



BRAC Industry Day II: San Antonio

April 4, 2007

City of San Antonio
San Antonio Greater Chamber of Commerce
Fort Sam Houston
Air Education and Training Command

Joint Program Management Office
US Army Corps of Engineers
Air Force Center for Environmental Excellence
Navy Facilities Command

Purpose



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To inform the design and construction industry on the scope of the BRAC05 program to be executed in San Antonio by the Joint Program Management Office (U.S. Army Corps of Engineers and the Air Force Center for Environmental Excellence).

Agenda



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- **Welcome and Introductions** 0800-0830
- **BRAC Program Overview** 0830-0845
- **San Antonio Program** 0845-0945
- **NETWORKING BREAK** 0945-1015
- **Acquisition Tools** 1015-1045
- **NETWORKING BREAK** 1045-1115
- **Break Out Sessions:** 1115-1200
 - **Medical Facilities** Room 103
 - **Medical Training Facilities** Room 001
 - **Army** Room 002
 - **Air Force** Room 003

Mission



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The Service engineering organizations complete all construction in the San Antonio area required to meet the BRAC 2005 legislation no later than 15 Sep 2011

Implementation:

- Joint Program Management Office
- Mix of Service staff and tools based on capacity and project requirements

Situation



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- **BRAC 05 legislation:**

- Consolidate in-patient care in San Antonio
- Consolidate enlisted medic training
- Relocate R&D and admin missions from Brooks City-Base
- Relocate Installation Management Command and field agencies to Fort Sam Houston
- Joint Basing initiative

Situation (II)



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- **Air Force revitalizing basic training campus on Lackland AFB**
- **Army Modular Force (6th Army, 5th Army)**
- **Grow the Army Initiative**
- **Environmental impact studies/assessments underway nearing completion**
- **Tricare Management Activity now responsible for clinical medical projects – hospitals and clinics**
- ***Completion date – September 2011!***

Joint Program Management



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- **Joint Program Management Office (JPMO) being established**
 - Staffing from all services augmented by contract hire
 - Director position currently being advertised
 - JPMO will make recommendations as to service to execute design and construction, acquisition tools, report progress
- **So What?**
 - JPMO is joint service . . . One door to BRAC execution in San Antonio
 - JPMO recommended project execution agents
 - Program/project management remains at USACE and AFCEE

Meeting Customer Needs



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- **Army – MILCON Transformation still holds**
 - Goals: more responsive, use industry standards, less expensive
 - Incorporate efficiencies of: Design-Build, Site adapt, alternative construction (industry) standards
 - Demonstrate level of quality in proposals
- **Centers of Standardization**
- **Air Force and Tricare looking at MILCON Transformation**
- **D-B-B needed on complex projects**
- **Ability to adapt build or repeat business to expedite overall construction timeline**

Market Factors



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- **Toyota Plant completed in late 2006, second order construction demands are increasing (housing, suppliers, etc.)**
- **Possible stadium, condo towers, office facilities; booming SA economy**
- **Escalation factors, price factors**
- **Fuel, construction materials, and labor costs and availability**
- **Price volatility, lag in price factors**
- **Availability of local firms with medical construction experience; three hospitals planned in San Antonio**

Construction Workload



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Installation	FY07 (\$ Mil)	FY08 (\$ Mil)	FY09 (\$ Mil)	FY10 (\$ Mil)	FY11 (\$ Mil)	Long Range (\$ Mil)
Camp Bullis	45.45	8.00	18.00	0.00	0.00	8.10
Fort Sam Houston	116.09	531.85	499.70	231.94	7.5	268.65
Lackland AFB	53.40	51.00	128.62	152.39	188.00	346.42
Randolph AFB	6.42	10.90	1.34	0.00	29.03	10.30
TOTALS	221.36	601.75	647.66	384.33	224.53	633.47

- \$2.08B over 5 fiscal years; \$633M in Long Range
- Normal San Antonio area MILCON workload ~ \$65-100M/yr

Facility Types



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- **Hospitals**
- **Clinics**
- **Labs/Research & Development Facilities**
- **Dormitories**
- **Admin/Offices**
- **Class Rooms/Training Facilities**
- **Maintenance Facilities**
- **Dining Facilities**
- **Miscellaneous Vertical**
- **Miscellaneous Horizontal**



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SAN ANTONIO PROGRAM

Rules of the Road



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- **Variety of facilities drives multiple approaches – stand alone contracts, SATOCs, MATOCs, AFCEE HERC (IDIQ) contracts**
- **Center of Standardization regional IDIQ contracts**
- **Milestones:**
 - Ready to Advertise – 30 Sep
 - Funds Available – early 2nd Qtr
 - Watch Continuing Resolutions, appropriations
- **Be flexible . . . situation very fluid . . . project years, project amounts, project siting**
- **Small Business goals in subcontractor plans, IDBB**

Centers of Standardization



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- **Fort Worth District** – Barracks, Basic Combat Training Complexes, AIT Complexes
- **Norfolk District** – General Instruction Buildings, Dining Facilities
- **Savannah District** – Company Ops, Tactical Equipment Maintenance Facilities, Brigade and Battalion HQ/Admin Buildings
- **Louisville District** – Army Reserve Centers
- **Omaha District** – Entrance Gates, Access Control Buildings
- **Huntsville Center** – Physical Fitness Centers, Child Development Centers, Youth Activity Centers, MOUT, BCTC, Medical Facilities



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- **Already awarded/soon to be awarded:**
 - Budge Dental Clinic
 - McWethy Clinic
 - Youth Center
 - Telecom Switch (Lackland)
 - BEAST Ph 1 (Lackland)
- **Projects developing:**
 - AMEDD C&S Photovoltaic System (<\$5M)
 - Renovate Bldg 2791 (\$10-20M)
 - Repair Bldg 2000 (\$10-20M)
 - Intel Ops Center (Lackland, \$15M)
 - Medical Admin Center (Lackland, \$15M)



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Description: Construct offices and laboratory space and renovate portions of Institute for Surgical Research

Project Year: FY07-08 (incrementally funded)

Project Amount: \$100M

Acquisition: Integrated Design Bid Build (IDBB)

Comments:

- IDBB as a pilot program
- Design A-E selected – CUH2A
- Currently waiting for FY07 supplemental BRAC funds



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Description: Construct two 2500-car parking garages, Admin/Clinic Tower, Emergency Department Tower, central energy plant and renovate existing hospital

Project Year: FY08-10 (incrementally funded)

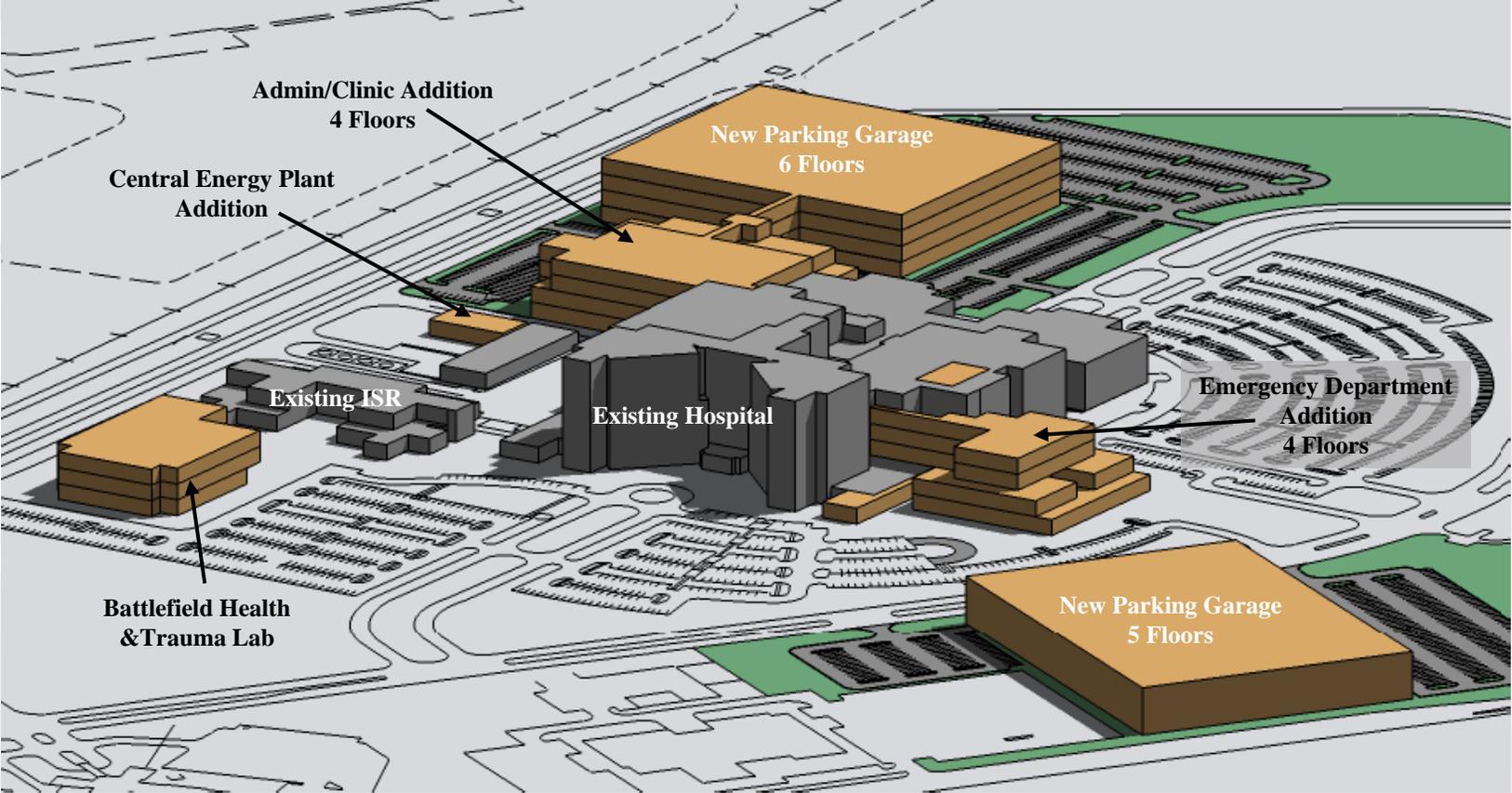
Project Amount: \$470M

Acquisition: Integrated Design Bid Build (IDBB)

Comments:

- IDBB as a pilot program
- Design A-E selected
- Interrelated with FSH Health Clinic and SAMMC-S

San Antonio Military Medical Center – North Campus



SAMMC – South Campus



Renovate Wilford Hall Medical Center space to create Ambulatory Care Clinic (basement, 1st, 2nd, and 4th floors)



METC Instructional Facilities



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Description: Construct nearly 500,000 sf of classrooms, medical training laboratories in multiple buildings

Project Year: FY08-10 (incrementally funded)

Project Amount: \$225M

Acquisition: COS, stand alone contract

Comments:

- Single contract to build 4-5 buildings
- Design-Build
- First building completion in early FY10
- May add a non-BRAC instructional building

METC Dining Facilities



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Description: Construct two 2400 person dining facilities

Project Year: FY08

Project Amount: \$40M

Acquisition: COS, stand alone contract

Comments:

- Single contract to build both dining facilities
- Design-Build
- Completion in early FY10

METC Dormitory 1 and 2



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Description: Construct two 1200-person dormitories

Project Year: FY08-09 (incrementally funded)

Project Amount: \$85M each

Acquisition: SATOC, HERC

Comments:

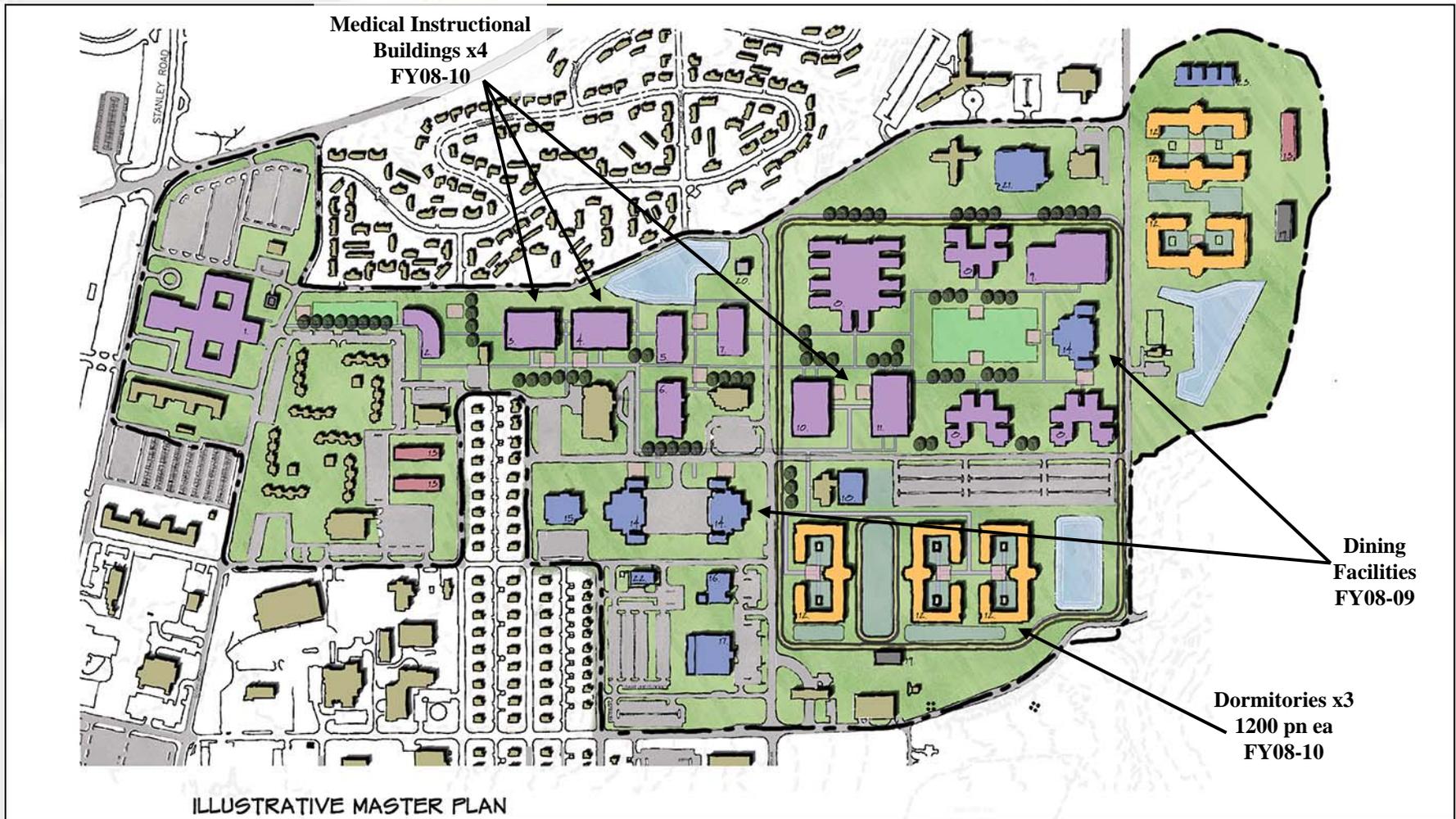
- Two projects, single contractor
- Design-Build
- Limited space
- Includes energy plant, running tracks, HQ/Admin Bldgs
- Completion in early FY10

Medical Education and Training Campus



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FSH Primary Health Clinic



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Description: Construct outpatient medical facility, ancillary departments and admin space

Project Year: FY08

Project Amount: \$43M

Acquisition: Stand alone contract

Comments:

- Two projects, single contractor
- Design-Bid-Build
- Tied to SAMMC-N and SAMMC-S projects

IFF Bed Down



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Description: Vertical construction to support the Basic Expeditionary Airman Skills Training site to include tent pads, small admin/classroom buildings

Project Year: FY07

Project Amount: \$6M

Acquisition: HERC

Comments:

- Simulator, Hangar 6 renovation, T-1/T-38 CASS and Ramp
- Design-Build
- Randolph AFB

BEAST – Phase 2



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Description: Vertical construction to support the Basic Expeditionary Airman Skills Training site to include tent pads, small admin/classroom buildings

Project Year: FY08

Project Amount: \$14M

Acquisition: HERC, Stand alone contract

Comments:

- Horizontal work in FY07 Phase 1 project
- Design-Bid-Build
- Lackland Annex

Grow the Army Initiative



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- **FY08:**
 - Construct Company Operations Facility (\$10M)
 - Child Development Center, Under 6 Yr (<\$10M)
 - Construct UPEH Barracks (<\$10M)
- **Possible in Out Years:**
 - AIT Trainee Complex (\$80-100M)

Out Year Project Lists



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<u>DESCRIPTION</u>	<u>FY</u>	<u>PA</u>
Field Medical Training Facilities (Camp Bullis)	09	20.00
METC Student Dorm #3	09-10	85.00
Directed Energy Lab	09	80.00
BMT Recruit Dorm #1 (Lackland)	09	75.00
BMT Satellite Classrooms/Din Fac #1 (Lackland)	09	25.00
BMT Central Preparation Kitchen (Lackland)	09	30.00
AF Audit Agency (Randolph)	09	1.00
MWR Academy	10	5.00
Building 2263	10	3.00
Consolidated Cryptologic Maint Fac (Lackland)	10	2.00
METC Fitness Center	10	10.00
Convert Building 2264 for IMCOM HQ	10	15.00
Convert Building 2266 for IMCOM HQ	10	15.00
Vehicle Parking and Roads	10	10.00
WHMC - Ambulatory Care Clinic (Lackland)	10	40.00
BMT Recruit Dorm #2 (Lackland)	10	100.00
Enlisted UPH	10	10.00

Out Year Project Lists



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<u>DESCRIPTION</u>	<u>FY</u>	<u>PA</u>
BMT Recruit Dorm #3 (Lackland)	11	80.00
BMT Recruit Dorm #4 (Lackland)	11	80.00
BMT Satellite Classrooms/Din Fac #2 (Lackland)	11	25.00
Command and Control Facility (Randolph)	11	1.00
Approach Lights and Taxiway (Randolph)	11	5.00
Scott Road ACP/VCP	11	8.00
Fire Crash Rescue Station (Randolph)	11	10.00
NOSC Facility (Randolph)	11	12.00

Long Range Projects



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- **FORT SAM HOUSTON:**

- METC Barracks Renovation, Phase 1
- Physical Fitness Center
- Youth Center
- METC Barracks Renovation, Phase 2
- 470th MI Brigade Complex
- Chapel Facility
- Company Operations Facility, 470th MI
- Convert Building 4197
- Repair Building 2265 (DOIM)
- Repair Building 2270
- Special Purpose Brigade Ops Facility
- Vehicle Maintenance Facility – 470th MI
- Vehicle Maintenance Shop, Medical
TOE Units

- **LACKLAND AFB:**

- Replace BMT Facilities
- Pipeline Student Dorm, 300 PN
- Replace BMT Facilities

- **RANDOLPH AFB:**

- AF Security Assistance Training Fac



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ACQUISITION TOOLS

Acquisition Tools



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- **AFCEE:**

- Heavy Engineering Repair & Construction IDIQ (HERC)
- Worldwide Environmental Remediation & Construction IDIQ (WERC)
- Environmental Construction Operations & Services IDIQ (ECOS)
- Worldwide Planning, Programming & Design 2003 IDIQ (4PAE)
- Design-Build Plus 03 IDIQ (D-B+ 03)

- **USACE:**

- Multiple Award Task Order Contract IDIQ (MATOC)
- Medical MATOC IDIQ
- Product Line IDIQ
- Center of Standardization Regional IDIQ
- Traditional

Acquisition Tools (II)



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“The type of contract used and the specific contract terms and conditions set the degree of risk being assumed by the buyer and seller.”

PMBOK Guide, Third Edition

Tools available for the PDT

- Design Bid Build (DBB)
- Design Build (DB)
- Single Award Task Order Contract (SATOC)
- Multiple Award Task Order Contract (MATOC)
- Hybrid Construction Manager at Risk (CMR)
- Integrated Design-Bid-Build (IDBB)

<i>All things held constant:</i>	
<i>Contractor Risk</i> ↑	<i>Price</i> ↑
<i>Contractor Risk</i> ↓	<i>Price</i> ↓

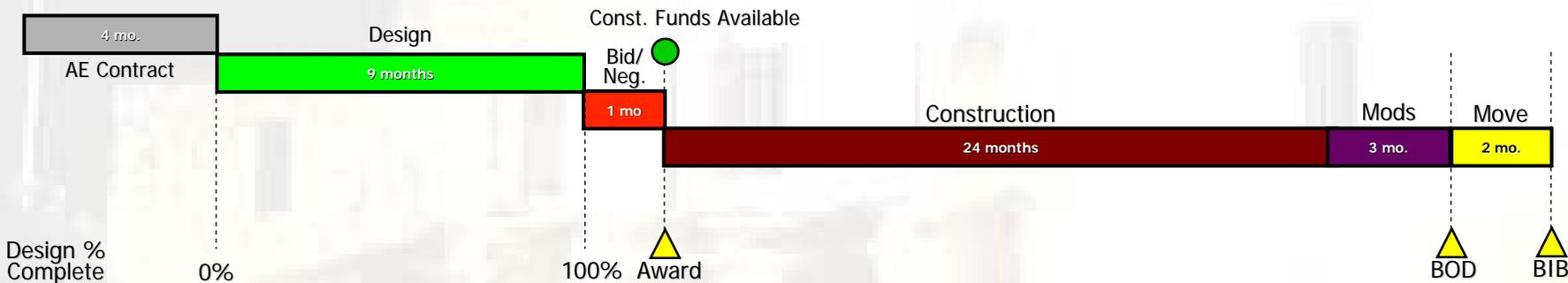
Single Award Task Order Contract (SATOC)

(Typical \$30M Project with full design)



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Single contractor with an IDIQ contract provides services for a limited period based on costs from a sample task order.

- **Pros:**

- Contractor is waiting for orders.
- Allows rapid award.
- Contractor and government build a relationship.

- **Cons:**

- Can result in difficulty negotiating a price with no competition.
- Risk to execution is increased due to sole source selection.

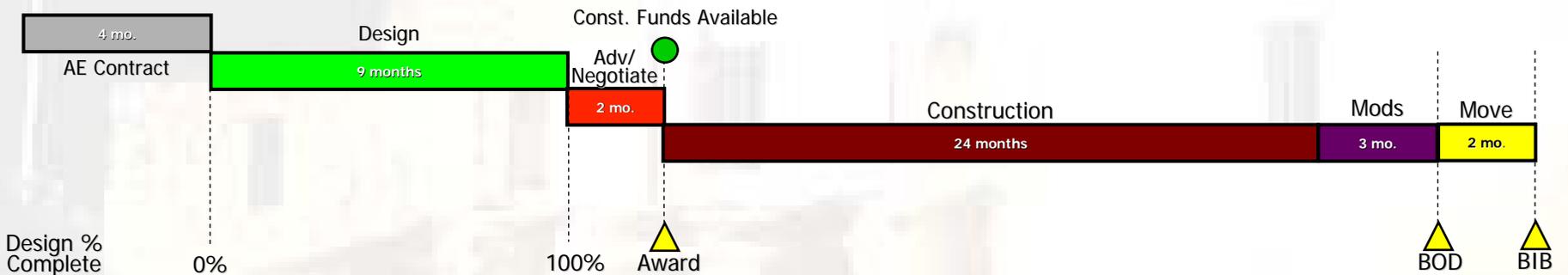
Multiple Award Task Order Contract (MATOC)

(Typical \$30M Project with full design)



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Multiple contractors with separate IDIQ contracts provide services for a limited period within the stated location and funding limits.

• Pros:

- Contractors waiting to compete for orders.
- Contractor and government build a relationship.
- Competition reduces execution risk.

• Cons:

- Required competition increases the award time compared to the SATOC.

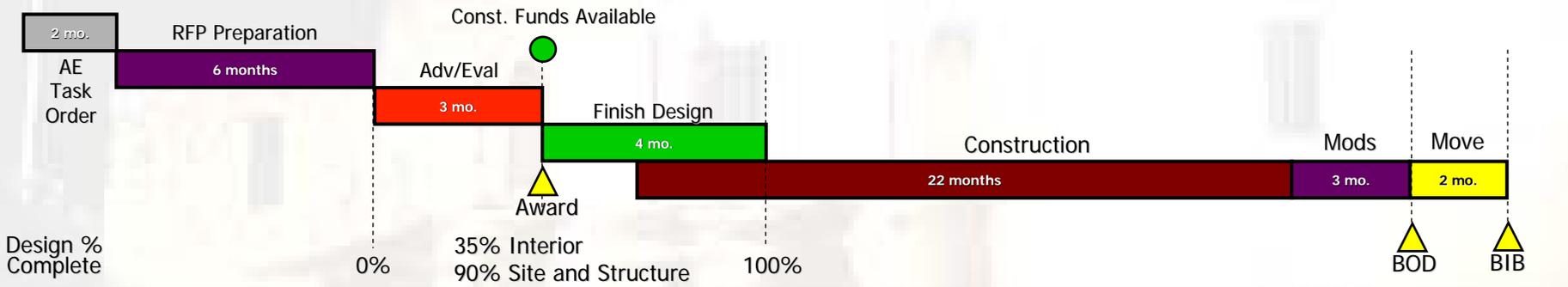
Design-Build (DB)

(Typical \$30M Project with Fast Tracking)



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• Pros:

- Design and Construction Teams work together.
- Allows flexibility in construction methods.
- Contractor responsible for design.
- Allows fast tracking.

• Cons:

- Contractor may interpret minimum performance requirements differently than the customer.
- Government has limited ability to affect the design after award.

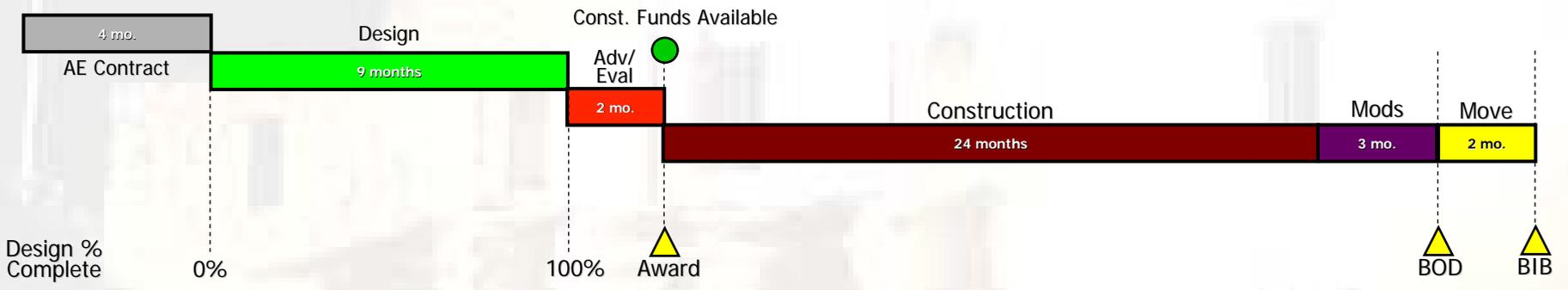
Design-Bid Build (DBB)

(Typical \$30M Project)



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• Pros:

- **Government retains full control of the design.**
- **Full design reduces risk to the contractor and reduces construction costs.**

• Cons:

- **No collaboration between contractor and design team.**
- **Design Team and Government responsible for accuracy of design.**
- **No fast track capability.**

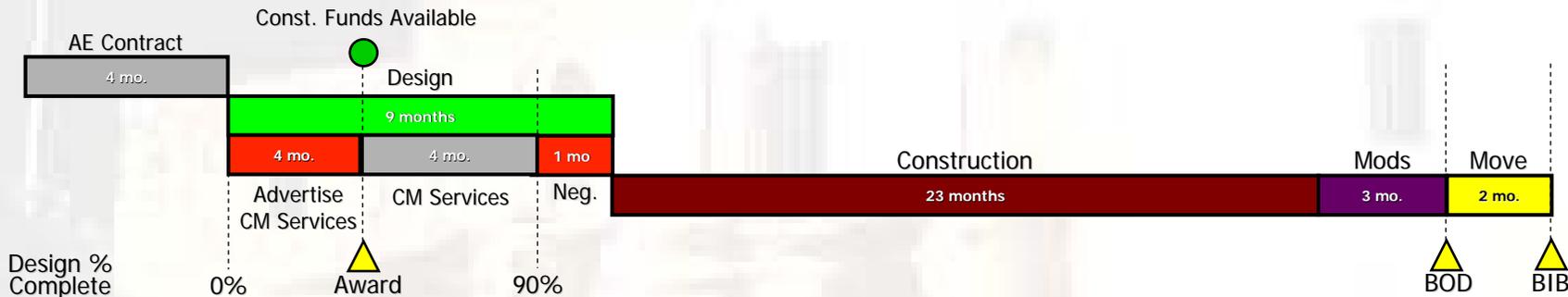
Integrated Design-Bid-Build (IDBB)

(Typical \$30M Project with full design)



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Single contractor selected to provide construction management services during design and submit a proposal to construct the final product.

• Pros:

- Design is under Government control.
- Allows early award of a construction contract.
- Construction team involved in design.
- Allows refinement of the design and cost data earlier.

• Cons:

- MILCON construction funds must be available when the contract is awarded.
- Awards the CM services later than CMR.
- Contractor can walk away at anytime before 95%.

IDBB Process Flow Chart

Program year minus one

Program year

AE Post Award Services

Notional** 15% "Requirements"
Design

Notional** 85%
Design 100%

AE Design Services

Charrette

Prepare RFP

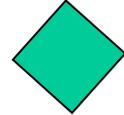
Solicit &
Award
IDBB

RFP for
IDBB

IDBB Construction Contract

Collaboration

Construction
Integration
Service*



Production Point (FAR 52.216-17 (d))

FFP Construction Contract

OR

FPIF Contract w/Share

OR

Determination and Ceiling Price

Termination for convenience

Fast Track
Packets
1
2
n

Data Available

PA & Prelim Est

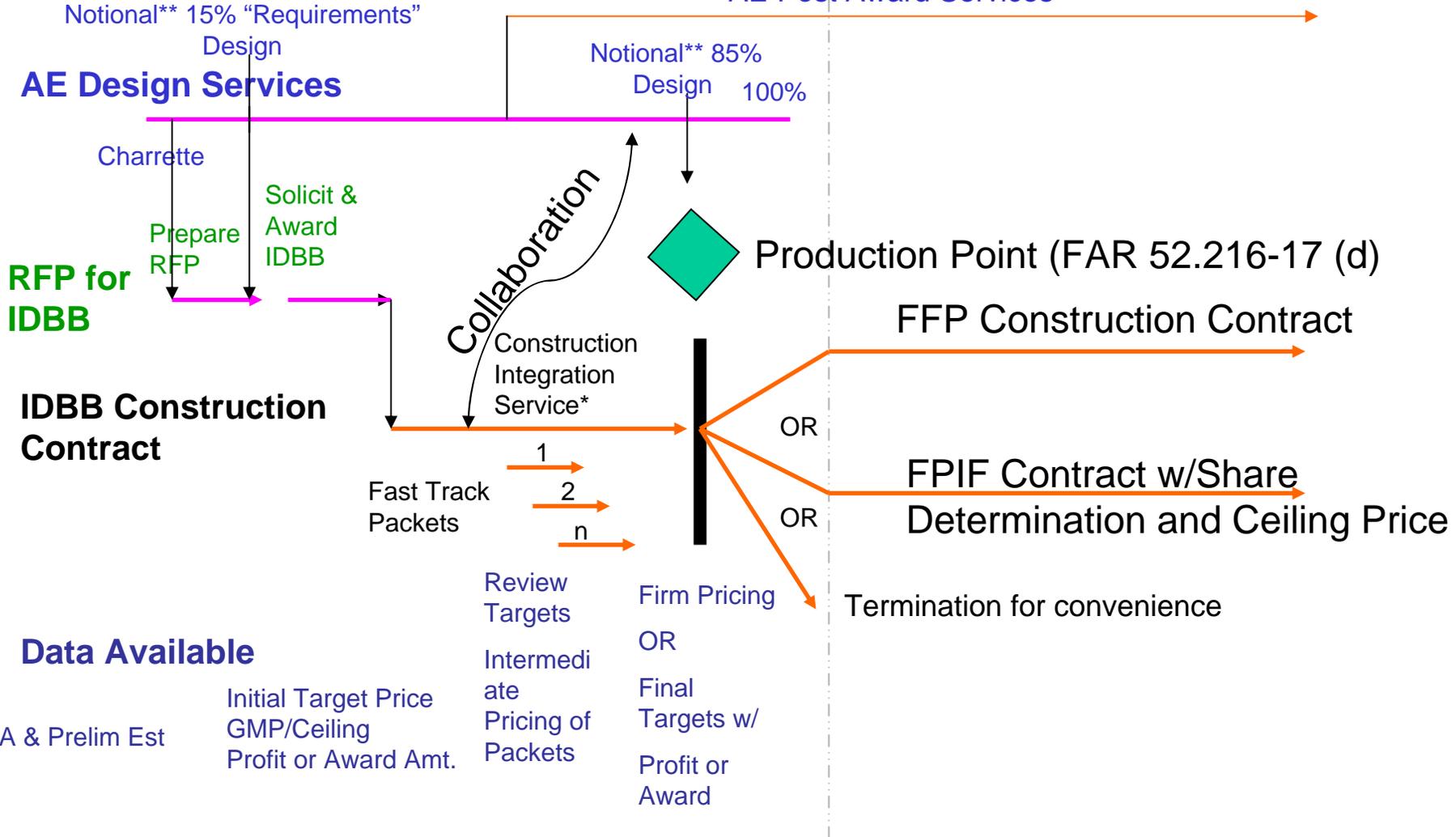
Initial Target Price
GMP/Ceiling
Profit or Award Amt.

Review
Targets

Intermedi
ate
Pricing of
Packets

Firm Pricing

OR
Final
Targets w/
Profit or
Award



Summary

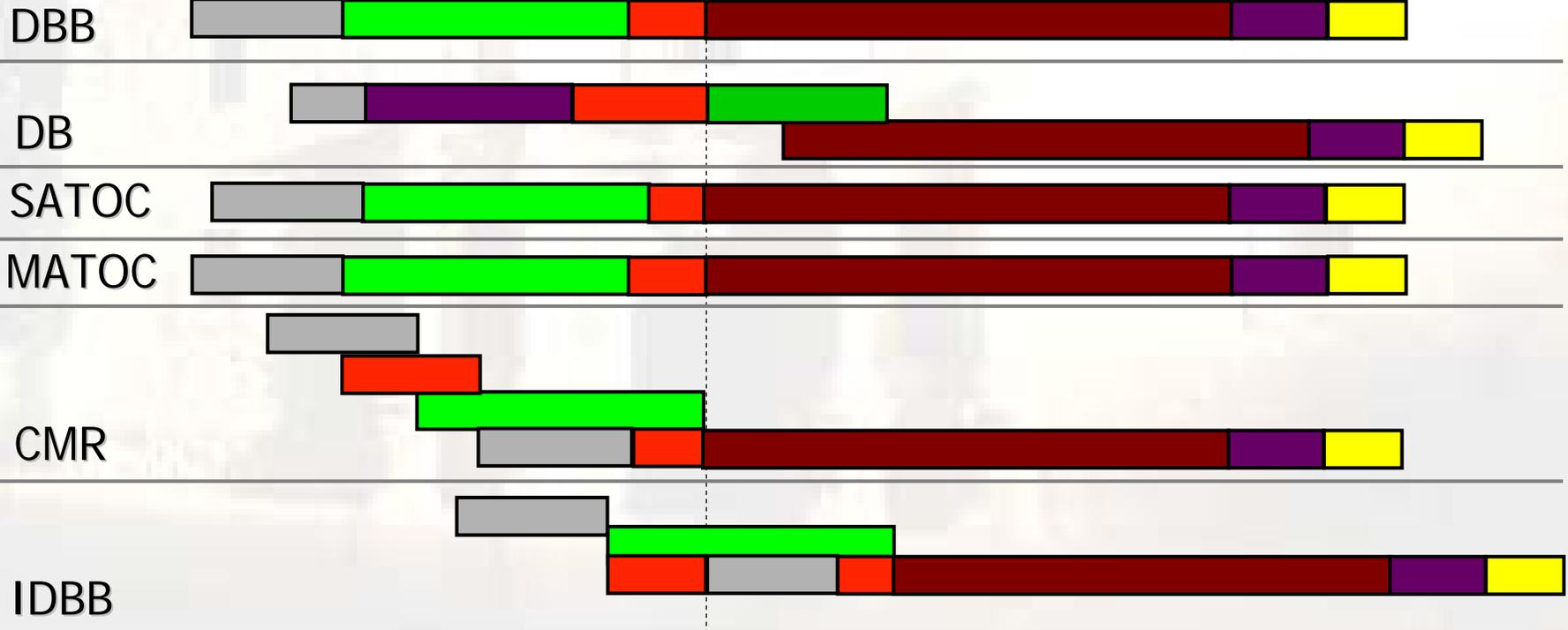
Common Construction Funds Available Point

Notional \$30M Project.



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Const. Funds Available



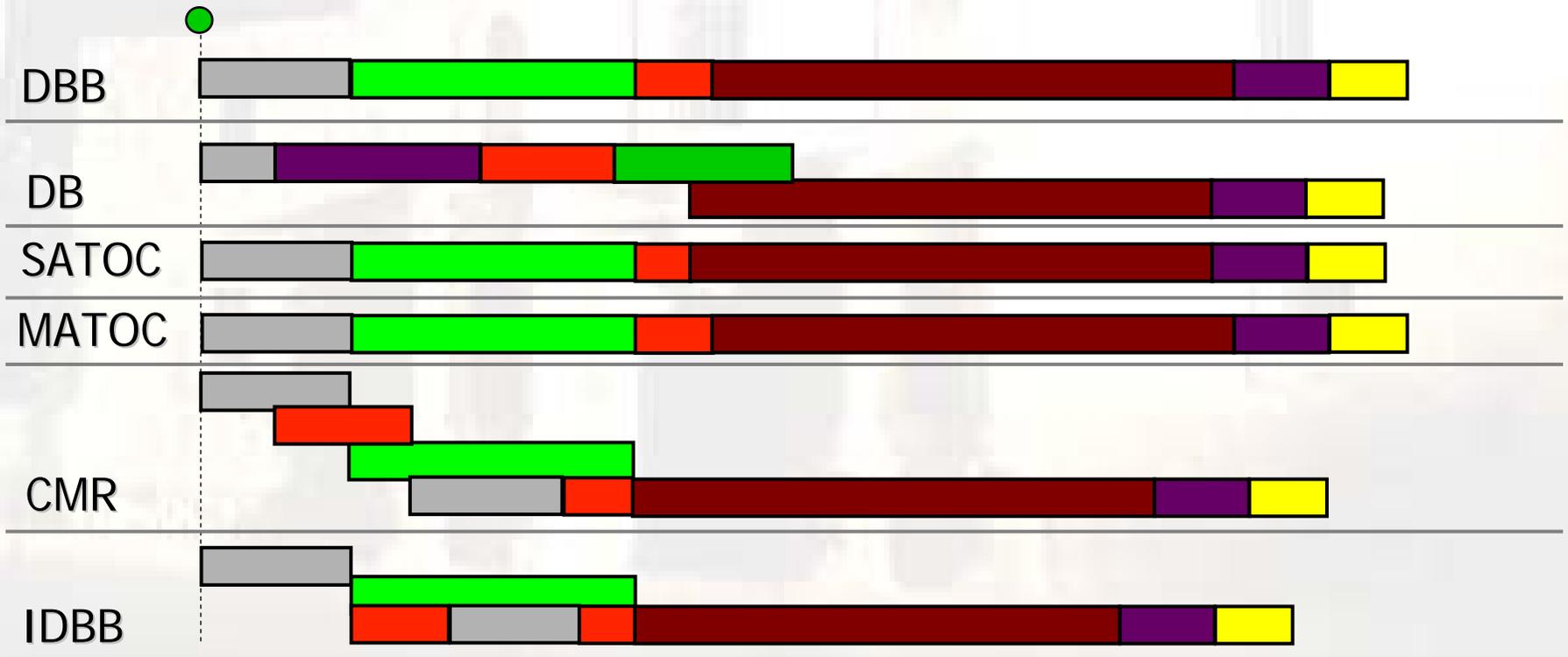
Summary

Common Design Instruction Issuance Point

Notional \$30M Project.



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Information Sources



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Fort Worth District web site:

www.swf.usace.army.mil

AFCEE web site:

www.afcee.af.mil

City of San Antonio, Office of Military Transformation

www.sanantonio.gov/omt

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Small Business Resources



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- **Kurt Keynon - Minority Business Development Center**
- **Renee Watson - Bexar Co., SMWBE Program Manager**
- **Courtney McClure - City of San Antonio/Procurement Technical Assistance Center**
- **Miguel Ferrer - Small Business Development Center**
- **Patricia Suarez- Small Business Development Center**
- **Kamuram Hunt - Small Business Development Center**

Small Business Resources



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