MILCON Transformation in Support of Army Transformation

An encore presentation

Mr. Claude Matsui
Program Coordinator for Readiness & Modernization Support / Combat Readiness Support Team Leader
DoD Integration Team, HQUSACE
What’s Transformation Mean?

- Current deployment frequency too high; Must reduce Soldier deployment tempo
- Emerging and advanced technologies reduces the deployed force “footprint”; increases deployable unit “force pool”
- Installation role changes; facilities become resource multiplier .. increase warfighter capability & responsiveness
- Installations support a mix of Stryker, Modular, and Future Force mix out till 2030-ish
- Future technologies “inserted” through spin-out as they mature

Warfighter Expectation & Imperatives:

- Give Soldiers maximum capability to meet mission
- Minimize disruption to readiness cycle
- Deliver facilities on-time/schedule
Multiple ‘Peaking’ Programs w/Critical Facilities Needs

Critical Questions…
How much, when?

Army Transformation & MILCON Program

Future Force (2025+)

BRAC 05

IGPBS

Army Modular Forces

GWOT Spt

Temp Bldgs

NOW

OVER TIME

Installations

2010
Brigade Complex Concept

- Admin & operational space configured to enable change in primary intended use
- Multipurpose space increases usage & capability
- Built-in adaptability to accommodate change beyond today’s needs
- Connectivity enables tasks that cause space allocation not previously experienced
- Mission and connectivity drives responsiveness & greater tendency to move to complexes rather than individual buildings
MILCON Transformation

- Three-part strategy to provide permanent facility solutions quicker
- Focused on five facility types initially
- Planning Charettes – centrally managed/decentralized execution
- Best commercial practices/methods with functional military requirements
- Innovative/aggressive acquisition strategy and contracting mechanisms

Private Industry Apartment
Provide Data/Power Throughout Installation

New Criteria & Requirements

- Secure facilities down to Brigade level.. compartmented, physical, communication, and information security
- Power & data connectivity down to parking pads
- Uninterrupted power to select zones in mission critical facilities
- Connectivity includes both NIPR and SIPR drops to maintenance bays
- Non-traditional facility connection to installation backbone e.g., warehouses

Industrial/Heavy Equipment Repair Buildings
Consider Future Requirements

Technology insertions will drive space allowances and necessitates adaptive/multipurpose facility designs.

What are adaptive/multi-purpose facility designs?

Minimize retrofit turmoil by accepting risk

- Identify “pace setting” or pre-programmed technology fielding packages (e.g., spin outs)
- Incorporate construction techniques and/or materials to enable reconfigurability with minimal effort
- Build to “objective” design to minimize retrofit to accommodate change
- Use life-cycle cost model or “investment portfolio” vice first-cost “ledger” where it makes sense

Objective Design – Maximum Army is willing to commit to Threshold Design – Minimum acceptable functionality/capability

Headquarters

Office Buildings
Provide Flexibility to Adapt to Change

Fiscal reality causing need to reduce repetitive modification as Transformation occurs.

What changes are we considering?

Adaptive, multipurpose design

• Baseline against current requirements; objective end-state accommodates foreseeable future needs
• “Internal” flexibility using reconfigurable space, demountable walls
• “External” flexibility using building configurations/construction methods that accommodate primary use change
• Maximize space use to meet more than one function whenever feasible

Industrial Warehouse Park Buildings

Company Operations
Use a Streamlined Acquisition Model

Current acquisition and contracting practices unable to meet pace and demand.

What types of contracting vehicles are we talking about?

Request For Proposal Format

- Best commercial practices/methods with functional military requirements. *performance/industry-based RFP*
- Innovative/aggressive acquisition strategy and contracting mechanisms
- Design-build acquisition process
- Management environment – Government-Industry shared risk

See: Track 8 - Design-Build for Military Projects
Partnering for Success

Change in facility duty cycle renders habitually used materials and methods less economical.

What is industry's role? What's the District/Division role? Who else?

25-year design life; less demanding construction type

- **Installation role** – site selection & Installation Design Guide compliance
- **District role** – project management/execution
- **HQUSACE & HNC** – Program Management, planning charrettes, DD1391 templates, master planning manpower contingencies
- **MCX/COS role** – standards & criteria compliance; bid proposal review
- **HQIMA role** – programmatic priorities execution oversight, user priority coordination/synchronization
- **ACSIM** role – resourcing, policy, and process oversight
- **Industry role** – innovation, rapid response, different materials & methodology, performance & quality management?
What Does it All Mean?

- MCA process (as we know it) will change as Transformation continues beyond 2025 (i.e., must be increasingly responsive)
- Increasing industry-Government partnerships likely to continue well into Future Force fielding timelines (c. 2030+)
- Technical evaluation of RFP responses crucial to getting what Soldiers need. *Must be able to interpret vendor proposal AND capability to meet functional and operational needs*. Representing the Warfighter
- Increasing Warfighter dependence upon Centers of Excellence and Standardization (e.g., concepts, requirements validation, cross-functional technical expertise) extends beyond USACE role as the “construction facilitator”

How do we “transform” USACE to be simultaneously more supportive of the Soldier and remain a “premier Government A-E” organization?

Is USACE’s role a “service provider” or as a “trusted agent”?

One-time need

Repeat business

Warfighter rep
Summary

Questions??

“The willingness of future generations to serve in our military will be directly dependent upon how we have treated those who have served in the past.“

George Washington
### Preliminary Gap Analyses

#### Combat Brigade Unit Facility Support

#### Yesterday

<table>
<thead>
<tr>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Brigade HQ</td>
<td>1</td>
<td>1</td>
<td>1</td>
<td>1</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Battalion HQ</td>
<td>3</td>
<td>5</td>
<td>6</td>
<td>6</td>
<td></td>
<td></td>
</tr>
<tr>
<td>COF</td>
<td>13</td>
<td>26</td>
<td>30-32</td>
<td>36</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

#### Deploy Equip Storage
- DOL storage: Y
- Limited unit storage: Y
- Sust Ops Cmplx serves as deployment staging area: Y

#### Deploy Supply Storage
- Assumes DOL/Depot storage: N
- Assumes DOL/Depot storage: N
- Unit storage all classes: Y

#### -10 Maint/Sup Capability
- CL I/II

#### -20 Maint/Sup Capability
- CL III/IVa

#### -30 Maint/Sup Capability
- 1st Tier @ UA
- 2d Tier space @ UA
- NMP/SUA space @ UA

#### -40 Maint/Sup Capability
- Full 2LM 1st Tier @ UA
- NMP space @ UA

#### Embedded Training
- Power & Data @ Parking

#### Manned Aircraft
- Integrated training, mission planning/rehearsal

#### UAV – CL I/II
- Limited to CL I ONLY
- Operator training = to pilot training/FHP

#### UAV – CL III/IVa
- Operator training = to pilot training/FHP

#### UGV - Mule
- Operator training = driver training course/convoy

#### R/A-UGV
- Operator training = driver training course/convoy

* Planning assumptions. BCT & UA requirements VALIDATION pending senior leader review and APPROVAL.