GUAM INDUSTRY FORUM 2018

INDUSTRY-GOVERNMENT ENGAGEMENT

AFTER ACTION REPORT

Prepared for: The Board of Directors
Guam Post of the Society of American Military Engineers

For Onward Transmission to
Society of American Military Engineers, National Office

Prepared by: John M Robertson PE
President, Guam Post

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EXECUTIVE SUMMARY

During the summer of 2017, the Guam Post of the Society of American Military Engineers received a request from Naval Facilities Engineering Command (NAVFAC) Marianas and Officer in Charge of Construction (OICC) Marine Corps Marianas to organize an industry forum on Guam in early 2018. The purpose was to announce anew the Guam Defense Program Realignment Initiative (DPRI), sometimes referred to as the Military Buildup on Guam. There had been three previous forums on the island with last one in 2009, all organized by the military. This was an opportunity to demonstrate the value of Industry-Government Engagement on Guam so the Post Board of Directors accepted the challenge. The Post was able to do so because of a sizable cash reserve in its Scholarship Fund which could be borrowed, used as seed money and paid back with proceeds from the event.

The DPRI includes the design and construction of a Marine Corps Base on Guam that will enable the facility at Futenma in Okinawa to be closed. Over the past eight years, the program has changed significantly: the scope of the program has been reduced, whereby only 5,000 Marines will be stationed on Guam at any one time (most will be transitional) and the overall schedule is changed to follow a more traditional course rather than the fast track approach envisioned earlier. The military value of Guam will be enhanced by having elements of the Air Force, Navy and Marine Corps positioned on American soil in the far Western Pacific. This would be vitally important in event of open conflict in the region. The Japan Ministry of Defense has agreed to absorb one-third of the cost of relocating the Marine Corps base to Guam.

The Guam Post appointed an organizing committee in August 2017. One of the first actions was to engage the services of a local Guam professional organization with prior experience in managing major events. The next major action was to decide on a venue and there was only one convention center on Guam large enough to host the entire event, with a then assumed attendance of 900, and that was the Dusit Thani Guam Resort. It is a new facility. The previous forums were conducted within two or three hotel ball rooms which produced special logistical challenges. A contract was signed early on with the Dusit Thani which required the deposit of a substantial part of the ultimate cost. Thereafter, the organizing committee met once or twice per week to ensure that all of the questions that must be answered for a successful outcome were discussed and resolved. Separate weekly and biweekly teleconferences were conducted with members of the Japan Ministry of Defense to address their concerns. Those concerns included especially the translation of all documents pertaining to the forum into Japanese and live interpretation of speeches.

Another major item was the establishment of an agenda for the forum. This was done in collaboration with the Guam Program Management Office, NAVFAC Marianas and OICC Marine Corps Marianas. This required a number of weeks in back and forth discussion to arrive at the final agenda solution. In the end, the committee settled on a two-day agenda on the 7th and 8th of March. The dates were mostly fixed based on the availability of the venue. Provision was made for setting up the spaces on the 6th of March. A window tour of job sites was scheduled for Friday morning the 9th of March with golf tournament in afternoon.

The Guam Industry Forum 2018 was highly successful. The committee received no complaints but many complimentary messages from both the American and Japanese militaries as well as the many American, Japanese and other contractors in attendance.

This After Action Report first includes a summary of organizing efforts and lessons learned. It then provides an introduction to the forum content. It includes remarks by the SAME President Elect who was the only official from SAME headquarters to attend because of conflict with SAME National Hosted “Capitol Week – DOD Briefings” in Washington DC. The report covers in detail the presentations about the Guam DPRI. Finally, it outlines helpful information provided to contractors.
1. **AFTER ACTION REPORT**

1.1 The Organizing Committee

The Post Board of Directors appointed an organizing committee to provide leadership in organizing and managing the forum. The committee was kept intentionally small so as to be flexible and able to react quickly to whatever obstacles surfaced. The committee included the following as the backbone with other board members called upon for special tasks.

Noel Enriquez, Committee Coordinator (Stanley Consultants)
John M Robertson PE, Post President (Amorient Engineering)
LT Timothy Dahms, Post Vice President (NAVFAC Marianas)
Christopher Arnfield, Post Treasurer (Aptim)
Wayne Cornell, Post Past President (DZSP 21)
Ilana Almquist, Post Golf Tournament Chair (Coffman Engineers)
Catherine Castro, Chamber of Commerce Representative
William Beery PE, Guam Contractors Association Representative

Professional Organizing Support:

RiMS (Ruder Integrated Management Services)
Steve Ruder, President

Market Research & Development, Inc.
Jay R Merrill, President

1.2 Committee Actions

1. In July 2017, established requirements and protocols with the Guam Program Management Office and OICC Marine Corps Marianas. Special efforts were to be expended in inviting and welcoming contractors from Japan. The event was to be organized and sponsored by SAME Guam Post. This involved borrowing seed money from the Post Scholarship Fund with risk of a low turnout and risk of financial loss to the Guam Post should that occur.

2. Selection of a specialist consultant to provide major assistance in organizing and conducting the event. RiMS was selected and they in turn brought aboard with them Market Research & Development as their subcontractor.

3. Selection of a venue. The largest and most suitable space was at the Convention Center of the Dusit Thani Guam Resort. Their available dates became the principal driver in setting the date for the event. Funds for the down payment was borrowed from the Post Scholarship Fund.

4. Selection of a date in February or March 2018. Finally settled on 7th and 8th of March

5. Discussion and decision on the Agenda for a 1 ½ day or 2-day event. Decided on a 2-day program with window tour of sites the following morning and a golf tournament that afternoon.

6. Arrangement was made to charter five busses from a local firm with experience entering military bases. Allowing foreigners onto military bases was recognized early as a security issue. This required liaison with military security and the FBI. Each of the buses was accompanied by a military officer who provided information concerning each site. A separate bus was provided for non-English speakers and it included an interpreter. The route included two jobsites on Navy Base Guam, a drive past the Guam Port Authority, and through the Naval Computer and Telecommunications Station (NCTS) Base with
view of the future Marine Corps Base. A drive through Andersen AFB had to be cancelled because of security concerns.

7. Dialog was required between certain members of the organizing committee and the Guam Relocation Project Office, Ministry of Defense (MOD), Japan. Requirements and preferences of the Japanese MOD were addressed by the organizing committee.

8. Discussion and decision in selection of speakers. Send invitations for selected speakers. Meet with individual speakers and the various panels to fine tune presentations and ensure there would be no significant gaps or duplication of content.

9. Discussion and decision to establish a special website for the event. It was decided that bi-lingual English and Japanese was a requirement. It was decided to use the website as the primary means of collecting registration fees and sponsorships using Paypal or credit card.

10. Discussion and decision on inviting special guests. It was decided that the Japan Consul General to Guam should be invited and she was provided with a hand delivered invitation. Many politicians and local government officials requested free attendance, but all were denied. Officials of NAVFAC opted to register and pay rather than take advantage of free registration.

11. Discussion and research into making available simultaneous interpretation of English to Japanese. It required a minimum of a sound proof interpreter’s booth, audio equipment with earphones for non-English speakers and minimum of 2 highly trained and skilled simultaneous interpreters from Japan. This would have been similar to the United Nations General Assembly and other international forums. The cost proved to be prohibitive at $35,000 to $40,000. It was decided to use a local live interpreter in one of the back corners of the room surrounded by the 20 to 30 non-English speakers in attendance.

12. Press releases and various other forms of advertising and getting the word out were used. This included live radio and limited television announcements.

13. There was discussion on how to deal with interveners should they try to disrupt the event. Fortunately, this concern did not materialize. There was also concern that a foreign government might send under-cover agents to learn what was planned for Guam. Covert military security became involved.

14. Discussion and decision on the amount for registration and various levels of sponsorship. This was based on a carefully drawn estimate of cost and an educated guess as to the number of paying attendees that would in the end be present. An early bird special was included in the mix to assist small businesses in being able to budget the fee amount. Sponsorships were set with various perks for 4-Star, 3-Star, 2-Star and 1-Star levels. See the list of sponsors below.

15. A full hour was provided for lunch without presentations. This was as recommended by the Japan MOD because it would violate Japanese custom to not have a planned speech while guests were eating. The keynote address for both days was assigned 30-minutes after the lunch period.

16. There was considerable discussion concerning the venue for after-hours networking sessions. For the evening before start of the forum, the Lobby Lounge of the Dusit Thani was used for an initial Hafa Adai Reception to get acquainted with other attendees and sponsors. Entertainment was provided by the hotel. For the remaining two evenings, the venue was in the area occupied by exhibit booths with spill over into the corridor. Background music was provided by the Guam Symphony Society.

17. There was discussion of various seating arrangements in the main meeting hall. Two-foot wide rectangular tables set up in seminar configuration was preferred but did not yield the number of seats needed. The committee settled on round tables with 10 chairs per table.
18. Discussion and decision on use of limited available space at the convention center for exhibit booths. Also, final layout of seating in the main hall and set up for food service. This had to be adjusted as the final number of attendees became known. Space also had to be arranged for a Green Room for speakers to make last minute preparation. Also, an office for the organizers.

1.3 Sponsors

Four-Star Sponsors – $15,000

AXS Insurance
Northwind (a CIRI Company)

Three-Star Sponsors – $10,000

Guam Chamber of Commerce
Guam Contractors Association
Matson Navigation

Two-Star Sponsors – $5,000

Fluor
Hensel Phelps / Shimizu Corporation
Stanley Consultants
EA Engineering Science & Technology Inc PBC
The Guam Daily Post
Granite / Obayashi
Jacobs / CH2M
IT&E
Marianas Business Journal
Guam Auto Spot

One-Star Sponsors & Exhibitors – $2,500

Approved Freight Forwarders | Cabras Marine Corporation | Cassidy’s Associated Insurers Inc | Coffman Engineers Inc | Dewitt Guam Frontier Supply Company | Galaide Professional Services Inc | P&D Japan Limited | Pacair Properties LLC | Relyant Global LLC | SSFM International Inc | Steelcase/BKM | University of Guam – Procurement Technical Assistance Center (PTAC) | LMS | Wesco & Commscope | American President Lines | Aptim

Break Sponsors - $1,000

Dusit Thani Guam Resort | Fluor

Lunch Sponsors – $2,500

Aptim | Stanley Consultants Inc

Forum Journal Sponsor - $2,000: Matson

Lanyard Sponsor – $2,000: Hensel Phelps / Shimizu JV

Official Bag Sponsor – $2,500: AmOrient Engineering
1.4 Lessons Learned

1. Planning should have started earlier. Eight months was tight. Should have been ±12 months.

2. Keeping the Post organizing committee to a few committed individuals proved to be better than having a larger number of participants. LT Dahms proved invaluable in providing the current views of the military as the process evolved.

3. Because of late start, a conflict with Capital Week in Washington DC could not be avoided. A number of military and SAME officials from DC would have attended but for that conflict.

4. The selection by SAME National to send the President Elect to Guam for the event was an important move. Marv Fisher met with the Guam Post Board of Directors together with officers of other Posts one day ahead of the forum in which he was able to respond to questions regarding his upcoming leadership of the association. He provided a great key-note address in a plenary session of the forum in which he elaborated on the value of Government-Industry Engagement.

5. Selection of the Dusit Thani convention center proved wise and for many reasons. It allowed all participants to be present in one venue since it has the largest single conference hall in Guam. It was however maxed out in terms of space for exhibitors and food service. It was also the most expensive venue on the island. The Dusit Thani management and staff was fully cooperative and accommodating in supporting the various and sundry requirements.

6. Selection of RiMS and Market Research & Development as organizers of the event proved wise. No company on Guam or off-island could have provided a better service, in the opinion of the Post organizing committee. This organization proved skillful in the detailed planning of the event, in advertising both locally and nationally in the U.S. and Japan; and, in managing the event while in progress. There were no significant hiccups as the program got underway and throughout the two-day event.

7. Dealing with two languages and Japan MOD requirements proved challenging but within the realm of reasonableness. Many hours were spent in teleconferencing with members of the Japan MOD in discussing their requirements during the planning stage. All documents for distribution were translated into Japanese either within the same document, such as the website, or in a separate parallel document for the meeting booklet. The section of the webpage devoted to online payment could not be translated so was in English only, with agreement of the Japan MOD personnel. Concurrent interpretation proved overly expensive at between $35,000 and $40,000 for specialized concurrent interpreters and equipment. This was after all needed by only 20 to 30 individuals, so a corner of the meeting room was staffed by a live interpreter from on-island who assisted such persons in understanding the proceedings.

8. As the program was under way, it appeared the participants were pleased with the content and method of presentation. At the conclusion of the two-day event, there were compliments from the U.S. military, the Japan MOD as well as contractors from Guam, the U.S. and Japan. There were zero complaints. No provision was made in the planning for an opinion survey so no such data is available.
2. INTRODUCTION TO THE FORUM

The long planned military buildup on Guam is now under way with over $300 Mil contract awards during the summer of 2017 and further contracts during the 2018 fiscal year. The first news of it came to Guam in 2004 when State Department official Richard Lawless made a stopover in Guam while returning to Washington from a decision-making conference in Japan. The idea of a Pivot to the Pacific and development of a new Marine Corps Base in Guam started under the Bush administration and continued through the Obama Administration and now the Trump Administration. It is safe to say that there will be no turning back under President Trump. There have been three previous Industry Forums on the subject in Guam with the last in 2009. The difference this time is that the buildup has already started and this one was organized by engineering-construction industry representatives who understand well what the industry needs to know.

The forum was opened by the president of SAME Guam Post, John M Robertson PE. In July 2017, the military approached the Guam Post of the Society of American Military Engineers to organize an Industry Forum in early 2018. The Post agreed to take on the challenge and was able to borrow seed money from its scholarship fund to get things rolling. An organizing committee was formed of members of the Post Board plus representatives from the Guam Chamber of Commerce and Guam Contractors Association. Consultants were engaged with experience in managing major events of similar scope. The “Guam Industry Forum 2018” was staged on the 7th and 8th of March 2018 with a bus tour of construction sites the morning of the 9th with golf tournament in the afternoon. The event was highly successful drawing 550 participants. It served as a prime example of how “Industry-Government Engagement” can work for the benefit of the military and the achievement of a major objective of the Society of American Military Engineers in support of the military.

The planning and execution had one unique and special aspect. Special attention was directed toward inclusion of Japanese interests in the program. With the Japanese government providing one-third of the relocation funding, it was natural and only fair that Japanese engineers and contractors be given equal opportunity in program related contracts. It was envisioned that collaboration would be coming about through joint ventures and various forms of alliances. For that reason, among others, ample opportunity was provided for networking in midmorning and midafternoon breaks, hour long lunch breaks and evening cocktail receptions. There was a golf tournament on Friday March 9th that provided another great opportunity for becoming acquainted with a potential business partner. Sometimes, the best deals are initiated on a golf course.
Welcoming Comments by Dignitaries

Remarks from the Government of Japan: Masafumi Yamakawa, Director, Guam Relocation Project Office, Ministry of Defense, (MOD) Japan. He identified the nature of Japan’s involvement in the program and importance of the relocation of the U.S. Marine Corps forces from Fatinma, Okinawa to Guam. Mr. Yamakawa’s past assignments as Deputy Director in the Procurement Department, Okinawa Defense Bureau of the MOD. He also served in an assignment in the Ministry of Economy, Trade and Industry (MRTI) in 2010. He was assisted by Mr. Kazuhiro Watanabe, Vice Chairman of Japan Society of Defense Facility Engineers and former Director General for Facilities and Installations, MOD Japan.

Remarks from the US Congress: The Honorable Congresswoman Madeleine Z. Bordallo, Congressional Representative for Guam was unable to attend in person because Congress was in session so provided a video tape. She explained the purpose and importance of expanding U.S. military facilities on Guam and the western Pacific. Ms. Bordallo was first elected to the Congress in 2003 and is the first woman from Guam to serve in that position. Congresswoman Bordallo sits on the House Armed Services Committee and on the House Committee on Natural Resources. She is the Ranking Democrat of the Subcommittee on Readiness in the Armed Services Committee and is also on the Subcommittee for Seapower and Projection of Forces. In addition to her committee responsibilities, she is co-chair of the Air Force Caucus and co-chair of the Long-Range Strike Caucus.

Remarks from the Government of Guam: Guam’s Governor, The Honorable Eddie Baza Calvo, welcomed participants and spoke on what the relocation of the U.S. Marine Corps forces from Okinawa to Guam will mean for the Territory of Guam. Governor Calvo was first elected to the position of Governor in 2010 and is now completing his second consecutive four-year term. He left private business in 1998 when he ran for a position in the Guam Legislature and served as a Republican Senator from 1999 through 2010. He served as vice speaker, acting speaker, chairman of the legislative finance, public works and health committees. He graduated with Bachelor’s Degree in Business Administration from Notre Dame de Namur University in 1983.
Remarks from the U.S. Military: **Rear Admiral Shoshana Chatfield**, Commander, Joint Region Marianas explained the Joint Regions role in the relocation of U.S. Marine Corps forces and the scope and duration of the program. RADM Chatfield also serves as Commander U.S. Naval Forces Marianas, in the Commonwealth of the Northern Mariana Islands, Federated States of Micronesia and Republic of Palau. In her role as Commander, she is responsible for providing executive level installation management support to all Department of Defense components and tenants on Guam and the Northern Mariana Islands in support of training and to act as interface between the Navy and civilian community. Her Navy career includes service as a helicopter pilot. Her engagement prior to assignment to Guam was as

Commander in charge in Herat, Afghanistan.
3. SAME – Dedicated to National Security Since 1920

The keynote address on the second day of the forum was provided by Col (Ret) Marv Fischer, PE, president elect of the Society of American Military Engineers. He spoke on “Producing Real Impact for the Nation and the Profession!”. He observed that SAME is approaching its centennial of service to the military engineering community. As such, it is taking a fresh look at how it operates under a program of “Run to 2020 and Beyond” to instill new vigor into the organization. This includes taking a fresh look at the Mission and Vision of the Society.

Mission: Lead Collaborative efforts to identify and resolve national security-related challenges.

Vision: By 2020, SAME is recognized as the multi-disciplined integrator of military, public, private and academic infrastructure-related capabilities to produce viable solutions.

It includes taking a fresh look at how the Society can be most relevant in its missions:

Industry Government Engagement

SAME will leverage industry, Government, Academic and Private capabilities: Its objective is to facilitate dialogue while building trust between constituent parties. It will lead collaboration and develop creative solutions. Opportunities arise with local issues workshops, industry days, CEO roundtables, joint table top exercises, strategic partnerships with professional organizations, facilities management workshops, DOD briefs and especially at the annual Joint Engineer Training Conference (JETC) and Small Business Conference. The Impact can be realized by feedback from military leaders such as Rear Admiral Bret J. Muilenburg, Commander, Naval Facilities Engineering Command, Chief of Civil Engineers:

I heard great feedback on the Facilities Management Workshop. We have a substantial list of good ideas to better plan, solicit, execute, and oversee Base Operating Support Contracts. I look forward to a real step forward in this area.”

Developing Leaders for the Nation

SAME will engage with others in Developing the next generation of leaders for the A/E/C community. The Objective here is Engagement, Mentoring and Training. Opportunities abound with Leadership Development Programs with support of the SAME Foundation, Young Member mentoring by SAME Fellows, Leadership opportunities through various Posts, Committees, Outreach and Partnerships. Impact is realized by comments from military leaders such as Lt Col Matt Altman, PhD, PE, F.SAME, USAF:

“The Young Member Council provides an outstanding opportunity to meet other Young Members and participate in SAME at the national level. It’s also a great way to learn about and help shape all the events, training, leadership and mentorship opportunities throughout the society.”

Producing Engineers for the Nation

Objective here is to support the development of new STEM professionals for the nation through a pipeline of activities for K-12 to college and into professional life. Opportunities are present through K-12-STEM, National and local Partnerships (TSA), High School Engineering & Construction Camps, Scholarship Awards
Sponsorships and Industry Internships. The Impact can be realized in the statement of a student such as Reagan Hajja after attending USAFA STEM Camp in 2017:

“...The projects we were tasked to do were challenging, fun and effective. I learned a lot ... the camp solidified that I want to become an engineer and it cemented my decision to seek nomination to the Academy. I can’t thank you enough for this experience?”

Preparing Veterans for the A/E/C Industry

The Objective here is to support veteran transition, help fill the skilled labor shortage nationally and partner with veteran support organizations: Educate – Inform – Engage. Opportunities exist to lead collaboration and credentialing, inject military occupational specialty (MOS) curricula changes, join a skilled labor shortage task force, conduct transition workshops and job fairs. The impact can be clear in the comment of a person such as LtCol Dave Hurley, USA(Ret) after attending a transition workshop:

“...It as a great opportunity to receive guidance and mentorship from former fellow military members who have made the military-to-civilian transition. There was so much that was said that truly inspired and encouraged me as I am navigating my own transition ... the opportunity to connect with potential employers was an invaluable experience...”

Building Resilience

The Objective here is to foster collaboration, document best practices and lead adaptive solutions. Prepare – Respond – Recover. Opportunities exist through workshops with senior leadership at Department of Homeland Security, Department of Education, Department of Defense and Mission Assurance – awareness to installations resilience needs, Table Top Exercises at JETC and workshops with local agencies and businesses in order to identify adaptable solutions. The impact is clear from the words of a person such as Jim Hagan, First Chair of the SAME Resilience Committee:

“Our Posts, Regional and National Committees, foster collaboration among all stake holders across American communities to help sustain our fellow citizens”

A Rich Legacy of Leadership and Service to America

“I have been a member of this Society since its inception...I have belonged to many distinguished groups but none in which I have a greater sense of honor than in the Society of American Military Engineers. “General of the Army Douglas MacArthur - 1956

Charles Gates Dawes
30th Vice President of the U.S.
1925 to 1929

Brig. Gen. Charles G. Dawes, USA
SAME President - 1928

A Rich Legacy of Leadership and Service to America...
The Purpose Has Endured – Since 1920

“We are establishing at this time a Society of American Military Engineers. This society will serve no selfish purpose. It is dedicated to patriotism and national security. Its objects are, in brief, to promote solidarity and cooperation between engineers in civil and, military life, to disseminate technical knowledge bearing upon progress in the art of war and the application of engineering science thereto, and to preserve and maintain the best standards and traditions of the profession, all in the interests of patriotism and national security.”

–The Military Engineer magazine, January 1920
4. Guam Defense Program Realignment Initiative – DPRI

Comments by Will Boudra PE, Director, Guam Program Management Office

Hello, Hafa Adai, Aloha and Konichi-wa! I apologize to other nationalities. That exhausted my foreign language skills. Thank you again to the Guam Post of the Society of American Military Engineers and all of their co-sponsors for hosting this excellent Industry Forum.

In addition to me and the other NAVFAC Pacific speakers this afternoon including our Vice Commander, Captain LaDuca, and the leaders of our Capital Improvements Business Line, Ralph Luca, Director of Acquisition, Jill Nii, and the Deputy for Small Business, Lisa Roth, I have brought with me from the Guam Program Management Office at NAVFAC Pacific, seven of my staff to help me listen and learn. These include my Deputy, Andre Lee, Program Development Director Eric Lee and five others in the office who work hard each and every day to make this design and construction program as successful as possible. These are Garrett Fong, Rick Barnes, Tom Lum, Richard Grey and Gary Damaschi. They are all sitting at the table in front of me. We are here to not only share information about the DPRI Construction Program, but to listen and learn about the issues that concern the design and construction industry, and the other stakeholders here on Guam. Each of them is tasked by me to keep detailed records of your concerns so that we can learn and improve our efforts.

I also want to point out Mr. Bob Pedigo from the Marine Forces Pacific DPRI Office in Hawaii. Bob and his staff at Marine Forces Pacific are our client. They establish the requirements. So, if you want to talk to a Marine, or civilian Marine in this case, I’ve just blown his cover. One final note. In order to ensure that we get through our presentations in the most efficient time, Captain Turner and I have agreed to give our presentations back-to-back without questions and then we will entertain questions until the end of our allotted time. So please keep notes of your questions as we go along and we will address them together as best as we can after his remarks.

4.01 Concerning Future Work.

- I am including in this presentation, all of the project information that we are authorized to release by statute and regulation.
- And, as far as I know, all of the information in this presentation is consistent with the International Agreements between the United States and the Government of Japan.

4.02 Guam Defense Policy Review Initiative - DPRI

- I am going to cover a brief history of the DPRI work completed up to now, what is ongoing in construction now and then what is planned for the next two years.
- Move of up to 5000 Marines to Guam
- The large majority of forces to come from the Marine Corps Bases on the island of Okinawa.
- Other realignment of forces within Japan not part of the DPRI Guam construction program.
- NOTE that this brief does not address and construction activity in the Commonwealth of Northern Mariana Islands.
4.03. PCO and ACO Responsibilities

- There is a distinction between the PCO (Procurement Contracting Officer) and ACO Administrative Contracting Officer responsibilities.
- The contract will be planned, designed, solicited and awarded in Hawaii at NFP.
- The OICC will administer the construction and all post-award contract modifications.

4.04. Guam DPRI Construction Locations – 1

- Apra Harbor – Most DPRI construction is complete here – A couple of projects either in construction or will be soon.
- Andy South – One project.
- AAFB Quality of Life facilities – this is planned family housing and support facilities are all in later years and are not addressed in this brief.
- AAFB North Ramp – Supports Marine Corps Aviation Combat Element. Lots of activity ongoing here now.
- AAFB NW Field – training range projects have started.
- Finegayan – Marine Corps Base Guam main cantonment – Preliminary site development has begun.
4.05 Guam DPRI Construction Locations - 2

Apra Harbor –
4 projects complete. Waterfront HQ under construction. Apra Medical Clinic in procurement.
Andy South – MOUT in procurement.
AAFB North Ramp –
4 projects complete, 3 projects in construction, and 3 projects in procurement.
AAFB NW Field
1 project completed, 1 project in construction.
Marine Corps Base Guam main Cantonment –
one project, Site Clearing, Grading, Underground Utilities Roads (U&SI) Phase 1, under construction (many more to come).
  • Other Guam Infrastructure – 2 projects in construction.
  • Construction Management Support Services contract in procurement in Hawaii at NavFac Pacific.

4.06 AAFB North Ramp ACE

The next two slides will provide more detail at the two centers of the majority of the DPRI construction: AAFB NW Field, site of the aviation support facilities, and the Marine Corps Base Guam main cantonment in Finegayan.
- Note that there are a number of completed projects
  - Hangars are under construction
Other Support Facilities
• 15 projects total $665M investment.
4.07 Marine Corps Base Guam – Site Development Plan

- Largest concentration of projects
- Site development contract awarded in August 2017. It is Design-Build.
- Keystone project for the follow-on vertical construction.

4.08 Construction Contracts Summary

In summary: Including projects completed, those in construction, and those in solicitation for award, over $3.5B. This represents approximately one-half of the total expected build.

- Completed to date: Nine (9) Projects = $510M
- Awarded and under Construction: Eight (8) Projects = $495M
- In Solicitation: Six (6) Projects = NTE $2,644M

Summary of Upcoming Acquisitions
(Next Two Years – Dates Are Approximations)
4.09 Summary of Upcoming Acquisitions (Dates are Approximate)

- Looking two years beyond 2018 to our planned contract awards in 2019 and 2020.
- Divided between US funded MILCON and the Government of Japan funded construction. The latter we refer to as MAMIZU.
  - US MILCON – 5
  - GoJ Funded – 5
- These are the projects that are authorized and funded by the US and GoJ, or are in the US Fiscal Year 2019 budget submission to Congress.

4.10 Major Installation Support Strategies

1. We are reviewing and assessing direction from DoD for 'energy resiliency' and 'energy security' at our new facilities and installations. This includes resiliency and reliability solutions to mitigate man-made threats and natural hazards.
2. For the USMC DPRI Program on Guam, our objective is to incorporate new technology advances.
3. We are analyzing implementation of a 'Microgrid Power System' for energy resiliency that would include backup power generation to serve as a contingency power source for critical facilities.
4. For energy savings, we are analyzing implementation of a base-wide 'District Cooling System' to reduce utility costs. This would include circulating chilled water to the MCBG facilities for A/C.
5. Additionally, to effectively manage base-wide energy usage, we are analyzing implementation of a 'Smartgrid System' to monitor and control energy usage via digital communication.
6. These are just some of the 'energy resiliency' and 'energy security' initiatives which are being planned for the new Marine Corps Base on Guam.
7. More to follow in the months ahead as new project solicitations are released.

4.11 DoD Office of Economic Adjustment (OEA) Projects on Guam

Grants funded for specific projects to help offset impacts from the DPRI construction program.

- Northern District Wastewater Treatment Plant Upgrade – Grant awarded August 2016 to GWA
- Route 9 Sewer Interceptor – Grant Awarded August 2016 to Guam Waterworks Authority
- NGLA Monitoring Wells – Grant Awarded August 2016 to Guam Waterworks Authority
- Cultural Repository on Campus of UOG – Grant Awarded November 2017 to Government of Guam

Comments by CAPT Dan Turner PE, Officer in Charge of Construction, Marine Corps Marianas

This forum marks a significant milestone and serves as a direct reflection of the positive momentum that has been gained in the United States Marine Corps Build-up construction program. OICC was established on 5 August 2016 and it’s been great to experience all of the progress to date and even more exciting as we look to the future.

4.12 Partnering. I wanted to start with the concept of partnering which is really why we are all here today at this Industry Day Forum. Representing OICC Marine Corps Marianas, our primary mission is to focus on proper construction execution in the field. And we fully know that to achieve our mission of providing mission capable facilities for the United States Marine Corps it’s going to require a teaming approach. The ultimate success for both the Governments of the US and Japan relies on the shared success of our contractor partners. We will succeed or fail together. The foundation for this success starts with clear communications, trust, and
professionalism. OICC will be fully committed to partnering and teaming with our contractor partners. Our shared communications and collaboration will be vital to programmatic success. Although the means and methods of partnering can take different forms, the fundamentals of clear communication, trust and professionalism are the basic tenets that we must establish immediately... and continuously refresh... and maintain over the course of this program. The benefits are clear and with the complexities of this program – strong partnering will absolutely be required. I must dismiss the concept that Partnering provides for a less stringent Government position... the contractual requirements remain – good Partnering enables more rapid, clear communication and a functional decision network to ensure that all members of the team are maximizing their effectiveness. So, we look forward to building the relationships and partnering with our construction contracted teammates.

**Goal:** “Achieve specific business objectives by maximizing the effectiveness of each participant’s resources in delivering requirements”

- **Means & Methods =** Can be an initial meeting prior to physical construction, along with periodic follow-up meetings. A written charter is often developed which identifies common goals & focuses on problem-solving.
- **Benefits =** Improved safety | Expedited decision making & timely delivery | Reduced costs and exposure to claims | Enhanced client focus & improved responsiveness | Increased opportunity for innovation | Improved team morale

**4.13 The Construction Trifecta.** I’m sure that the construction trifecta of timeliness, on-budget, and proper quality is not new to anyone here today. I’m also sure that no one would be surprised that OICC is laser focused on the nexus of hitting satisfactory benchmarks for all three. I really highlight this concept and did want to call out the importance of on-time performance for this program. Obviously, the Governments of the US and Japan are keenly focused on the relocation of Marine Corps mission here to Guam and we need to adhere to the expectations for this program. There are greater programmatic timelines that underpin the individual project completion milestones. Therefore, I want to be very clear to our contractor partners that we at OICC Marine Corps Marianas are keenly focused on timely construction execution. This will be a theme that you will hear and see repeatedly. I believe that it’s important that we all share this common understanding. We will look to our partners to help in accomplishing this important goal and look for innovative ideas that will better secure success.

**4.14 Organizational Structure.** Now I know most here today are really focused on becoming part of the program and dedicating their attention to the pre-award activities. Ultimately though, success in the pre-award arena will lead to an enduring relationship with OICC in the construction phase and then ultimately
some limited engagement with local NAVFAC Marianas staff and Marine Corps staff in activation. There are also contracting opportunities related to the activation and sustainment, but that is not our key focus today.

It’s really for general awareness, but I wanted to describe the very fundamental framework so that those maybe not as familiar with working with the Federal Government can start to make some sense of “who you will likely be working with and where they are in the organization.” As Mr. Boudra mentioned in his comments, NAVFAC PAC in coordination with MARFORPAC are the groups working the pre-award processes. Then here, on Guam we have NAVFAC Marianas and Marine Corps Activity Guam working overall local coordination. OICC Marine Corps Marianas is the field level command dedicated to overseeing the construction execution on Guam. For those not familiar with how we organize, I wanted to show this simplified call out that shows the three types of Government team members that our contractors will interface with on each project. There are other team members as well, but each project will have at a minimum one dedicated Contracting Officer, one Construction Management Engineer and one Engineering Technician. Larger projects may have a more robust team, but our contractors should expect to interface with a team representing these responsibilities.

4.15 Construction on Guam. Now I want to really drive home a singular but very important message – Guam is unique! We need our contractor partners to really do their due diligence in preparing to do work on Guam. Obviously, local firms should have a greater and more familiar awareness for the realities of Guam, but for those seeking new work on Guam... it’s very important to get to know the local dynamics. I’m going to touch on just a few thoughts related to compliance, local considerations, environmental requirements, and some issues for thought. This is absolutely not a comprehensive list. It’s more of an emphasis for potential partners that a lot of planning and forethought needs to go into working here on Guam.

Things to consider:
- Guam is a US Territory – Population ±170,000 | Land Area: 212 mi², > 3 times the size of DC
- Guam’s Climate – Tropical Marine | Seismic & Typhoon zone | Corrosive/Hot/Humid/Wet environment
- Compliance with DoD Contractual Requirements
  - Jones’ Act (46 USC §55102) – Construction material must be transported on US-flagged vessels
  - Buy American Act (FAR Part 25.2) – Under 7.86M USD: Use material made in US or designated country | Over $7.86M USD: Open to WTO and FTA countries
  - Davis Bacon Act (40USC §3141) – Federal-aid Highway Acts extended to Davis-Bacon Act provisions to Guam | Applies to all DPRI projects
  - Munitions & Explosives of Concern (MEC) – MEC Program applies to all DoD projects on Guam
- H-2B Temporary Workforce Visas
- Unique Environmental Considerations – Natural /Cultural Resources /Permits
- Potential Construction Challenges – Limited air and sea port access /High demand for skilled workforce /organic construction equipment and materials

4.16 Compliance. Take notice that the Jones Act, Buy American Act, and Davis Bacon Act are really meant to highlight the importance of knowing the requirements for conducting Federal Work. Now like in many scenarios, the DPRI program does have some ‘grey areas’ and there has been work to provide consideration for Japanese Industry standards. The Federal Acquisition Regulations provide good, specific guidance for what will be required in the evaluation of non-US construction materials and when/ whether being addressed pre-award or post-award. There are many “if-then” scenarios and I cannot exhaustively cover them today. If you have specific questions, we’ll need to take those in writing and then get back to all the attendees. But again, I really wanted to use this as an opportunity to put a plug in for checking these references well in advance and for our contractor partner to use these early as part of bid preparation planning.

4.17 Munitions and Explosives of Concern. Next, I will introduce you to the Munitions and Explosives of Concern (or “MEC”) reality that we are managing here on Guam. As a matter of a quick introduction, there are very specific processes that apply to ground disturbing activities on Guam. When those activities are taking place on DoD property, there are expectations and we need our contractor partners to be well aware that working “on-base” is very different than when working off base. I’m frankly not going to spend long on this because we could go deep into specifics and literally talk for hours on this topic. I do know that this topic is going to be discussed in far greater detail later by CDR Steve Fichter, the Operations Officer for NAVFAC Marianas later in this forum.
4.18 H-2B Temporary Worker Visas. So, speaking of talking for hours on a topic – I now wanted to quickly introduce the topic of H-2B Temporary Work Visas. Again, this is an issue that I would hope all here will at least have a general knowledge of. I highlight this as an issue that our potential primes need to take into careful consideration given the construction environment here on Guam. The good news on this topic is that the 2018 National Defense Authorization Act has provided some relief for the DPRI program with regards to a means for US Customs and Immigration Services approval. I need to convey that we know that there is a significant demand for off-island skilled construction trades workers. There is a known historical reliance on the H-2B labor source and that this program specifically is driving a very significant out-year requirement. This remains a current issue and the exact processes for H-2B onboarding are being worked on now. Suffice it to say, that our contractor partners need to be very proactive in their labor source planning.

4.19 Natural and Cultural Resources. Guam is rich in unique natural and cultural resources. The Federal Government is committed to the deliberate, good stewardship of these important resources. Relative to natural resources, one of the key take-away messages for this group is that current and future partners in this program are likely to have very specific requirements for a Hazard Analysis Critical Control Point program (HACCP). The objective of this is to reduce or eliminate the spread of invasive species that threaten indigenous resources. Much of the larger site preparation work is either in progress now or in solicitation. Many of the follow-on projects will be falling in on sites prepared by others, however, there will still be HACCP requirements and close monitoring over the span of all projects.

Additionally, relative to cultural resources, the 2011 Programmatic Agreement that the DoD has with the Guam State Historic Preservation Officer establishes our processes to consult. Many of the larger projects that have significant impacts to disturbing sites that have not recently been utilized have very specific requirements being sourced to subject matter experts. Needless to say, that contractor partners that are working on projects with significant potential for contact with cultural resources will have those called out in their contracts. However, of note, is that DoN will need to provide awareness training to all contractor personnel that may be working and potentially coming in contact with cultural resources.

4.20 Local Permits. I offer up a plug for local Guam permitting requirements and we will provide the list as an example of some of the permits required for a project. We look to our contractor partners to do an exhaustive review of what permits are required. This may require significant coordination with local Guam agencies to ensure that no permits are omitted from their plans. There can be significant review times written into these permit requirements and our contractor partners must account for these lead times. To the extent possible, local Federal Government staff may help to pre-review submissions to assist in the process, but ultimately... local permitting resides between the contractors and appropriate Guam agencies.

Sample list of permits from a project:

From Guam EPA (GEPA):
- Generator & Fire Pumps Construction & Operation (Air Polution)
- Asbestos Demo & Removal (Air/Toxic Substances)
- Hazardous Waste Management (Solid Waste)
- Green Waste Process Permit (Solid Waste)
- Clearing and Grading Permits (Water Polution)
- Well Construction (Drinking Water)
- Water/Wastewater/Wellhead Design Review (Drinking Water)

From Guam Department of Public Work:
- Traffic Control Plan
- Highway Encroachment
4.21 eCMS – Electronic Construction Management System. I am encouraged to report that NAVFAC as an organization has recently rolled out a new, web-based project collaboration tool to help with project management. This tool has been a long time coming. The good news is that this resource is available now and will likely be written in as a requirement to most if not all future NAVFAC MILCON construction projects. Please note that video training is already available at https://navfac.navy.mil – search for eCMS. I am very excited for this new tool and I’m certain that it will grow in utility as we work through its early implementation.

4.22 Safety Always. I must put in my plug for our constant journey to an improved Safety Culture. This is an area where we know we always can improve and must remain ever vigilant. I know that we all share a common interest and we will absolutely be open to recommendations for improvement. There is nothing that we do in peacetime that warrants not always taking Safety into account. The Army’s Corps of Engineers Safety and Health Requirements Manual “the EM 385” is our resource document that guides our collective program. For those local companies that attended our recent Contractor Safety Forum, you will hear me again continue to beat the drum for a solid “Good Catch Program.” This demonstrates that we’re taking active, early action and advancing our Culture of Safety before we’re looking in the rear view at something that we could have prevented.
5. Balance of Program

5.01 THE 1ST DAY KEYNOTE ADDRESS – A PACIFIC REGION PERSPECTIVE
As the United States focuses its national security interests in the Pacific, Captain Monreal will discuss why Guam is important, the scope and timing of the defense facilities investment and explain the government’s expectations of the program.
Captain Michael Monreal, USN, Operations Officer, NAVFAC Pacific

5.02 COMPETITIVE PROPOSAL PROCESSES FOR GUAM RELOCATION PROJECTS
Presentation on the standard NAVFAC competitive bidding/proposal processes and procedures. Important tips on how to prepare a winning proposal and common pitfalls to avoid.
Jill Nii, Chief of Contracting Office, Acquisition Support Line Manager, NAVFAC Pacific
Ralph Luca, PE, Capital Improvements Business Line Manager, NAVFAC Pacific
Lisa Roth, Deputy Director, Small Business, NAVFAC Pacific

5.03 INSTALLATION COMMANDER/ COMMANDING OFFICER (PANEL DISCUSSION)
Key military executives for the Navy, Marine Corps and Air Force will present their roles in supporting the buildup and specific requirements they may have for contractors on their individual bases.
Moderator: Captain Stephanie Jones, PE, CEC, USN, Commanding Officer, NAVFAC Marianas
Captain Hans Sholley, USN, Commanding Officer, Naval Base Guam
Colonel Brent Bien, Officer-in-Charge, Marine Corps Activity Guam (MCAG)
Col (Ret) Stephen “Taz” Wolborsky, Director, 36th Wing Plans, Programs and Readiness

5.04 DOING BUSINESS AND TEAMING ON GUAM (PANEL DISCUSSION)
Guam, like any place you do business, has requirements and expectations of the companies that work here. Learn about the tax, regulatory and incentives that are available to companies that are selected to participate in the relocation projects. A key component of this session will be a discussion about how teaming agreements can be used for partnering.
Moderator: Pete Diaz, P.E., Project Manager, Pacific District, AECOM
Joe Arnett, Treasurer, Guam Chamber of Commerce
William Beery PE, Past Chairman, Guam Contractors Association
Edward Calvo, Chairman, Guam Economic Development Authority
Al Sampson, Small Business Advisor, NAVFAC Marianas

DAY 1 WRAP-UP
The key takeaways from the sessions on the first day will be discussed and summarized.
Captain Stephanie Jones, PE, CEC, USN, Commanding Officer, NAVFAC Marianas

END OF DAY NETWORKING MIXER
Background music provided by the Guam Symphony Society. All registrants were invited to meet, relax and network.

5.05 DAY TWO OPENING REMARKS
Japan Society of Defense Facility Engineers (JSDFE) a counter part to the American Society of Military Engineers in Japan. The two organizations frequently collaborate on joint activities in Japan. An introduction and explanation provided as to how JSDFE supports the Japan Ministry of Defense.
Dr Tomonori Ohno, Professor, National Defense Academy of Japan and Chairman of the Board for JSDFE.
5.06 WHAT YOUR COMPANY NEEDS TO KNOW ABOUT DOING BUSINESS WITH THE GOVERNMENT

The latest information regarding regulatory, environmental and archeological requirements, including Munitions and Explosives of Concern (MEC) / Unexploded Ordinance (UXO), needed to make your bid compliant will be provided. Subject matter experts were present relevant information and answer questions.

Moderator: Noel Enriquez, Operations Manager, Asia-Pacific, Stanley Consultants, Inc.
Walter Leon Guerrero, Administrator, Guam Environmental Protection Agency
Commander Stephen Fichter, PE, CEC, USN, Operations Officer, NAVFAC Marianas (on MEC)
Albert “Al” Borja, Environmental Director, MCAG Public Works Department
W. Shawn Arnold, M.A., RPA, Designated Regional Cultural Resource Manager, NAVFAC Marianas

5.07 PORTS OF ENTRY AND LOGISTICS (PANEL DISCUSSION)

Logistics will be a key component to successful execution of projects on Guam. Learn what you need to know about shipping, both air and sea freight, and what Guam Customs will require when your shipment of materials and equipment arrives on Guam.

Moderator: Phil Santos, Account Executive, Matson Navigation Corp. Inc.
Joanne Brown, General Manager, Port Authority of Guam
Vincent S.N. Perez, Chief of Guam Customs and Quarantine Agency
Charles H. Ada II, IACE, Executive Manager, A.B. Won Pat International Airport Authority, Guam

5.08 EDUCATING AND BUILDING A WORKFORCE ON GUAM (PANEL DISCUSSION)

Training and apprenticeship programs and incentives available to maximize Guam and U.S. workforce participation in the relocation projects will be presented.

Moderator: Dr. Anita Enriquez, Sr Vice President for Academic and Student Affairs, University of Guam
Dr. Bert Johnston, Director, GCA Trades Academy
Dr. Mary Okada, President, Guam Community College
Dr. Robert Underwood, President, University of Guam
Dr. Shirley “Sam” Mabini, Director, Guam Department of Labor

5.09 LABOR FORCE UPDATES

The latest information regarding H2 and H1 visa regulations and processing was presented.

Greg Massey, Administrator, Alien Labor Processing and Certification Division, Guam Department of Labor

5.10 GUAM, A GREAT PLACE TO LIVE, WORK AND VISIT (PANEL DISCUSSION)

The culture, lifestyle and living standards on Guam was discussed. Learn why Guam is a wonderful place to live, work and visit.

Moderator: Josh Tyquiengco, Public Information Officer, Guam Visitors Bureau
Jon Nathan Denight, President & CEO, Guam Visitors Bureau
Lee Webber, Representative of Guam Chamber of Commerce
Christopher Felix, President, Guam Association of Realtors

CONFERENCE WRAP-UP

Two days of information was summarized, and questions fielded to ensure that output from the forum was understood. Where to find the latest program information available will be provided to participants.

Captain Dan Turner, PE, CEC, USN, Commanding Officer, OICC Marine Corps Marianas

END OF DAY NETWORKING MIXER

Background music provided by Guam Symphony Society. All registrants were invited to meet, relax and network.