

BRAC Program Update: San Antonio

December 5, 2007

Joint Program Management Office

US Army Corps of Engineers

Air Force Center for Environmental Excellence

US Naval Facilities Engineering Command

Purpose



To update the Small, Minority, Woman, and Veteran Owned Business owners on the BRAC05 program being executed in San Antonio by the Joint Program Management Office (U.S. Army Corps of Engineers, U.S. Air Force Center for Engineering and the Environment, and the US Naval Facilities Engineering Command).

Mission



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

NO CHANGE!

Situation



- **BRAC 05 legislation:**

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

NO CHANGE!

Situation (II)



- **Air Force revitalizing basic training campus on Lackland AFB**
- **Army Modular Force (Sixth Army, Fifth Army)**
- **“Grow the Force” Army Initiative**
- **Army Medical Action Plan, Warriors in Transition facilities, Soldier and Family Assistance Centers**
- **Tricare Management Activity now responsible for clinical medical projects – hospitals and clinics**
- **Reprogramming efforts on-going based on cost factors, market conditions**
- **Projects slipping to the right**

Joint Program Management



- **Joint Program Management Office (JPMO) established**
 - Director – David Thomas
 - Deputy Director – Lt Col Jeffrey Knippel (Air Force)
 - Chief for Program Integration – Randy Holman
 - Parsons Infrastructure provides assistance with program management
 - JPMO makes recommendations as to design and construction agents, acquisition tools; reports progress
- **So What?**
 - JPMO is joint service . . . One door to BRAC execution in San Antonio
 - Project management remains at USACE and AFCEE



SAN ANTONIO PROGRAM

Construction Workload



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	52.32	546.49	616.50	232.44	7.5	198.15
Lackland AFB	53.40	51.00	128.62	152.39	188.00	346.42
Randolph AFB	4.57	10.90	1.34	0.00	29.03	10.30
TOTALS	155.74	616.39	764.46	384.83	224.53	562.97

- \$2.15B over 5 fiscal years; \$563M in Long Range
- Normal San Antonio area MILCON workload ~ \$65-100M/yr

Rules of the Road



- **Variety of facilities drives multiple approaches – stand alone contracts, set asides, SATOCs, MATOCs, AFCEE HERC (IDIQ) contracts**
- **Milestones:**
 - Ready to Advertise – 30 Sep
 - Advertise major FY08 projects in Nov 2007-Jan 2008
 - Funds Available/Award – 2nd Qtr
 - Continuing Resolutions limitations
- **Be flexible . . . situation very fluid . . . project years, project amounts, project siting**
- **Pulling out small projects where it makes sense**
- **Small Business goals in subcontractor plans, IDBB**

Acquisition Tools



- **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
- Stand alone and set aside contracts

Execution Status - FY07



- **Already awarded/soon to be awarded:**

- Battlefield Health & Trauma Lab
- Barracks SATOC (METC Dorms)
- Budge Dental Clinic (SRM)
- Budge Dental Clinic (BRAC)
- McWethy Clinic
- Youth Center
- Renovate Bldg 2791 (\$10-20M)
- Repair Bldg 2000 (\$10-20M)
- Telecom Switch (Lackland)
- BEAST Ph 1 (Lackland)
- Bldg 4196/DPW Renovation (\$1-2M)
- Building 4196 Bump Out/ROC Drill Parking

- **Projects developing:**

- Intel Ops Center (HERC, Lackland, \$15M)

Execution Status - FY08



Budge Dental Clinic	\$1M	D-B	HNC IDIQ	Slip from FY07
FSH Primary Health Clinic	\$41M	D-B	Stand alone, Unrestricted	Parking lot?
METC Dining Facilities	\$38M	D-B	NAO Reg IDIQ	Two facilities combined into one building, award Feb 08
METC Dorms 1 and 2	\$170M	D-B	SATOC	Running tracks, parking in FY09; Incrementally funded, FY08-09; award Jan 08
METC HQ/Admin	\$5M	D-B	Small Business?	Award Feb 08
METC Central Energy Plant	???	D-B	Small Business?	
METC Medical Instructional Facilities	\$225M	D-B-B	AFCEE HERC IDIQ	Up to 4 buildings, Incrementally funded, FY08-10; award Mar 08, Aug 08
SAMMC – North	\$467M	I-D-B-B	Stand alone, Unrestricted	Program amount may increase, award Apr 08
Tri-Service Lab Bridge	\$7M	D-B	Small Business?	Part of FY09 project, FY08 execution decision pending
Construct Company Ops	\$10M	D-B	CoS Reg IDIQ	SAS, Grow the Force
Construct UPEH Barracks	\$5M	D-B	CoS Reg IDIQ	SWF, Grow the Force
Admin Center (CPO)	\$10M	D-B	HERC	Randolph AFB

Execution Status - FY09



METC Dorm 3	\$85M	D-B	SATOC	Running tracks, parking? Award Jan 09
Medical Instructional Facility (Non-BRAC)	\$15M	D-B	???	Award Jan 09?
Field Medical Training Complex	\$18M	D-B	???	Camp Bullis
Warrior in Transition Complex	\$60M	D-B	???	Award Feb 09?
Tri-Service Research Lab	\$70M	D-B-B	Stand alone, Unrestricted	Less bridge over Salado Creek
GTF I35 ACP/VCP	\$6M	D-B	Small Business?	GTF, Requirements developing
GTF Scott Road ACP/VCP	\$9M	D-B	Small Business?	GTF, Requirements developing
SAMMC South	\$40M	D-B-B	Stand alone, Unrestricted	Possible move from FY10?
ATC Recruit Dorm 1	\$70M	D-B	???	Master Planning underway, execution will be updated based on study
AF Audit Agency Relocation	\$1M	D-B	HERC	Randolph AFB

Out Year Project Lists



DESCRIPTION	FY	Approx PA
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
ATC Recruit Dorm #2 (Lackland)	10	100.00
ATC Classrooms/Dining Facilities	??	25.00
ATC Central Kitchen	??	30.00
Enlisted UPH	10	10.00

Out Year Project Lists



<u>DESCRIPTION</u>	<u>FY</u>	<u>Approx PA</u>
ATC Recruit Dorm #3 (Lackland)	11	80.00
ATC Recruit Dorm #4 (Lackland)	11	80.00
ATC 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



- **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 ATC Facilities
- Pipeline Student Dorm, 300 PN

- **RANDOLPH AFB:**

- AF Security Assistance Training Fac

Over \$600 million . . .

Small and Local Business



- **Look at who is interested in the big projects – we will scrutinize Small Business subcontracting plans**
- **Pulling pieces from large projects to issue separately**
 - SAMMC Central Energy Plant (Repair Bldg 3605, FY08)
 - METC HQ/Admin Buildings (FY08)
 - METC Central Energy Plant (FY08)
- **Watch base/installation contracting offices as well as USACE/AFCEE/JPMO**
 - Smaller projects may be re-scoped, converted to SRM or OMA
 - Watch for End of Year projects

Battlefield Health & Trauma



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

Project Year: FY07-08 (incrementally funded)

Project Amount: \$107M

Acquisition: Design-Bid-Build

Comments:

- Integrated Design-Bid-Build (IDBB) pilot
- CUH2A is the Design A-E
- Gilbane Building Company is the construction prime

San Antonio Military MEDCEN



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: \$467M?

Acquisition: Design-Bid-Build

Comments:

- Integrated Design-Bid-Build (IDBB) pilot
- RTKL Associates is the Design A-E
- Possible ISR Burn Rehab Ad/Alt in FY09?
- Interrelated with FSH Health Clinic and SAMMC-S



SAMMC – South Campus



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



METC Instructional Facilities



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

Project Year: FY08-10 (incrementally funded)

Project Amount: \$225M

Acquisition: AFCEE Heavy Engineering and Repair Contract (HERC)

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



Description: Construct two 2400-person dining facilities

Project Year: FY08

Project Amount: \$40M

Acquisition: COS (Norfolk District)

Comments:

- Single “back door”, two separate serving/dining areas
- Design-Build

METC Dormitory 1 and 2



Description: Construct two 1200-person dormitories

Project Year: FY08-09 (incrementally funded)

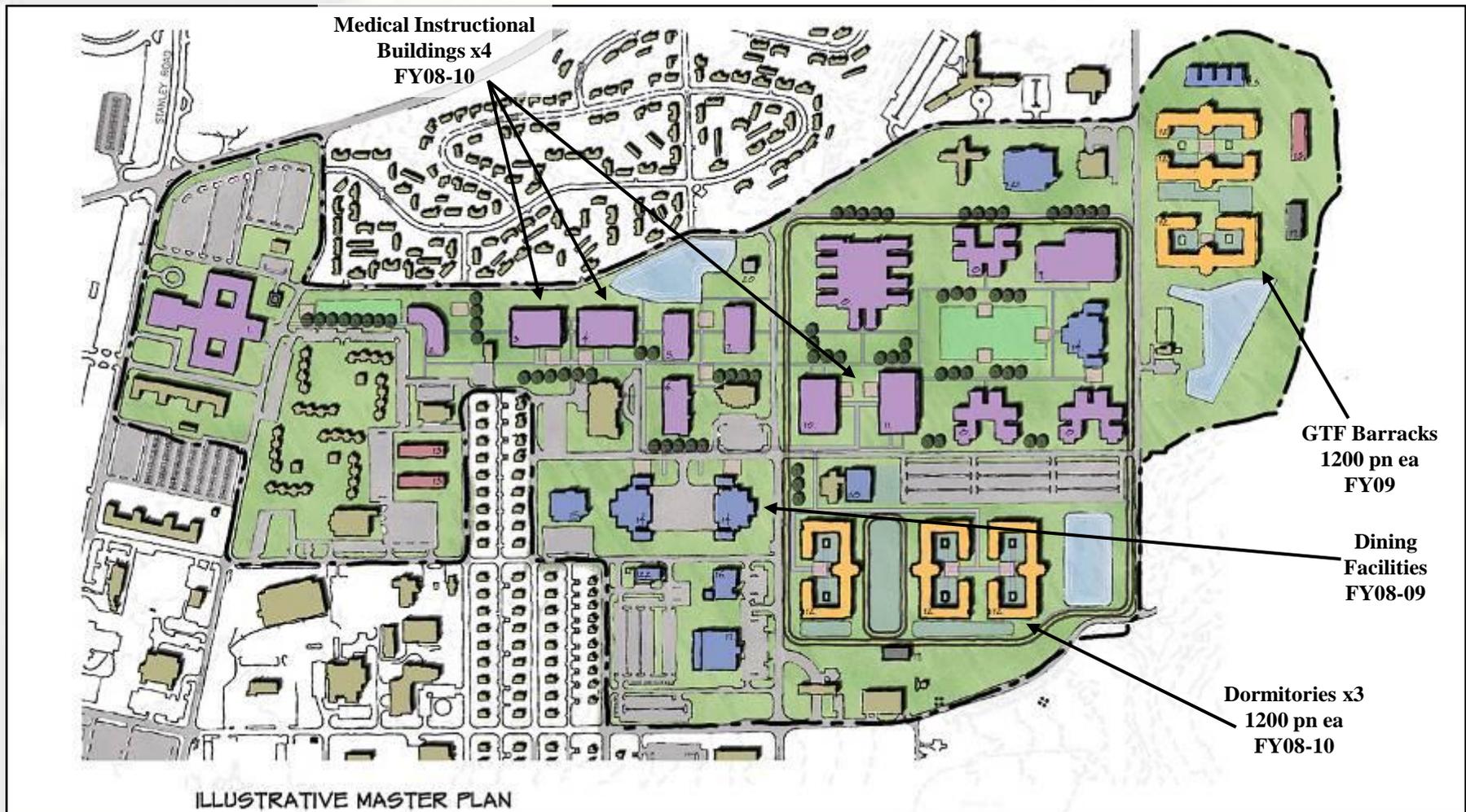
Project Amount: \$85M each

Acquisition: Single Award Task Order Contract (SATOC)

Comments:

- Two projects, single contractor
- Design-Build
- Limited space
- Energy plant, running tracks, HQ/Admin Bldgs will be separate
- Completion in early FY10

Medical Education and Training Campus



FSH Primary Health Clinic



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

Project Year: FY08

Project Amount: \$40M

Acquisition: Stand alone contract

Comments:

- Design-Bid-Build
- Tied to SAMMC-N and SAMMC-S projects

Grow the Force Army Initiative



- **FY08:**
 - Construct Company Operations Facility (\$10M)
 - Construct UPEH Barracks (<\$10M)
- **FY09:**
 - Access Control Points (\$15M)
 - AIT Trainee Complex (\$80-100M)
- **Possible in Out Years:**
 - Child Development Center, Under 6 Yr (<\$10M)

Small Business Resources



- **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**
- **Linda Olinick – U.S. Small Business Administration**

Information Sources



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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Questions?

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BACK UP SLIDES

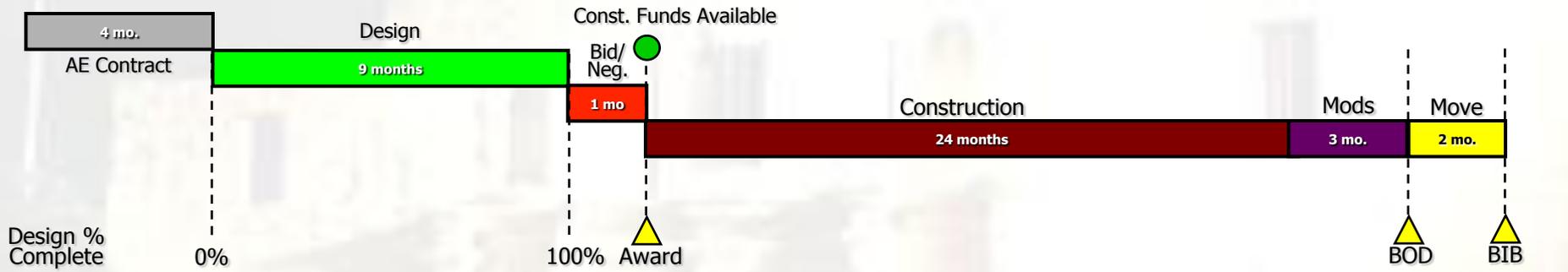
Market Factors



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

Single Award Task Order Contract (SATOC)

(Typical \$30M Project with full design)



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

• Pros:

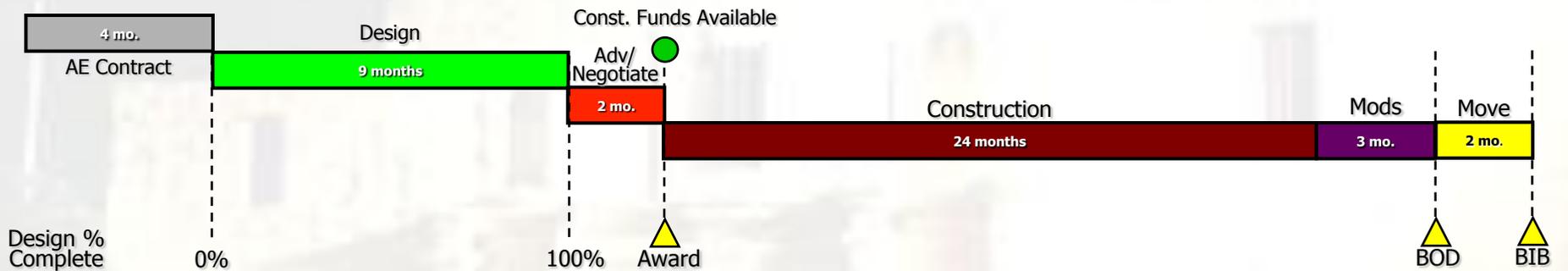
- Contractor is waiting for orders.
- Allows rapid award.
- Contractor and government build a relationship.

• 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)



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

• Pros:

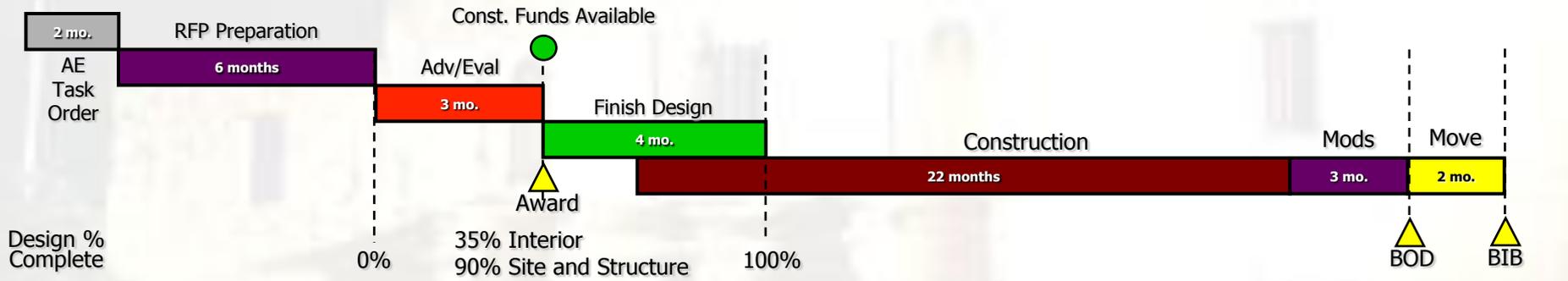
- Contractors waiting to compete for orders.
- Contractor and government build a relationship.
- Competition reduces execution risk.

• Cons:

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

Design-Build (DB)

(Typical \$30M Project with Fast Tracking)



• Pros:

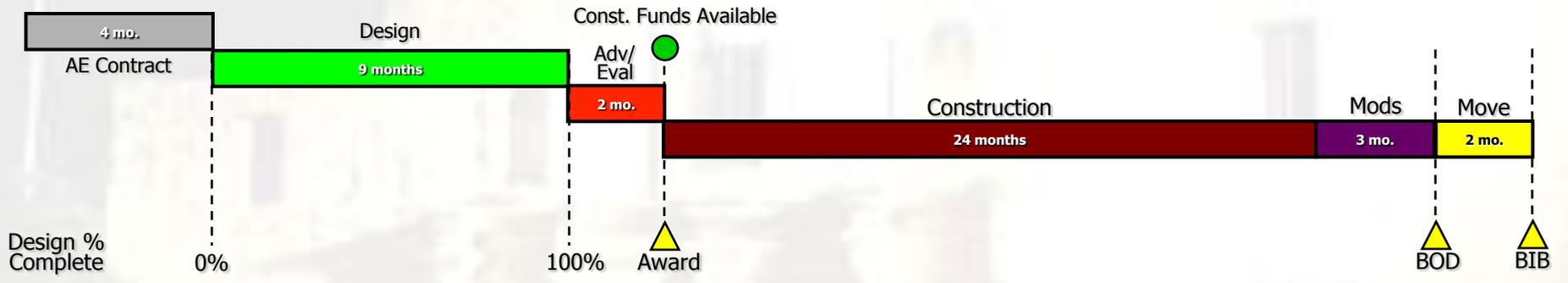
- Design and Construction Teams work together.
- Allows flexibility in construction methods.
- Contractor responsible for design.
- Allows fast tracking.

• 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)



• Pros:

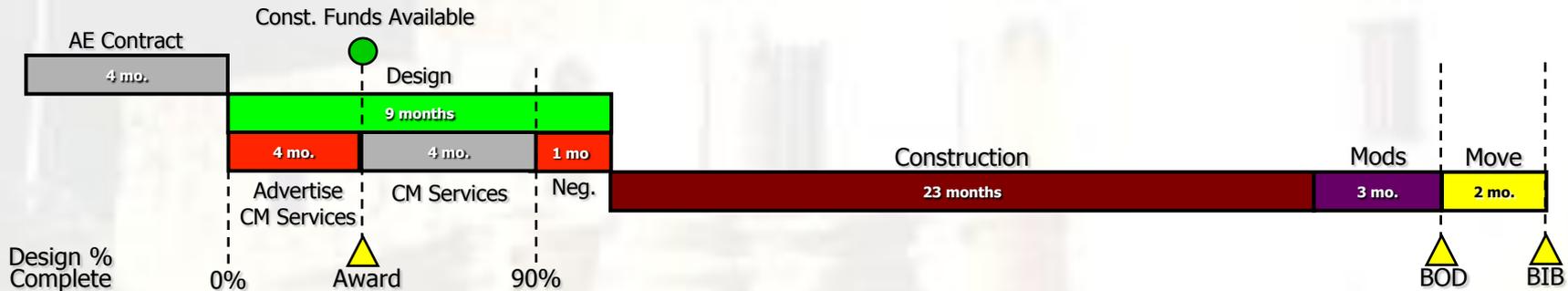
- **Government retains full control of the design.**
- **Full design reduces risk to the contractor and reduces construction costs.**

• 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)



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*

Fast Track Packets

1

2

n

Data Available

PA & Prelim Est

Initial Target Price
GMP/Ceiling
Profit or Award Amt.

Review Targets

Intermediate Pricing of Packets

Firm Pricing
OR
Final Targets w/
Profit or Award

Production Point (FAR 52.216-17 (d))

FFP Construction Contract

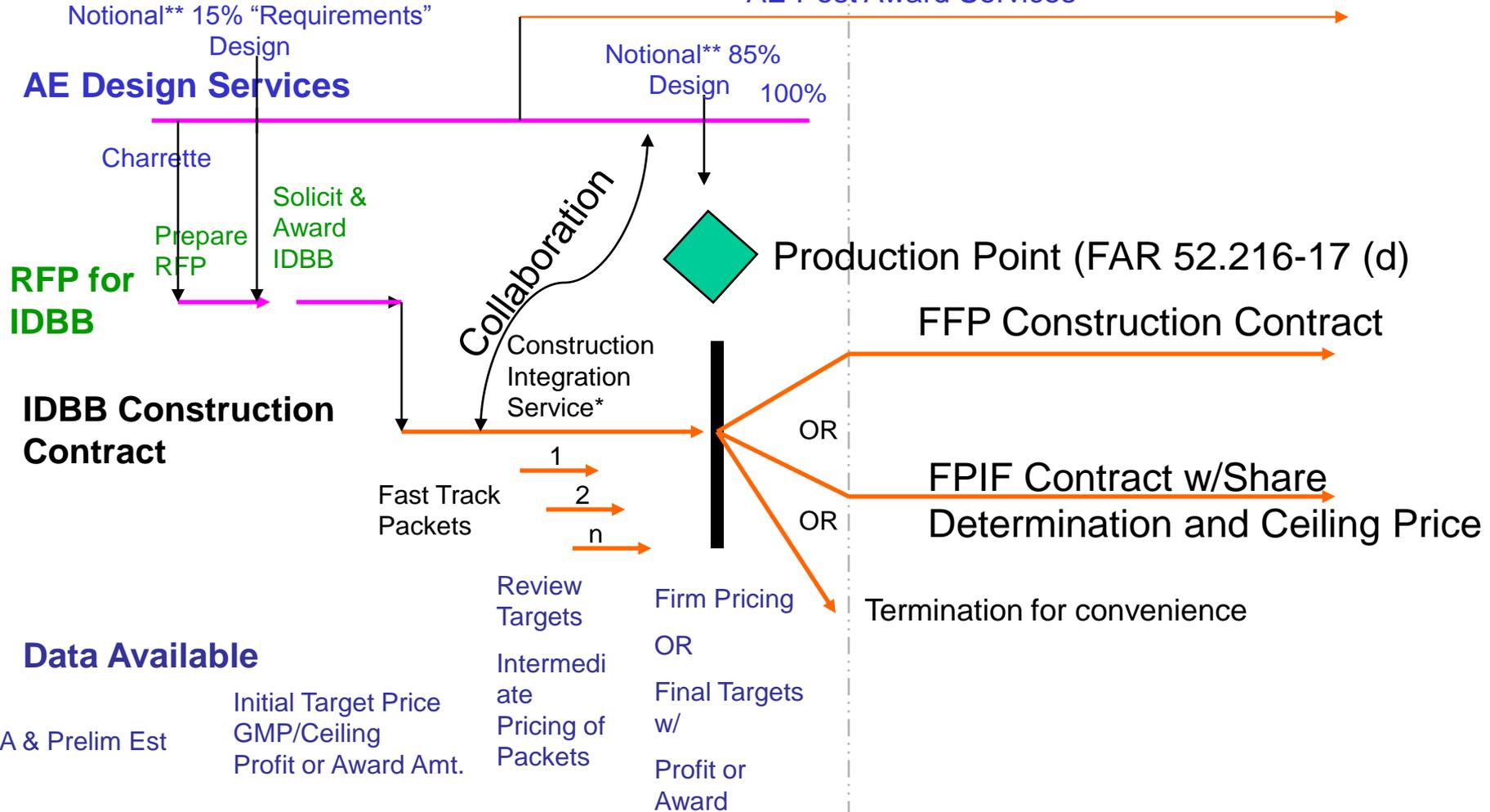
OR

FPIF Contract w/Share

OR

Determination and Ceiling Price

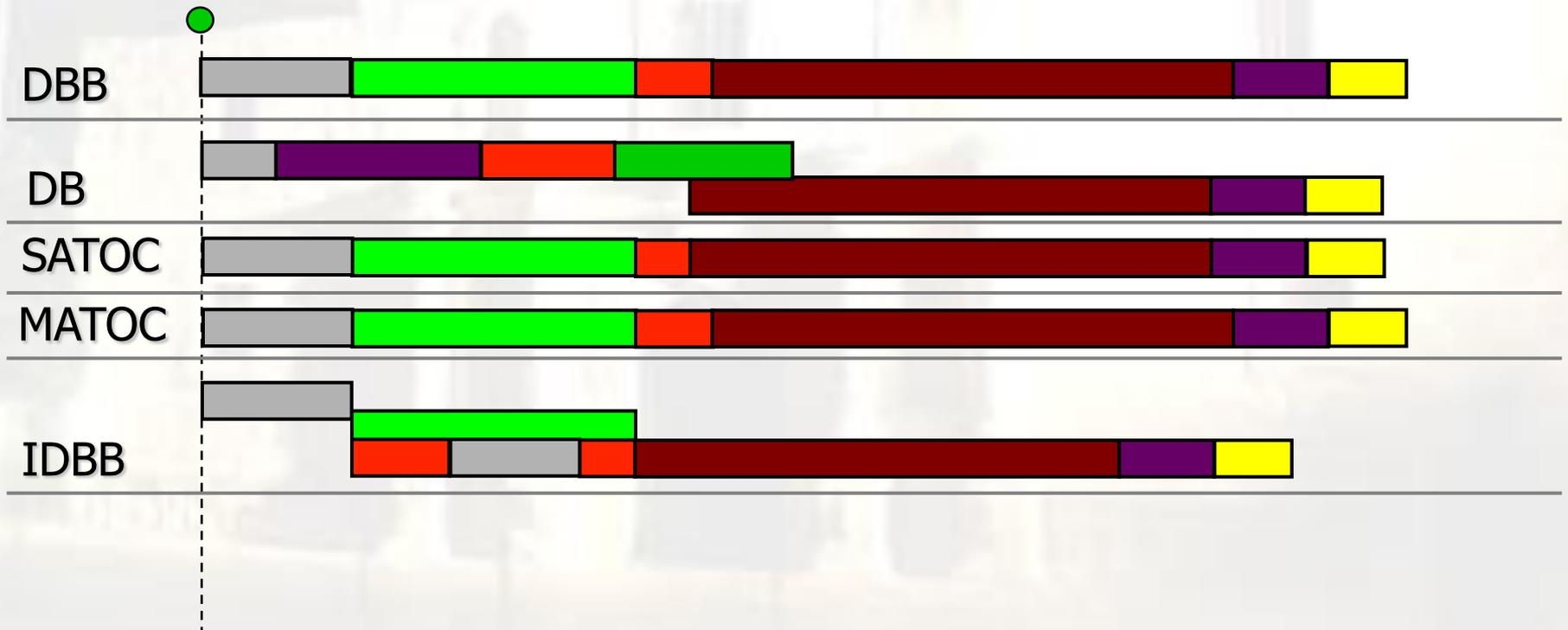
Termination for convenience



Summary

Common Design Instruction Issuance Point

Notional \$30M Project.



Centers of Standardization



- **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