

# Air Force Civil Engineer Center

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## Tyndall Construction Execution Strategy

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# Overview



- **Program Scope**
- **MILCON Execution Strategy**
- **FSRM Execution Status**
- **Risks & Mitigation**
- **Near Term Actions**
  
- **Construction Logistics Panel Primer**



# Program Scope

- **\$3.0B (non-MQ9) MILCON requirement**
- **42 MILCON projects across 12 zones**
- **Evolving requirements and project programming**
- **Programming estimates include additional factors:**
  - Post-hurricane market conditions
  - Enhance climatic resiliency (wind & flood)
  - Sustainability
  - Cybersecurity for facility-related control systems
  - Smart facility and installation technology
- **2 Projects under 10 USC Section 2854 Authority (O&M)**
- **\$314M O&M requirement \$290M funded across all zones**
  - Targeted FY19 award of all projects
  - Some projects slip into FY20 based upon funding/execution capacity



# Execution Strategy

## 'Zone' Definition



- **The entire program is packaged into twelve 'Zones' for purposes of both design & construction**
- **Each Zone:**
  - One prime contractor for all construction within a Zone; Design-Build
  - Multi facilities and internal infrastructure; range from a few to 15+
  - Design-Build prime responsible for resolving complexity within their Zone
- **Zones defined by both geography and major mission set**
  - Facilitate construction sequencing
  - Resolve program complexity by outsourcing to industry
  - Not defined by facility type
- **Program Management A&AS along with Design Integrator A&E to manage governance and complexity across Zones**



# Execution Strategy

- **Planning and Design Funds**
  - First tranche, 4<sup>th</sup> Quarter of FY19
  - Second tranche, 2<sup>nd</sup> Quarter of FY20
- **Design Contracts (12 Zones)**
  - Solicited through AF AE13DCS Contract
  - Mobile District – Design Agent for Zones 1-9
  - Savannah District – Design Agent for Zones 10-12
- **Construction Contracts**
  - Acquisition Plan under development
  - Alternatives under consideration
    - C-Contracts anticipated for construction awards in FY20
    - Worldwide Engineering & Construction (WE&C) contract may be used for some requirements
    - SATOCs or MATOCs being considered for projects beyond FY20



# Execution Strategy

## Key: Small Business Engagement



- **Anticipate this workload will saturate local labor markets**
  - Formalized market research not yet completed
  - Hurricane has had / will have lasting regional impacts
- **Significant amount of FSRM work exists outside of Zones**
- **Zone approach requires different good-faith engagement with small business**
  - Acquisition planning will enable targeted contract strategies
  - Unrestricted awards require robust set-aside subcontracting
  - Competitive selection criteria favoring use of local firms
  - Internal PMO open-registry for subcontractors
  - Incentivize mentor/protégé corporate relationships
  - Leverage Small Business Innovative Research (SBIR) funds
- **There will be business opportunities for all**



# Execution Strategy

## MILCON Construction Zone Program Overview

- **Flightline District**
  - F-35 Zone (Large)
  - Airfield Operations Zone (Small)
  - Airfield Drainage Zone (Medium)
  - Munitions Storage Area (MSA) Zone (Small)
  - Weapons Evaluation Group (WEG) Zone (Large)
- **Support District**
  - Admin Zone (Small)
  - MWR Zone (Small)
  - Community Commons Zone (Medium)
  - Lodging / Dorms Zone (Large)
  - Industrial Zone (Medium)
- **Silver Flag - AF Civil Engineer Center Zone (Large)**
- **Installation-Wide Infrastructure Requirements (Large)**
- **10 USC Sec 2854 O&M Authority (~\$36M award by 30 Sep 19)**
  - Air Battle Manager (ABM) Simulator (Small)
  - Fire Station #2 (Small)

### Size Code (generally)

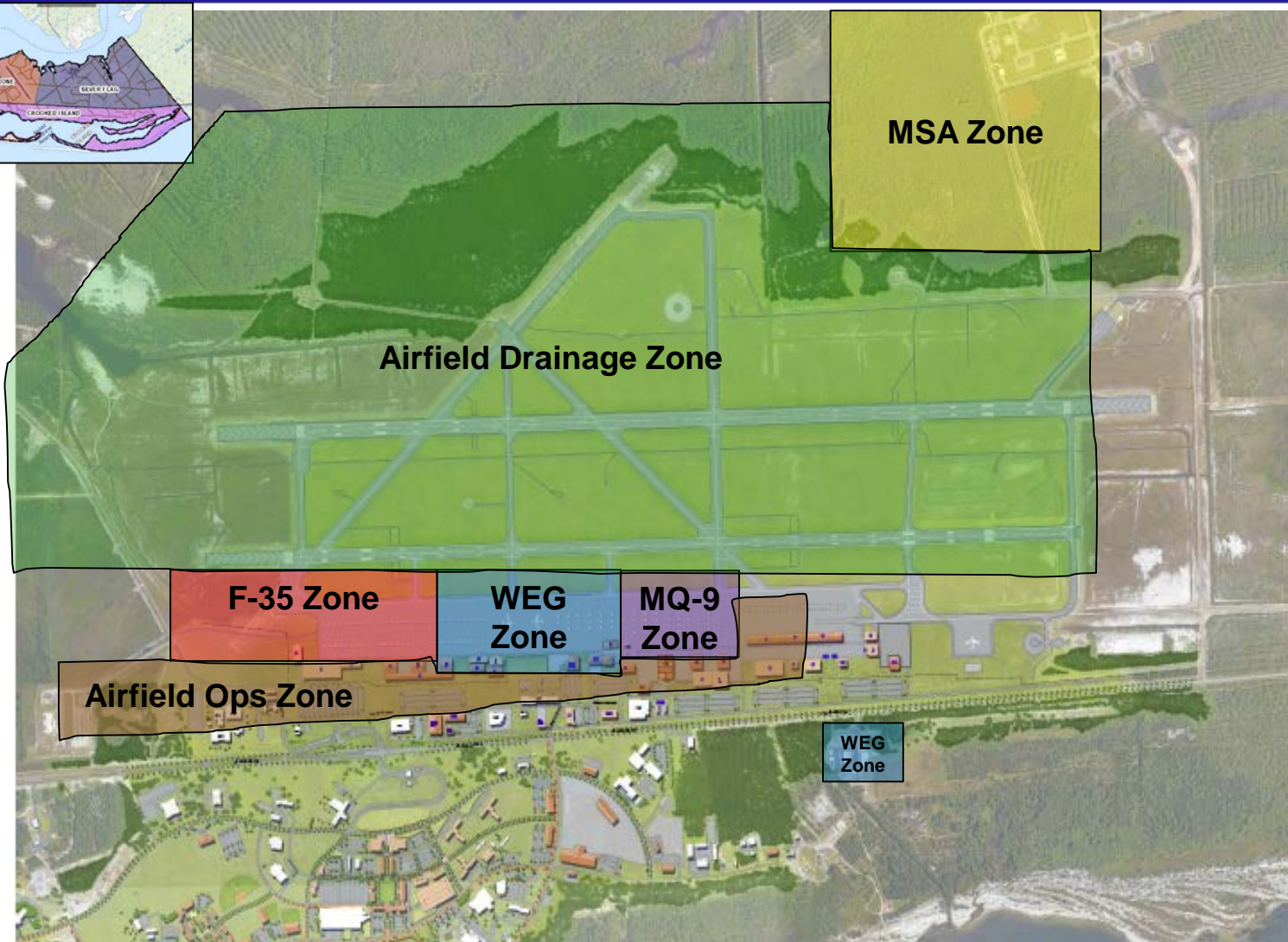
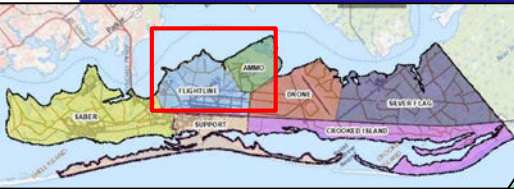
- Small <\$100M
- Medium \$100M-\$250M
- Large \$250M-\$500M





# Execution Strategy

## Flightline District Construction Zones



***Battle Ready ... Built Right!***





# Execution Strategy

## F-35 Zone MILCON



### F-35 Zone MILCON Total = Large

Award	Project
4th Qtr FY20	Aircraft Parking Apron
4th Qtr FY20	F-35 Operations Aircraft Maintenance Hangar 1
4th Qtr FY20	F-35 Squadron Maintenance Facility
4th Qtr FY20	F-35 Munitions Storage Facilities
4th Qtr FY20	F-35 Auxiliary Ground Equipment Facility
4th Qtr FY20	F-35 Weapons Load Training Hangar
4th Qtr FY20	F-35 Simulator Facility
4th Qtr FY20	F-35 Operations & Maintenance Group HQ
1st Qtr FY21	F-35 Operations Aircraft Maintenance Hangar 2
1st Qtr FY21	F-35 Operations Aircraft Maintenance Hangar 3



# Execution Strategy



## Airfield Operations & Drainage Zones MILCON

### Airfield Operations Zone MILCON Total = Small

Award	MILCON Project
4th Qtr FY20	OSS/Radar Approach Control Facility
4th Qtr FY20	Aircraft Maintenance Fuel Cell Hangar
4th Qtr FY20	Aerospace & Operational Physiology Facility
4th Qtr FY20	Special Purpose Vehicle Maintenance Facility
4th Qtr FY20	Aircraft Wash Rack
4th Qtr FY20	Operations Group/Maintenance Group Headquarters
4th Qtr FY20	Deployment Center/Flightline Dining/AAFES
4th Qtr FY20	Fire/Crash Rescue Station (FY18)

### Airfield Drainage Zone MILCON Total = Medium

Award	Project
4th Qtr FY20	Airfield Drainage



# Execution Strategy

## MSA & WEG Zones MILCON



### MSA Zone MILCON Total = Small

Award	Project
1st Qtr FY21	Flightline - Munitions Storage, 7000 Area

### WEG Zone MILCON Total = Large

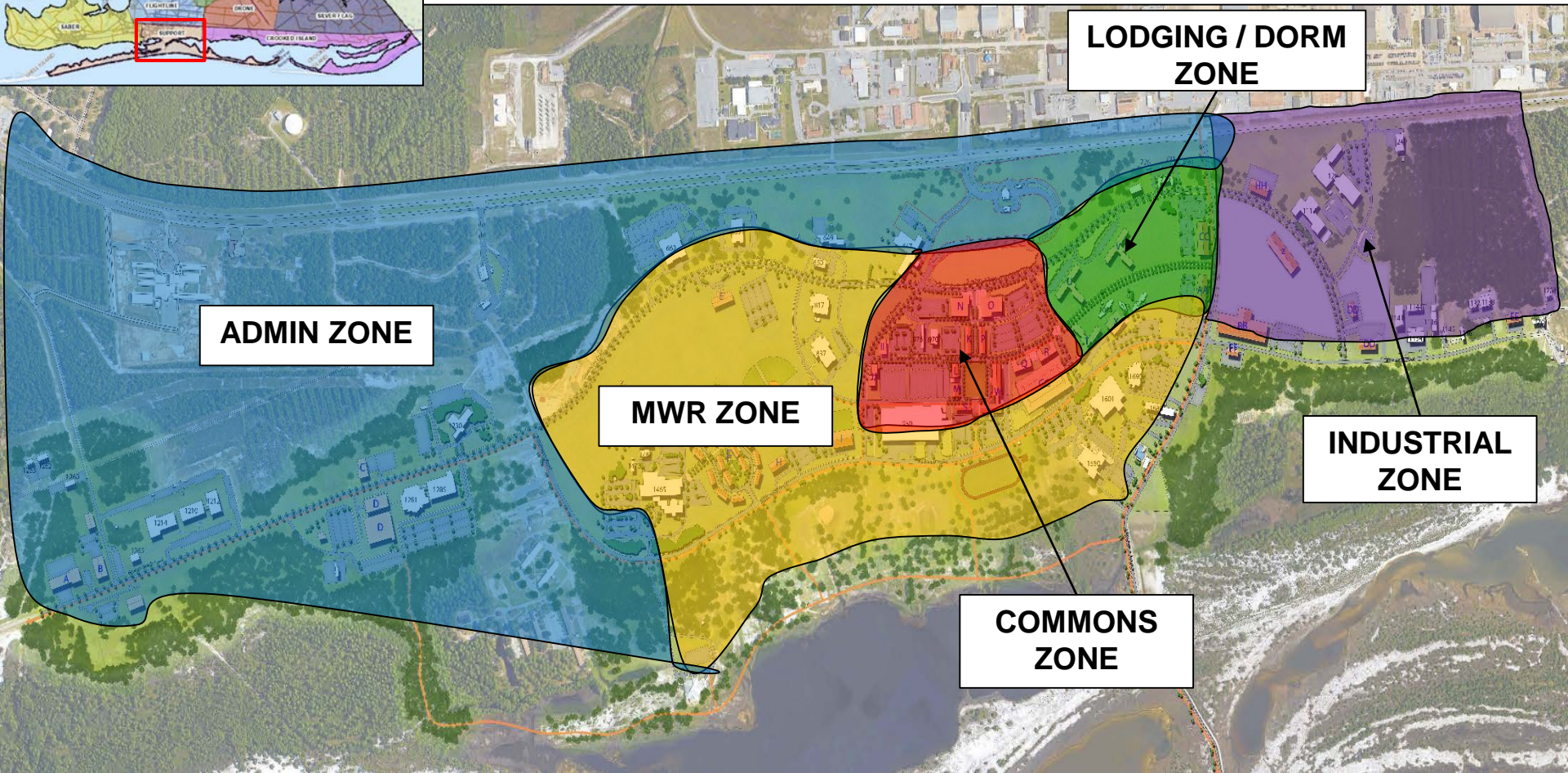
Award	Project
FY21	WEG Hangar
FY21	WEG Headquarters
FY21	53 WEG - Consolidate Subscale Drone Facilities
FY21	MU-2 Hangar
FY21	53 WEG Parking Apron





# Execution Strategy

## Support District Construction Zones



*Battle Ready ... Built Right!*



# Execution Strategy

## Admin, MWR, & Commons Zones MILCON



### Admin Zone MILCON Total = Small

Award	Project
1st Qtr FY21	Security Forces Mobility Storage Facility
1st Qtr FY21	Emergency Operations Center / Alternate Command Post
1st Qtr FY21	325 <sup>th</sup> Fighter Wing Headquarters
1st Qtr FY21	Small Arms Range

### MWR Zone MILCON Total = Small

Award	Project
FY21	MWR Facilities

### Community Commons Zone MILCON Total = Medium

Award	Project
4th Qtr FY20	Child Development Center
1st Qtr FY21	Chapel
1st Qtr FY21	Community Commons Facility



# Execution Strategy

## Lodging/Dorm & Industrial Zones MILCON

### Lodging & Dorm Zone MILCON Total = Large

Award	Project
4th Qtr FY20	Dorm Complex, Phase 1
4th Qtr FY20	Lodging Facilities, Phase 1
1st Qtr FY21	Dorm Complex, Phase 2
1st Qtr FY21	Lodging Facilities, Phase 2

### Industrial Zone MILCON Total = Medium

Award	Project
FY21	Logistics Readiness Squadron Complex
FY21	Civil Engineer / Contracting / USACE Complex





# Execution Strategy

## Silver Flag & Infrastructure Zones MILCON



### Silver Flag - AF Civil Engineer Center Zone MILCON Total = Large

Award	Project
FY21	Silver Flag - Fire Station #4
FY21	Silver Flag - Replace and Consolidate 6 Facilities
FY21	AFCEC RDT&E Facilities & Gate

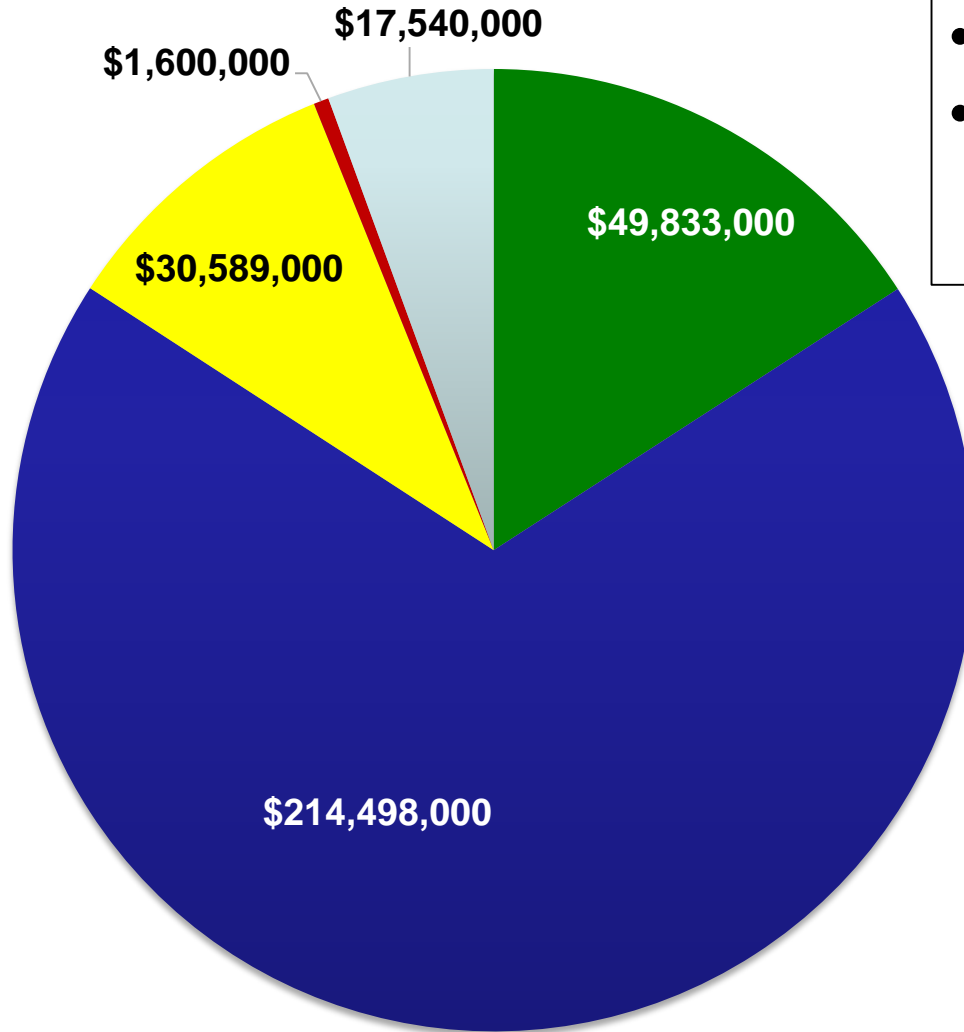
### Infrastructure Zone MILCON Total = Large

Award	Project
4th Qtr FY20	Site Development, Utilities, & Demolition, Phase 1
4th Qtr FY20	Site Development, Utilities, & Demolition, Phase 2
4th Qtr FY20	Tyndall AFB Gate Complexes



# O&M Execution Status

Current Total Program = \$314M



- \$290M funded in FY19
- Small number deferred to FY20 due to funding/execution capacity

- Awarded
- Solicitation
- Pre-Solicitation
- Package Development
- Deferred to FY20



# O&M Execution

## Procurement Through 325 CONS



Project	Status
Repair WEG Dock, B5032 & B5022	Awarded
Geotechnical Survey, Repair Pavements	Awarded
Repair Airfield Pavements	Awarded
Remove Rubber and Repaint Airfield	Awarded
Paint Drone Runway	Awarded
Repair Multiple Dormitories	Awarded
Repair Multiple Fuels Maintenance Facilities	Awarded
Repair Track and Field, B1515	Awarded
Construct Batch Plant	Awarded
Construct ITN Locations	Awarded
Repair Shell Island Dock, B3700	Awarded
Demo Hangar 5, B227	Awarded
Demo Facilities Phase 4	Solicitation
Repair Communications Towers, Basewide	Solicitation
Repair Dormitory, B1680	Solicitation
Repair Multiple Facilities Ammo Area	Solicitation
Repair Pass and ID/Welcome Center, B2980	Solicitation
Repair Multiple AFCEC CEMIRT Facilities	Solicitation
Repair Upgrade WEG Sub-Scale Drone Facilities (8500 Area)	Solicitation



# O&M Execution



## Procurement Through 325 CONS, Continued

Project	Status
Repair Communications Towers, B1478	Solicitation
Repair WEG Special Devices, B274	Solicitation
Repair Communications Headquarters, B817	Solicitation
Repair Multiple Facilities Silver Flag	Solicitation
Repair NCOA Academy, B837	Solicitation
Repair Multiple Flightline Facilities	Solicitation
Repair Multiple 1200 Area Facilities	Solicitation
Repair Multiple 6000 Area Facilities	Solicitation
Repair Base Recycling, B72400	Solicitation
Repair WEG Facilities, B45 & B9314	Solicitation
Repair WEG Facilities, B1801 and B1809	Solicitation
Repair WEG Towers and Antennas, 1800 Area	Solicitation
Repair LPS WEG 1800 Area Compound	Solicitation
Repair Perimeter Fence, Basewide	Pre-Solicit
Repair AOC Compound	Pre-Solicit
Repair Pavements, Basewide	Pre-Solicit
Repair FAMCAMP	Package Dev
Repair Marina Area Infrastructure	FY20
Repair Multiple Gate Signs and Marquees	FY20



# O&M Execution

## Procurement Through USACE



Project	Status
Boundary Survey Tyndall AFB	Awarded
Construct WEG Small Boat Maintenance Facility	Solicitation
Repair WEG Drone Mx, B8519	Solicitation
Replace Area Defense Council Facility	Solicitation
Replace Carwash Facility	Solicitation
Repair Youth Center to CDC/Gym	Solicitation
Repair AGE Shop, B267	Solicitation
Repair Mission Support HQ, B662	Solicitation
Repair Education Center, B1230	Solicitation
Repair Dining Facility, B1690	Solicitation
Repair Security Forces Squadron HQ, B659	Solicitation
Repair Communication Squadron HQ, B650 & B649	Solicitation
Repair Air Operations Center Control Facility, B480	Solicitation
Repair Air Operations Center Ops Facility, B485	Solicitation
Repair Air Operations Center Ops Facility, B486	Solicitation
Repair AFCEC Lab, B1117	Solicitation
Repair Logistics Readiness Squadron HQ, B548	Solicitation



# O&M Execution

## Procurement Through USACE, Continued

Project	Status
Repair AFNORTH HQ, B1210	Solicitation
Repair AFNORTH HQ, B1212	Solicitation
Repair AFNORTH HQ, B1214	Solicitation
Repair ABM Schoolhouse, B1281	Solicitation
Repair ABM Schoolhouse, B1285	Solicitation
Repair Multiple MWD Kennels	Solicitation
Repair Fuel Admin, B400	Solicitation
Repair Vehicle Maintenance, B560	Solicitation
Repair Horizons, B1550	Solicitation
Repair FTD Classroom, B549	Solicitation
Repair 325 FW HQ, B647	Solicitation
Survey Water Debris and Hazards	Solicitation
Facility Demolition, Phase V	Pre-Solicit
Construct WEG Drone Boat Maintenance Facility	FY20
Repair Flight Training, B585	FY20
Repair AFCEC HQ, B1120	FY20
Repair Flight Simulator, B588	FY20
Temporary Facility Swing Space	FY20





# O&M Execution

## Procurement Through Other



Project	Status
<b>722<sup>nd</sup> Enterprise Sourcing Squadron (ESS)</b>	
NEPA Environmental Assessment	Awarded
NEPA Programmatic Environmental Impact Statements (PEIS)	Solicitation
Tyndall Energy Assessments	Solicitation
<b>Defense Logistics Agency (DLA)</b>	
Convert Overhead Lines to Underground, Basewide Phase 1	Awarded
Repair Electrical and Water Infrastructure, Basewide	Solicitation
Electrical Power to New Concrete Batch Plant	Solicitation
<b>U.S. Fish &amp; Wildlife</b>	
Tree Clearing/Forestry Cleanup - 8,000 acres	Awarded



# Risks and Mitigation

- **Evolving requirements**
  - Added fidelity during RFP development; adjusted PAs at RFP completion
- **Staffing/Program Management**
  - Rapid gov't hiring; A&AS support; clarify governance and PgMP
- **Competition for skilled labor/materials**
  - Adjusted PAs for hurricane market conditions
- **Timely USACE construction awards**
  - Borrowed contract capacity (AF and USACE)
- **Limited MILCON Funding (\$577M vs \$3.0B requirement)**
  - Adapted solicitation of entire Zones or portions based on available funding
- **NEPA/Environmental/Natural/Cultural Issues**
  - Design at Risk; no F-35 construction start pre-ROD
- **Installation-wide Infrastructure / Privatized Utilities**
  - Coordinate with UP KTRs for execution cost
- **Zone Interdependencies/coordination**
  - Design Integration contractor; revised Installation Facility Standards & Specs



# Near Term Actions

- **Fill critical program/project management vacancies**
- **Award A&AS support contract (30 Sep 19)**
- **Award Design Integration (DI) contract (Nov 19)**
- **Award FY19 projects under 10 USC 2854 authority**
  - ABM Simulator (30 Sep 19)
  - Fire Station #2 (30 Sep 19)
- **Award DB RFP contracts for 12 zones (Sep – Oct 19)**
- **Develop/publish governance documents and Program Management Plan (PgMP) (Nov 19)**
- **Develop/publish revised Installation Facility Standards and Tyndall-specific Guide Specifications (Nov 19)**
- **Develop construction logistics strategy**



# Construction Logistics

- **Challenges associated w/scale of recovery/rebuild effort**
  - Labor Beddown/Lodging
  - Labor Feeding
  - Labor Jobsite Transportation
  - Base Access
  - Contractor Laydown Areas
  - Material Supply/Delivery
- **Approach**
  - Tap into industry lessons learned to identify innovative approaches
  - Not all approaches will be feasible and some easier to implement
  - Let supply & demand work with Gov't facilitation of introduction
  - Capture finalized approach within Tyndall Guide Specs
- **Effects**
  - Minimize typical logistics supply/demand cost increases
  - Minimize neg impacts on already stressed local housing/lodging
  - Minimize neg impacts on local road networks (congestion/damage)
  - Minimize neg impacts on Tyndall's feeding/support operations

**Tyndall Rebuild Effort is Open for Business & Requires Innovation**

