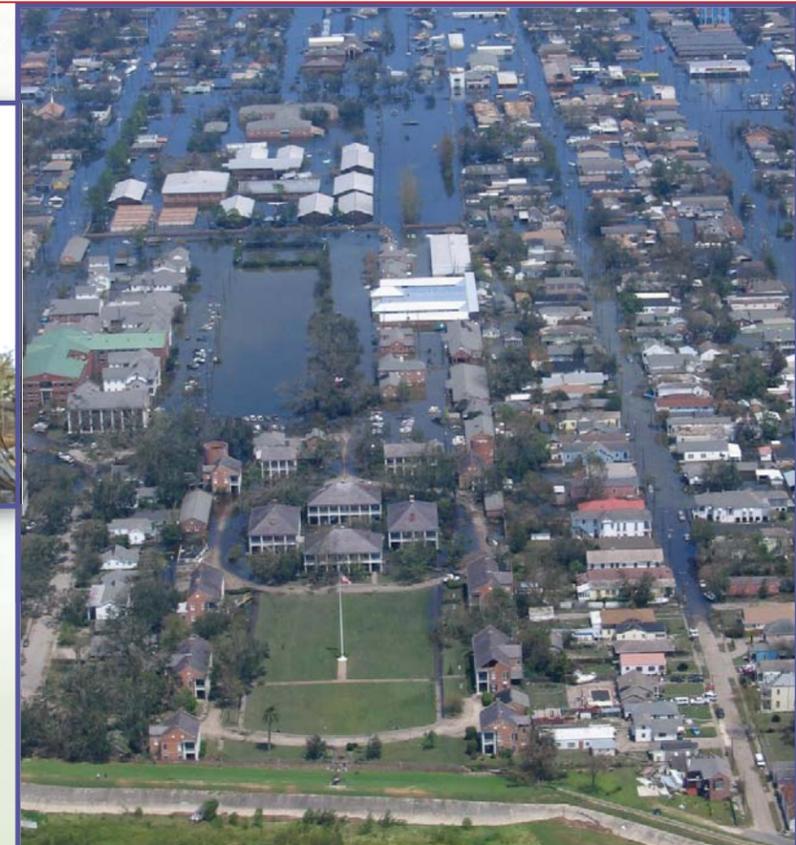




HURRICANES
KATRINA/RITA
RECONSTRUCTION PLAN
FOR JACKSON BARRACKS
EXECUTIVE SUMMARY





D/B Procurement for Jackson Barracks



KATHLEEN BABINEAUX BLANCO
GOVERNOR

State of Louisiana
OFFICE OF THE GOVERNOR
Baton Rouge
70804-9004

POST OFFICE BOX 94004
(225) 342-7015

July 6, 2006

The Louisiana National Guard is executing the largest and fastest reconstruction program in National Guard history following the destruction of Hurricanes Katrina and Rita.

The historic restoration and new construction of the facilities at Jackson Barracks is critical for the Louisiana National Guard to carry out its mission of serving and protecting the state and nation. This is a wise investment.

Jackson Barracks will be rebuilt.

I am committed to its vital mission and to the viability of the neighborhoods surrounding it – the Lower Ninth Ward, Holy Cross, Arabi, and Chalmette. The barracks has been a lifeline in times past. We will restore its significance of service to the community as a strong signal to the state and nation that this area will be safely rebuilt.

Nearly 4,000 guardsmen and women, and their families worked, trained and lived at Jackson Barracks. They will come back. The installation has been an economic engine for Orleans and St. Bernard parishes. We are committed to rebuilding the barracks safer, stronger and smarter.

We have an unprecedented and unique opportunity to integrate community services like fire and police protection on the campus. I envision Jackson Barracks as a community nexus, providing space for a charter school, and community health care center. Through thoughtful planning and community charrattes, I truly believe the Jackson Barracks will be the anchor to a strong community comeback.

Sincerely,

Kathleen Babineaux Blanco
Governor
State of Louisiana



Procurement

- To ensure that construction funds are obligated by 30 September 2006, LANG is using the Design/Build (D/B) approach to fast track the design and construction schedules for the rebuilding of Guard facilities. Towards this end, LANG has taken the following actions:
- Notice of Intent for D/B Responses advertised through the Guard website and newspapers. A two-step selection process that requires Letters of Interest/Statement of Qualifications from prospective D/B teams and Technical/Cost Proposal packages from shortlisted firms.
- 4/14/06 - Letters of Interest and Statements of Qualifications were received from prospective D/B teams for Package A projects.
- 5/9/06 - Letters of Interest and Statements of Qualifications were received from prospective D/B teams for Package B projects.
- 5/12/06 - Shortlist Committee reconvened to consider responses.
- Briefing LA AGC, LA ABC, & LA AIA on procurement process. The goal is to assure industry acceptance of the selection process and results. Outreach to the industry associations is a key factor in the success of this approach. Industry representatives have been invited to develop the D/B language; review of new D/B contract and front end; and to observe the procurement process to ensure a fair and transparent selection process.
- Briefing LANG Executive Steering Committee and TAG for approval of the shortlist and agreement to send out the requests for proposals (RFPs).
- Sending RFPs to D/B teams for pricing.
- Preparing training module (including ethics training) for Technical Review Committees. Technical Review Committees will score the D/B proposals for each project. Also drafting Non Disclosure and Statement of Financial Interest Forms.
- Conducting 35% reviews and preparing comments. LANG will review and transmit comments to have the current A/Es for inclusion in addenda to the request for proposal packages.
- Mobilization planning and implementation for the D/B construction phase is underway.

LANG is on schedule to spearhead federally-funded reconstruction projects in the aftermath of Hurricanes Katrina/Rita.

Package A	Package B	Package C
Infrastructure	61 st Readiness Center 141 st Readiness Center Billeting, Jackson Barracks Gate House & Fencing JFHQ Jackson Barracks	Historic Garrison Structure Building 35 - State Military Department Military Museum Work Progress Administration Housing Work Progress Administration Historic Stable Structures Restoration of Buildings 36 & 37 for Family Housing Restoration of Area D Facilities

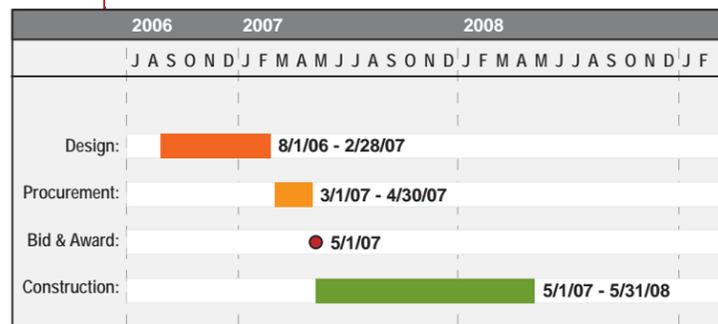




8 Restoration/Alteration of Area D Facilities
 Jackson Barracks
 New Orleans, Louisiana

Estimated Cost: \$6,900,000

Restoration/alteration of 12 facilities totaling 78,062 SF for potential shared use.



Operation Pelican

Assessments

The ability to mobilize and assemble rapidly was key to the expeditious assessment of 189 Louisiana National Guard (LANG) buildings affected by Hurricanes Katrina and Rita.

After Katrina, LANG personnel and experts from Jacobs Engineering were on the ground with National Guard Bureau (NGB) representatives, with whom we partnered to develop a plan to assess and estimate the damage caused by the Hurricane.

Within two weeks of the Hurricane, ten teams of architects/engineers (A/Es) assessed the damage, developed reports, and documented the specific damage via text and photographs.

Prior to conducting inspections, field data collection sheets were developed, photography protocols were established, and a short training session in field locations for the teams was conducted. Once the damage was assessed, LANG developed a parametric cost estimate to determine the repair costs. To develop estimates from the field inspections, estimators translated the completed data collection forms into estimates and facility assessment reports.

Basic steps for the development of the Assessments included:

- Step 1: Assess facilities
- Step 2: Determine repair or replace
 - Step 2a: If repair, complete NGB 420R form
 - Step 2b: If replace, determine displaced units authorizations and complete DD Form 1390/91
- Step 3: Document findings
- Step 4: Review findings with LANG and NGB to make necessary modifications
- Step 5: Publish final document

In 14 days, LANG assessed \$480 million (\$210 million to re-establish Jackson Barracks) in damages from Katrina/Rita and was immediately supported for funding by the Louisiana Congressional Delegation (LA CODEL) and the National Guard Bureau (NGB).

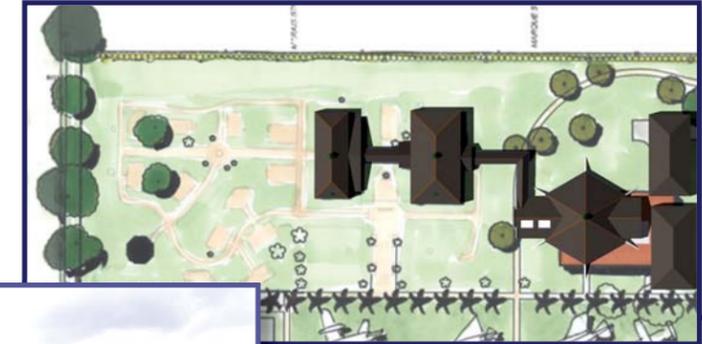




Three teams of LANG documentation specialists were mobilized to input the data into the appropriate Federal forms (DD Form 1390/91 for new construction or NGB 420R for renovation/repair) and attached these forms to the full reports. This allowed the LANG immediate access to validated information, which was provided to Congress through the NGB and the Department of the Army.

Through a combination of supplemental federal funding bills, reallocations of the Army's funding, as well as State of Louisiana funded projects, we were able to obtain all necessary resources for the implementation of a program that addressed the repair, restoration and reconstruction of the damaged or destroyed facilities.

As funds became available, immediate programming planning activities had to be conducted to address the obligation of over \$480 million (\$210 million to re-establish Jackson Barracks) before October 1, 2006. A special challenge was presented by the historic restoration of **Jackson Barracks**, which alone represents close to half of the overall cost of the entire LANG reconstruction program.



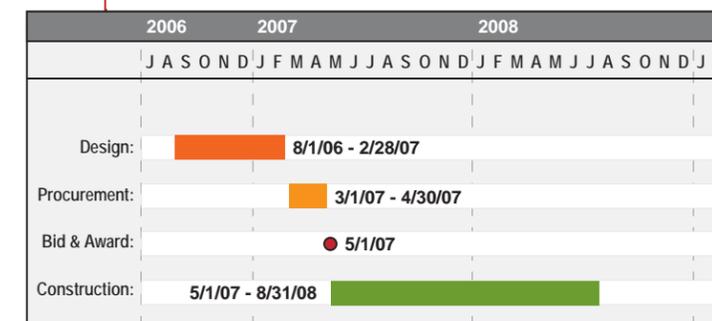
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Restoration of the State Military Department and Military Museum Jackson Barracks New Orleans, Louisiana

Estimated Cost: \$7,370,000

Restoration of the military museum composed of the historic Powder Magazine building constructed in 1837 and Annex Building totaling 7,500 SF at a cost of \$2,000,000.

Restoration/alteration of Building 35 for the State Military Department totaling 77,200 SF at a cost of \$5,370,000.

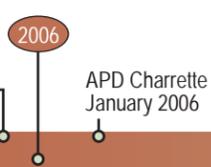
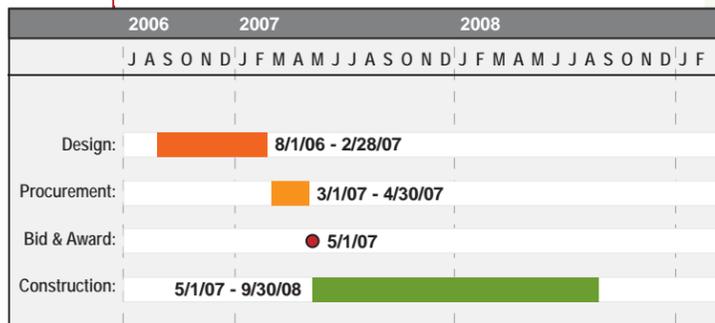




6 Restoration of the Work Progress Administration (WPA) Framed Houses and Stable Structures
Jackson Barracks
New Orleans, Louisiana

Estimated Cost: \$11,100,000

Restoration/alteration of 40 structures constructed or restored under the WPA program of the 1930's on Jackson Barracks totaling 115,150 SF.



Planning & Concept Development

Design/Build Approach

Given the Congressional requirement to award all construction contracts prior to October 1st, 2006, special accommodations were set in place to enable the successful execution of this ambitious schedule.

A comprehensive market analysis was conducted to determine both material and labor availability. Additionally, historic data on past hurricanes in Florida was analyzed to determine their impact on the construction market. The analysis revealed that it was plausible to expect an increase in material cost and shortage in labor availability.

Working toward an accelerated schedule presented challenges; however, it also offered advantages - with earlier award of construction contracts, LANG could avoid most of the projected material cost escalation and labor shortage, allowing for a greater chance to execute this program within its original budget.

As we looked at Louisiana Public Bid with respect to typical design and construction processes (including all reviews/approvals with all relevant stakeholders), it became clear that the statutory Design/Bid/Build process would not allow award by the deadline. The only plausible solution was to use the Design/Build construction process that would allow for a fast pace and early contract award.

Faced with a requirement to obligate over \$480 million (\$210 million required to re-establish Jackson Barracks) in construction prior to October 1, 2006, LANG had to break new ground in the project delivery methodology allowable by existing State Law

LANG personnel worked diligently to educate state representatives on the deadline, the issues, and the dire need to allow Design/Build for LANG or risk not having any funds available to rebuild the Guard, which would hamper State readiness in the future.

The Governor and State Legislators recognized the urgency of need. LANG personnel, working with Facility Plans & Control (FPC) and industry associations (Louisiana American Institute of Architects (AIA), Association of General Contractors (AGC) and Associated Builders and Contractors (ABC)) drafted Design/Build legislation that, ultimately, was greatly supported by the Governor and State Legislature. In parallel to this activity, the solution was to create design criteria packages with the local A/E community that could serve as a "bridge" to the Design/Build team.





LANG continued to work in partnership with the FPC, AIA, AGC, and ABC, first to get input and support for Design/Build legislation and, second, to develop early awareness of the projects to gain interest and lock in local construction participation before excessive demand hit the market.

Project Planning Document Charrettes (PPDCs)



In January 2006, LANG conducted an intensive two-week long Advance Planning Document (APD) Charrette that produced a DD Form 1390/91 and concept designs for each project. In addition, we conducted a design criteria workshop that included all stakeholders at the user level. Multiple refinements were made during this process to meet requirements and meet budget. The APD Charrette resulted in a product with design details for transition to local A/Es for development.

LANG developed 13 DD Form 1390/91s (six of those represented by Jackson Barracks projects) in less than 2 months to a high degree of accuracy, which minimized the initial involvement of stakeholders, who were either deployed overseas or on active search and rescue duty following the hurricanes.

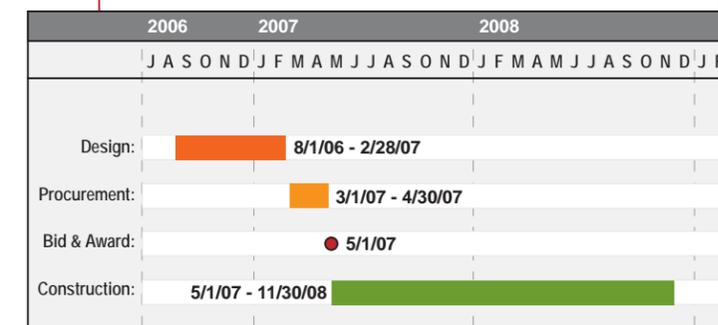


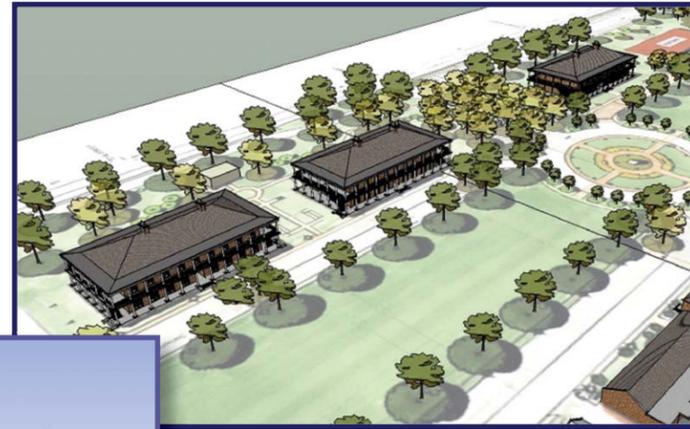
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Restoration of the Historic Garrison Structure Jackson Barracks New Orleans, Louisiana

Estimated Cost: \$12,000,000

Restoration of 14 historic Garrison Structures and their support buildings originally constructed in the 1840's totaling 62,700 SF.

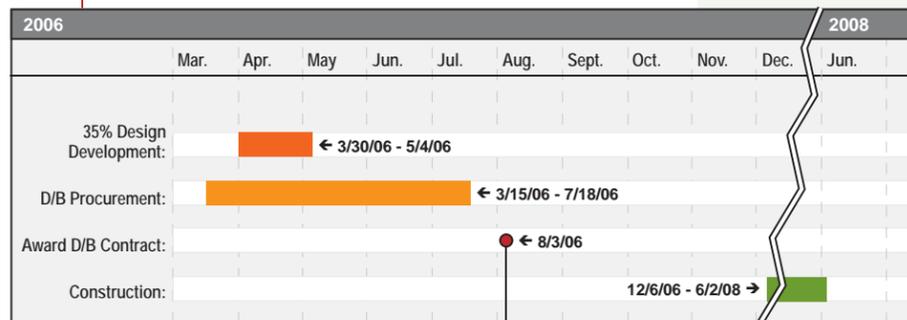




4 Billeting Jackson Barracks New Orleans, Louisiana

Estimated Cost: \$19,600,000

D/B construction of new barracks and renovation of existing barracks, totaling approximately 41,600 SF.



FY06 Supplemental Funding

The information provided by LANG to NGB and the Department of the Army was used to justify and secure congressional funding under Supplemental Legislations. In addition to the projects required for reconstruction and restoration, projects originally slated for future years were pulled forward based on cost, readiness, and military stationing plans. A total of over \$480 million was allocated for the reconstruction of LANG facilities, of which, \$173 million were allocated for the reconstruction and repair of damaged facilities at Jackson Barracks. The State of Louisiana has funded an additional \$37 million for needs not covered by Federal funding. The current status of Congressional Funding Supplementals #3 and #4 and the State funds for Jackson Barracks are summarized below.

Supplemental #3 is currently funded for construction and on schedule for award by July 2006. LANG, in conjunction with FPC and other agencies, has assembled the following projects which are ready for selected Design/Builders to submit proposals.

Project	City	Status	Budget (\$266M)
Infrastructure Improvements for Jackson Barracks	New Orleans	Bidding	\$19,150,000
61st Troop Command Multi-Unit Readiness Center (RC)	New Orleans	Bidding	\$25,400,000
Billeting	New Orleans	Bidding	\$19,000,000

Supplemental #4 is currently funded. LANG, in conjunction with FPC and other agencies, has assembled the following projects which are ready for selected Design/Builders to submit proposals.

Project	City	Status	Budget (\$190M)
Joint Forces Headquarters at Jackson Barracks	New Orleans	RFP	\$39,100,000
141st Field Artillery Battalion RC	New Orleans	RFP	\$43,800,000
Gate Houses and Fencing	New Orleans	RFP	\$10,100,000

State Funded Projects

Project	City	Status	Budget (\$37M)
Historic Garrison Structures Restoration	New Orleans	Program/Design	\$12,000,000
State Military Department and Museum Restoration	New Orleans	Program/Design	\$7,370,000
Work Progress Administration Framed Houses & Historic Stable Structures	New Orleans	Program/Design	\$11,100,000
Area D Facilities Restoration	New Orleans	Program/Design	\$6,900,000





Immediate Actions

As LANG takes recovery actions and emerges from the effects of Hurricanes Katrina and Rita, we have taken quick actions to be ready and prepared for the next hurricane season.

- While preparing plans for the reconstruction of our emergency operations facilities, we developed Interim Facilities solutions to house our critical activities until reconstruction actions are fully-completed.
- We also rethought the locations of our first responder units, which resulted in the Strategic Repositioning of Critical Units.
- Functions that are planned to remain at the Jackson Barracks site have been housed so that the most critical units will be placed in the least vulnerable locations.

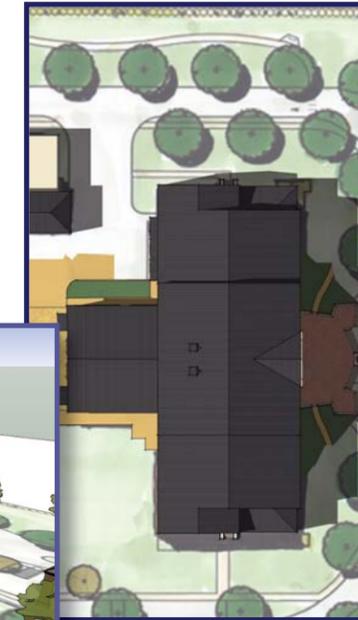
\$12 Million Interim Facility Plan

The mission of the Guard never goes away. A \$480 million construction program, involving new facilities and repair of others, represents a 2-3 year effort. \$12 million in Federal funding was secured to support an Interim Facility Plan to ensure operational capability to Louisiana while permanent facilities are built.

Strategic Repositioning of Critical Units - Hammond & Joint Force Headquarters (JFHQs)

In the aftermath of the hurricanes, there were many "lessons learned", and LANG wanted to take advantage of this opportunity to streamline operations and make readiness plans more effective. To that end, a Course of Action (COA) Charrette was conducted to evaluate three viable scenarios for future operations. By looking at the impacts of Army Transformation, Base Realignment and Closure (BRAC) changes, and LANG Emergency Response, we were able to select the option that would provide LANG with the most flexibility and redundancy of communications/command; improve recruiting throughout the state; relocate key assets out of future harm's way; as well as develop/improve relations with the communities we serve.

The final plan relocates LANG aviation assets from the Lakefront Airport in New Orleans, where it was afforded no storm protection, to Hammond Regional Airport, which is further inland, but still able to support the New Orleans Metro Area. We will relocate the Emergency Ops Center and USPFO to Camp Beauregard for better disaster response.

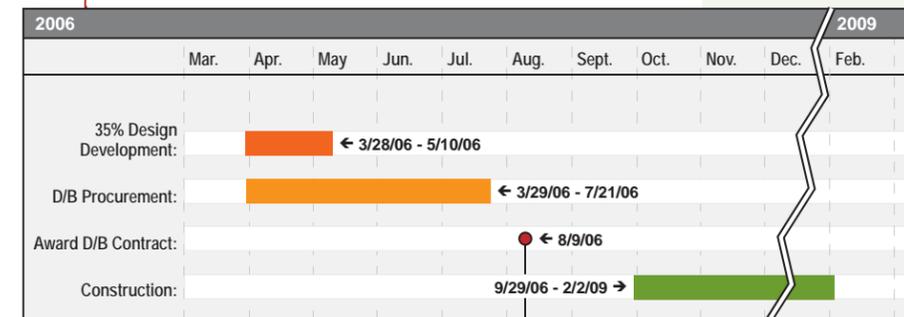


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**141st FA Readiness Center (RC)
Jackson Barracks
New Orleans, Louisiana**

Estimated Cost: \$44,800,000

D/B construction of a new 125,000 SF Readiness Center and infrastructure.





2

61st Troop Command Multi-Unit Readiness Center (RC) Jackson Barracks New Orleans, Louisiana

Estimated Cost: \$27,500,000

D/B construction of a new 76,934 SF Readiness Center and infrastructure to support the peace time missions of 325 soldiers.

On Our Way to Recovery

Design/Build Delivery of Construction

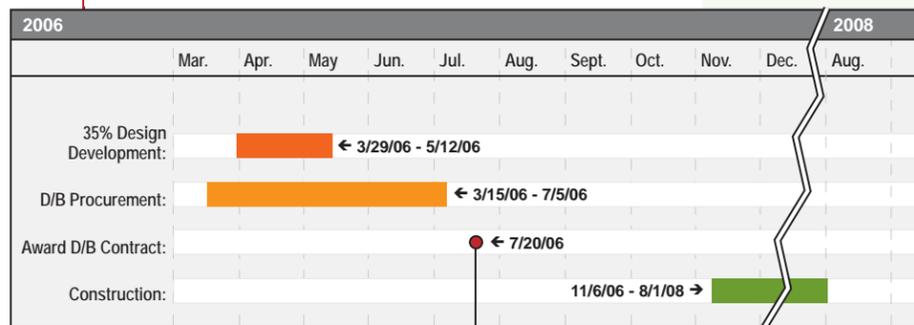
We determined that the Design/Build approach was the most efficient means of ensuring construction start of our facilities before the expiration of Federal funds. Through effective partnership with the Governor's office, State Legislators and Industry Associations, LANG has successfully developed the authority to use Design/Build to meet the compressed timeline.

Architect/Engineer (A/E) Procurement Process

LANG recognized early on that the damage caused by Hurricanes Katrina and Rita would be extensive. Many A/Es and Contractors lost their facilities, and LANG wanted to distribute as much of the work as possible, as soon as possible, to local A/Es and Contractors. Once the Condition Assessments were complete and funding was secured, we were able to create architectural assignments that could be accomplished by large and small firms over a carefully planned schedule.

To facilitate the schedule, multiple A/E advertisements were released simultaneously through the State of Louisiana Facility Plans and Control. The submissions and final selections were reviewed and approved by the State Architectural Review Board.

Currently, A/Es are finishing up design/build procurement packages, which will include schematic designs and performance specifications and conditions of the contract for Design/Builders.





Master Planning - Jackson Barracks

Jackson Barracks is the state headquarters of the Louisiana National Guard and the Louisiana Military Department. The 100-acre sliver of land with 300' frontage on the Mississippi River is an integral part of the local community. As a military installation, Jackson Barracks is not only a local historic site, but holds national significance as well.

A large part of Jackson Barracks suffered partial or total damage and requires reconstruction or major repairs to reinstate the installation back to its intended function.

Out of the entire program, which totals \$480 million, Jackson Barracks was allocated \$210 million (\$173 million in Federal and \$37 million in State funds). Given the size of the expenditure and the importance of the installation, special attention has been given to the following factors:

- Preservation of Historic Assets and integration of the restored structures into the historic architecture of the installation;
- Maximizing opportunities that further enhance the functionality and the presence of Jackson Barracks as an installation important to communities of New Orleans and the State of Louisiana.

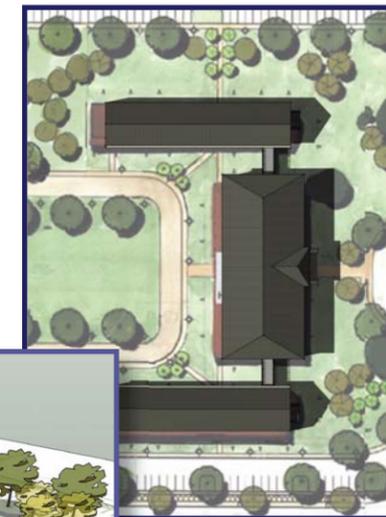
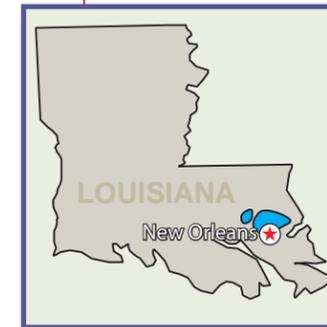


With its unique architecture and overall character, as well as its significant military history, extreme care has been given to preserve and continue the tradition of Jackson Barracks. A special "Master Planning" activity was conducted to capture the spirit driving the upcoming reconstruction. Guidelines were issued to enable the Architects and Engineers working on individual projects to adhere to a unified direction.



All projects presently under construction, both new construction and renovation of existing structures, have given special consideration to the architecture and intent of the original Jackson Barracks design and the unique "sense of place" that is Jackson Barracks.

Special attention has been given, as well, to the survivability, security and reliability of the installation. The \$19 million infrastructure and utilities replacement project will assure a solid foundation for the sustainability of the installations well into the future. In addition, a new Gate House and fencing are being provided that will define a sense of arrival and enhance the presence of Jackson Barracks within the surrounding community.



1

Joint Force Headquarters (JFHQ) Jackson Barracks New Orleans, Louisiana

Estimated Cost: \$44,000,000

D/B construction of a new 110,000 SF
Joint Forces Headquarters.

