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# Army MILCON Transformation Industry Forum

SEATTLE, WA  
April 21, 2005

Facilitated by Howard Moy  
HQ USACE

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# AGENDA



- Welcome
- ACSIM Vision
- Planning and Programming
- Standards and Criteria
- Acquisition and Execution
- Small Business Concerns
- Questions From Industry
- Lunch
- Roundtable Discussion on Questions For Industry
- Depart



# Ground Rules

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- **Locations of Projects Will Not Be Discussed**
  - The Work is Nationwide!
- **Keep all questions until after the individual presentation is completed. At that time the speaker will ask if there are questions or clarifications needed.**
- **Only Speak if you have a Microphone. Also Introduce Yourself and the Firm you work for.**
  - We are recording this forum. This will ensure that the recorder is able to hear everything.



# Ground Rules Continued



- If you have questions and do not want to speak in front of a large crowd, **WRITE THEM DOWN** and hand to our Assistants or Presenters.
- **Please keep the discussion focused on the topics.** Talk about your experience, but do not try to convince the Government you are the best firm to perform the Transformation Work. **Please – “NO MARKETING”**
- **We are here to learn from you, please speak up and talk to us.**



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# WELCOME!

**COL Debra Lewis**  
U.S. Army Corps of Engineers  
Seattle District

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# Permanent Facility Requirements

**Mr. George L. Mino**

for

David Reed

Chief, Construction Division

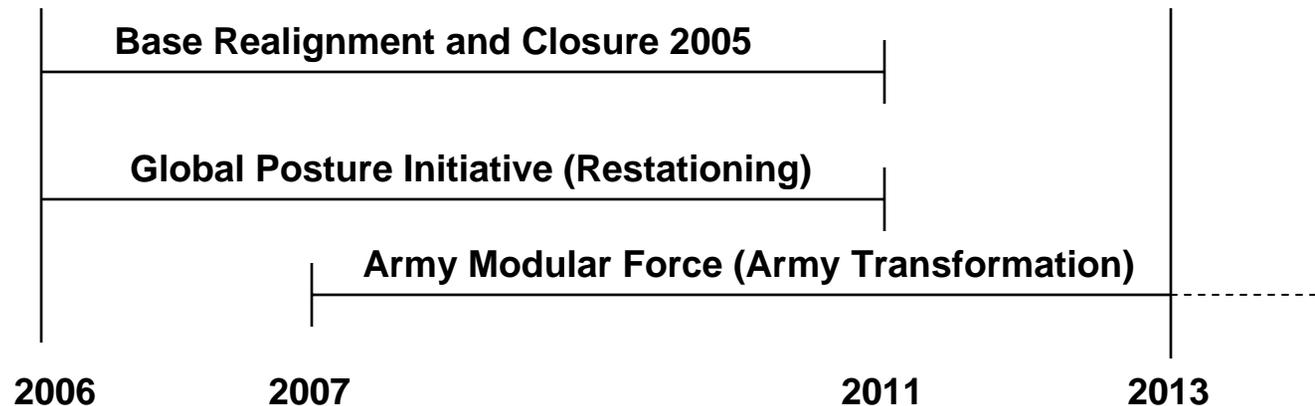
Facilities and Housing Directorate

Assistant Chief of Staff for Installation Management (ACSIM)



# Facility Requirements

- Annual Army military construction averages approximately \$2 billion / year
- Three major initiatives, above our normal annual military construction program, will require permanent facilities – BRAC 05, GPI, and AMF
- An additional several billion / year is currently estimated to support these new initiatives





# BRAC 05 and GPI

- Most likely BRAC 05 and GPI will be announced together mid-May
- Both will be “recommendations” and not final until law is passed
- Recommended projects should be identified Jun/Jul 05
- Law Oct-Dec 05
- Always the possibility that President or Congress could kill BRAC 05



# What is Army Transformation?

“The major focus of Army Transformation is . . . to provide Army capabilities to the combatant commander (JFC) at the right place and right time. Army Transformation has three operational attributes: First, Army Transformation is modular, allowing for a selective mix of Army units to meet the needs of the combatant commander at any given time.

Second, Army Transformation integrates directly into the joint force structure to exercise the full range of Army capabilities against the enemy with no loss of capability. Third, Army Transformation provides the combatant commander with the capability of allowing distribution of units to meet the needs of the combatant commander with greater effect.

**What does it all mean?**

1. Make Units that are more Joint, Expeditionary, and Modular ..... deploy as a self-contained package ..... integrate rapidly with other structures by being modular with “plug and play” capability.
2. Robust command and control capability to operate independently and maintain information superiority.
3. Conduct prompt and sustained land warfare.
4. Engage and attack precisely.
5. Control people and territory.
6. Deployment flexibly.



# MILCON Transformation

- **The Army must develop a holistic approach to reduce planning, programming, design, acquisition, and construction timelines and cost to meet all permanent facility requirements.**
- **The Army must leverage private industry standards and practices to realize these time and cost savings.**



# Planning and Programming

- **Program for total requirement rather than for individual facilities**
- **Program for mission critical and community facilities first to meet basic functional requirements**



# Standards and Criteria

- **Employ Army's Standardization Process but accommodate local architectural themes**
- **Address Army functional requirements**
- **Use performance criteria vs. prescriptive requirements**
- **Target 25 year useful life of structure's functionality**
- **Incorporate best life-cycle operations and maintenance cost considerations**
- **Design for optimum flexibility for building use**
- **Comply with energy efficiency, sustainable design and development, and antiterrorism requirements**



# Acquisition and Execution

- **Capitalize on economies of scale**
- **Explore acquisition and construction alternatives to reduce timelines**
- **Leverage standardization to limit time for preparation of requests for proposals, evaluation, and award**
- **Ensure approach addresses Small Business**



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# Army MILCON Transformation Industry Forum

## Planning and Programming Focus Team

Garry Runyans  
U.S. Army Engineering and Support Center, Huntsville

Seattle, WA  
April 21, 2005

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# Planning and Programming “ Programming Concept “

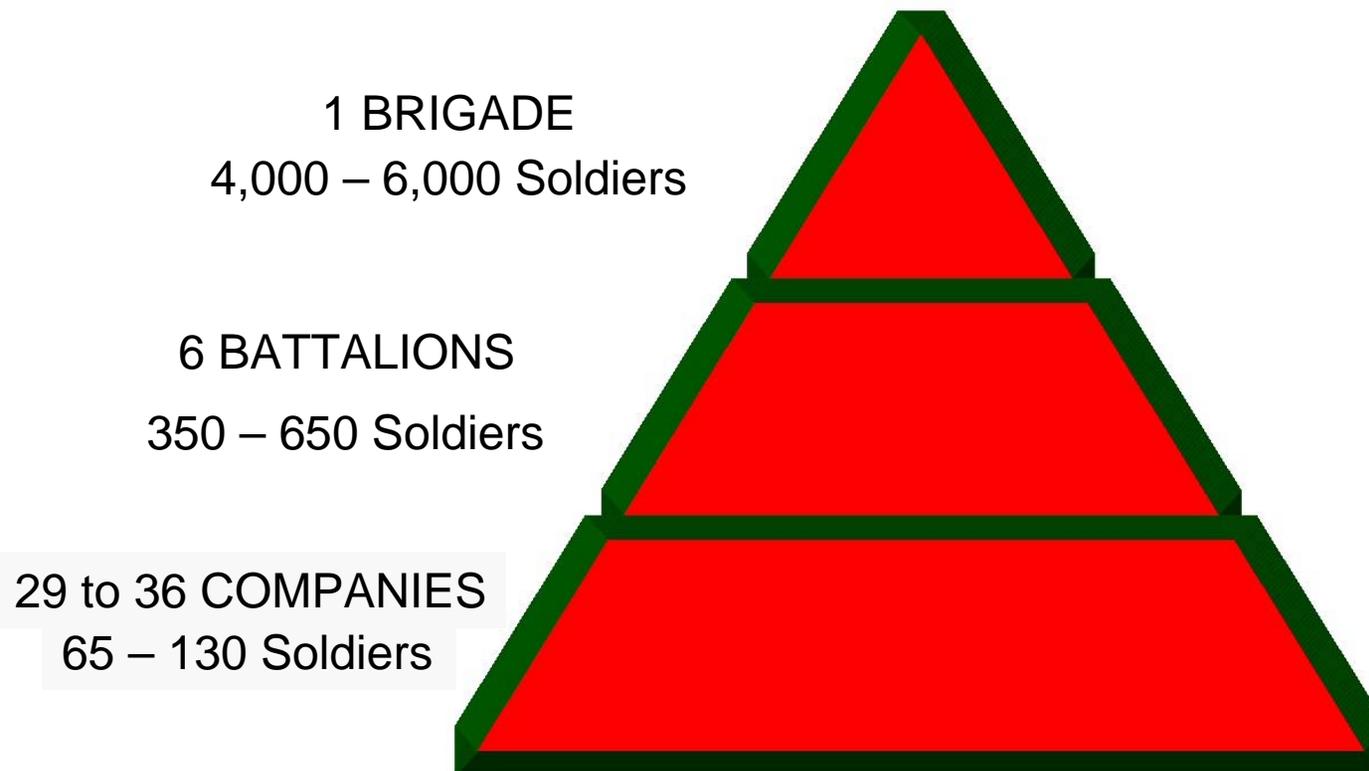
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- ❑ Tier # 1 Mission “Critical” Facilities
  
- ❑ Tier # 2 Family Support Facilities
  - ❑ Child Development Centers
  - ❑ Physical Fitness Centers
  - ❑ Religious Facilities
  - ❑ Etc...



# Planning and Programming “ Force Structure “



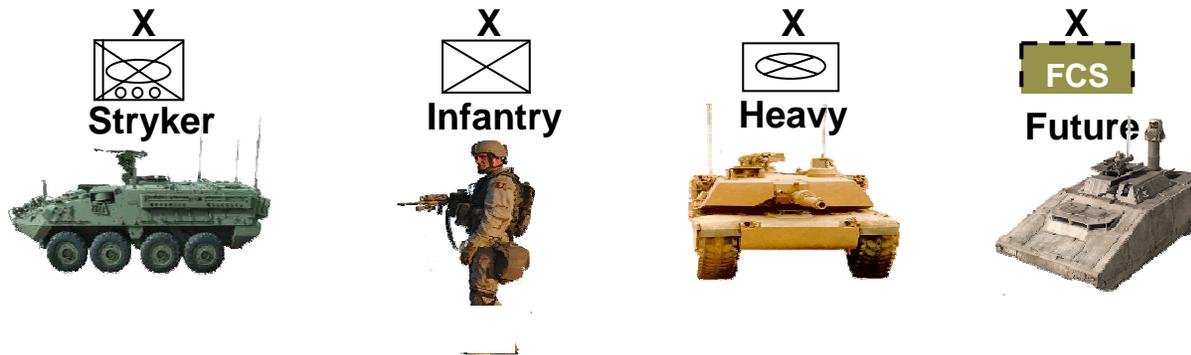
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# Planning and Programming “ Army Restationing Plans “



- ❑ 77 Brigades including 43 Active and 34 Reserve Component...



- ❑ Population Impact of 1 Brigade-Set
  - Army Average is 1 Soldier = 2.6 Family Members
  - 1 Bde = 6,000 Soldiers X 2.6 Family Members = 21,600 People Total
- ❑ More Mission Movement to Come... “ *Tip of the Iceberg* “
- ❑ All Represent Brigade-sized Units is the Model

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# Planning and Programming

## “ Types of Facilities “



### Army’s Operational “Mission Critical” Facilities – Tier 1

- ❑ Brigade Headquarters Buildings *“Administration”*
- ❑ Battalion Headquarters Buildings *“Administration”*
- ❑ Company Operations Buildings *“Administration / Warehouse”*
- ❑ Enlisted Unaccompanied Personnel Housing *“Apartments”*
- ❑ Dining Facilities *“Cafeteria”*
- ❑ Vehicle Maintenance Shop *“Truck Maintenance Shop”*
- ❑ Organizational Vehicle Parking *“Parking Lot”*
- ❑ Unit Storage *“Mini-Storage”*
- ❑ “Specialized” Facility Requirements

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# Planning and Programming

## “ Approximate Magnitude of Construction “



- ❑ Operations/Administration - 500,000 SF or 11½ acres of Office Space
- ❑ Apartments – 540,000 SF for 1,500 Soldiers or 750 Two-Bedroom Apartments
- ❑ Cafeteria – 30,000 SF for 800 Soldiers
- ❑ Truck Maintenance Shop – 280,000 SF or 6.4 Acres Shop Space
- ❑ Parking Lots – 182,000 SY or 36 Football Fields
- ❑ Mini-Storage - 65,000 SF or 325 Single Car Garages

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# Planning and Programming “ Military Construction Process “



Financial  
Approval

\$\$\$



Army  
Process

Planning

Programming

Design

Construction

Private  
Sector  
Process

Business Plan  
Development

Budgeting  
And  
Financing

Design

Construction

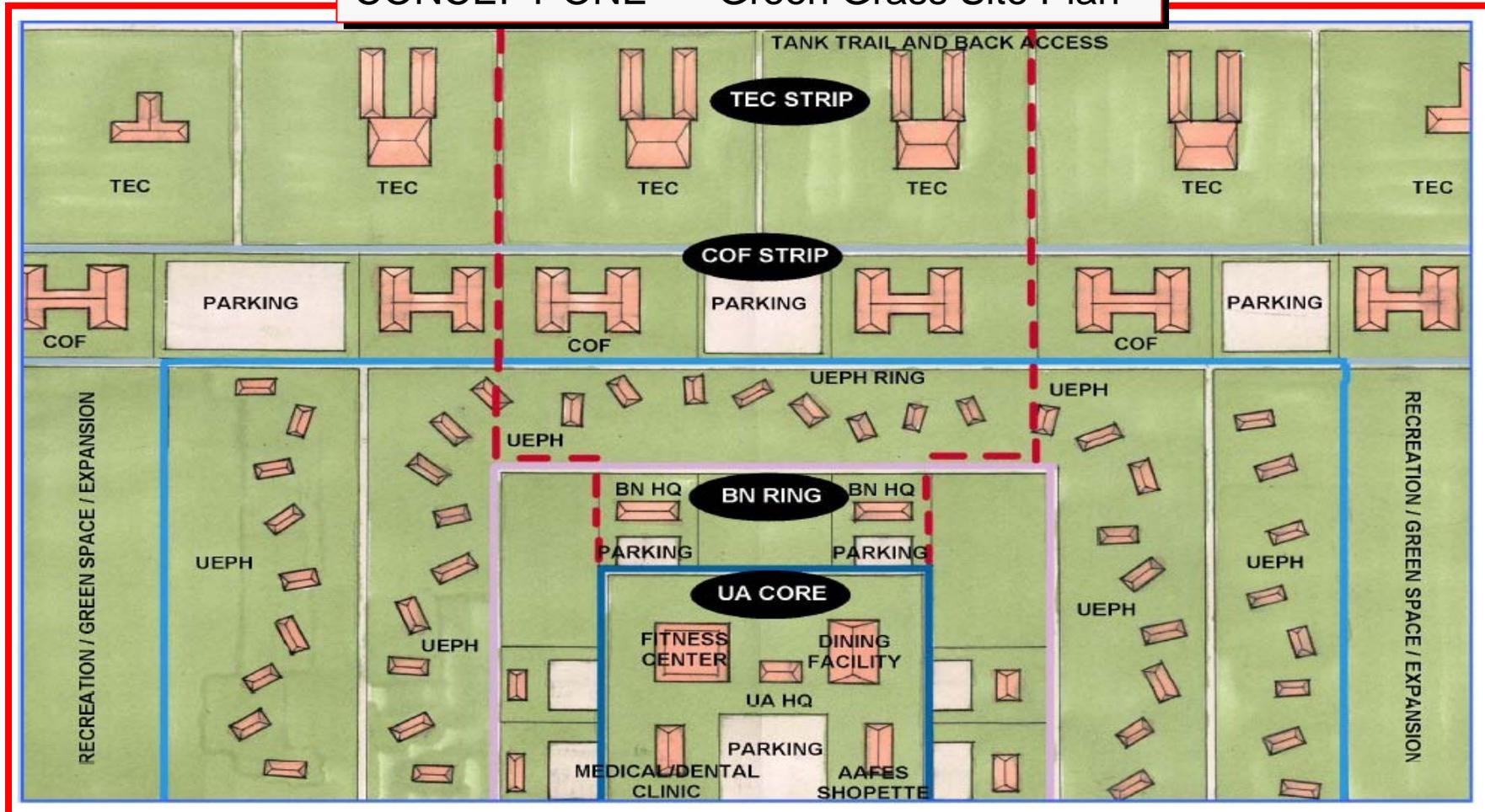
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# Planning and Programming “ Typical Brigade Team Site Plan “



## CONCEPT ONE – “ Green Grass Site Plan ”



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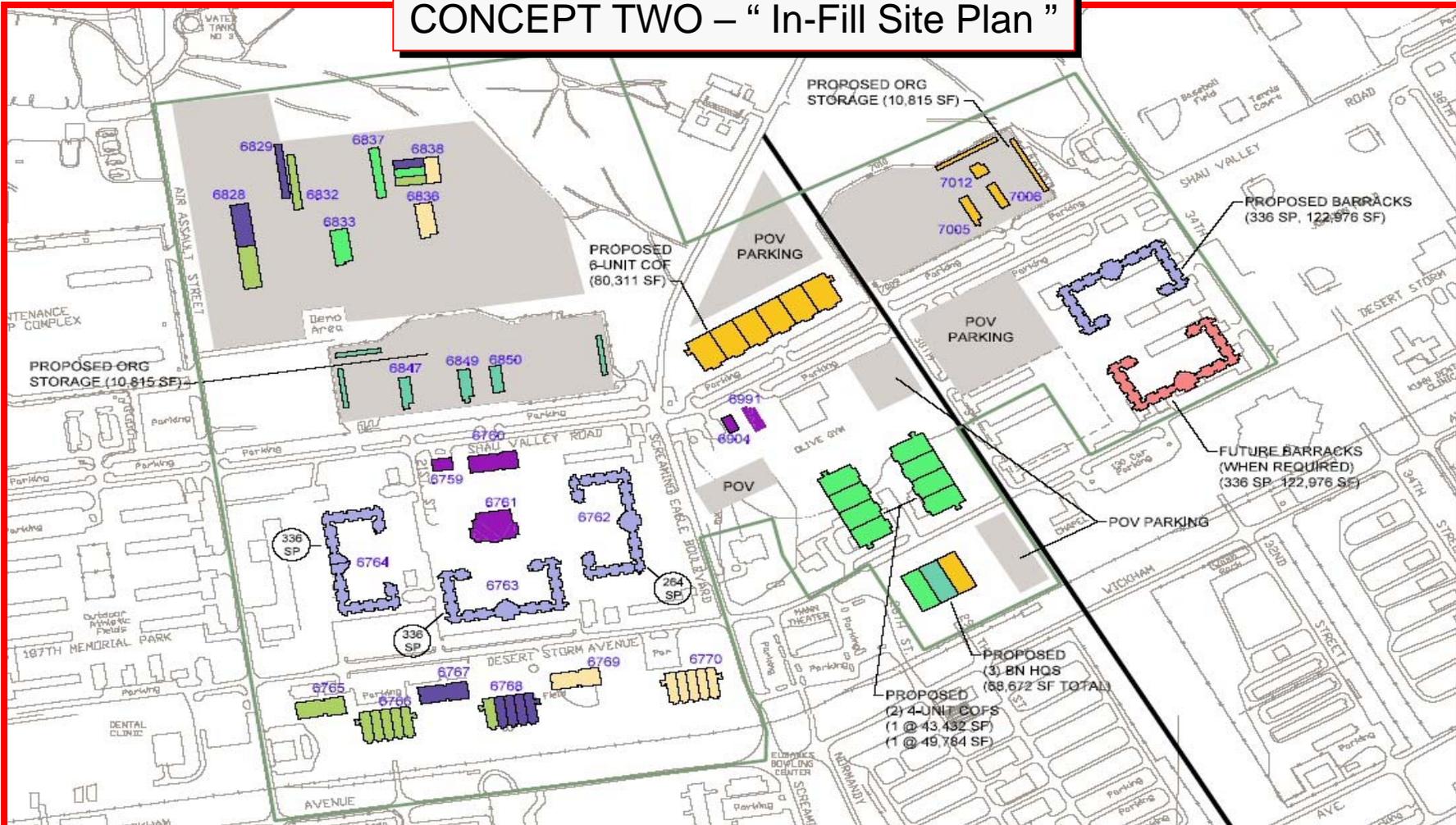


# Planning and Programming

## “ Typical Brigade Team Site Plan “



### CONCEPT TWO – “ In-Fill Site Plan ”



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# Standards & Criteria Focus Area

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April 21, 2005

Mr. Ami Ghosh  
HQ USACE

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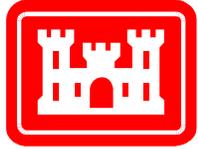
# Goals & Opportunities....



*“Objective is ...*

- Leverage Private Industry Standards & Best Practices
- Innovative Design & Construction Practices
- Maintain level of Quality / Value
- Optimize Life-cycle costs
- Execute faster
- 25 Year “Functionality” Life

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# Priority Facilities



## Tier I Facilities:

- Barracks
- Dining Facility
- Company Operations Facility
- BDE/BN Headquarters
- Tactical Vehicle Maintenance Facility



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# Case Study



- Cut Construction time by 55%  
(NTP dates approx. same, pictures taken in NOV 02)
- Occupancy appropriate  
Materials & Methods
- Cost Decreased while Quality Increased



**FY 00/01 Ft Army**  
Type II, **\$140/SF, 22%** complete



**FY00/01 Ft Meade**  
Type V, **\$105/SF, 88%** complete

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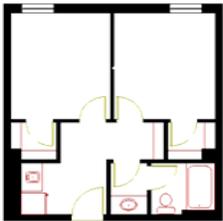


# With the goal in mind.....



## MILCON Barracks (1+1)

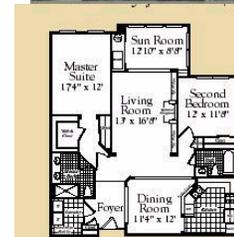
\$168/SF (OSD Unit Cost)



## Installation

- Function: House Soldiers
- Construction Type: Type I or II non-combustible
- Occupancy Type: Residential
- Operations: Accommodate Sleeping/Bathing, Relaxation/Cooking, Accommodate Privacy, Gather People, Facilitate Circulation

## Private Industry Apartment



## Industry

- Function: House People
- Construction Type: All Types
- Occupancy Type: Residential
  - Operations: Accommodate Sleeping/Bathing, Relaxation/Cooking, Accommodate Privacy, Gather People, Facilitate Circulation

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# With the goal in mind.....



## Dining Facility

\$228/SF (OSD Unit Cost)



## Installation

- Function: Feed People
- Construction Type: Type I or II non-combustible
- Occupancy Type: Assembly
- Operations: Feed People, Prepare and Serve Food, Accommodate Seating and Dining, Accommodate Studying, Gather People, Facilitate Circulation

## College Cafeteria



## Industry

- Function: Feed People
- Construction Type: All Types
- Occupancy Type: Assembly
- Operations: Feed People, Prepare and Serve Food, Accommodate Seating and Dining, Accommodate Studying, Gather People, Facilitate Circulation

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# With the goal in mind.....



## Company Operations Facilities

\$140/SF (OSD Unit Cost)



## Installation

- Function: Centralize Operations
- Construction Type: Type I or II non-combustible
- Occupancy Type: Business/Storage
- Operations: Manage People, Centralize Command & Operations, Store & Move Supplies

## Industrial/Admin Warehouse



## Industry

- Function: Centralize Operations
  - Construction Type: All Types
  - Occupancy Type: Business/Storage
- Operations: Manage People, Centralize Command and Operations, Store and Move Supplies

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# With the goal in mind.....



## Brigade/Battalion Hq.

\$155-170/SF (OSD Unit Cost)



## Installation

- Function: Administer Military Operations
- Construction Type: Type I or II non-combustible
- Occupancy Type: Business
- Operations: Manage People, Centralize Operations, Manage Business Activities

## Office Buildings



## Industry

- Function: Administer Business
- Construction Type: All Types
  - Occupancy Type: Business
- Operations: Manage People, Centralize Operations, Manage Business Activities

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# With the goal in mind.....



## Tactical Equip Maint Facility

\$159-170/SF (OSD Unit Cost)



## Installation

- Function: Maintain and Repair Vehicles
- Construction Type: Type I or II non-combustible
- Occupancy Type: Factory (Mod-High Haz)
- Operations: Maintain and Repair Vehicles, Organize Equipment and Tools, Store Parts, Admin, Operations, Training, Deployment

## Heavy Equip Maint Facility



## Industry

- Function: Maintain and Repair Vehicles
- Construction Type: All Types
- Occupancy Type: Factory (Mod-High Haz)
- Operations: Maintain and Repair Vehicles, Organize Equipment and Tools, Store Parts, Admin, Operations

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# Summary



*Army needs your help.....*

- Quality / Value Improvements
- Leverage Industry Best Practices
- Improve Execution Time
- Life Cycle Cost Improvements
- Areas of Opportunity for Innovation
- Identify Roadblocks & Barriers

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# Contracting Overview

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## ARMY MILCON TRANSFORMATION INDUSTRY FORUM

Radisson Hotel Seattle Airport  
Seattle, WA  
April 21, 2005

Bunnatine H. Greenhouse  
Principal Assistant Responsible for Contracting  
U.S. Army Corps of Engineers

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# PARC'S *MISSION*



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To provide our state and local governments, military, federal agencies and foreign customers with quality supplies and services, on time and at reasonable prices with a highly skilled workforce.

## *Today's Major Focus:*

- saving money/Total Value Creation
- efficiencies in operations, partnerships
- improving small business participation
- incentivizing successful performance
- monitoring small business subcontract plans
- institutionalizing innovation
- Changing Business Practices

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# CONTRACTING STRATEGIES

## Traditional Strategies:

- **Architect-Engineering Services**
- **Environmental Studies**
- **Site Specific**
- **Indefinite Delivery-Indefinite Quantity (IDIQ)**
- **Disaster: Rapid Response & Immediate Response**
- **Best Value Awards**
- **Full and Open Competition**
- **Limited Competitions**
- **Sole Source (Non-competitive) Procurements**

## New Strategies:

- **Privatization/Leases/Utilities & Family Housing Privatization**
- **Guaranteed Fixed Price Environmental Remediation**
- **Design-Build**
- **Reverse Auctioning**
- **Incentive contracting**
- **Small Business Consortia**
- **Pilot Programs**
- **One Solicitation: Multiple Competitions**
- **Partnerships**



# Acquisition Strategy Goals



- **Develop flexible solutions that reduce costs and save time**
- **New Innovative Contract Approaches**
  - **Need Industry Ideas To Craft New Approaches That Supplement Traditional Strategies**
  - **Need Ideas on Hiring Facilities Fabricator VS New Construction (Building from Ground up)**
- **Market Research**
  - **Determine Viability of Multiple Award Construction Contracts**
  - **Determine Market Capacity (Local, Regional and National)**
  - **Determine How To Capitalize On Economies Of Scale and Standardization (Process/Function/Design)**

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# Acquisition Strategy Goals



- **Streamline the Acquisition Process**
  - Team Review of Current Processes
  - Focus on LEAN-Like Process for Process Improvements
- **Develop Model Template Solicitation**
  - Standard RFP Documents
  - Standard RFP Format Must Benefit both Government and Industry
- **Performance Based Contracting**
  - Need Industry Feedback On Performance-based Contracting
  - Design/Build – Is there a better Acquisition Approach?
- **Site Specific Approaches**
  - Standardization of Process, Attractive – What Are the Advantages of Site Specific Solutions?
- **ID/IQ Contracts for Local or Regional Application**
  - What Will Be Best – Award Local, Regional or Nationwide Contracts?
- **Multiple Award Schedules**
  - All Acquisition Methods To Be Considered
  - Not Only USACE Commonly Used Approaches – Data Will Be Collected On All Approaches For Best Chance Success Decisions

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# **PARC'S ADVICE TO SMALL BUSINESSES**



- **Attend the USACE Annual Small Business Conference**
- **Attend Regional Out-Reach Events**
- **Commit to Completing 8(a) and HubZone Certifications**
- **Establish mutually beneficial agreements**
- **Build your Team for Unrestricted Competitions**
- **Know your Customers**
- **Research the Web sites**
- **Develop Innovations to Support Initiatives**
- **MARKET with PASSION!**



# PARC HELP



## PARC Home page:

<http://www.hq.usace.army.mil/cepr/parc.htm>

**The PARC Office Stands Ready and Willing to Help You with Your Contracting Problems 24 Hours/Day, 7 Days/Week.**

Bunny Greenhouse



Office: (202) 761-8642/0566

FAX: (202) 761-4752

Home: (703) 707-8231; Cell: 703-217-8730

FAX: (703) 707-0085

[bunnatine.h.greenhouse@usace.army.mil](mailto:bunnatine.h.greenhouse@usace.army.mil)

**Administrative Officer:**

Gail Morton

(202) 761-0566

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QUESTIONS?

OR

WHAT DO YOU WANT THE PARC TO KNOW?

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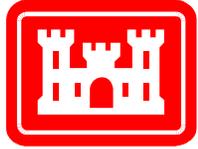


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# Army MILCON Transformation Small Business

Ms. Judith Blake  
(202) 761-8789  
Small Business Office  
HQUSACE

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# Small Businesses Matters



- Your participation now and over the next few years is key to success of the program
- Burden is on you to stay informed
- Respond to information requests
- Involve industry associations
- Provide input during forums
- Respond to “Sources Sought”
- Prepare ahead – joint ventures or mentor-protégé agreements take time

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# Key Things to Know **and Believe** ^



- We are serious about small business
- We're equally serious about
  - High quality
  - Timeliness/time reductions
  - Cost efficiencies
- We are also serious about
  - Enforcing SB prime self-performance rules
  - Enforcing subcontracting plans for large businesses

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# When Work is Identified



- A mixture of prime and subcontracting opportunities
- We will perform market research
  - Capabilities and expertise
  - Locations where you can effectively perform work
  - Capacities – bonding and work throughput
- Impossible to predict projects or specifics of procurements
- We'll keep the public posted as we know more



# Programs

- Potential for set-asides depends on the work
- Very few sole-source procurements
- Small Business Competitiveness Demonstration Program will apply to most of the work
- Potential for set-asides for 8(a), HUBZone and Service-Disabled Veterans
- Services may include small business set asides
- If large business wins open competitions >\$500K (\$1M construction), subcontracting plans will be required



# More Information

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- **FedTeDS** <https://www.fedteds.gov>
- FedBizOpps Website: <http://www.eps.gov>
- Department of Defense
  - <http://www.acq.osd.mil/sadbu/>
- Army: [www.sellingtoarmy.com](http://www.sellingtoarmy.com)
- USACE Small Business:
  - <http://www.hq.usace.army.mil/hqsb/>
  - Email [SmallBusinessOffice@usace.army.mil](mailto:SmallBusinessOffice@usace.army.mil)



# Information Postings

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- All Slides, Minutes, Attendee Lists, Q&A's and other information will be posted to these websites as soon as possible:
  - [www.fedteds.gov](http://www.fedteds.gov) under Army Transformation Sources Sought Market Research
  - <https://eko.usace.army.mil> under Modularity
  - [www.usace.army.mil](http://www.usace.army.mil) and [www.hnd.usace.army.mil](http://www.hnd.usace.army.mil)
- Contact Michael Duffy at [Michael.R.Duffy@usace.army.mil](mailto:Michael.R.Duffy@usace.army.mil) if you still can not get to the information.