLEAN</b>								
ACQUISITION ACTIONS	Existing Capacity at EOY 2014	FY 2015 \$M		FY 2016 \$M		FY 2017 \$M		TOTAL PLAN FY 2015-2017 \$M
		PLAN	Remaining Cap	PLAN	Remaining Cap	PLAN	Remaining Cap	
<b>NAVFAC CONTRACTS</b>								
Cost – CLEAN UB	143.40	34.90	108.50	26.57	81.94	23.85	58.09	85.31
Cost – RAC UB	129.00	69.41	59.59	71.66	-12.07	63.29	-75.36	204.36
Cost – RAC SB	0.00	36.75	-36.75	44.04	-80.79	41.09	-121.88	121.88

**With reference to table 3 below:**

Table 3 shows a list of current active contracts and the remaining capacity.

<b>Table 3: EXISTING EV CONTRACTS</b>										
FEC	A/E? (YES/NO)	CONTRACT TITLE	CONTRACT NUMBER	CP, FP, or BOTH	SB or UB	SINGLE or MAC	AWARD DATE	CONTRACT DURATION (Yrs)	TOTAL CAPACITY (\$M)	REMAINING CAPACITY (\$M)
LANT	NO	Archaeological and Architectural Services (MAC)	N6247013D8000	FP	SB	MAC	10/30/2012	3	10.00	8.45
LANT	NO	Natural Resource Services (MAC)	N6247013D8016	FP	UB	MAC	7/17/2013	5	75.00	68.33
LANT	NO	Range Sustainment, Military Munitions (MAC)	N6247012D7016	BOTH	UB	MAC	9/26/2012	3	100.00	82.03
LANT	NO	Marine Species Monitoring, Evaluations, and/or Assessments for Naval Facilities Engineering Command Atlantic and Pacific's Area of Responsibility	N6247010D3011	FP	UB	Single	4/15/2010	5	50.00	3.88
LANT	YES	Multimedia Environmental Compliance Engineering Support for Navy and Other DoD Installations Primarily Northeast, Southeast, and Mid-Atlantic CONUS and OCONUS	N6247010D3000	FP	UB	Single	1/15/2010	5	75.00	4.83
LANT	YES	Environmental Planning and Engineering Services for National Environmental Policy Act (NEPA) and Executive Order (EO) 12114, Environmental Effects Abroad of Major Federal Actions - Aircraft Homebasing Issues.	N6247010D3003	FP	UB	Single	3/9/2010	5	40.00	20.97
LANT	YES	Multi media Compliance	N6247014D9016	FP	UB	Single		5	85.00	85.00
LANT	YES	Munitions Response Actions at Vieques, Puerto Rico and Other Sites in NAVFAC Atlantic's Area of Responsibility.	N6247011D8007	FP	SB	Single	12/22/2010	5	95.00	8.98

**Table 3: EXISTING EV CONTRACTS (Continued)**

FEC	A/E? (YES/NO)	CONTRACT TITLE	CONTRACT NUMBER	CP, FP, or BOTH	SB or UB	SINGLE or MAC	AWARD DATE	CONTRACT DURATION (Yrs)	TOTAL CAPACITY (\$M)	REMAINING CAPACITY (\$M)
LANT	YES	Multimedia Environmental Compliance Engineering Support for Navy and Other DoD Installations Primarily Midwest, Northwest, and Southwest CONUS	N6247010D3009	FP	UB	Single	8/12/2010	5	75.00	38.83
LANT	YES	Design and Professional Engineering Services required for Compliance with Air Emission Regulations, EPCRA (Emergency Planning and Community Right-to-Know Act) Regulations, Greenhouse Gas and all other environmental media regulations.	N6247013D8025	FP	UB	Single	9/27/2013	5	20.00	18.89
LANT	YES	Comprehensive Long-Term Environmental Action Navy (CLEAN), Primarily in the Mid-Atlantic Region and some Overseas Locations	N6247011D8012	CP	UB	Single	5/31/2011	5	170.00	44.78
LANT	NO	Environmental Remedial Action Contract (SB RAC)	N6247012D7004	CP	SB	Single	4/6/2012	5	100.00	11.78
LANT	YES	Comprehensive Long-Term Environmental Action Navy (CLEAN) Primarily in the Northeast, Southeast, Midwest, and Northwest Regions	N6247011D8013	CP	UB	Single	8/30/2011	5	200.00	78.73
LANT	NO	Biological services, natural and cultural resources management and compliance, and related environmental planning services.	N6247012D7002	FP	UB	Single	6/6/2012	5	4.00	0.84
LANT	NO	Southeastern Archaeological Research, Inc (SEARCH) 8(a)	N6247012D7008	FP	SB	Single	9/12/2012	3	4.00	3.41
LANT	NO	Environmental Remedial Action Contract (UR RAC)	N6247013D8007	CP	UB	Single	3/14/2013	5	100.00	28.93
LANT	YES	Tactical Training Theater Assessment and Planning	N6247014D9003	FP	UB	Single	3/13/2014	5	50.00	49.85
NW	YES	IDIQ A-E Contract for Environmental Restoration	N44255-14-D-9013	FP	UB	Single	5/28/2014	5	30.00	29.43
NW	NO	LTM O&M Environmental Services	N44255-14-D-9011	FP	SB	Single	2/12/2014	5	30.79	27.99
SE	NO	EMAC region 4 FL only	Varies(5 firms)	CP	SB	MAC	4/9/2012	5	30	29.9
SE	NO	EMAC region 4(ex FL) & 6	Varies (6 firms)	CP	SB	MAC	1/23/2014	5	25	24.9
SE	NO	IDIQ 0046 Remedial Actions	N69450-13-D-0046	FP	SB	Single	5/7/2013	5	4	2.8
SE	NO	IDIQ 0100 Remedial Actions	N69450-11-D-0100	FP	SB	Single	9/29/2011	5	4	1.7
SE	YES	IDIQ Air MultiMac JV	N69450-12-D-0016	FP	SB	Single	9/24/2012	5	5	3.2
SE	YES	IDIQ ABS/LBP/PCB/TCLP/HMAT	N69450-10-D-0007	FP	SB	Single	2/17/2010	5	5	2.7
SE	YES	IDIQ Water/Wastewater/Stormwater	N69450-11-D-0046	FP	SB	Single	3/4/2011	5	5	0.2
SE	YES	IDIQ Hazmat Mgmt	N69450-13-D-0045	FP	SB	Single	7/31/2013	5	7.5	6.7
SE	YES	IDIQ Hazmat Mgmt	N69450-13-D-0017	FP	SB	Single	8/14/2013	5	7.5	6.6
SE	NO	IDIQ EAST (Petroleum)	N69450-14-D-0008	FP	SB	Single	2/7/2014	3	4	3.7
SE	NO	IDIQ Asbestos	N69450-11-D-0075	FP	SB	Single	9/27/2011	3	4	3.9
SE	NO	IDIQ Operational Range Clearance	N69450-12-D-0071	FP	SB	Single	7/30/2012	3	4	0.2
SE	NO	IDIQ Natural Resources	N69450-11-D-0077	FP	SB	Single	9/27/2011	5	4	3.8
SE	NO	IDIQ Natural Resources	N69450-12-D-0073	FP	SB	Single	9/4/2012	5	4	1.9
SE	NO	IDIQ Herbicide	N69450-12-D-0077	FP	SB	Single	9/20/2012	5	4	2.7
SE	NO	IDIQ Cultural Resources	N69450-12-D-0078	FP	SB	Single	9/19/2012	5	4	3.1
SE	NO	IDIQ Petroleum West	N69450-14-D-0009	FP	SB	Single	4/15/2014	5	4	4
SE	NO	IDIQ ORC Waste Mgmt	N69450-14-D-0015	FP	SB	Single	6/1/2014	3	5	4
SE	NO	IDIQ Water/Wastewater/Stormwater/Spill Control	N69450-14-D-0029	FP	SB	Single	6/9/2014	5	10	10

Table 3: EXISTING EV CONTRACTS (Continued)										
FEC	A/E? (YES/NO)	CONTRACT TITLE	CONTRACT NUMBER	CP, FP, or BOTH	SB or UB	SINGLE or MAC	AWARD DATE	CONTRACT DURATION (Yrs)	TOTAL CAPACITY (\$M)	REMAINING CAPACITY (\$M)
SW	YES	Stormwater groundwater, waste water & potable water	N62473-14-D-1418	FP	SB	Single	6/18/2014	5	30	30.0
SW	YES	SB CERCLA/RCRA	N62473-11-D-2205	FP	SB	Single	7/1/2011	5	50	1.9
SW	YES	CERCLA/RCRA/UST	N62473-14-D-1405	FP	SB	Single	4/30/2014	5	20	20.0
SW	YES	8(a)CERCLA/RCRA	N62473-10-D-0814	FP	SB	Single	3/1/2010	5	20	2.3
SW	NO	RAC-VI	N62473-13-D-4808	CP	UB	Single	4/12/2013	5	100	98.8
SW	NO	Performance-based MAC-II	N62473-09-D-2623	FP	UB	MAC	3/1/2011	5	500	470.4
SW	NO	UR EMAC II	N62473-10-D-0804	FP	UB	MAC	4/1/2012	5	200	130.0
SW	NO	SDVOSB EMAC	N62473-09-D-2628	FP	SB	MAC	6/1/2011	5	50	46.9
SW	NO	Radiological MAC	N62473-09-D-2614	FP	UB	MAC	2/1/2010	5	250	17.9
SW	YES	AE Multi Media	N62473-12-D-2012	FP	SB	Single	9/1/2012	3	50	23.5
SW	YES	AE Water	N62473-13-D-4803	FP	SB	Single	12/1/2012	3	20	9.4
SW	YES	8A UST-AST	N62473-13-D-4801	FP	SB	Single	4/1/2013	3	4	2.6
SW	NO	Environmental Services	N62473-10-D-4009	FP	UB	Single	5/5/2010	10	136	62.2
SW	NO	Laboratory Services	N62473-10-D-4003	FP	UB	Single	4/30/2010	10	NA	0.0
SW	NO	MASC Cultural Resources	N62473-09-D-2611	FP	UB	MAC	1/1/2011	5	30	1.4
SW	NO	Cultural Resources MASC	N62473-14-D-1411	FP	UB	MAC	2/12/2014	5	50	48.7
SW	YES	Curation Services	N62473-12-D-2007	FP	UB	Single	3/1/2012	3	0.5	0.2
SW	NO	MASC Natural Resources	N62473-06-D-2205	FP	UB	MAC	9/1/2006	10	33	6.0
SW	NO	Natural Resources MASC	N62473-12-D-2001	FP	SB	MAC	5/9/2013	3	10	7.7
SW	YES	Natural Resources Studies/GIS	N62473-11-D-2225	FP	SB	Single	3/1/2011	5	10	4.2
SW	YES	Marine Habitat	N62473-10-D-0805	FP	SB	Single	1/1/2010	5	10	6.5
SW	YES	Natural Resources Habitat Enhancement	N62473-11-D-2224	FP	SB	Single	3/1/2011	5	15	-0.2
SW	YES	Exotic Plants	N62473-10-D-0802	FP	SB	Single	7/1/2010	5	10	0.0
SW	YES	NEPA Inland Desert	N62473-14-D-1404	FP	SB	Single	4/9/2014	5	30	30.0
SW	YES	NEPA Infrastructure	N62473-14-D-1401	FP	SB	Single	2/5/2014	5	30	29.7
WASH	NO	EV Services MAC	N4008014D0455 /0456/ 0457/ 0458/ 0459	FP	SB	MAC	4/9/2014	5	30	30
WASH	NO	H&S ENVIRONMENTAL	N62740-12-D-0451	FP	SB	Single	9/18/2012	3	4	3
WASH	NO	ENVIRONMENTAL SYSTEMS ANALYSIS- NR	N4008012D0350	FP	SB	Single	12/28/2011	3	4.5	0.85
WASH	YES	MARSTEL-DAY, LLC - NEPA/CR/NR	N4008014D0002	FP	SB	Single	4/22/2014	5	22.5	22.25
WASH	NO	Sampling and Analysis Contract - 8(a)	N4008010D0305	FP	SB	Single	12/8/2009	5	4	2.8
WASH	YES	Water A/E	N4008014D0453	FP	SB	Single	2/28/2014	5	10	9.8
ML	NO	Remedial Action Operations and Long Term Monitoring Multiple Award Contract (RAOMAC) for MIDLANT AOR	N4008510D9411	FP	SB	Single	9/28/2010	5	30	16.1
ML	YES	IDIQ Architectural design & engineering services for projects in MIDLANT AOR	N4008510D5302	FP	SB	Single	4/22/2010	5	15	2.6
ML	NO	IDIQ for Preparation of Cultural Resource Plans, Documentation, and Related Professional Services Supporting in MIDLANT AOR	N4008510D9426	FP	SB	Single	4/1/2010	5	4	2.8
ML	NO	Remedial Action Operations and Long Term Monitoring Multiple Award Contract (RAOMAC) for MIDLANT	N4008510D9407, 9408, 9409,9410	FP	SB	MAC	9/28/2010	5	30	16.1
ML	NO	Environmental remediation services at sites within the NC IPT AOR	N4008511D4013	FP	SB	Single	5/19/2011	5	4	0.5
ML	NO	Sampling and Analysis of Drinking Well Water	N4008511C8001	FP	SB	Single	2/1/2011	5	1	0.6
ML	NO	8-A IDIQ	N4008512D7708	FP	SB	Single	5/2/2012	3	4	0.6
ML	NO	IDIQ for the investigation and remediation of Environmental Restoration, Navy (ER,N) contaminated sites located in the NC IPT AOR	N4008512D7725	FP	SB	Single	9/27/2012	5	4	1.6
ML	NO	K Ranges, Operational Range Clearance, MCB Camp Lejeune	N4008512C7727	FP	SB	Single	9/21/2012	2	4	4.0
ML	NO	IDIQ for Environmental Investigations and Remedial Actions primarily at Marine Corps East Installations, North Carolina	N4008513D6002	FP	SB	Single	3/20/2013	5	4	0.1
ML	NO	IGF::OT::IGF Fixed Price IDIQ Petroleum Oil and Lubricants (POL) Storage Tank (AST/UST) and Remediation Services within the MIDLANT AOR	N4008514D8122	FP	SB	Single	4/18/2014	5	4	2.9
ML	NO	IDIQ for environmental services at sites in the NC IPT AOR	N4008514D8408	FP	SB	Single	4/2/2014	5	4	2.1
EUR	NO	IDIQ for Environmental Services Final Governing Standards		FP	UB	Single	7/15/2014	5	3	2.3

**PART D: ACQUISITION IMPLEMENTATION**

**1. PROPOSED NEW CONTRACT ACTIONS**

The total projected Environmental business line requirement for FY14–17 totals \$2.1 B which is above the \$1.6 B of the FY13–15 strategy. Table 4 proposes \$2.8B of new capacity for all of NAVFAC Atlantic through FY17 and beyond; dependent upon award date. Varying expiration dates, contract scopes, geographic limitations, emergent/evolving environmental issues, and contract durations substantiates the delta between the documented requirements and the projected contract capacity

<b>Table 4: PROPOSED EV CONTRACTS AND CRITICAL MILESTONES</b>									
<b>FEC</b>	<b>A/E? (YES/NO)</b>	<b>CONTRACT TITLE</b>	<b>CP, FP, or BOTH</b>	<b>SB or UB</b>	<b>SINGLE or MAC</b>	<b>CONTRACT DURATION (Yrs)</b>	<b>TOTAL CAPACITY (\$M)</b>	<b>FEDBIZ DATE</b>	<b>AWARD DATE</b>
LANT	NO	Multiple Award RAC	CP	SB	MAC	5	240	FY15 Q1	FY15 Q4
LANT	NO	RAC	CP	UB	Single	5	100	FY15 Q1	FY15 Q4
LANT	YES	Munitions Response Investigations	BOTH	UB	MAC	5	150	FY15 Q2	FY16 Q2
LANT	YES	CLEAN (Mid-Atlantic /west coast AOR)	CP	UB	Single	5	240	FY15 Q1	FY16 Q1
LANT	NO	Vieques Munitions Response	CP	SB	Single	5	100	FY15 Q1	FY15 Q4
LANT	YES	CLEAN (NE - SE AOR)	CP	UB	Single	5	200	FY15 Q4	FY17 Q1
LANT	NO	Marine Species Monitoring	FP	UB	Single	5	75	FY14 Q2	FY15 Q1
LANT	YES	Multi media Compliance	FP	UB	Single	5	85	FY12 Q4	FY14 Q3
LANT	YES	Multi media Compliance	FP	UB	Single	5	50	FY15 Q1	FY16 Q1
LANT	YES	Water/WW/SW	FP	UB	Single	5	50	FY13 Q1	FY14 Q4
LANT	YES	NEPA Homebasing	FP	UB	Single	5	50	FY14 Q1	FY15 Q2
LANT	YES	NEPA Homeporting	FP	UB	Single	5	50	FY14 Q4	FY16 Q1
ML	NO	Environmental Services (MARFORRES/NOSC)	FP	SB	MAC	5	16	FY14 Q4	FY15 Q3
ML	NO	Restoration Remediation services NC IPT	FP	SB	Single	5	4	N/A	FY15 Q2
ML	NO	Restoration (Range clearance, UXO) NC IPT	FP	SB	Single	5	4	N/A	FY15 Q3
ML	NO	Restoration (RAO-LTM-Services) NC IPT	FP	SB	Single	5	4	N/A	FY15 Q4
ML	NO	Restoration Remediation services NC IPT	FP	SB	Single	5	4	N/A	FY16 Q2
ML	NO	Restoration (Range clearance, UXO) NC IPT	FP	SB	Single	5	4	N/A	FY16 Q3
ML	NO	Restoration (RAO-LTM-Services) NC IPT	FP	SB	Single	5	4	N/A	FY16 Q4
ML	NO	Restoration Remediation services NC IPT	FP	SB	Single	5	4	N/A	FY17 Q2
ML	NO	Restoration (Range clearance, UXO) NC IPT	FP	SB	Single	5	4	N/A	FY17 Q3
ML	NO	Restoration (RAO-LTM-Services) NC IPT 1	FP	SB	Single	5	4	N/A	FY17 Q4
ML	NO	Environmental Analytical	FP	SB	Single	5	4	N/A	FY15 Q3
ML	YES	Natural Resources - Wetland Management	FP	UB	Single	5	5	N/A	FY16 Q1
ML	YES	Compliance (AST/UST)	FP	SB	Single	5	4	N/A	FY16 Q2
ML	YES	Third Party Monitoring (asbestos/Pb/radon)	FP	SB	Single	5	4	N/A	FY16 Q3
ML	YES	ER program support NE IPT	FP	SB	Single	5	4	N/A	FY15 Q3
ML	YES	ER program support NE IPT	FP	SB	Single	5	4	N/A	FY16 Q3
ML	YES	ER program support NE IPT	FP	SB	Single	5	4	N/A	FY17 Q3
ML	NO	Remediation Services and Corrective Action HR	FP	SB	Single	5	4	N/A	FY15 Q3
ML	NO	Remediation Services and Corrective Action HR	FP	SB	Single	5	4	N/A	FY16 Q3
ML	NO	Remediation Services and Corrective Action HR	FP	SB	Single	5	4	N/A	FY17 Q3
ML	YES	Cultural Resources - Archeology	FP	SB	Single	5	4	FY15 Q1	FY15 Q4
ML	YES	Cultural Resources - Built Environment	FP	SB	Single	5	4	FY15 Q1	FY15 Q4

**Table 4: PROPOSED EV CONTRACTS AND CRITICAL MILESTONES (Cont.)**

FEC	A/E? (YES/NO)	CONTRACT TITLE	CP, FP, or BOTH	SB or UB	SINGLE or MAC	CONTRACT DURATION (Yrs)	TOTAL CAPACITY (\$M)	FEDBIZ DATE	AWARD DATE
SE	NO	BOAs (RAO-LTM Services)7@3.5M each	FP	SB	Single	5	24.5	N/A	FY14 Q4
SE	NO	ETS Restoration FL	FP	SB	Single	5	4	N/A	FY14 Q4
SE	NO	ETS Asbestos and Lead Removal	FP	SB	Single	5	4	N/A	FY14 Q4
SE	NO	BOAs (RAO-LTM-Services) 12@3.5M each	FP	SB	Single	5	42	N/A	FY14 Q4
SE	NO	ETS Biological Services	FP	SB	Single	5	4	N/A	FY15 Q1
SE	YES	A/E Air services	FP	SB	Single	5	5	FY15 Q1	FY15 Q4
SE	NO	BOAs (RAO-LTM-Services) 12@3.5M each	FP	SB	Single	5	42	N/A	FY15 Q4
SE	NO	ETS Remedial Actions	FP	SB	Single	5	4	N/A	FY16 Q3
SE	NO	ETS Natural Resources	FP	SB	Single	5	4	N/A	FY16 Q3
SE	NO	BOAs (RAO-LTM-Services) 12@3.5M each	FP	SB	Single	5	42	N/A	FY16 Q4
SE	NO	ETS East Petroleum	FP	SB	Single	3	4	N/A	FY17 Q1
SE	NO	ETS Herbicide	FP	SB	Single	5	4	N/A	FY17 Q1
SE	NO	EMAC Region 4 (FL only)	CP	SB	MAC	5	30	N/A	FY17 Q2
SE	NO	ETS Natural Resources	FP	SB	Single	5	4	N/A	FY17 Q3
SE	NO	ETS Cultural Resources	FP	SB	Single	5	4	N/A	FY17 Q3
SE	NO	BOAs (RAO-LTM-Services) 12@3.5M each	FP	SB	Single	5	42	N/A	FY17 Q4
SW	NO	Operational Range Sustainment EMAC	FP	SB	MAC	5	95	FY14 Q4	FY15 Q2
SW	NO	RADMAC	FP	UB	MAC	5	240	FY15 Q1	FY15 Q4
SW	NO	SBPB EMAC III (100M, CCD = Aug 14)	FP	SB	MAC	5	50	FY14 Q2	FY15 Q4
SW	NO	8(A) EMAC - Restoration	FP	SB	MAC	5	50	FY15 Q1	FY15 Q3
SW	NO	UR EMAC III	FP	UB	MAC	5	200	FY16 Q2	FY17 Q1
SW	NO	NR MASC; ACQR 2943448	FP	UB	Single	5	50	FY14 Q1	FY14 Q4
SW	NO	SB RAC; ACQR 1793022	CP	SB	Single	5	100	FY14 Q1	FY15 Q1
SW	NO	8(A) CERCLA Administrative Record	FP	SB	Single	3	1	FY14 Q4	FY14 Q4
SW	NO	Exotic Pest Plan Species Eradication; ACQR 28	FP	SB	Single	3	20	FY14 Q1	FY15 Q2
SW	YES	SB CERCLA/RCRA	FP	SB	Single	5	50	FY15 Q2	FY16 Q1
SW	YES	NR Habitat Enhancement; ACQR 3157759	FP	SB	Single	5	40	FY14 Q1	FY16 Q2
SW	YES	NEPA-In Water Coastal	FP	SB	Single	5	30	FY15 Q1	FY15 Q4
SW	NO	8(A) FRAC - FY15	FP	SB	Single	3	4	FY15 Q1	FY15 Q1
SW	YES	AE Water MMEC	FP	SB	Single	3	60	FY15 Q1	FY15 Q4
SW	YES	Marine IDIQ (10M, CCD= Jan 15)	FP	SB	Single	5	10	FY15 Q2	FY16 Q1
SW	NO	8(A) FRAC - FY16	FP	SB	Single	3	4	FY15 Q4	FY16 Q1
SW	NO	8(A) FRAC - FY17	FP	SB	Single	3	4	FY17 Q1	FY17 Q1
SW	Yes	Archeological - Curation Services ACQR 356046	FP	SB	Single	5	0.5	FY14 Q1	FY15 Q2
SW	NO	Environmental Services	FP	SB	Single	5	95	FY15 Q4	FY16 Q3
SW	NO	EV Laboratory Services	FP	SB	Single	5	70	FY15 Q4	FY16 Q3
WASH	NO	Environmental Restoration Services Contract	FP	SB	Single	3	4	FY15 Q1	FY16 Q1
WASH	NO	Biological Services 8A -NR	FP	SB	Single	3	4.5	FY15 Q1	FY15 Q4
WASH	NO	Sampling and Analysis Replacement	FP	SB	Single	5	2	FY14 Q4	FY15 Q1

## **Product Line Summary**

### **M line (Restoration):**

Several new contracts are planned for support of environmental restoration work over the next few years. As planned, these contracts should provide NAVFAC Atlantic with the tools necessary to support known and projected restoration requirements. Although the planned contract capacity may appear large compared to the known requirement, recent experience has shown that large and/or un-programmed requirements have led to the use of significantly more contract capacity than originally expected. The proposed list will ensure that NAVFAC Atlantic has the appropriate capacity and variety of contracts to adequately support both known restoration requirements and a reasonable amount of other related unforeseen requirements. All FECs propose to reach back to NAVFAC Atlantic for some RAC, CLEAN, and Munitions and Range clearance contract support. NAVFAC Atlantic is expecting to award two new RACs in the fourth quarter of FY15; one \$240M small business multiple award and one \$100M unrestricted single award NAVFAC Atlantic is also expecting to award a \$240M cost plus CLEAN by the first quarter of FY16. To support the sizable BRAC-funded restoration requirements and large ER,N-funded requirements, NAVFAC SW also proposes significant contract acquisitions within the next few years. Additionally, other FECs within the NAVFAC Atlantic AOR propose some regionally-focused contract acquisitions to support anticipated requirements such as operations and maintenance of remedies (see table 4.)

### **L line (Compliance):**

Reimbursable levels of funding from CNIC and USMC for environmental compliance have remained relatively stable for the last several years, but that will likely trend downward through 2017. Air, stormwater, and drinking water media areas will likely see growth in FY15–17. Greenhouse gases and radon will likely result in more studies and surveys as these air media become more strictly regulated and as the Navy Assessment and Mitigation guidebook is finalized. Stormwater will continue to be an area of focus as stronger regulatory programs to control urban, suburban, and agricultural runoff are implemented.

Based on a review of regional AQ strategies and the presence of nationwide multimedia contracts available via reach back, NAVFAC Atlantic does not have any significant voids in contract capacity. As noted in table 4, one more multimedia contract is planned for FY15–16. These contracts have been highly successful, are used by all FECs, and provide a convenient contract mechanism for all compliance media. For FY14, a \$50M water, a \$20M air, and a \$85M multimedia have been or will be awarded to handle the current air work and any surge created by the new regulations for air and POL as well as the new policy and instructions for overseas drinking water. Hazardous waste/hazardous materials will be handled by the multimedia contracts and two proposed small business contracts at SE.

### **L line (Planning and Conservation):**

Currently, NAVFAC Atlantic has two large-capacity, fixed-price NEPA contracts with a total remaining capacity of approximately \$46M. These contracts, combined with existing and proposed contracts at the FECs, provide sufficient capacity for current and projected actions through the second quarter of FY15. NEPA requirements are holding relatively

steady despite cuts in the MCON program. As such, the need for large NEPA IDIQ contracts remains. The push to prepare more NEPA documents in-house has been tempered by the realities of vacancies and/or smaller staffs and a fairly constant workload. The corporate acquisition strategy for environmental planning is unchanged; LANT, SW, and PAC will hold the large NEPA IDIQ contracts with the remaining FECs procuring local small business set aside NEPA contracts on a very limited basis. NAVFAC Atlantic anticipates a steady stream of work for natural and cultural resources over the next four years which should be covered by the existing contracts.

### **TAP/Range Clearance**

The two newly awarded TAP IDIQ contracts (LANT and PAC) have sufficient capacity for current and projected actions through FY19 and FY21, respectively. Based upon historical usage data and projected future projects, the TAP contracts have capacity for USFF's and PACFLT's planned range sustainability program requirements as well as non-Fleet and Marine Corps range sustainability/warfighter readiness requirements. The Range Sustainment-MRP EMAC will be utilized for operational range clearance and maintenance activities through its expiration in FY15.

## **2. BUSINESS ARRANGEMENTS:**

### **CLEAN Contracts:**

As noted in table 4, two new cost reimbursement CLEAN contracts are planned for award, one in the first quarter of FY16 (\$240M) and the other in the first quarter of FY17 (\$200M). These contracts are A/E contracts and are currently planned as an unrestricted Brook Bills procurement and to satisfy the requirements identified in table 2.

### **RAC Contracts**

Three RAC contracts are scheduled for award in FY15; one \$240M small business multiple award and one \$100M unrestricted single award are planned for award in the fourth quarter by NAVFAC Atlantic; and one \$100M small business single award is planned for award in the first quarter by NAVFAC Southwest. They will be cost reimbursement contracts to support the undefinable scope items in the restoration program. The requests to use Southwest's newly awarded UR RAC from other FECs combined with addressing Southwest's complex cleanup will likely cause their UR RAC to be exhausted well before the contract completion date (CCD). Pending award of the SB RAC, all projects suitable for a Cost Plus contract are being placed on the UR RAC causing the UR RAC to be burned at a faster rate than anticipated, approximately 150 percent of planned (\$30M/year).

### **Munitions Response Investigations Contracts**

As noted in table 4, two five-year Munitions Response Investigations contracts are planned; one for NAVFAC Atlantic and one for Southwest. NAVFAC Atlantic's contract will be both fixed-price and cost plus award fee, in order to match the varying levels of uncertainty associated with specific projects. The contract will be an A/E contract and is currently planned as an unrestricted Multiple Award Contract. Based on projected spending and anticipated workload for the Munitions Response Program, the contract is planned for award the second quarter of FY16 with a value of \$150 million. Southwest is planning to award a \$95M Multiple Award Small Business contract in the second quarter of FY15. The existing

contract has been completely exhausted (no funds remaining for modification or pre-priced options); Southwest is currently using existing Southwest's MACs and reach-back contracts through PAC until the new contract is awarded.

### **Vieques Munitions Response**

As noted in table 4, the Vieques Munitions Response contract will be a cost plus contract. Due to high risk and uncertainty associated with the work on Vieques, the cost plus approach has been demonstrated to be more efficient and cost effective than a fixed-price approach. The contract will be a small business, single award, which is necessary due to the high cost of becoming established to perform work on Vieques. Based on projected spending and anticipated workload for the Vieques restoration program, the contract is planned for 5 years and valued at \$100M. The planned award date is in the fourth quarter of FY15.

### **Radiological Multiple Award Contract**

Southwest plans to award a five-year, \$240M RADMAC. Capacity on the existing \$250M RADMAC will be used prior to the February 2015 contract completion date (as of June 6, 2014 the RADMAC has less than 7 percent capacity available with remaining funds reserved for modifications on existing task orders; it is estimated that all capacity will be utilized by the end of FY14, approximately 5 months before CCD). There is no foreseeable decrease in radiological requirements, but rather an increase in remediation is anticipated as new sites are found (for example, Treasure Island, Naval Base San Diego and as the Historic Radiological Assessments are begun at select ERN bases). The current contract burn rate was \$55M per year on average, which is 109 percent of planned. The future burn rate is anticipated to be no less than \$55M per year. The contract will be fixed price. Radiological cleanup is very costly. Using a competitively bid, fixed-price contract allows contractors to provide cost efficient, innovative solutions to accomplish the Navy's site cleanup goals. This type of contract, per the FAR Part 16, assists NAVFAC SW with meeting both the competitive and fixed-price metrics. The contract will be an unrestricted procurement. Radiological work is highly visible to the public and requires businesses with highly skilled technical personnel and public affairs personnel. The technical complexity of many projects (e.g. Hunters Point Shipyard and Treasure Island) will exceed the capability of a small business. Because radiological work is very expensive, the project costs often times exceed a small business's financial ability because many projects require the prime to have an NRC license (\$50k) and/or be able to execute a contract in excess of \$10M. Despite this large business award, combined with the other small business multiple-award restoration and single-award compliance contracts, NAVFAC SW will continue exceed the business goals. In addition, the existing RADMAC has a significant small business subcontracting requirement which the firms have exceeded. The planned RADMAC will also include a high small business subcontracting goal. Planned award is for the fourth quarter of FY15.

### **UR EMAC III**

Southwest's current UR EMAC is anticipated to reach capacity in the second quarter of FY16, approximately 1 year before the CCD. Though the burn rate for the first two years of this contract has been approximately 85 percent of the plan, or \$27M per year (compared to the planned burn rate of \$40M per year), the projected burn rate for the remaining FY14 is 120 percent of planned, resulting from \$30M of munitions work at the end of FY14. The

projected future burn rate is anticipated to remain high and increase to approximately \$60M per year or 150 percent of planned as other contract vehicles are exhausted (RADMAC, ORC, and other single-award contracts). The contract will be a fixed-priced, multiple award with a planned award date in the first quarter of FY17. Using a fixed-priced, competitive contract for remediation of large, complex sites requiring expertise and the depth of a large business tends to result in the most cost effective solution for the Navy. This type of vehicle assists the Navy in meeting the fixed-price and competitive goals. The Southwest restoration program including both ERN and BRAC installations has many complex and large sites requiring innovative and cost-effective solutions to advance our programs that are often best achieved through the use of a large business. In addition, the existing UR EMAC has a significant small business subcontracting requirement which the firms have exceeded. The planned UR EMAC will also include a high small business subcontracting goal.

### **NEPA**

NAVFAC Atlantic plans to award two new unrestricted, fixed-price NEPA IDIQs totaling \$100M in capacity for home basing and home porting activities in the FY15–FY16 timeframe. The need for a separate NEPA operations contract has been eliminated by adding \$10M in capacity to both the future home basing and home porting NEPA IDIQs.

### **Natural and Cultural Resources**

Marine species monitoring requirements increased significantly over the last three years and most of the \$50 million dollars of existing NAVFAC Atlantic contract capacity for marine species monitoring was used during the last three years. As a result of this and continued expected growth in marine species monitoring requirements, NAVFAC Atlantic is working to award a new five-year, fixed-price UB single contract for \$75M. The expected award date is in the first quarter FY15.

### **3. RISKS:**

Cost risk exists whenever there are uncertainties that cannot be controlled. The existence of unknowns tends to drive costs up. Unknowns are inherent to environmental restoration work, however, as the environmental program matures, many scenarios are predictable and modeling tools are much more accurate than they were in the early years of the program. NAVFAC Atlantic will use available information to select projects as candidates for different types of contracting vehicles and thus mitigate a portion of the cost risk. First, LANT will clearly identify the salient requirements of the project and include them in the statement of work. Second, LANT will use fixed-price contracting vehicles whenever possible; the contractor bears the cost risk in a fixed-price scenario and the government bears the cost risk in the cost-reimbursement scenario. NAVFAC Atlantic will use cost reimbursement contracting vehicles for those projects with risks that cannot be mitigated or in situations that require special handling. NAVFAC Atlantic Contracting Officer Representatives (CORs) and their AQ counterparts are empowered to make the decisions related to the appropriate use of their contract tools.

Performance risk is the risk that a contractor will fail to perform the project or contract. The source selection process is the first step in mitigating performance risk since the process includes reviewing the relevant past performance as well as the financial capability of the

firm. We will select firms with excellent past performance records and with solid financial capability to mitigate performance risk. We will also address the bonding capacity of firms, when applicable. The EV business line strategically employs a wide variety (SB/UB/MAC/Single source/Cost/FP) of well-qualified contractors. Additionally, in-person contractor debriefs, as requested by the contracting community has improved business relationships with industry and has improved the pool of potential bidders.

Schedule risk is tied to the urgency of meeting the milestones. At the procurement level, the significant increase in procurement cycle time (duration between initiation of contract to contract award) has caused program lapses and has caused increased contract procurement at the FEC level. To mitigate these schedule risks, EV/AQ/OPS will monitor the NAVFAC Atlantic procurements and planned award dates in table 4 to ensure deviations are approved by all. Progress of contract awards will be tracked and monitored monthly. EV and AQ will work as a team to develop schedules that balance workload to the greatest extent possible. Additionally, EV, in cooperation with AQ and counsel, will identify needed process changes and training events which may reduce the current procurement duration. The increased use of Multiple Award Contracting has elevated concerns relative to learning curves, resource constraints (for both AQ and EV), scope requirements, and task order competition issues, all of which increase schedule risk. Also of concern is the new contract procurement, the Cost Reimbursable Multiple Award RAC. The business line will have to learn the nuances of competing each task order when the scope is not well defined and closely monitor cost of the apparent low bidder for a task order that is cost reimbursable. With shrinking resources, this additional oversight will be challenging.

#### 4. COMPETITION:

The contracts to be awarded as a result of the approval of this document will be procured using appropriate competition in accordance with the competition requirements guidance in FAR Part 6. Market research will be conducted to determine the availability of capable small businesses in all program categories. The NAVFAC Atlantic or FEC Small Business office and, as appropriate, the cognizant Small Business Administration official, will review the acquisition plan for each individual contracting action and provide guidance. Each FEC will work with the Small Business office to issue a Sources Sought Notice to evaluate the viability of procuring a Small Business program set aside for each contract. The acquisition strategy, with its variety of contracting vehicles, is aimed at promoting businesses in all small business categories, meeting NAVFAC small business program goals, and fulfilling the needs and objectives of the NAVFAC environmental program.

### **PART E: METRICS, MONITORING, AND UPDATES**

#### 1. METRICS:

Small business participation:	Goal: 43 percent
Fixed-price utilization:	Target Range: 60–65 percent
Implementation of PBC methodologies:	Goal: 50 percent of eligible work
Multiple Award Contracts:	Goal: 25 percent

As noted in tables 5–8 below, all the goals will be exceeded in the upcoming years.

Table 5 shows that the awards to small business contractors will gradually increase from FY14 to FY17. Table 6 shows that FP awards will gradually increase from FY14 to FY16 and slightly decrease in FY17. Table 7 shows that the Multiple Award contract usage is above the goal during FY14–17. Table 8 shows that more than 74 percent of eligible work will be executed as performance based. This is well above the target goal of 50 percent.

<b>Table 5: SMALL BUSINESS SUMMARY</b>								
NAVFAC CONTRACT ACTIONS	FY 2014		FY 2015		FY 2016		FY 2017	
	PLAN		PLAN		PLAN		PLAN	
	\$ M	%						
SMALL BUSINESS	240.76	47%	239.80	48%	266.63	50%	248.88	50%
UNRESTRICTED BUSINESS	273.25	53%	259.98	52%	261.49	50%	251.89	50%
<b>TOTAL</b>	514.02		499.78		528.12		500.78	

<b>Table 6: FIXED-PRICE AND COST PLUS SUMMARY</b>								
NAVFAC CONTRACT ACTIONS	FY 2014		FY 2015		FY 2016		FY 2017	
	PLAN		PLAN		PLAN		PLAN	
	\$ M	%						
COST	158.06	31%	161.96	32%	169.52	32%	151.95	30%
FIXED-PRICE	355.95	69%	337.82	68%	358.61	68%	348.83	70%
<b>TOTAL</b>	514.02		499.78		528.12		500.78	

<b>Table 7: MULTIPLE AWARD SUMMARY</b>								
NAVFAC CONTRACT ACTIONS	FY 2014		FY 2015		FY 2016		FY 2017	
	PLAN		PLAN		PLAN		PLAN	
	\$ M	%						
SINGLE AWD	338.57	66%	310.84	62%	322.32	61%	294.71	59%
MULTI AWD	175.45	34%	188.94	38%	205.80	39%	206.07	41%
<b>TOTAL</b>	514.02		499.78		528.12		500.78	

**TABLE 8. PERFORMANCE BASED CONTRACTING**

	TOTAL PROGRAM (\$M)				TOTAL BROOKS BILL EXEMPT (\$M)*				TOTAL ELIGIBLE PBC WORK (\$M)				TOTAL PBC EXECUTION AS % OF ELIGIBLE WORK							
	FY14	FY15	FY16	FY17	FY14	FY15	FY16	FY17	FY14	FY15	FY16	FY17	FY14	FY14	FY15	FY15	FY16	FY16	FY17	FY17
													(\$M)	(%)	(\$M)	(%)	(\$M)	(%)	(\$M)	(%)
M-LINE	346.18	333.46	361.24	335.90	63.56	59.74	62.19	48.06	282.62	273.73	299.05	287.83	215.13	76%	210.66	77%	233.89	78%	222.39	77%
L-LINE	177.89	177.29	177.77	174.12	126.86	134.70	109.99	97.01	51.03	42.59	67.78	77.11	43.54	85%	40.30	95%	45.34	67%	48.73	63%
<b>TOTAL</b>	<b>524.08</b>	<b>510.75</b>	<b>539.01</b>	<b>510.01</b>	<b>190.42</b>	<b>194.44</b>	<b>172.18</b>	<b>145.07</b>	<b>333.65</b>	<b>316.32</b>	<b>366.83</b>	<b>364.94</b>	<b>258.67</b>	<b>78%</b>	<b>250.96</b>	<b>79%</b>	<b>279.23</b>	<b>76%</b>	<b>271.12</b>	<b>74%</b>

\*\* Eligible work for PBC includes all contracts except Brooks Bill procurements and work that is solely construction (e.g. RAC task orders for construction of a completed design).

\*\* PBC work is defined in NAVFAC guidance letter COMNAVFACENGCOM letter 5090 Ser 040024/ENC-RS of 26 Oct 04.

1. **MONITORING AND UPDATES:** The environmental business line acquisition strategy will be reviewed annually and updated bi-annually to ensure each component is contributing toward achieving our program acquisition objectives. This strategy will be revised as necessary at the end of FY15, while a major update will occur at the end of FY16. The contract data spreadsheet provided within each component acquisition strategy (inclusive of tables 5–8) will provide the means to monitor progress. NAVFAC Atlantic and the FECs will update the spreadsheet annually to ensure goals, metrics, and contract capacity remain on target or better.

Enclosure C

# **NAVFAC PACIFIC**

## **FY 14-17 ENVIRONMENTAL ACQUISITION STRATEGY**

### **PART A: EXECUTIVE SUMMARY**

NAVFAC Pacific's Environmental Business Line Acquisitions Strategy (EBLAS) provides workload projections and status on current contract vehicles, identifies future contract requirements, and establishes reportable objectives. Data and projections include FY14-17 requirements for NAVFAC Pacific's two environmental product lines: Environmental Quality (L-Line) and Environmental Restoration (M-Line). The NAVFAC Pacific EBLAS consolidates workloads and requirements from NAVFAC Pacific, including its Facilities Engineering Commands: NAVFAC Hawaii, NAVFAC Marianas, and NAVFAC Far East.

The total projected NAVFAC Pacific requirement for FY15-17 is \$312M, of which \$170M (54%) is projected for L-Line and \$142M (46%) is projected for M-Line. For FY14, NAVFAC Pacific projects a workload of \$58M.

Between FY15-17, NAVFAC Pacific plans to award 13 new indefinite delivery/indefinite quantity (IDIQ) contracts with a total capacity value of \$666M.

### **PART B: INTRODUCTION**

#### **1. PURPOSE**

Purpose: The purpose of this EBLAS includes the following:

- Analyze workload projections
- Evaluate current contracts and their capacity to meet program requirements
- Develop plans for future contract requirements
- Establish Business Line acquisition objectives and metrics

Background: This acquisition strategy covers the full range of the Environmental Business Line's products and services:

Environmental Quality Programs (L Line):

- Compliance (EV 1)
- Planning and Conservation (EV 2)
  - Natural Resources
  - Cultural Resources
  - NEPA
  - TAP
  - Marine Mammals
- Other L-Line Requirements

Environmental Restoration Program (M Line):

- Environmental Restoration Program (EV 3)
  - ER,N Installation Restoration
  - ER,N Munitions Response
  - BRAC reimbursable

## **2. GOALS AND OBJECTIVES**

The total NAVFAC Pacific FY15-17 environmental program requirement of \$312M will be performed under a variety of contract vehicles as well as external acquisitions and cooperative agreements. Contracting alternatives will be evaluated to provide the best contractual solutions to meet the full range of the business line's cooperate and client needs, ensure cost effective and high quality products, increase acquisition options and flexibility, minimize risk exposure, meet political and legislative contracting mandates, and promote an environment of competition and innovation.

## **3. METRICS**

The following are corporate metrics tied to the above objectives:

- Small business participation. Goal: 46%
- Fixed-price utilization. Target Range: 60-65%
- Implementation of PBC methodologies. Goal: 50% of eligible work
- Multiple award contracts. Goal: 25%

A specific goal is to continue the trend towards greater small business participation, awarding at least 46% to small businesses to meet the NAVFAC corporate goal. NAVFAC Pacific will also consider socio-economic small business programs such as HUBZone, Women-Owned and Service-Disabled Veteran-Owned programs as well as the 8(a) Business Development Program. All contract actions will be focused on performance-based service contracting, except for work performed under the CLEAN contract and other contracts awarded through the Architect-Engineer (A-E) Brooks Act process. Monitoring of workload and execution of contract actions will be done via eProjects and eContracts. Reports available from eProjects and eContracts allow NAVFAC Pacific to track status of contract actions, as well as monitor percentages of planned and actual small business, fixed-price and multiple award contract awards.

## **4. ADDITIONAL FOCUS AREAS OF THE STRATEGY**

Management of External Acquisitions: External acquisitions account for \$6M or 2% of NAVFAC Pacific's projected workload for FY15-17. External acquisitions are typically utilized in support of in-house efforts where the expertise is not a core competency or when specialized contracting vehicles are necessary. NAVFAC Pacific will continue to use external acquisition vehicles where it is not cost effective to use a NAVFAC contract vehicle or when unique technical competency is desired.

Promotion and Management of Cooperative Agreements: NAVFAC Pacific intends to vigorously pursue the utilization of cooperative agreements in FY15-17, particularly in support of natural and cultural resources requirements.

Compliance with Legislative Limitations on IDIQs: For FY15-17, NAVFAC Pacific plans to execute approximately 21% (by dollar volume) of work using multiple award contracts. NAVFAC Pacific also intends to award six new multiple award contracts during this timeframe.

**PART C: PROGRAM REQUIREMENTS**

Table 1 summarizes FY14 workload and provides a projection of out-year requirements for FY15, FY16 and FY17. Out-year data was collected from the NORM database for the M Line ER,N and BRAC programs. Activity funded out year projections for the L Line were based on historical data, review of programmed work in EPR Web, and other feedback from supported commands.

<b>TABLE 1. SUMMARY OF REQUIREMENTS (FY14- FY17)</b>					
<b>PROGRAMS</b>	<b>FY14</b>	<b>FY15</b>	<b>FY16</b>	<b>FY17</b>	<b>Total FY 15-17</b>
	<b>\$ M</b>				
<b><u>L – LINE</u></b>					
COMPLIANCE (EV-1)	3.7	8.0	6.4	4.5	19.0
<b>PLANNING AND CONSERVATION (EV-2 / EV-5)</b>					
Natural Resources	4.6	9.9	7.0	8.8	25.8
Cultural Resources	1.6	8.7	2.5	3.4	14.6
NEPA	4.1	12.7	3.3	3.1	19.2
TAP	0.3	2.3	0.5	2.5	5.4
Marine Mammals	0.7	1.6	1.5	2.0	5.1
<b>OTHER L-LINE REQUIREMENTS</b>	1.5	73.5	3.5	3.5	80.5
<b>TOTAL L-LINE</b>	16.4	116.7	24.8	27.9	169.5
<b><u>M – LINE</u></b>					
<b>RESTORATION (EV-3)</b>					
<b>ER,N TOTAL</b>					
ER,N Studies	12.0	9.4	3.7	1.2	14.3
ER,N Cleanup	19.6	21.0	46.0	40.7	107.8
ER,N RAO/LTM	7.4	4.6	6.9	4.8	16.2
<b>BRAC TOTAL</b>					
BRAC Studies	0.4	-	-	-	-
BRAC Cleanup	0.2	-	-	-	-
BRAC RAO/LTM	0.2	3.3	0.1	0.3	3.7
<b>OTHER M-LINE REQUIREMENTS</b>	1.4	-	-	-	-
<b>TOTAL M-LINE</b>	41.1	38.3	56.8	47.0	142.0
<b>TOTAL REQUIREMENTS</b>	57.5	155.0	81.6	74.9	311.5

Table 2 shows remaining capacity projections on existing contract vehicles. It indicates a need for additional capacity on the Small Business RAC in and Fixed-Price Small Business Single Award contracts in FY15. NAVFAC Pacific plans to award a new SBRAC contract in the second quarter of FY15 as well as various other contracts in FY15, FY16 and FY17 to address capacity needs. See Part D of this EBLAS for specific information on proposed contract actions.

<b>TABLE 2. REMAINING CAPACITY PROJECTIONS ON ACQUISITION MECHANISMS*</b>								
ACQUISITION ACTIONS	Existing Capacity at EOY 2014	FY15 \$M		FY16 \$M		FY17 \$M		TOTAL PLAN FY15-17 \$M
		PLAN	Remaining Cap	PLAN	Remaining Cap	PLAN	Remaining Cap	
<b>NAVFAC CONTRACTS</b>								
Cost – CLEAN UB	59.8	20.8	38.9	6.1	32.8	5.1	27.7	32.1
Cost – RAC UB	-	-	-	-	-	-	-	-
Cost – RAC SB	9.7	8.5	1.3	2.7	(1.4)	26.3	(27.7)	37.4
FP – Single Awd UB	91.5	17.2	74.3	45.3	29.0	19.8	9.2	82.3
FP – Single Awd SB	4.9	78.2	(73.3)	5.5	(78.7)	2.3	(81.1)	86.0
FP – Multi Awd UB	-	8.9	(8.9)	2.0	(10.9)	5.0	(15.9)	15.9
FP – Multi Awd SB	59.3	13.5	45.9	9.8	36.1	7.6	28.5	30.8
Cost-MAC UB	-	-	-	-	-	-	-	-
Cost-MAC SB	-	3.5	-	6.5	-	4.8	-	-
<b>EXTERNAL NAVFAC ACQUISITION</b>								
DoD Contract	N/A	0.3	N/A	0.2	N/A	0.1	N/A	0.6
DoD In-House	N/A	0.9	N/A	1.0	N/A	1.1	N/A	3.0
Non-DoD Contract	N/A	-	N/A	-	N/A	-	N/A	-
Non-DoD In-House	N/A	1.3	N/A	0.4	N/A	0.7	N/A	2.5
<b>COOPERATIVE AGREEMENTS</b>								
M Line	N/A	-	N/A	-	N/A	-	N/A	-
L Line	N/A	1.9	N/A	2.1	N/A	2.2	N/A	6.2
<b>OTHER</b>	N/A	-	N/A	-	N/A	-	N/A	-

*This number should match the total requirements established under Part B.3*

*\* The remaining capacity should reflect the expiration of contracts and the loss of unutilized capacity, etc. as well as the utilization of capacity and the execution of requirement. Feel free to override the calculation formula.*

<sup>1</sup> **Total Requirements from Table 1 should reflect Total Actions from Table 2**

Table 3 shows 13 existing contracts with a total capacity of \$410M, and a remaining capacity of \$231M. Contract capacity is low on the Compliance Investigation/Studies contract, large NEPA contract, Marianas Environmental Technical Services contract, Environmental Investigation and Studies (IR) contract, and SBRAC contract. Efforts are currently underway to award replacement contracts as described below.

Table 3: EXISTING EV CONTRACTS								
FEC	A/E? (YES/NO)	CONTRACT TITLE	CP, FP, or BOTH	SB or UB	SINGLE or MAC	CONTRACT DURATION (Yrs)	TOTAL CAPACITY (\$M)	REMAINING CAPACITY @ END OF FY14 (\$M)
PAC	YES	Compliance Investigations/Studies	FP	SB	Single	5	5	0.2
PAC	YES	Compliance Investigations/Studies	FP	SB	Single	3	10	3.5
PAC	YES	Environmental Planning/Investigations (NEPA)	FP	SB	Single	5	10	1.1
PAC	YES	Environmental Planning/Investigations (NEPA)	FP	UB	Single	5	50	6.8
PAC	YES	Range Sust Svs for Military Trng (TAP WEST2)	FP	UB	Single	7	85	84.7
PAC	NO	Long-Term Monitoring/RAO	FP	SB	MAC	3	20	16.6
MARIANAS	NO	Environmental Technical Services	FP	SB	Single	3	4	0.2
PAC	YES	CLEAN	CP	UB	Single	5	85	59.8
PAC	YES	Environmental Investigations/Studies (IR)	FP	SB	Single	3	15	1.3
PAC	NO	Fixed-Price Remedial Action (FRAC)	FP	SB	MAC	5	30	17.7
PAC	NO	Cost-Reimbursable Remedial Action (SBRAC)	CP	SB	Single	5	60	9.7
MARIANAS	NO	Munitions and Explosives of Concern (MEC)	FP	SB	MAC	5	30	25.0
FAR EAST	NO	Environmental Compliance Services	FP	N/A	MAC	3	6	4.0

## PART D. ACQUISITION IMPLEMENTATION

### 1. PROPOSED NEW CONTRACT ACTIONS

Table 4: PROPOSED EV CONTRACTS AND CRITICAL MILESTONES									
FEC	A/E? (YES/NO)	CONTRACT TITLE	CP, FP, or BOTH	SB or UB	SINGLE or MAC	CONTRACT DURATION (Yrs)	TOTAL CAPACITY (\$M)	FEDBIZ DATE	AWARD DATE
PAC	YES	A-E STUDIES/INVESTIGATIONS (COMPLIANCE)	FP	SB	Single	5	20	FY14 Q2	FY14 Q4
PAC	NO	CULTURAL RESOURCES SERVICES	FP	SB	MAC	5	26	FY15 Q1	FY15 Q2
PAC	NO	CULTURAL RESOURCES SERVICES	FP	UB	MAC	5	10	FY15 Q1	FY15 Q2
MARIANAS	NO	NATURAL RESOURCES SERVICES	FP	UB	MAC	5	15	FY15 Q1	FY15 Q2
PAC	YES	A-E STUDIES/INVESTIGATIONS (COMPLIANCE)	FP	SB	Single	5	20	FY15 Q1	FY15 Q2
PAC	NO	COST-REIMBURSABLE RAC (SBRAC)	CP	SB	Single	5	80	FY15 Q1	FY15 Q2
PAC	NO	LONG-TERM MONITORING	CP	SB	MAC	5	20	FY15 Q1	FY15 Q3
PAC	YES	FIXED-PRICE RAC (FRAC)	FP	SB	MAC	5	20	FY15 Q1	FY15 Q3
PAC	NO	MUNITIONS RESPONSE/RANGE SUST	BOTH	SB	MAC	5	249	FY15 Q1	FY15 Q4
PAC	NO	MEC CLEARANCE FOR DPRI	CP	UB	Single	5	70	FY15 Q1	FY15 Q3
PAC	NO	SEDIMENT REMEDIATION	BOTH	UB	Single	5	60	FY15 Q4	FY16 Q2
PAC	YES	ENVIRONMENTAL PLANNING (NEPA)	FP	SB	Single	5	20	FY15 Q3	FY16 Q3
PAC	YES	ENVIRONMENTAL PLANNING (NEPA)	FP	UB	Single	5	50	FY15 Q4	FY16 Q4
FAR EAST	NO	ENVIRONMENTAL COMPLIANCE SERVICES	FP	N/A	MAC	3	6	FY16 Q3	FY17 Q2

Table 4 shows thirteen proposed contract procurements for FY15 through FY17, totaling \$666M of new capacity.

In FY15, NAVFAC Pacific Environmental Restoration will award a cost reimbursable SBRAC, a multiple award, fixed price FRAC, a fixed price, multiple award LTM/RAO services contract,

and a world-wide, multiple award, munitions response/range sustainability contract. A standalone munitions clearance project in support of DPRI work is also planned for award in FY15. In FY16, Environmental Restoration intends to award a sediment remediation contract.

NAVFAC Pacific Environmental Compliance will award two A/E services contract, one at the end of FY14 and one in FY15.

In FY15-17, NAVFAC Pacific Environmental Planning will award two cultural resources services contracts, and two NEPA A/E services contract.

In FY15, NAVFAC Marianas will award a natural resources services contract.

In FY17, NAVFAC Marianas will award an environmental services compliance contract.

## **2. BUSINESS ARRANGEMENTS**

A summary of the business arrangements for the proposed contract procurements are as follows:

- **Environmental Compliance: Architect/Engineering Services for Investigations, Permit Applications, and Related Studies of Dredging, Water, Wastewater, Stormwater, USTs, and Environmental Restoration**
  - Capacity and Active Years: \$20M, 2014-2019. Replacement for existing compliance contract reaching capacity and expired restoration contract.
  - Contract Pricing Arrangements: Fixed price. This procurement meets our program goal of focusing on fixed price contract actions.
  - Small Business Set-Aside or Unrestricted: Small business set-aside. This procurement meets our program goal of greater small business participation.
  - Contract type: Single IDIQ. One base year plus four option years.
  - Critical milestones and dates: Planned award for August 2014.
  - Contract Performance Incentives: Exercising of option years and CPARS evaluations.
  
- **Environmental Compliance: Architect/Engineering Services for Investigations, Permit Applications, and Related Studies of Dredging, Water, Wastewater, Stormwater**
  - Capacity and Active Years: \$20M, 2015-2020. Replacement for existing compliance contract reaching capacity.
  - Contract Pricing Arrangements: Fixed price. This procurement meets our program goal of focusing on fixed price contract actions.
  - Small Business Set-Aside or Unrestricted: Small business set-aside. This procurement meets our program goal of greater small business participation.
  - Contract type: Single IDIQ. One base year plus four option years.
  - Critical milestones and dates: Planned award for March 2015.
  - Contract Performance Incentives: Exercising of option years and CPARS evaluations

- Environmental Planning: Cultural Resources Management Services
  - Capacity and Active Years: \$26M, 2015-2020.
  - Contract Pricing Arrangements: Fixed price. This procurement meets our program goal of focusing on fixed price contract actions.
  - Small Business Set-Aside or Unrestricted: Small business set-aside. This procurement meets our program goal of greater small business participation.
  - Contract type: Multiple award, IDIQ. One base year plus four option years.
  - Critical milestones and dates: Planned award for January 2015.
  - Contract Performance Incentives: Exercising of option years and CPARS evaluations.
  
- Environmental Planning: Cultural Resources Management Services
  - Capacity and Active Years: \$10M, 2015-2020.
  - Contract Pricing Arrangements: Fixed price. This procurement meets our program goal of focusing on fixed price contract actions.
  - Small Business Set-Aside or Unrestricted: Unrestricted.
  - Contract type: Multiple award, IDIQ. One base year plus four option years.
  - Critical milestones and dates: Planned award for January 2015.
  - Contract Performance Incentives: Exercising of option years and CPARS evaluations.
  
- Environmental Planning: Natural Resources Management Services
  - Capacity and Active Years: \$15M, 2015-2020.
  - Contract Pricing Arrangements: Fixed price. This procurement meets our program goal of focusing on fixed price contract actions.
  - Small Business Set-Aside or Unrestricted: Unrestricted.
  - Contract type: Multiple award, IDIQ. One base year plus four option years.
  - Critical milestones and dates: Planned award for January 2015.
  - Contract Performance Incentives: Exercising of option years and CPARS evaluations.
  
- Environmental Planning: Architect/Engineering Services for Preparation of NEPA Documents, Environmental Investigations, Permit Applications and Related Studies of Dredging, Water, and Wastewater
  - Capacity and Active Years: \$20M, 2016-2021. Replacement for existing contract expiring/reaching capacity.
  - Contract Pricing Arrangements: Fixed price. This procurement meets our program goal of focusing on fixed price contract actions.
  - Small Business Set-Aside or Unrestricted: Small business set-aside. This procurement meets our program goal of greater small business participation.
  - Contract type: Single award, IDIQ. One base year plus four option years.
  - Critical milestones and dates: Planned award for April 2016.
  - Contract Performance Incentives: Exercising of option years and CPARS evaluations.

- Environmental Planning: Architect/Engineering Services for Preparation of NEPA Documents, Environmental Investigations, Permit Applications and Related Studies of Dredging, Water, and Wastewater
  - Capacity and Active Years: \$50M, 2016-2021. Replacement for existing contract expiring/reaching capacity.
  - Contract Pricing Arrangements: Fixed price. This procurement meets our program goal of focusing on fixed price contract actions.
  - Small Business Set-Aside or Unrestricted: Unrestricted.
  - Contract type: Single award, IDIQ. One base year plus four option years.
  - Critical milestones and dates: Planned award for July 2016.
  - Contract Performance Incentives: Exercising of option years and CPARS evaluations.
  
- Environmental Restoration: Cost-Reimbursable Remedial Action (SBRAC)
  - Capacity and Active Years: \$80M, 2015-2020. Replacement for expiring existing contract.
  - Contract Pricing Arrangements: Cost reimbursement.
  - Small Business Set-Aside or Unrestricted: Small business set-aside. This procurement meets our program goal of greater small business participation.
  - Contract type: Single award, IDIQ. One base year plus four option years.
  - Critical milestones and dates: Planned award for March 2015.
  - Contract Performance Incentives: Exercising of option years and CPARS evaluations.
  
- Environmental Restoration: Long-Term Monitoring/Remedial Action Operations (LTM MAC)
  - Capacity and Active Years: \$20M, 2015-2020.
  - Contract Pricing Arrangements: Fixed price. This procurement meets our program goal of focusing on fixed price contract actions.
  - Small Business Set-Aside or Unrestricted: Small business set-aside. This procurement meets our program goal of greater small business participation.
  - Contract type: Multiple award, IDIQ. One base year plus four option years.
  - Critical milestones and dates: Planned award for March 2015.
  - Contract Performance Incentives: Exercising of option years and CPARS evaluations.
  
- Environmental Restoration: Fixed Price Remedial Action (FRAC MAC)
  - Capacity and Active Years: \$20M, 2015-2020.
  - Contract Pricing Arrangements: Fixed price. This procurement meets our program goal of focusing on fixed price contract actions.
  - Small Business Set-Aside or Unrestricted: Small business set-aside. This procurement meets our program goal of greater small business participation.
  - Contract type: Multiple award, IDIQ. One base year plus four option years.
  - Critical milestones and dates: Planned award for June 2015.

- Contract Performance Incentives: Exercising of option years and CPARS evaluations.
- Environmental Restoration: World-Wide Munitions Response/Range Sustainability (MRRS MAC)
  - Capacity and Active Years: \$249M, 2015-2020.
  - Contract Pricing Arrangements: Cost reimbursement and fixed price.
  - Small Business Set-Aside or Unrestricted: Small business set-aside. This procurement meets our program goal of greater small business participation.
  - Contract type: Multiple award, IDIQ. One base year plus four option years.
  - Critical milestones and dates: Planned award for September 2015.
  - Contract Performance Incentives: Award fee, exercising of option years and CPARS evaluations.
- Environmental Restoration: MEC Clearance in Support of DPRI
  - Capacity and Active Years: \$70M, 2015-2020.
  - Contract Pricing Arrangements: Cost reimbursement.
  - Small Business Set-Aside or Unrestricted: Unrestricted.
  - Contract type: Stand alone.
  - Critical milestones and dates: Planned award for May 2015.
  - Contract Performance Incentives: Award fee, CPARS evaluations.
- Environmental Restoration: Sediment Remediation
  - Capacity and Active Years: \$60M, 2016-2021.
  - Contract Pricing Arrangements: Cost reimbursement and fixed price
  - Small Business Set-Aside or Unrestricted: Unrestricted.
  - Contract type: Single award, IDIQ.
  - Critical milestones and dates: Planned award for March 2016.
  - Contract Performance Incentives: Award fee, exercising of option years and CPARS evaluations.

### 3. RISKS

Cost risks exist when there are uncertainties that may not or cannot be controlled, particularly in environmental restoration work. In these cases, NAVFAC Pacific will evaluate the most efficient and effective contract vehicle needed to execute the requirements, considering fixed price and performance based contracts whenever possible. Cost risk mitigation efforts will include clearly identifying project requirements in statements of work, completing thorough cost estimates and negotiations, and conducting diligent performance oversight and voucher reviews.

Performance risks exist when contractors fail or have difficulty completing requirements of the contract or project. The Source Selection process in contract procurement is the first step in mitigating performance risk because proposing contractors are evaluated on relevant past performance, professional qualifications and financial capabilities.



**Table 6: FIXED-PRICE AND COST PLUS SUMMARY**

NAVFAC CONTRACT ACTIONS	FY14		FY15		FY16		FY17	
	PLAN		PLAN		PLAN		PLAN	
	\$ M	%	\$ M	%	\$ M	%	\$ M	%
COST	36.9	65%	32.8	22%	15.3	20%	36.2	51%
FIXED-PRICE	19.8	35%	117.8	78%	62.5	80%	34.7	49%
<b>TOTAL</b>	<b>56.7</b>		<b>150.6</b>		<b>77.8</b>		<b>70.8</b>	

\* Totals should match totals on NAVFAC contracts in Table 2

**Table 7: MULTIPLE AWARD SUMMARY**

NAVFAC CONTRACT ACTIONS	FY14		FY15		FY16		FY17	
	PLAN		PLAN		PLAN		PLAN	
	\$ M	%	\$ M	%	\$ M	%	\$ M	%
SINGLE AWD	50.5	89%	124.7	83%	59.5	77%	53.5	76%
MULTI AWD	6.2	11%	25.9	17%	18.3	23%	17.3	24%
<b>TOTAL</b>	<b>56.7</b>		<b>150.6</b>		<b>77.8</b>		<b>70.8</b>	

\* Totals should match totals on NAVFAC contracts in Table 2

**TABLE 8. PERFORMANCE BASED CONTRACTING**

	TOTAL PROGRAM (\$M)				TOTAL BROOKS BILL EXEMPT (\$M)*				TOTAL ELIGIBLE PBC WORK (\$M)				TOTAL PBC EXECUTION AS % OF ELIGIBLE WORK							
	FY 14	FY15	FY16	FY17	FY14	FY15	FY16	FY17	FY 14	FY15	FY16	FY17	FY14		FY15		FY16		FY17	
														(\$M)	(%)	(\$M)	(%)	(\$M)	(%)	(\$M)
M- LINE	41.1	38.3	56.8	47.0	15.8	21.6	6.6	5.4	25.3	16.7	50.1	41.5	25.3	100%	16.3	98%	49.8	99%	41.4	100%
L- LINE	16.4	116.7	24.8	27.9	8.1	18.5	9.9	9.4	8.3	98.2	15.0	18.5	7.5	90%	93.9	96%	11.2	75%	14.3	77%
<b>TOTAL</b>	<b>57.5</b>	<b>155.0</b>	<b>81.6</b>	<b>74.9</b>	<b>23.9</b>	<b>40.1</b>	<b>16.5</b>	<b>14.8</b>	<b>33.7</b>	<b>114.9</b>	<b>65.1</b>	<b>60.0</b>	<b>32.9</b>	<b>98%</b>	<b>110.2</b>	<b>96%</b>	<b>61.0</b>	<b>94%</b>	<b>55.7</b>	<b>93%</b>

\* Totals should match totals on NAVFAC contracts in Table 2

\*\* Eligible work for PBC includes all contracts, except Brooks Bill procurements and work that is solely construction (e.g. RAC task orders for construction of a completed design).

\*\* PBC work is defined in NAVFAC guidance letter COMNAVFACENGCOM letter 5090 Ser 040024/ENC-RS of 26 Oct 04.

## 2. MONITORING AND UPDATES:

The environmental business line acquisition strategy will be reviewed annually and updated bi-annually to ensure component is contributing toward achieving our program acquisition objectives. This strategy will be revised as necessary at the end of FY15, while a major update will occur at the end of FY16. Table 4 will be reviewed quarterly to monitor and facilitate progress on planned procurements.

Enclosure D

# **NAVAL FACILITIES ENGINEERING & EXPEDITIONARY WARFARE CENTER FY 14-17 ENVIRONMENTAL ACQUISITION STRATEGY**

## **PART A: EXECUTIVE SUMMARY**

The Naval Facilities Engineering & Expeditionary Warfare Center (NAVFAC EXWC) Environmental Business Line Acquisition Strategy (EBLAS) is a product of the Business Line Acquisition Management Team (BAM), which consists of acquisition, small business and technical professionals who represent the environmental business line and acquisition support line of the NAVFAC EXWC.

This EBLAS identifies specialty engineering and innovative Environmental Business Line (EVBL) contract requirements for the current fiscal year (FY14) and next three years (FY15-17). These contract requirements are unlike other EVBL contracts within NAVFAC; they support research, development, testing and evaluation (RDT&E) services executed at naval and DOD installations throughout the world.

The goal of this EBLAS is to identify innovative and specialty engineering environmental program contract requirements and to document the strategy for meeting those requirements from an approach which considers existing contracting tools; the possible need for additional or follow-on contract vehicles; small business goals; reduction in acquisition and overhead costs through the elimination of redundant contracting vehicles; a proper balance of fixed-price and cost-plus contract vehicles; multiple award contracts; and maximizing the use of performance based (PB) contracting requirements.

NAVFAC EXWC's FY15-17 total projected Environmental Program (L and M Lines) contract requirements are estimated at \$23M and \$53M, respectively. A summary of these requirements is shown in Table 1. See other tables throughout this EBLAS for details corresponding to these contracts.

## **PART B: INTRODUCTION**

### **1. PURPOSE**

The purpose of this plan is to identify existing and future acquisition requirements and strategies that facilitate a continuing partnership and effective collaboration between NAVFAC EXWC EVBL and the Acquisition support line. This plan also facilitates:

- Analysis of workload projections
- Evaluation of current contracts and their capacity to meet program requirements
- Development of plans for future contract requirements, and
- Establishing Business Line acquisition objectives and metrics

The NAVFAC EXWC EVBL has the primary responsibility for providing worldwide innovative and specialized support services for the environmental restoration, compliance, and pollution prevention programs throughout the Navy and Marine Corps. Additionally, and consistent with NAVFAC EXWC's mission, the EVBL also provides these services to other customers including

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all Department of Defense (DOD) branches and other federal government agencies.

The EVBL is responsible for developing acquisition strategies for Environmental Product and Service Lines:

- Environmental Quality (“L” line)
- Environmental Restoration (ER) (“M” line).

### 2. GOALS AND OBJECTIVES

Goals:

- To provide the best contractual solutions to meet the full range of NAVFAC and client needs.
- To develop balanced and diversified contracting approaches to effectively and efficiently meet the EVBL wide array of program requirements.

**Enclosure 1**

Objectives:

- Increase acquisition options and flexibility
- Minimize risk exposure
- Meet political and legislative contracting mandates
- Promote an environment of competition and innovation
- Reduce acquisition and overhead costs
- Eliminate redundant or duplicate contracting vehicles
- Expedite closeout of existing and expiring cost contracts
- Achieve NAVFAC EXWC mission and work-plan goals

These objectives can be met by including strategies that promote the efficient use of:

1. Small business acquisition tools
2. Innovative contracting tools
3. Existing contract vehicles
4. Performance Work Statements and/or Statements of Objectives (PWS/SOO) for all contract vehicles

This EBLAS proposes to award a variety of contract types procured through the use of full and open competition or other means as described in accordance with the Federal Acquisition Regulation (FAR) Part 6 [Competition Requirements]. The acquisition team will adhere to the requirements of applicable FAR Parts, including Part 15 (Contracting by Negotiating) and Part 37 (Services Contracting) as applicable to each procurement. Other than Full and Open Competition procedures, in accordance with FAR 6.3, may be used if applicable.

By using competitive, fixed-price, and performance-based contracts with incentives for projects with well-defined statements of work, NAVFAC EXWC can reduce contract cost and its associated budget impact. The projects identified in this EBLAS lend themselves to the performance-based contracting mechanisms, as required by Section 801(d) of the Defense

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Authorization Act for FY02, P.L. 107-107 and in accordance with AM-04-04 of 18 May 2004. Applicable service requirements of this EBLAS acquired under FAR Part 37 will be fulfilled utilizing performance-based contracts as appropriate. The project goals are typically well defined (e.g. time, schedule, and objectives) and the methods utilized to meet these goals provide an opportunity for innovation. This EBLAS also proposes the use of cost-plus contracts, which may be used for RDT&E and other requirements that are not well defined.

### 3. METRICS

#### Small Business

Of the contracts contemplated under this EBLAS to meet FY15-17 program requirements, an average of 13% of NAVFAC EXWC EBL contracts for the period FY15-17, will be to small businesses, Table 5. The Environmental Services and Technologies (ESAT) Contract, a single award, unrestricted business contract will receive 65-70% of all yearly contract awards. The ESAT has a small business goal of 65% for subcontracts. Actual subcontract award to small businesses ranges from 70-75%. In FY14, approximately, 36% of the total amount awarded under this contract was subcontracted to small businesses. During FY15-17, small business subcontracting under the ESAT is expected to average 35-40% of total amount awarded under this contract.

Small business participation opportunities will continue to be evaluated during the Business Line Acquisition Meeting (BAM). This will be accomplished by utilizing the 8(a) sole source procurement, small business set asides and the Broad Agency Announcement (BAA) contracts. Small businesses are always encouraged to participate in the BAA contracting program. However, which BAA contracts are actually funded is dependent on DOD approval of RDT&E proposals or availability of other funding sources. Funding is based on whether there is a need for the technology proposed and is assigned to the firm which proposed the effort. The extent to which offerors identify and commit to small business and related socio-economic participation in all other proposed contract efforts will continue to be included as an evaluation factor for award, as required.

#### Fixed-price utilization

As shown in Table 6, anticipated fixed-price contracts will average 34% of total contract utilization during FY15-17.

#### Multiple Award Contracts

As shown in Table 7, multiple-award contracts will average approximately 2% of total contract utilization during FY15-17. No multiple award contracts are planned for award out of EXWC during FY15-17 as the expected cost of administering multiple contracts outweighs the expected benefits of making multiple awards due to the average annual number and dollar amount of task orders.

#### Implementation of Performance Based Contracts

As shown in Table 8, an average of 66% of all service eligible work will be procured using

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performance-based statements of work or the team will document exceptions to performance-based statements of work with appropriate levels of approval. This exceeds the OMB-OFPP FY 08 goal of 50%.

### **PART C: PROGRAM REQUIREMENTS**

**NAVFAC EXWC EV3 (M – line)** currently has one (1) active Environmental Services and Technologies (ESAT) Contract, four (4) open Broad Agency Announcement (BAA) Fixed Price Contracts and two (2) Simplified Acquisition Procurements (SAPs); note the following summary.

#### Environmental Services and Technologies (ESAT) Contract (Single Award):

- Support for innovative remediation technologies, techniques, and strategies
- Research, development, testing, and evaluation
- Engineering Services

#### Broad Agency Announcement (BAA) Contracts

- Fixed Price
- Used to support RTD&E projects
- Includes 4 Large Businesses

#### Simplified Acquisition Procurements

- Fixed Price
- Used to support RTD&E projects
- Includes 2 Small Businesses

**NAVFAC EXWC EV1 (L - line)** currently has two (2) active fixed price IDIQ contracts, nine (9) open Broad Agency Announcement (BAA) Fixed Price Contracts, one (1) Simplified Acquisition Procurement (SAP) and is utilizing two (2) different multiple award contracts (MACs); note the following summary:

#### Fixed Price IDIQ Contracts:

- Oil Spill Response Compliance Certification
  - Support for innovative technologies, techniques, and strategies
  - Small Business
- Legislative/Regulatory Analysis Services
  - Technical/Legislative Consultation
  - Small Business

#### Broad Agency Announcement (BAA) Contracts

- Fixed Price
- Used to support RTD&E projects
- Includes 1 Small Business, 5 Academic Institutions and 3 Large Businesses

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### Simplified Acquisition Procurement

- Fixed Price
- Used to support RTD&E projects
- Small Business

### Multiple Award Contracts

- GSA Contract (EMS Web Support)
- LANT's Natural Resource Services IDIQ Contract (Conservation Application Support)

<b>TABLE 1. SUMMARY OF REQUIREMENTS (FY14- FY17)</b>					
<b>PROGRAMS</b>	<b>2014</b>	<b>2015</b>	<b>2016</b>	<b>2017</b>	<b>Total FY 2015-2017</b>
	<b>\$ M</b>				
<b><i>L - LINE</i></b>					
<b>COMPLIANCE (EV-1)</b>	2.29	2.84	3.5	2.98	9.32
<b>PLANNING AND CONSERVATION (EV-2 / EV-5)</b>					
Natural Resources	0	0	0	0	0
Cultural Resources	0	0	0	0	0
NEPA	0	0	0	0	0
TAP	0	0	0	0	0
Marine Mammals	3.51	3.19	3.37	3.54	10.1
<b>OTHER L-LINE REQUIREMENTS</b>	0.14	0.7	1.5	1.5	3.7
<b>TOTAL L-LINE</b>	5.94	6.73	8.37	8.02	23.12
<b><i>M - LINE</i></b>					
<b>RESTORATION (EV-3)</b>					
<b>ER,N TOTAL</b>					
ER,N Studies	4.02	5.42	5.42	6.42	17.26
ER,N Cleanup	0	0	0	0	0
ER,N RAO/LTM	0	0	0	0	0
<b>BRAC TOTAL</b>					
BRAC Studies	4.03	5.43	5.4	6.4	17.23
BRAC Cleanup	0	0	0	0	0
BRAC RAO/LTM	0	0	0	0	0
<b>OTHER M-LINE REQUIREMENTS</b>	6.65	5.24	5.3	7.6	18.14
<b>TOTAL M-LINE</b>	14.7	16.09	16.12	20.42	52.63
<b>TOTAL REQUIREMENTS</b>	20.64	22.82	24.49	28.44	75.75

Table 2 identifies future program requirements for FY15 to FY17 which were based on historical trends, projections, EBL customer requests, and the Resource Allocation Plan (RAP) budgets, with preference given to the historic trends and projections since this is the most current information. At the end of FY14, projections include \$20M in capacity remaining on the ESAT Cost contract and \$8.93M remaining in capacity on fixed price contracts (Table 3). Most of the difference between projected capacity and future requirements will be covered by two sole source, 8(a), fixed price contracts (\$4M/each), a follow-on ESAT contract (\$100M), and fixed price, single award Broad Agency Announcement (BAA) contracts to academic institutions, small businesses and unrestricted businesses to support RDT&E projects.

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TABLE 2. REMAINING CAPACITY PROJECTIONS ON ACQUISITION MECHANISMS*								
ACQUISITION ACTIONS	Existing Capacity at EOY 2014	FY 2015 \$M		FY 2016 \$M		FY 2017 \$M		TOTAL PLAN FY 2015-2017 \$M
		PLAN	Remaining Cap	PLAN	Remaining Cap	PLAN	Remaining Cap	
<b>NAVFAC CONTRACTS</b>								
Cost – CLEAN UB			0		0		0	0
Cost – RAC UB			0		0		0	0
Cost – RAC SB			0		0		0	0
Cost – ESAT	20	15	5	15	-10	20	-30	50
FP – Single Awd UB	5.94	4.02	1.92	5.72	-3.8	4.74	-8.54	14.48
FP – Single Awd SB	1.43	3.18	-1.75	3.18	-4.93	3.28	-8.21	9.64
FP – Multi Awd UB	1.56	0.58	0.98	0.58	0.4	0.4	0	1.56
FP – Multi Awd SB			0		0		0	0
<b>EXTERNAL NAVFAC ACQUISITION</b>								
DoD Contract	0.025	0.025	0		0		0	0.025
DoD In-House	0.045	0.015	0.03	0.015	0.015	0.015	0	0.045
Non-DoD Contract			0		0		0	0
Non-DoD In-House			0		0		0	0
<b>COOPERATIVE AGREEMENTS</b>								
M Line			0		0		0	0
L Line			0		0		0	0
OTHER			0		0		0	0

*This number should match the total requirements established under Part B.3*

<sup>1</sup> Total Requirements from Table 1 should reflect Total Actions from Table 2

Table 3: EXISTING EV CONTRACTS								
FEC	A/E? (YES/NO)	CONTRACT TITLE	CP, FP, or BOTH	SB or UB	SINGLE or MAC	CONTRACT DURATION (Yrs)	TOTAL CAPACITY (\$M)	REMAINING CAPACITY (\$M)
	NO	ESAT	CP	UB	Single	5	75	20
	NO	Various	FP	UB	Single			5.94
	NO	Various	FP	SB	Single			1.43
	NO	Various	FP	UB	MAC			1.56

## PART D. ACQUISITION IMPLEMENTATION

### 1. PROPOSED NEW CONTRACT ACTIONS

In order to identify acquisition requirements, existing contracts and future needs from the beginning of FY15 to FY17 were determined (summary is provided in Table 1). Comparisons were made between existing contract capacities and projected future requirements (Table 2) to identify gaps in contract coverage. Specific contract actions necessary to meet those gaps are listed in Table 4.

Table 4: PROPOSED EV CONTRACTS AND CRITICAL MILESTONES									
FEC	A/E? (YES/NO)	CONTRACT TITLE	CP, FP, or BOTH	SB or UB	SINGLE or MAC	CONTRACT DURATION (Yrs)	TOTAL CAPACITY (\$M)	FEDBIZ DATE	AWARD DATE
	NO	Sole Source 8(a) West Coast	FP	SB	Single	5	4	FY15 Q1	FY15 Q3
	NO	Sole Source 8(a) East Coast	FP	SB	Single	5	4	FY15 Q1	FY15 Q3
	NO	Various BAAs (NESDI/ESTCP/LMR Programs)	FP	SB	Single				
	NO	Various BAAs (NESDI/ESTCP/LMR Programs)	FP	UB	Single				
	NO	Follow-on ESAT Contract	CP	UB	Single	5	100	FY15 Q2	FY16 Q2

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Broad Agency Announcements (BAAs) for the Living Marine Resource R&D Program and Innovative Environmental Technologies and Methodologies are solicited each year.

Two \$4M 8(a), Fixed Price IDIQ contracts are anticipated in June 2015 to support L and M line requirements.

A follow-on to the ESAT contract is planned for award in March 2016 to provide continued program management support for the ER,N and BRAC programs.

Pollution and compliance program equipment is procured via Fleet Industrial Supply Command (FISC), through NAVSUP procurement authority.

Occasionally, external support is needed from other DOD (NAVSUP, FISC, Army Corps, etc.), other government agencies (USGS, EPA, etc.), and academia (various universities) with specific expertise (e.g. unexploded ordinance support, landfill experts, modeling, eco-risk, etc.). Whenever possible, we seek HBCU/MI per DFARS/FAR 26.

## 2. BUSINESS ARRANGEMENTS:

Projected NAVFAC EXWC EBL requirements for FY15-17 total approximately \$76M with an average annual requirement of approximately \$25M. The current strategy to meet these environmental business line requirements is to use the remaining capacity on the ESAT contract at a rate of approximately \$15M annually and then award a follow-on contract in FY16 to continue to meet requirements. In addition, two \$4M 8(a), fixed price contracts will be awarded in FY15 to increase usage of small disadvantaged businesses. The balance of requirements are expected to be met with the award of approximately 25 fixed price BAAs of various values.

Table 2 identifies current contract capacity versus projected FY15-17 requirements. The additional contract capacities needed for FY15-17 are estimated to be approximately \$47M. These and other contract actions needed from FY15-FY17 include approximately \$10M in small business set-asides representing 13% of all contract actions (Table 5). Fixed Price (FP) contracting will remain at about 34% of all contract actions over the three-year period (Table 6).

The projected major contracts within EV include:

### Broad Agency Announcement Contracts

- \$20 Million Total Capacity
- Projected FY15-17 awards
- Fixed Price
- Used to support RTD&E projects

### Environmental Services and Technologies Contract

- \$75 Million Total Capacity

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- Cost Plus Fixed Fee
- Used to support ER/BRAC programs

### Follow-On Environmental Services and Technologies Contract

- \$100 Million Total Capacity
- Projected FY16 Award
- Cost Plus Fixed Fee
- Used to support ER/BRAC programs

### Two 8(a) Fixed Price Contracts

- \$8 Million Total Capacity
- Projected FY15 Award
- Fixed Price
- Used to support ER/BRAC programs

Small business participation opportunities will continue to be evaluated by the BAM and by each acquisition team on an individual procurement basis. The extent to which offerors identify and commit to small business and related socio-economic participation in proposed contract efforts will continue to be included as an evaluation factor for award as required. Small businesses will also be encouraged to participate in the Broad Agency Announcement (BAA) contracting program to meet program needs through targeted outreach efforts coordinated with the EXWC Small Business Deputy.

Funding for the NAVFAC EXWC EBL comes from various programs including DoD Strategic Environmental Research and Development and Environmental Security Technology Certification Programs (SERDP/ESTCP), Navy Environmental Sustainability Development to Integration (NESDI) Program, Living Marine Resource (LMR) Program, Navy Environmental Protection Support Services (NEPSS), Compliance, Pollution Prevention, Environmental Restoration Navy (ER,N), Base Realignment and Closure (BRAC) and other program reimbursable funds (including other government agencies). Existing and planned contracts are required to support our sponsor's requirements.

Contracts contemplated under this EBLAS are expected to meet Performance Based contracting execution goals. Anticipated incentives for the performance-based contracts proposed in this EBLAS are milestone awards or penalties specified at the task order level. Examples of non-monetary incentives that may be used with this contract include: revised schedule; reduced oversight; positive performance evaluation; automatic extension of contract term or option exercise (FAR Part 17 still applies); more frequent payments; and lengthened contract term (one base year with two, one-year option years)

### 3. RISKS:

Cost risks exist whenever there are uncertainties that cannot be controlled. Uncertainties and undefined situations are inherent to innovative technology development, research and

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development work, and some specific environmental restoration work. In these situations, performance-based, cost-plus contracts will be evaluated for consideration as the most cost-effective means for the government (FAR 16.3). Cost risk under these types of contracts or task orders will be mitigated through a comprehensive estimation of costs, diligent task order negotiations, and the use of term or completion orders as appropriate. Aggressive oversight and review of work performed against vouchers submitted will also mitigate cost growth. However, as an environmental technology matures and conditions are well known, many scenarios become more predictable with modeling and/or other decision-making tools and it may then be more effective to use fixed-price contracts.

By using performance-based contracting with well-defined measurable requirements, the contractor bears the burden of the cost risk, and in these cases, fixed-price contracts will be used. Cost reimbursement contracting vehicles will only be used for those projects with risks that cannot be mitigated through some alternative contract type, such as innovative technology development, research and development, unknown site conditions, etc., or in situations that require special handling such as Ordnance and Explosives (OE), radiological work or where human life and health are endangered and specific risks are unknown.

Performance risk is the risk that a contractor will fail to perform or complete the project. The Source Selection Process is the first step in mitigating performance risk since the process includes reviewing the relevant past performance, as well as the financial and professional capability of the firm. Selecting firms with excellent past performance records and with solid financial capability serves to mitigate performance risk. Assessing the bonding capacity of firms and awarding only to those firms with adequate bonding capacity is another way to mitigate performance risk.

Schedule risk is tied to the urgency of meeting the milestones of a project or completing a project on time in a safe and satisfactory manner. Deliberate and focused planning, as well as identification of clearly defined requirements will help mitigate schedule risk. Working closely with the contractor to develop an acceptable schedule and as each task permits, allowing flexibility in the schedule, are also ways to reduce schedule risk. Contractor incentives can also serve to mitigate schedule risk, for example, exercise of an option period tied to “above satisfactory” evaluation ratings on schedule and cost control could serve to mitigate both cost and schedule risk. All appropriate incentives will be considered to mitigate cost and schedule growth as individual acquisition strategies are developed.

Finally, having a variety of performance-based contracting tools from which to choose will help mitigate all anticipated and unanticipated types of risk.

#### **4. COMPETITION:**

Contracts awarded as a result of this plan will be procured in accordance with the competition requirements guidance in FAR Part 6. Where other acquisition tools are available, they will be considered for appropriate actions. Market research will be conducted to determine the

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availability of capable small and disadvantaged businesses. The small business office will review the acquisition plan for each individual contracting action and provide guidance. This EBLAS, with a variety of contracting vehicles procured using various levels of competition, is aimed at promoting business in all socio-economic categories, while meeting NAVFAC small and disadvantaged business goals, and fulfilling the needs and objectives of the NAVFAC EXWC EVBL program and its customers.

### PART E. METRICS, MONITORING, AND UPDATES

#### I. METRICS:

Tables 5-8 provide summary metrics of small business, fixed-price, PBC, and multiple award contacts, including projections for FY15-17, and based on placement of new contracts being proposed.

<b>Table 5: SMALL BUSINESS SUMMARY</b>								
NAVFAC CONTRACT ACTIONS	FY 2014		FY 2015		FY 2016		FY 2017	
	PLAN	%	PLAN	%	PLAN	%	PLAN	%
	\$ M		\$ M		\$ M		\$ M	
SMALL BUSINESS	1.3	6%	3.18	14%	3.18	13%	3.28	12%
UNRESTRICTED BUSINESS	19.14	94%	19.6	86%	21.3	87%	25.14	88%
<b>TOTAL</b>	20.44		22.78		24.48		28.42	

*\* Totals should match totals on NAVFAC contracts in Table 2*

<b>Table 6: FIXED-PRICE AND COST PLUS SUMMARY</b>								
NAVFAC CONTRACT ACTIONS	FY 2014		FY 2015		FY 2016		FY 2017	
	PLAN	%	PLAN	%	PLAN	%	PLAN	%
	\$ M		\$ M		\$ M		\$ M	
COST	15	73%	15	66%	15	61%	20	70%
FIXED-PRICE	5.64	27%	7.82	34%	9.49	39%	8.44	30%
<b>TOTAL</b>	20.64		22.82		24.49		28.44	

*\* Totals should match totals on NAVFAC contracts in Table 2*

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<b>Table 7: MULTIPLE AWARD SUMMARY</b>								
NAVFAC CONTRACT ACTIONS	FY 2014		FY 2015		FY 2016		FY 2017	
	PLAN	%	PLAN	%	PLAN	%	PLAN	%
	\$ M		\$ M		\$ M		\$ M	
SINGLE AWD	20.34	99%	22.64	98%	23.91	98%	28.04	99%
MULTI AWD	0.3	1%	0.58	2%	0.58	2%	0.4	1%
<b>TOTAL</b>	<b>20.64</b>		<b>23.22</b>		<b>24.49</b>		<b>28.44</b>	

\* Totals should match totals on NAVFAC contracts in Table 2

<b>TABLE 8. PERFORMANCE BASED CONTRACTING</b>																				
	TOTAL PROGRAM (\$M)				TOTAL BROOKS BILL EXEMPT (\$M)*				TOTAL ELIGIBLE PBC WORK (\$M)				TOTAL PBC EXECUTION AS % OF ELIGIBLE WORK							
	FY14	FY15	FY16	FY17	FY14	FY15	FY16	FY17	FY14	FY15	FY16	FY17	FY14	FY14	FY15	FY15	FY16	FY16	FY17	FY17
													(\$M)	(%)	(\$M)	(%)	(\$M)	(%)	(\$M)	(%)
M - LINE	14.7	16.09	16.12	20.42	■	■	■	■	14.7	16.09	16.12	20.42	14	95%	14	87%	14	87%	18	88%
L - LINE	5.94	6.73	8.37	8.02	■	■	■	■	5.94	6.73	8.37	8.02	1	17%	1	15%	1	12%	2	25%
<b>TOTAL</b>	<b>20.64</b>	<b>22.82</b>	<b>24.49</b>	<b>28.44</b>	0	0	0	0	20.64	22.82	24.49	28.44	15	73%	15	66%	15	61%	20	70%

1 \* A/E exempt

2 Fill in Green blocks only!

\* Totals should match totals on NAVFAC contracts in Table 2

\*\* Eligible work for PBC includes all contracts, except Brooks Bill procurements and work that is solely construction (e.g. RAC task orders for construction of a completed design).

\*\* PBC work is defined in NAVFAC guidance letter COMNAVFACENGCOM letter 5090 Ser 040024/ENC-RS of 26 Oct 04.

## 2. MONITORING AND UPDATES:

The EBLAS will be reviewed quarterly by the EXWC BAM; additional periodic reviews will be conducted by the Acquisition Strategy Board (ASB). The strategy will be updated bi-annually to ensure each component is contributing toward achieving our program acquisition objectives. This strategy will be revised as necessary at the end of FY 15, while a major update will occur at the end of FY 16. The contract data spreadsheet provided within each component acquisition strategy will provide the means to monitor progress. The small business and multiple award rates for obligations to date and projected FY totals will be tracked to ensure the goals are met. The amount obligated on fixed price contracts will be reviewed to ensure appropriate usage. Performance-based service contracting will be reviewed to ensure appropriate usage, and all existing contracts will be reviewed to ensure adequate capacity and capability.

## PART F: ATTACHMENTS

1. Contract Data Spreadsheet - L Line and M Line
2. TABLES 1-8