International Business Opportunities: USAFRICOM

Sponsored by SAME International Committee

Moderator:
• David A. Luke, Jr, PE, LEED™ AP BD+C, Vice President, Merrick & Company

Speakers:
• Capt. Rick Cook, J44 Division Chief, USAFRICOM
• Greg Wilderman, MILCON Program Manager, NAVFAC HQ
• Wayne Uhl, Program Manager, USACE Europe District
United States Africa Command

Directorate for Logistics - J4

Engineer Division - J44

The overall classification of this briefing is UNCLASSIFIED
Agenda

• Who We Are
  • AFRICOM Organization / Mission
  • Engineer Staff

• What We Do
  • Posture Forces
  • Basing Characterizations
  • Military Construction Program
  • Environmental Security
  • Exercise Related Construction
US Gov’t Agencies Embedded in the Staff

Over 30 Representatives from more than 10 Federal Agencies
AFRICOM Component Commands

UNITED STATES ARMY AFRICA
Vicenza, Italy

UNITED STATES NAVAL FORCES AFRICA *
Naples, Italy

UNITED STATES AIR FORCES AFRICA**
Ramstein, Germany

U.S. MARINE CORPS FORCES, AFRICA (MARFORAF)
Stuttgart, Germany

SOCAFRICA
Stuttgart, Germany

COMBINED JOINT TASK FORCE HORN OF AFRICA
Camp Lemonnier, Djibouti

* Serve as NAVAIR, NAVEUR, 6th Fleet
** Dual Hatted as EUCOM Component
AFRICOM Mission and Intent

**Mission**
Africa Command protects and defends the national security interests of the United States by strengthening the defense capabilities of African states and regional organizations and, when directed, conducts military operations, in order to deter and defeat transnational threats and to provide a security environment conducive to good governance and development.

**Intent**
Our purpose is twofold: 1) to protect the U.S. homeland, American citizens abroad, and our national interests from transnational threats emanating from Africa; and 2) through sustained engagement, to enable our African partners to create a security environment that promotes stability, improved governance, and continued development. Should preventive or enabling efforts fail, we must always be prepared to prevail against any individual or organization that poses a threat to the United States, our national interests, or our allies and partners.
It’s a BIG job!

Africa: 11,700,000 m²
China: 3,704,427 m²
CONUS: 3,044,503 m²
Western Europe: 1,414,807 m²
Argentina: 1,077,924 m²
Remaining Area: 2,458,223 m²
U.S. Basing Support

USAFRICOM’s Only “Base”
Camp Lemonnier, Djibouti
(CLDJ)
J-44 Operations Branch

- Posture of US Forces throughout AFRICOM AOR
- Interface with Joint Staff and give guidance/tasks to Components for Contingency requirements
- Niger
  - Future Contingency Operations
- Crisis Response
  - Bed-down of Rapid Reaction Forces
- Construction Standards for Contingency Locations, Cooperative Security Locations, and Forward Operating Sites
  - Joint standards adopted from USACE Center of Excellence
- Other Contingency Planning
J-44 Infrastructure Branch

• Manage AFRICOM Military Construction (MILCON) program
  • MILCON: New construction over $750K enacted by authorization / appropriation
    • Special authorities possible for emergency / contingency construction
  • Services program projects, not AFRICOM
  • Usually requires several years to push through system
  • CCMR priorities pursued via Joint Staff MILCON prioritization process or Issue Nomination process

• AFRICOM’s MILCON Program:
  • Current MILCON projects are located only at Camp Lemonnier, Djibouti (CLDJ)
    • Ongoing Projects (FY08-13): $440M
    • Future Programmed Projects (FY14-15): $40M
# Current CLDJ MILCON Projects

<table>
<thead>
<tr>
<th>FY</th>
<th>Project #</th>
<th>Project</th>
<th>Value ($K)</th>
<th>Status</th>
</tr>
</thead>
<tbody>
<tr>
<td>08</td>
<td>P906</td>
<td>Fuel Farm</td>
<td>5,448</td>
<td>Awarded AUG 2012 to AICI; ECD APR 2014</td>
</tr>
<tr>
<td>09</td>
<td>P907</td>
<td>Aircraft Maintenance Hangar</td>
<td>10,947</td>
<td>Two projects combined in one contract. Awarded MAY 2013 to P&amp;S Construction Inc; 0% complete; ECD MAR 2015</td>
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<tr>
<td>09</td>
<td>P910</td>
<td>Telecom Facility</td>
<td>4,239</td>
<td></td>
</tr>
<tr>
<td>10</td>
<td>P237</td>
<td>Satellite Fire Station</td>
<td>3,737</td>
<td>Awarded JUL 2010 to UIP. Complete NOV 2013</td>
</tr>
<tr>
<td>10</td>
<td>P235</td>
<td>Security Fencing</td>
<td>9,579</td>
<td></td>
</tr>
<tr>
<td>10</td>
<td>P916</td>
<td>Pave Interior Roads</td>
<td>12,313</td>
<td>Four projects combined in one contract. Awarded MAR 2012 to ECC MEZZ; 45% complete; CCD 9 FEB 2014; anticipated BOD 30 OCT 2014</td>
</tr>
<tr>
<td>11</td>
<td>P912</td>
<td>Pave External Roads</td>
<td>2,307</td>
<td></td>
</tr>
<tr>
<td>11</td>
<td>P219</td>
<td>General Warehouse</td>
<td>6,802</td>
<td></td>
</tr>
<tr>
<td>12</td>
<td>AF17001</td>
<td>A/C Apron Taxiway Maintenance Shelter</td>
<td>7,386</td>
<td>Awarded MAY 2012 to UIP. Complete NOV 2013</td>
</tr>
<tr>
<td>12</td>
<td>P217</td>
<td>Aircraft Logistics Apron</td>
<td>13,383</td>
<td>Two projects combined in one contract. Awarded DEC 2012 to METAG; 30% complete; ECD APR 2014</td>
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<tr>
<td>12</td>
<td>P932</td>
<td>Taxiway Enhancement</td>
<td>5,585</td>
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</table>
### Current MILCON Projects (cont)

<table>
<thead>
<tr>
<th>FY</th>
<th>Project #</th>
<th>Project</th>
<th>Value ($K)</th>
<th>Status</th>
</tr>
</thead>
</table>
| 12 | P920      | Berthing Phase 1 (Barracks)            | 32,442     | Two projects combined in one contract  
Awarded SEP 2012 to Tetra Tech; 17% complete; ECD JAN 2015 for P944 and JAN 2015 for P920         |
| 12 | P944      | Expeditionary Berthing (CLU's)          | 26,588     |                                                                                                     |
| 12 | P502      | Combat Aircraft Loading Area (CALA)    | 43,421     | Three projects combined in one contract  
Awarded SEP 12 to CH2M HILL-METAG; 12% complete; ECD MAR 2015                                       |
| 12 | P943      | Eastern Taxiway Extension              | 7,221      |                                                                                                     |
| 10 | P220      | Ammunition Supply Point (ASP)           | 21,689     |                                                                                                     |
| 13 | P121      | Containerized Living and Working Units  | 6,293      | Awarded AUG 13 to ITSI GILBANE; 0% complete                                                        |
| 13 | P218      | Cold Storage and Galley Addition        | 10,562     | Awarded SEP2013                                                                                     |
| 13 | P230      | Joint (HOA/CLDJ) HQ Facility            | 36,169     | Awarded SEP2013                                                                                     |
| 13 | P236      | Fitness Center                         | 12,986     | Awarded SEP2013                                                                                     |
| 13 | P688      | Task Force Compound                    | 150.703    | SOCOM 2808 package approved by SECDEF. Awarded SEP2013                                              |
| 13 | PP3       | Upgrade to Power Plant III              | 7,321      | Awarded SEP2013                                                                                     |
Programmed & Out-Year MILCONs

<table>
<thead>
<tr>
<th>FY</th>
<th>Project #</th>
<th>Project</th>
</tr>
</thead>
<tbody>
<tr>
<td>14</td>
<td>P227</td>
<td>Armory</td>
</tr>
<tr>
<td>14</td>
<td>P921</td>
<td>Berthing, Phase 2 (austere barracks)</td>
</tr>
<tr>
<td>15</td>
<td>P330</td>
<td>Entry Control Point (southern ECP)</td>
</tr>
<tr>
<td>16</td>
<td>P946</td>
<td>Fuel Storage Facility</td>
</tr>
<tr>
<td>-</td>
<td>P332</td>
<td>Electrical Power Plant</td>
</tr>
<tr>
<td>-</td>
<td>P223</td>
<td>Medical/Dental Facility</td>
</tr>
<tr>
<td>-</td>
<td>P505</td>
<td>Aircraft Parking Apron</td>
</tr>
<tr>
<td>-</td>
<td>P942</td>
<td>Air Cargo Terminal (ACT)</td>
</tr>
<tr>
<td>-</td>
<td>P934</td>
<td>Joint Mobility Processing Center (JMPC)</td>
</tr>
</tbody>
</table>
J-44 Environmental Security Branch

EnSec

Operations and Readiness

Operations
- Environmental input to contingency planning and operations:
  - Environmental Annex L to OPLAN, TCPs
  - Environmental Baseline Surveys (EBS)
  - Environmental Security Engagements

Readiness
- Develop AFRICOM’s Environmental Instructions and Guidance
  - Ensure compliance with DOD policies, e.g. DODI 4715
    - pollution prevention,
    - environmental compliance

Theatre Security Cooperation (TSC) Engagements

Capacity building for Partner African Nations Mil and Non-Mil Stakeholders.
Technical topics:
- Environmental and Engineering Considerations in Peace Support Operations
- Implication of Climate Change on International Security
- Water Resources Management
- Integrated Training Area Management (ITAM) and Sustainable Range Program (SRP)
- Oil Spill Preparedness and Response
- Integrated Waste Management (IWM)
- Environmental Considerations in Contingency Operations (ECOPs)
- Explosive Safety
- Contaminated site Investigation & Cleanup
- UXO – Site Characterization & Cleanup
- Crisis / Disaster Preparedness & Management
- Coastal Erosion
FY14 Planned ENSEC Engagements

Burkina Faso - Environmental Considerations in Military Operations Workshop

Guinea – Oil Spill Preparedness & Response / Fishery Mgmt Workshop

Cameroon – Oil Spill Preparedness & Response / Fishery Mgmt Workshop

Djibouti – Oil Spill Preparedness & Response Workshop (NAVFAC)

Kenya Water Resources Capacity Building Workshop

Ghana PLOG

FY13 Gabon – Oil Spill Preparedness & Response Workshop (NAVFAC) (Budget: $120.5 DEIC; 18-20 Feb 2014 ) – Originally scheduled October 2013 cancelled due to Government shutdown

Mozambique – Oil Spill Preparedness & Response Workshop (NAVFAC)

Kenya PLOG

Bi-Lateral Event

Regional Event

ENSEC Funded or Co-funded

ENSEC Supported
**Exercise Related Construction**

**Definition:** Unspecified Minor Military Construction (MILCON) that supports CJCS-directed Exercises conducted OCONUS to build or improve infrastructure in locations with no permanent US presence.

**Objectives:**
- Improve Joint Exercises
- Promote Security Cooperation
- Enhance Troop Quality of Life
- Train Military Engineers

**FY15:** 10 projects submitted; out for AC staffing/prioritization
Challenges / Issues

• Inhospitable Environments
  • Difficult to Access Most Locations
  • Complicated Supply Chains
  • Lack of Trained Host Nation Workforce
  • Medical Issues
  • Personal Security

• Maintaining Enduring Locations with Austere Standards
  • Define Austere Standards that Balance Mission Requirements with Fiscal Constraints
  • Utilize Construction Practices / Technologies Developed for CENTCOM
Summary

• Who We Are
  • Huge Continent, Small Staff

• What We Do
  • Forward Plan to Meet Operational Requirements

• What We Do for Africa
  • Work Together to Increase Capabilities
Questions?

“If you want to go quickly, go alone. But, if you want to go far, go together.”

- African Proverb
SAME International Webinar

Navy Construction Programs in Africa

1 April 2014
Presenter Information

Greg Wilderman
Military Construction Program Manager
Naval Facilities Engineering Command HQ
1322 Patterson Avenue SE, Suite 1000
Washington Navy Yard, DC 20374-5065
Contact Information

John Thurber
Military Construction Program Manager
Naval Facilities Engineering Command HQ
1322 Patterson Avenue SE, Suite 1000
Washington Navy Yard, DC 20374-5065

Phone 202-685-9401
DSN 325-9401
Fax 202-685-1675
john.thurber@navy.mil
Combined Joint Task Force-Horn of Africa (CJTF-HOA)
Mission

• CJTF-HOA conducts action to:
  ➢ PREVENT conflict
  ➢ PROMOTE regional cooperation
  ➢ PROTECT U.S. and coalition interests
  ➢ PREVAIL against extremism

• This provides the foundation for CJTF-HOA’s strategic priorities & initiatives centered on cooperative conflict prevention.

• Integrating our military capabilities with instruments of diplomacy & development, we can engage with African partners more effectively to achieve multilateral partnership development that contributes to resolving conflicts peacefully.

• Regional cooperation sets the conditions for economic and social gains, which also has a positive effect on the US & our Partner Nations’ common interests.

• Ultimately, our actions and effects will undermine the conditions that extremists seek to exploit towards achieving their political ends.
Combined Joint Task Force-Horn of Africa (CJTF-HOA)

Background

• CJTF-HOA established at Camp Lejeune, NC, in October 2002. Formed from:
  – Each military branch of the U.S. Armed Forces
  – Civilian employees
  – Representatives of coalition & partner countries
    • Djibouti, Ethiopia, Eritrea, Kenya, Uganda, Somalia, Sudan, Tanzania, Yemen, Seychelles, Comoros, Mauritius, and Madagascar

• A bilateral land use agreement between the US & the Government of Djibouti was signed in 2005 with a base term of five years, with two five-year renewal options. The first renewal option was exercised, effective 1 Oct 2010.

• A land use agreement to expand the Camp’s boundaries was signed in May 2006 between the US & the Government of Djibouti.

• In October 2006, Navy became lead component for logistics & contracting.
Combined Joint Task Force-Horn of Africa (CJTF-HOA)  

**Background**

- SECDEF decided in Oct 2008 to establish AFRICOM’s interim HQ in Stuttgart, Germany.
  - Decision on permanent location is pending.
  - Navy has responsibility for CLDJ & CJTF-HOA until US AFRICOM HQ is established on the African continent.

- Military Construction, Navy (MCON) was programmed for Camp Lemonnier, Djibouti beginning in 2005 for facilities in support of operations ashore.

- Camp Lemonnier has been designated as an Enduring Base (long-term presence anticipated). Most existing facilities are semi-permanent construction with extensive use of pre-engineered buildings.

- MCON program is providing permanent replacement & additional facilities.
Source document for planned facilities, location and personnel loading

– Currently, the majority of the facilities are temporary, but the plan provides a detailed infrastructure plan with more permanent facilities that meet Basic Facility Requirements.

– Quality of life facilities were minimal and strewn throughout the base. The plan provides for a centralized area.

– Plan addresses force protection ATFP compliance with AFRICOM direction.

– Master Plan includes:
  - Aircraft loading & transient aircraft planning figures.
  - Housing requirements & standards.
  - Training requirements & facilities.
### Camp Lemonnier MILCON Projects

<table>
<thead>
<tr>
<th>Project</th>
<th>Description</th>
<th>Cost</th>
<th>% Complete</th>
</tr>
</thead>
<tbody>
<tr>
<td>P-902</td>
<td>Electric Power Plant</td>
<td>$17,990 K</td>
<td>Completed</td>
</tr>
<tr>
<td>P-904</td>
<td>Water Storage</td>
<td>$5,630 K</td>
<td>Completed</td>
</tr>
<tr>
<td>P-913</td>
<td>Wastewater Treatment</td>
<td>$19,700 K</td>
<td>Completed</td>
</tr>
<tr>
<td>P-205</td>
<td>Network Infrastructure Expansion</td>
<td>$6,270 K</td>
<td>Completed</td>
</tr>
<tr>
<td>P-225</td>
<td>Dining Facility</td>
<td>$20,780 K</td>
<td>Completed</td>
</tr>
<tr>
<td>P-903G</td>
<td>Water Production</td>
<td>$19,140 K</td>
<td>Completed</td>
</tr>
<tr>
<td>P-906</td>
<td>Fuel Farm</td>
<td>$5,448 K</td>
<td>95%</td>
</tr>
<tr>
<td>P-908</td>
<td>Western Taxiway</td>
<td>$2,900 K</td>
<td>Completed</td>
</tr>
<tr>
<td>P-914</td>
<td>Full Length Taxiway</td>
<td>$15,490 K</td>
<td>Completed</td>
</tr>
</tbody>
</table>

**FY 2007 Global War on Terrorism (GWOT) Supplemental Appropriations for Navy MILCON – Acquisition Strategy: Best Value Source Selection (BVSS).**

**FY 2008 GWOT Supp MILCON – Acquisition Strategy: BVSS.**
## Camp Lemonnier MILCON Projects

<table>
<thead>
<tr>
<th>FY 2009 MILCON – Acquisition Strategy: BVSS</th>
<th>% Complete</th>
</tr>
</thead>
<tbody>
<tr>
<td>P-907 Aircraft Maintenance Hangar</td>
<td>$ 9 - 13 M</td>
</tr>
<tr>
<td>P-909 Aircraft Parking Apron</td>
<td>$ 15,250 K</td>
</tr>
<tr>
<td>P-910 Telcom Facility</td>
<td>$ 2 - 5 M</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>FY 2010 MILCON</th>
<th>Acquisition Strategy: BVSS</th>
<th>% Complete</th>
</tr>
</thead>
<tbody>
<tr>
<td>P-235 Security Fencing</td>
<td>$ 9,579 K</td>
<td>60%</td>
</tr>
<tr>
<td>P-237 Fire Station</td>
<td>$ 3,738 K</td>
<td>Completed</td>
</tr>
<tr>
<td>P-220 Ammunition Supply Point</td>
<td>$ 11,353 K</td>
<td>18%</td>
</tr>
<tr>
<td>P-916 Interior Paved Roads</td>
<td>$ 12,854 K</td>
<td>60%</td>
</tr>
<tr>
<td>P-120 Unspecified Minor Construction</td>
<td>Additional Berthing for SOCOM</td>
<td>$ 1,276 K</td>
</tr>
</tbody>
</table>
# Camp Lemonnier MILCON Projects

<table>
<thead>
<tr>
<th>FY 2011 Navy MILCON Acquisition Strategy: BVSS</th>
<th>% Complete</th>
</tr>
</thead>
<tbody>
<tr>
<td>P-219 General Warehouse</td>
<td>$7,068 K</td>
</tr>
<tr>
<td>P-912 Pave External Roads</td>
<td>$2,406 K</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>FY 2012 Navy MILCON Acquisition Strategy: BVSS</th>
<th>% Complete</th>
</tr>
</thead>
<tbody>
<tr>
<td>P-7001 Aircraft Apron/Taxiway Maintenance Shelters</td>
<td>$7,372 K</td>
</tr>
<tr>
<td>P-217 Aircraft Logistics Apron</td>
<td>$13,917 K</td>
</tr>
<tr>
<td>P-932 Taxiway Enhancement</td>
<td>$5,585 K</td>
</tr>
<tr>
<td>P-920 BEQ Ph 1</td>
<td>$32,442 K</td>
</tr>
<tr>
<td>P-944 Expeditionary Lodging</td>
<td>$26,588 K</td>
</tr>
<tr>
<td>P-502 Combat Aircraft Loading Apron (CALA)</td>
<td>$43,421 K</td>
</tr>
<tr>
<td>P-943 Eastern Taxiway Extension</td>
<td>$7,221 K</td>
</tr>
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</table>
## Camp Lemonnier MILCON Projects

**FY 2013 Navy MILCON Acquisition Strategy:** BVSS except P-218 LP

<table>
<thead>
<tr>
<th>Project Code</th>
<th>Description</th>
<th>Cost</th>
<th>% Complete</th>
</tr>
</thead>
<tbody>
<tr>
<td>P-121</td>
<td>Containerized Living and Working Units</td>
<td>$ 7,100 K</td>
<td>1%</td>
</tr>
<tr>
<td>P-236</td>
<td>Fitness Center</td>
<td>$ 25,500 K</td>
<td>0%</td>
</tr>
<tr>
<td>P-688</td>
<td>Task Force Compound</td>
<td>$ 228,400 K</td>
<td>4%</td>
</tr>
<tr>
<td>P-230</td>
<td>Joint Headquarters/Joint Operations Center Facility</td>
<td>$ 40,380 K</td>
<td>0%</td>
</tr>
<tr>
<td>P-218</td>
<td>Galley Addition and Cold Storage Warehouse</td>
<td>$ 21,000 K</td>
<td>0%</td>
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</table>
### FY 2012 Camp Lemonnier MILCON

<table>
<thead>
<tr>
<th>Project #</th>
<th>Project</th>
<th>PA</th>
<th>Status</th>
</tr>
</thead>
<tbody>
<tr>
<td>P7001 (FY12 OCO - AF)</td>
<td>LAMS II</td>
<td>$7.37M</td>
<td>Awarded May 2012 - 99% complete</td>
</tr>
<tr>
<td>P217 (FY12 OCO)</td>
<td>Aircraft Logistics Apron</td>
<td>$13.92M</td>
<td>Awarded Aug 2012 - 53% complete</td>
</tr>
<tr>
<td>P932 (FY12 OCO)</td>
<td>Taxiway Enhancement</td>
<td>$5.59M</td>
<td></td>
</tr>
<tr>
<td>P920 (FY12)</td>
<td>Berthing Phase 1</td>
<td>$32.44M</td>
<td>Awarded Sept 2012 - 47% complete</td>
</tr>
<tr>
<td>P944 (FY12 OCO - AF)</td>
<td>Expeditionary Berthing</td>
<td>$26.59M</td>
<td></td>
</tr>
<tr>
<td>P502 (FY12 OCO - AF)</td>
<td>Combat Aircraft Loading Area (CALA)</td>
<td>$43.42M</td>
<td></td>
</tr>
<tr>
<td>P943 (FY12 OCO - AF)</td>
<td>Eastern Taxiway Extension</td>
<td>$7.22M</td>
<td>Awarded Aug 2012 - 15% complete</td>
</tr>
<tr>
<td>P220 (FY10)</td>
<td>Ammunition Supply Point</td>
<td>$22.69M</td>
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</tr>
<tr>
<td><strong>TOTAL</strong></td>
<td></td>
<td><strong>$159.24M</strong></td>
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## FY 2013 Camp Lemonnier MILCON

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<th>Project #</th>
<th>Project</th>
<th>PA</th>
<th>Status</th>
</tr>
</thead>
<tbody>
<tr>
<td>P121</td>
<td>Containerized Living and Working Units</td>
<td>$7.1M</td>
<td>Awarded Aug 2013 - 1% complete</td>
</tr>
<tr>
<td>P218</td>
<td>Cold Storage/Galley Addition</td>
<td>$21.0M</td>
<td>Awarded Sept 2013 - 0% complete</td>
</tr>
<tr>
<td>P230</td>
<td>Joint HQ Facility</td>
<td>$40.9M</td>
<td>Awarded Sept 2013 - 0% complete</td>
</tr>
<tr>
<td>P236</td>
<td>Fitness Center</td>
<td>$25.5M</td>
<td>Awarded Sept 2013 - 0% complete</td>
</tr>
<tr>
<td>P688</td>
<td>TF Compound</td>
<td>$228M</td>
<td>Awarded Sept 2013 - 4% complete</td>
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<tr>
<td></td>
<td><strong>TOTAL</strong></td>
<td><strong>$322.5M</strong></td>
<td></td>
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</tbody>
</table>
Potential Future MILCON Projects in Djibouti

- Bachelor Quarters ($60M)
- Ordnance Handling Pad ($15M)
- Passenger Terminal Replacement ($16.1M)
- Electrical Generation ($8M)
- Wastewater Treatment Plant ($20M)
- Multi-Purpose Facility ($4.2M)
- Medical/Dental Center ($40.2M)
- Bachelor Quarters ($94M)

Specific years not available (pre-decisional); expect construction will be $70-$100 million/year
Djibouti MILCON Reprogrammings

<table>
<thead>
<tr>
<th>Project &amp; Fiscal Year</th>
<th>Title</th>
<th>Programmed Amount</th>
<th>Actual Funding Requirement</th>
</tr>
</thead>
<tbody>
<tr>
<td>P-225 FY08</td>
<td>Dining Facility</td>
<td>20.8M</td>
<td>31.9M</td>
</tr>
<tr>
<td>P-906 FY08</td>
<td>Fuel Farm</td>
<td>4.0M</td>
<td>11.7M</td>
</tr>
<tr>
<td>P-910 FY09*</td>
<td>Telecom Facility</td>
<td>3.3M</td>
<td>10.2M</td>
</tr>
<tr>
<td>P-235 FY10*</td>
<td>Security Fencing</td>
<td>8.1M</td>
<td>20.9M</td>
</tr>
<tr>
<td>P-916 FY10</td>
<td>Interior Paved Roads</td>
<td>7.3M</td>
<td>16.6M</td>
</tr>
</tbody>
</table>

• Common issues with original cost estimates included:
  – Cost estimates assumed basic building materials and some amount of skilled labor could be acquired locally or from neighboring countries
  – Previously unidentified drainage requirements
  – AT/FP criteria changes
  – Under-scoped utility requirements

• Lengthy process for extra Congressional funding approval

* indicates also had to re-advertise construction (also P-907)
Construction In A Remote Area & Harsh Climate
Lesson Learned – Construction in Djibouti

• Extreme shortage of construction materials, skilled labor, & equipment in local area

• Numerous concurrent construction projects may lead to substantial competition for resources

• Local and regional subcontractors are unfamiliar with NAVFAC reqmts
  – Safety
  – Quality
  – Administration

• Design criteria and engineering systems maybe unfamiliar to subcontractors

• Maximizing local employment is important (personal observation)
  – Economically
  – Labor relations
  – Humanitarian
  – Diplomatically

• Partnering is crucial and prime contractor needs to be a strong lead
Project Management

• Weather/Environment
  – Difficult working conditions from May to October
  – Temperatures exceeding 120 degrees Fahrenheit (> 45 deg C).

• Local customs and practices demand close attention/coordination
  – Selecting subcontractors, shipping, and transportation
  – Success requires immediate engagement after award - before construction starts

• On site management and design teams – More is better

• Difficulties in communication & planning
  – Time differences
  – Slow data connections
  – Unreliable cell phone network. No land line (only DSN).
  – Reach back capability to corporate offices for engineering & procurement support will be critical.

• Contractor Forum for Africa Work – EURAFSWA and LANT
Procurement

• Very limited local supply of construction materials
  – Nearly everything must be shipped into country (including raw materials for concrete)
  – Long lead times

• Using local vendors to purchase long-lead items is unreliable

• Safety products required in contract (e.g. hardhats, safety shoes)
  – Not typically available locally

• Stocking and resupply chains are not well-defined in Djibouti
  – Vendors sometimes take months to re-stock even common items
  – Competition between numerous customers/contractors limits availability
  – Most vendors do not accept credit cards

• Djiboutian Port Authority and customs processes can hamper material throughput and cause long delays
Engineering and Construction

- Modern construction systems/equipment are not readily available in Djibouti

- When choosing design solutions, successful contractors fully understand availability of: Material, Equipment, Skilled Labor

- Limited local availability of ready-mix concrete (< 100 yd³ per day)

- Designs must be in compliance with the Unified Building Criteria
  - Typically, local materials meet European standards - not US standards

- Extremely high temperatures affect:
  - Material during installation (e.g. concrete)
  - Construction activity durations
  - Labor availability
  - Lifecycle/reliability of construction equipment and tools
Subcontracting

• Local and regional contractors’ lack of experience with US Government contracts and may not understand all contractual matters:
  – Quality Control
  – Safety
  – Schedule

• Proactive safety oversight is ESSENTIAL. Local contractors not fully aware of NAVFAC requirements.
  – Procedures
  – Equipment

• The right labor is a major variable. Again – Jobs are important to the local government and population

• Local contractors typically require more guidance and instruction from the Prime Contractor. Management team must be ready & able to supervise.
Construction Issues in Djibouti

• NAVFAC will be packaging FY 2012 and later projects into large contracts to make contracts more attractive to contractors.

• Starting with FY 2012 MCON projects, contractors can no longer be allowed to set up support camps on the installation. There will be no room due to continued growth and construction.

• Contractors will have to find areas off base for support camp and worker residence.

• Off base support facilities tend to be very expensive (hotels, cost of living).
SEABEES IN AFRICA

• Navy Construction Battalion (Seabees) forces are assigned to CJTF-HOA and are doing work on the African continent.

• Work includes performing well drilling operations, school building projects and other quality-of-life projects.

• For example, the SEABEES have been working with the Kenyan Ministry of State for Defense to exchange technical knowledge and strengthen ties between the U.S. and Kenya.
Currently executing 122 projects valued at $20M in 28 countries

**EUCOM - $5.9M:**
- 28 Projects: Schools, Medical, Sanitation, Fire Stations
- 6 Countries: Bulgaria, Macedonia, Moldova, Montenegro, Romania, Ukraine
- 2 Funding Programs
  - 27 Humanitarian Assistance $5,823K
  - 1 Exercise Related Construction $100K
- FY13 Program: 13 projects valued at $2.9M (included in above figures)

**AFRICOM - $14M:**
- 94 Projects: Schools, Medical, Water, Community
- 22 Countries: Benin, Burundi, Cote d Ivoire, Djibouti, DROC, Ethiopia, Gabon, Gambia, Ghana, Guinea, Guinea-Bissau, Kenya, Liberia, Mauritius, Nigeria, Rwanda, Sau Tome and Principe, Senegal, Sierra Leone, Tanzania, Togo, Uganda
- 4 Funding Programs
  - 1 Counter Narcotics and Terrorism $890K
  - 81 Humanitarian Assistance $12,184K
  - 8 Minimum Cost HA $80K
  - 4 Naval Health Research Center $910K
- FY13 Program: 32 projects valued at $4.8M (included in above figures)

**Global Peacekeeping Operations Initiative (GPOI):**
- Possible new program
- $1M range renovation project in Moldova - EUCOM
- $1.5M Pier construction project in Kenya - AFRICOM
- $1.5M of vertical construction in Kazakhstan - CENTCOM
Acquisition Methods

• Low-Price/ Technically Acceptable (LPTA)
  • Determine lowest priced of technically acceptable offerors

• Best Value Source Selection (BVSS)
  – Most common format for Source Selection

  Process:
  • Considers price and technical evaluation factors
  • Contractors evaluated against pre-determined sources selection plan
  • Source selection plan = What the government deems acceptable responses
  • Allows Government to consider VALUE in relation to PRICE

• Federal Acquisition Regulation (FAR)
  – FAR Part 15 – Contracting by Negotiation
  – FAR Part 36 – Construction and A/E Contracts

• May award with or without discussions
LPTA & BVSS Proposal Preparation and Evaluation Process

• Contractors submit proposals

• Proposal Responsiveness Review by the contract specialist
  – Incomplete proposals are not evaluated

• Source Selection Board (SSB) evaluation
  – Technical Evaluation Factors (step 1 – evaluated independent of price)
  – Cost/Price Evaluation (step 2)
  – Discussions & additional evaluation – if deemed necessary
  – Source Selection Board report and award recommendation
  – Contractor Forum is helpful for current issues

• Source Selection Authority (SSA) decision

• Legal review

• Contract award
DESIGN-BUILD PROCUREMENTS (2 Phase)

• Phase I:
  – Factor 1 – Technical Approach
  – Factor 2 – Experience
  – Factor 3 – Past Performance

• Phase II:
  – Factor 4 – Safety
  – Factor 5 – Technical Solution
  – Factor 6 – Energy and Sustainable Design

DESIGN-BID-BUILD PROCUREMENTS (1 Phase)

• Phase I:
  – Factor 1 – Technical Approach
  – Factor 2 – Experience
  – Factor 3 – Past Performance
  – Factor 4 – Safety
  – Factor 5 – Technical Solution
  – Factor 6 – Energy and Sustainable Design

Factor 6: Used when applicable (Vertical and Permanent Construction)
Price Evaluation Criteria

- Must be objective (Different from the technical evaluation which must be “reasonable conclusion of evaluation criteria” and is subjective)

- One “bottom line” price to objectively compare to other proposal prices

- Desirables – Government wants, if enough money

- Betterments – Contractor proposes - options
Summary

• A lot of work to date and planned.
  – FY 2014, FY2015, FY 2016 and beyond – pre-decisional

• Future Sustainment, Repair, Modernization (SRM) workload expected to increase
  – Camp Lemonnier – Transition
    • “expeditionary construction” to more “enduring construction”

• We cannot do this without our contractor partners
Contact Information

Mailing Address: CJTF-HOA
Public Affairs Office
APO AE 09363

Phone: Commercial (+253) 359-523
DSN (318) 824-2342

Email: cjtfhoaPAO@hoa.africom.mil

Web presence: http://hoa.africom.mil
Important Contracting Web Sites

• Central Contractor Registration (https://www.ccr.gov)
  – Central contractor registration; prime contractors use this site to search for:
    • NAVFAC EURAFSWA Solicitation: N33191-YR-Type (Ltr)- 4 Digits
    • NAVFAC ATLANTIC Solicitations: N62470-YR-Type (Ltr)- 4 Digits
  – Notification by e-mail of New Solicitation and Amendments, if registered
  – Contractors must register with CCR when accessing EURONECO

• Federal Business Opportunities (https://www.fbo.gov)
  – Federal government site for posting solicitations and announcements for pending contracts

• Navy Electronic Commerce Online (https://www.neco.navy.mil)
  – NAVFAC site for posting solicitations

• EuroNECO (https://euro.neco.navy.mil)
  – EURAFSWA site for posting solicitations

• Acquisition Central (https://www.acquisition.gov)
  – Contracting regulations and processes

• Check regularly for RFP/Synopsis updates :
  – EURONECO (https://euro.neco.navy.mil)
  – Federal Business Opportunities (https://www.fbo.gov)
Questions?
Construction Complete In Remote Area
<table>
<thead>
<tr>
<th>Country</th>
<th>Projects and Facilities</th>
<th>Cost (K)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Benin</td>
<td>(3 schools, 1 medical facility)</td>
<td>$297K</td>
</tr>
<tr>
<td>Comoros</td>
<td>(2 schools)</td>
<td>$441K</td>
</tr>
<tr>
<td>Cote D'Ivoire</td>
<td>(8 schools, 2 medical, 2 water)</td>
<td>$761K</td>
</tr>
<tr>
<td>Djibouti</td>
<td>(2 medical)</td>
<td>$624K</td>
</tr>
<tr>
<td>DRC</td>
<td>(1 school, 1 medical)</td>
<td>$341K</td>
</tr>
<tr>
<td>Ethiopia</td>
<td>(1 orphanage)</td>
<td>$34K</td>
</tr>
<tr>
<td>Gabon</td>
<td>(3 schools)</td>
<td>$535K</td>
</tr>
<tr>
<td>Gambia</td>
<td>(2 schools, 5 bridges)</td>
<td>$511K</td>
</tr>
<tr>
<td>Ghana</td>
<td>(1 school, 1 medical)</td>
<td>$618K</td>
</tr>
<tr>
<td>Guinea</td>
<td>(1 school, 1 medical)</td>
<td>$138K</td>
</tr>
<tr>
<td>Guinea-Bissau</td>
<td>(1 orphanage)</td>
<td>$168K</td>
</tr>
<tr>
<td>Kenya</td>
<td>(6 schools, 1 restroom)</td>
<td>$1,069K</td>
</tr>
<tr>
<td>Liberia</td>
<td>(1 school, 3 medical)</td>
<td>$415K</td>
</tr>
<tr>
<td>Nigeria</td>
<td>(1 school, 2 other)</td>
<td>$246K</td>
</tr>
<tr>
<td>Rwanda</td>
<td>(1 school)</td>
<td>$407K</td>
</tr>
<tr>
<td>Sao Tome and Principe</td>
<td>(1 water)</td>
<td>$144K</td>
</tr>
<tr>
<td>Senegal</td>
<td>(1 medical, 1 other)</td>
<td>$407K</td>
</tr>
<tr>
<td>Sierra Leone</td>
<td>(2 medical)</td>
<td>$156K</td>
</tr>
<tr>
<td>Togo</td>
<td>(1 dam, 4 water)</td>
<td>$375K</td>
</tr>
</tbody>
</table>

Ezinlibo School Phase II “ongoing”, Ghana
U.S. Army Corps of Engineers
Programs in Africa
SAME International Webinar
1 April 2014

Presenter: Wayne Uhl, PE, PMP
Chief International Engineering Center
Europe District Corps of Engineers
Agenda

- Support to AFRICOM – Programs, Customers, Stakeholders
- Initiatives
- Contracting Support
- Challenges

Catholic School Library, Benin
Support to AFRICOM

Our Programs, Customers, Stakeholders

- Humanitarian Assistance (HA) Projects
- Counter Narcotics (CN) Projects
- Foreign Military Sales (FMS)
- 1207(n) and 1206 Fund Projects – Defense Security Cooperation Agency (DSCA)
- SOCAFRICA (Special Operations)
- US Army Africa (USARAF)
- Africa Contingency Operations Training Assistance (ACOTA)
- Environmental Security Program
- Defense Threat Reduction Agency (DTRA)
- Millennium Challenge Corporation (MCC)
## Humanitarian Assistance (HA)

<table>
<thead>
<tr>
<th>Fiscal Year</th>
<th># projects</th>
<th>Value</th>
</tr>
</thead>
<tbody>
<tr>
<td>FY08</td>
<td>22</td>
<td>$1,744,000</td>
</tr>
<tr>
<td>FY09</td>
<td>14</td>
<td>$1,942,600</td>
</tr>
<tr>
<td>FY10</td>
<td>3</td>
<td>$452,800</td>
</tr>
<tr>
<td>FY11</td>
<td>1</td>
<td>$263,000</td>
</tr>
<tr>
<td>FY12</td>
<td>18</td>
<td>$6,806,000</td>
</tr>
<tr>
<td>FY13</td>
<td>8</td>
<td>$2,454,000</td>
</tr>
<tr>
<td>FY14</td>
<td>4 (est.)</td>
<td>$1,123,000</td>
</tr>
</tbody>
</table>

**Construct Tache Homes Orphanage – Lusaka, Zambia**

**Tchaourou School, Benin**
## Counter Narcotics

<table>
<thead>
<tr>
<th>CN Projects</th>
<th>Value</th>
</tr>
</thead>
<tbody>
<tr>
<td>Boat Maintenance Facility, Liberia</td>
<td>$914,000</td>
</tr>
<tr>
<td>Boathouse, Togo</td>
<td>$770,000</td>
</tr>
<tr>
<td>Operations Support Facility, Tahoua, Niger</td>
<td>$1,487,000</td>
</tr>
<tr>
<td>Upgrade Airstrip, Bassikounou, Mauritania</td>
<td>$1,108,000</td>
</tr>
<tr>
<td>Operations Support Facility, N'Djamena, Chad</td>
<td>$1,700,000</td>
</tr>
</tbody>
</table>

![Boat Maintenance Facility, Liberia](image-url)
# Foreign Military Financing/Sales (FMF/FMS)

<table>
<thead>
<tr>
<th>FMS Projects</th>
<th>Value</th>
</tr>
</thead>
<tbody>
<tr>
<td>Arms &amp; Ammunition Storage, Liberia</td>
<td>$800,000</td>
</tr>
<tr>
<td>Upgrade Border Posts, Djibouti</td>
<td>$1,100,000</td>
</tr>
<tr>
<td>Upgrade Bundase Camp, Ghana</td>
<td>$2,100,000</td>
</tr>
</tbody>
</table>

Arms & Ammunition Storage, Liberia
Defense Security Cooperation Agency (DSCA)  
1207(n) and 1206 Funds

<table>
<thead>
<tr>
<th>1207(n) and 1206 Projects</th>
<th>Value</th>
</tr>
</thead>
<tbody>
<tr>
<td>Mombasa Boathouse, Kenya</td>
<td>$626,000</td>
</tr>
<tr>
<td>Warehouse, Djibouti</td>
<td>$617,000</td>
</tr>
<tr>
<td>Vehicle Maintenance Facility, Niger</td>
<td>$567,000</td>
</tr>
<tr>
<td>Refueling Facility, Mauritania</td>
<td>$644,000</td>
</tr>
</tbody>
</table>

**Section 1206 Train and Equip**
Purpose: Program to build partnership capacity for time-sensitive, “new and emerging” counter-terrorist operations or to participate in or support military and stability operations in which the US armed forces are a participant.

**Section 1207 (n)**
Global Security Contingency Fund (GSCF)
For FY12 initiate programs for Yemen and East Africa under the “transitional” Section 1207(n)
Special Operations Command (SOCAFRICA)

• Europe District supports SOCAFRICA with a full-time planner co-located in Stuttgart

• SOCAFRICA utilizes multiple resources, O&M, 1206 funds, Exercise Related Construction (ERC), etc. to accomplish mission

• In future fiscal years Europe District intends to provide Real Property Leasing support
## US Army – Africa (USARAF)

<table>
<thead>
<tr>
<th>USARAF Projects</th>
<th>Value</th>
</tr>
</thead>
<tbody>
<tr>
<td>Multi-Purpose Facility and Access Road</td>
<td>Uganda</td>
</tr>
<tr>
<td>Multi-Purpose Facilities</td>
<td>Botswana</td>
</tr>
</tbody>
</table>

- **Multi-Purpose Facility, Uganda**
- **Placing Foundation, Botswana**
Africa Contingency Operations Training and Assistance (ACOTA) – Department of State

<table>
<thead>
<tr>
<th>ACOTA Projects</th>
<th>Value</th>
</tr>
</thead>
<tbody>
<tr>
<td>Peacekeeping Operations (PKO) Camp, Dodji, Senegal</td>
<td>$1,179,000</td>
</tr>
</tbody>
</table>

PKO Training Center Dodji, Senegal
Environmental Support
(Environmental Security Engagement Program)

- NAU in-house experts support AFRICOM Environmental Security Program as SME’s for various environmental themed engagement workshops throughout AFRICOM AOR.

- NAU Environmental Branch possesses technical and linguistic skilled staff and experience on the continent to be an effective support partner to AFRICOM.

<table>
<thead>
<tr>
<th>FY14 Activities</th>
</tr>
</thead>
<tbody>
<tr>
<td>Togo</td>
</tr>
<tr>
<td>Tanzania</td>
</tr>
</tbody>
</table>

Waste Management Seminar, Libreville, Gabon
**Defense Threat Reduction Agency (DTRA)**

| DTRA  | Kenya | Design and Construct BSL-2 Laboratories |

**Intent:** Construct BSL-2 laboratories in Kenya to process and store samples of human and animal diseases.

US Army Engineering and Support Center, Huntsville (HNC) supports the Defense Threat Reduction Agency's projects worldwide for BSL-2 and BSL-3 laboratory design and construction.

Proposed Laboratory Plan, Togo
# Millennium Challenge Corporation (MCC)

<table>
<thead>
<tr>
<th>Millennium Challenge Corporation Projects</th>
<th>Value AE only</th>
</tr>
</thead>
<tbody>
<tr>
<td>Water, Sanitation and Drainage Designs, Lusaka</td>
<td>Zambia</td>
</tr>
<tr>
<td>Liquid Natural Gas Supply Point and Power Distribution Studies</td>
<td>Ghana</td>
</tr>
<tr>
<td>Transportation Studies (Roads)</td>
<td>Benin</td>
</tr>
</tbody>
</table>

![Sand Filtration Tanks, Kafue River Water Treatment Plant, Zambia](image1)

![Proposed LNG Supply Point, Tema, Ghana](image2)
Initiatives

- Identify and Implement Energy Efficient Design Solutions; Research Best Practices and Develop Technical Expertise
  - Adobe Construction (Dourebougou School, Mali)
  - Use Natural Light and Ventilation (Tchaourou School, Benin)

- Avoid cookie-cutter solutions (consider factors such as culture, community, religion, necessity)
  - A one-size-fits-all plan is not always best solution

- Foster the development of indigenous design and construction techniques as a tool to inspire the locals to value and develop what they have (a tool for sustainable community development)
Tchaourou School, Benin
AFRICOM Contracting Support

Multiple Award Task Order Contracts (MATOC)

Regions
- West Africa 1 ($20M)
- West Africa 2 ($20M)
- Central / South Africa ($12M)
- North Africa ($20M)
- East Africa (to be awarded FY14)

New Contracts
- Provides local capacity building
- Simplified Best Value Awards

Architect / Engineering Support Contracts
- A/E for Africa and Developing Countries ($50M)
- Task orders issued for specific engineering and construction quality assurance oversight.

US Forces Site Goa, Mali
Challenges Working in Africa

- **Geography**
  - Travel distances in Africa
  - Expensive air transportation

- **Austere conditions for construction**
  - Shortage of skilled labor, experienced contractors and equipment
  - Unreliable Infrastructure

- **Political Unrest**

- **Security Issues**

- **Limited Resources (Funds)**
Military Coups and other Political Unrest

DMI Compound, Bamako, Mali
Security Issues

Travel Policy Threat Levels

- Level 4
- Level 3
- Level 2
- Level 1 (Abuja and Lagos)
- Project Location
Questions?