



# Accelerating Mission Delivery Through Collaborative Contracting and Alternative Delivery Methods

Moderator: Rich Hayes, Pond Co.

Speakers:

- Naomi B. Jordan, P.E., LEED AP, PDC Director/Chief Engineer, NAVFAC EURAFCENT
- Robert Williamson, Business Development Director – Europe, Conti Federal Services

March 5, 2026 | 10:00 a.m. – 11:00 a.m.



# Rich Hayes

Pond & Company

Navy Client Account Manager

## Fun Facts

Grew up in:

- South Charleston, WV

Currently binge-watching:

- The PITT

Proudest accomplishment:

- Breaking 2:40 in a Marathon

Biggest fear:

- Stuck in Middle/Window Seat



# THANK YOU EXHIBITING COMPANIES



**AECOM**

 **ARCADIS** **POND**



 **BLACK & VEATCH**

 **BUCHART HORN**  
ENGINEERS • ARCHITECTS • PLANNERS

**CDM  
Smith**

**cellcube**

**COPLAN MERRICK JV LLP**



**HDR**

**Jacobs**

  
**Mason & Hanger**  
*A Day & Zimmermann Company*

 **Stantec**

 **WAYSS & FREYTAG**  
INGENIEURBAU

**Wirtmann**  
Engineering

  
**WOOLPERT**



**WSP**

**Naomi Jordan, P.E.**  
NAVFAC EURAFCENT  
Chief Engineer  
Naples, Italy



## Fun Facts

Grew up in:

- Warwick, RI

Currently binge-watching:

- The Big C

Proudest accomplishment:

- Navigating life in Naples

Biggest fear:

- Hot mic moment



# Robert Williamson

Conti Federal Services  
Business Development Director - Europe  
Secretary, Italy SAME FC

## Fun Facts



Grew up in:

- Dallas, TX

Currently binge-watching:

- The Sopranos

Proudest accomplishment:

- Not dying while completing a triathlon on my 40th birthday

Biggest fear:

- Dying while completing a triathlon on my 40<sup>th</sup> birthday





**2026** **EUROPE TRI-SERVICES REGIONAL SUMMIT**  
MARCH 3-5 · 2026 · FRANKFURT, GERMANY  
★ ★ ★ ★ ★ ★ ★ ★ ★ ★ ★ ★ ★ ★ ★ ★ Hosted by SAME



# **Accelerating Mission Delivery Through Collaborative Contracting and Alternative Delivery Methods**



# Learning Objectives

By the end of this session, you will be able to:

1. Explain why ADM is a strategic response to today's mission environment.
2. Distinguish the core collaborative tools and when each fits.
3. Describe the governance mechanisms that make ADM defensible and repeatable.
4. Apply a simple institutionalization playbook to reduce execution risk.





# Strategic Imperative

**The operational environment has changed:**

- Increased operational tempo
- Installation modernization under load
- Budget scrutiny
- Workforce constraints
- Contested global environment



# Acquisition Is Shifting

Defense Acquisition System (DAS) redesignated the Warfighting Acquisition System (WAS)

Executive Order 14265: Modernizing Defense Acquisitions and Spurring Innovation in the Defense Industrial Base

Organizing principle: Speed to field relevant capability

Shift Toward:

- Decentralized decision-making
- Mission-aligned acquisition
- Industry-driven innovation

ADM = Strategic Alignment, Not Workaround



2026

**EUROPE TRI-SERVICES REGIONAL SUMMIT**  
MARCH 3-5 · 2026 · FRANKFURT, GERMANY

★ ★ ★ ★ ★ ★ ★ ★ ★ ★ ★ ★ ★ ★ ★ ★ Hosted by SAME



# What the Navy is Doing Now



# Acceleration and Affordability

## The mechanisms:

- MVP: Minimum essential mission requirements (no gold plating)
- Planning Charrette: Validate requirements, analyze ACM, set MND
- Project Charter: Lock baselines of scope, schedule, & cost
- Deliver Faster: Use ACM with Design-Build and disciplined execution

Disciplined change management after planning protects baselines.  
ACM and DB are the levers; MVP and governance make them stick.



# Minimum Viable Project (MVP)

## MVP is...

- The minimum space/capability/capacity needed to deliver the essential mission.
- Compliant with fire/life safety, health, and applicable codes and law.
- A deliberate decision to avoid “nice-to-have” features that add time and cost.
- A baseline for design and construction, not a suggestion.

## MVP is not...

- Cutting corners on safety, health, or mandatory standards.
- Deferring critical mission functions into “future phases” without a plan.
- A one-time estimate. It must be actively protected through governance.
- A substitute for quality. MVP still requires durable, maintainable solutions.



# Planning Charrette and Project Charter

## Planning charrette outputs

- Validated requirements and mission need date (MND).
- ACM analysis (what can be industrialized/offsite?).
- Key performance parameters and phasing constraints.
- Alignment with owners and stakeholders.

## Project Charter establishes baselines

- Scope baseline (MVP) and schedule baseline (MND).
- Cost baseline (programmed or certified DD1391, as applicable).
- Change management rules and decision authority.





# Early Contractor Involvement (ECI)

## ECI is...

- Structured early engagement with builders and key trades to inform scope, phasing, risk, and cost before design is locked.
- A way to surface unknowns early; especially in renovations, utilities, secure sites, and OCONUS logistics.
- A mechanism to improve constructability and schedule realism while owners still have decision flexibility.

## ECI works best when...

- The owner brings decision authority early (scope, phasing, access, priorities).
- The team uses a shared risk register and documents trade decisions.
- The delivery method supports collaboration.
- Governance prevents late “re-trades” and scope churn.



# What ECI typically improves

## Benefits owners tend to see

- Earlier risk discovery.
- Fewer late design revisions and fewer “surprise” change requests.
- Better cost confidence because constructability and logistics are priced realistically.
- More stable schedules
- Smoother transitions into construction because stakeholders are aligned.

## Federal guardrails to respect

- Avoid conflicts of interest: keep advisory roles clear and follow procurement rules.
- Document assumptions, decisions, and impacts.
- Keep requirements performance-based where possible and don't over-prescribe.
- Maintain safety, security, and mission continuity as non-negotiables.



# Design-Build done right

- Define the outcome first, then set performance requirements and acceptance criteria
- Keep requirements performance-based and allow innovation where risk is manageable
- Bring decision-makers in early and keep a fast decision cadence
- Set an affordability target early and manage scope to it
- Fast-track deliberately with clear risk controls and checkpoints
- Protect baselines; changes require transparent impacts and governance



# ACM as an affordability lever

## What ACM commonly includes

- Modular / volumetric construction for repeatable spaces
- Offsite prefabrication of MEP racks, utility skids, bathroom pods
- Pre-engineered systems such as metal buildings and panelized wall systems

## When ACM is especially valuable

- Projects with repeatable room types
- OCONUS and remote locations
- Secure or access constrained sites
- Locations with limited skilled trades



# Formal partnering protects baselines

Partnering Framework Includes:

- Charter
- Dispute escalation ladder
- Integrated planning
- Defined KPIs
- Executive alignment cadence

Partnering increases decision velocity



# Lean execution practices

## Planning and Control

- Pull planning: sequence work backward from mission need dates.
- Constraint management: identify blockers early; assign owners/dates.
- Weekly work planning: commit to executable tasks; measure reliability.
- Daily coordination: short huddles to resolve field issues fast.

## Transparency and Learning

- Visual management: schedule, constraints, safety, and quality visible to all.
- Root-cause problem solving: fix systemic issues, not symptoms.
- “Make-ready” discipline: don’t start work that isn’t truly ready.
- Continuous improvement: small weekly fixes compound into weeks saved.



**2026** **EUROPE TRI-SERVICES REGIONAL SUMMIT**  
MARCH 3-5 · 2026 · FRANKFURT, GERMANY  
★ ★ ★ ★ ★ ★ ★ ★ ★ ★ ★ ★ ★ ★ ★ ★ Hosted by SAME



# From Concepts to Delivery



# Mission owner behavior

- Align requirements to mission outcomes
- Require early alignment decisions, not “we’ll decide later”
- Make “Partnering” a control system with defined cadence, escalation paths, and decision rights
- Enforce baselines and treat late changes as exceptions
- Expect an ACM option set at the table



# What to do

- Run a planning charrette with decision-makers present
- Select ACM early enough to matter
- Publish baselines and assumptions in a charter-style
- Govern change through cadence and clearly defined escalation paths



# Better risk sharing

- Buy down uncertainty early with defined tasks and deliverables
- Make assumptions visible; scope, conditions, interfaces
- Agree who owns what risk before construction starts
- Protect momentum with decision rights and escalation paths
- Determine optimal contracting method



# Keep the receipts and improve

- Decision log tracking the who / what / when
- Assumptions register to lock in scope and pricing assumptions
- ACM option record showing what was considered, selected, rejected, and why
- Risk register defining owners, triggers, and mitigations
- Escalation ladder aligning how and at what level decisions happen, who owns it, and the timeframe to execute.



**2026** **EUROPE TRI-SERVICES REGIONAL SUMMIT**  
MARCH 3-5 · 2026 · FRANKFURT, GERMANY  
★ ★ ★ ★ ★ ★ ★ ★ ★ ★ ★ ★ ★ ★ ★ ★ Hosted by SAME



# **Fort Liberty Barracks: Modified ECI in the Real World**



# The Problem

- Mold infestations discovered in Smoke Hill Barracks housing ~1,200 soldiers
- Urgent renovation of three barracks under USACE Rapid Disaster Infrastructure Contract support
- One-year delivery requirement meaning safe, habitable capacity had to be restored fast
- This was not a “design-then-build” timeline, the plane was being flown while built



# The Solution

- Leverage formal partnering to establish an Integrated Project Delivery Team (IPDT) aligning stakeholders to decision making authority
- Implemented real-time reporting tools to maintain performance visibility and budget/commitment awareness
- Used minimalist “incidental design” with frequent over-the-shoulder stakeholder reviews to keep decisions moving
- Engaged trades immediately after NTP under capped time and materials for assessment and scope development
- Advanced design rapidly to ~35%, then transition trade scopes to fixed-price contracts
- Built room mockups to support pull planning, identify conflicts, refine sequencing, and maintain production velocity



# The Outcome

- Delivered within the required one-year window while managing unknown conditions and rapid decision cycles
- Maintained cost discipline through staged scope definition and real-time visibility.
- Faster alignment and fewer re-decisions through IPDT governance and rapid stakeholder review loops
- Sustained production tempo using mockups to refine sequencing and preempt conflicts (150-200 daily personnel on-site)

*Parallel observation: A “sister” project using a traditional DBB path took ~22 months for construction alone. Modified ECI delivered full design and renovation in ~12 months end-to-end.*



**2026** **EUROPE TRI-SERVICES REGIONAL SUMMIT**  
MARCH 3-5 · 2026 · FRANKFURT, GERMANY  
★ ★ ★ ★ ★ ★ ★ ★ ★ ★ ★ ★ ★ ★ ★ ★ Hosted by SAME



# **Institutionalizing ADM**



# What's stopping adoption?

**Perceived objections often fall into one of these buckets:**

- Cultural resistance / Comfort with legacy models
- Compliance / Fairness Risk
- Control / Quality
- Funding / Time to Plan
- Governance / Decisions
- Requirements / Criteria



# Perceived vs. Execution risk

Perceived objections are just that. When ADM is managed properly, it increases transparency and reduces surprises.

## **What actually burns teams is execution risk:**

- Late / reversible decisions
- Shifting stakeholders and requirements
- Prescriptive criteria that constrain solutions

## **Well-run ADM reduces execution risk by enforcing:**

- Clarity
- Transparency
- Decision rights



# Institutional adoption requires...

## U.S. Government and industry both have responsibilities:

- A commitment to collaboration
- Clearly defined decision rights
- Investment in structured training
- Shift to outcome based requirements
- Protect fairness
- Make transparency the default



# Key takeaways

- ADM is most powerful when it reinforces the owner mechanism: MVP → early decisions → protected baselines.
- Design-Build works when requirements are performance based and decision cycles are fast.
- ACM is an affordability lever, especially OCONUS/remote sites, secure areas, and repeatable spaces.
- Formal partnering with lean cadence increases decision velocity and keeps work moving under volatility.
- The repeatable pattern: early risk discovery + rapid decisions + disciplined execution = mission outcomes.

QUESTIONS?

ANSWERS!



# Thanks For Listening!

- Naomi Jordan  
[naomi.b.jordan.civ@us.navy.mil](mailto:naomi.b.jordan.civ@us.navy.mil)
- Robert Williamson  
[rwilliamson@contifederal.com](mailto:rwilliamson@contifederal.com)