

FULL SPEED AHEAD

*A Plan to Address Critical Infrastructure Needs
at the U.S. Merchant Marine Academy*

Presented by the **Maritime Security
Infrastructure Council (MSIC)** to the U.S.
Merchant Marine Academy Alumni
Association and Foundation (USMMA-AAF)

January 2021

Revised March 2022

Cost Updated January 2024



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Letter from The USMMA Maritime Security Infrastructure Council (MSIC)

January 26, 2024

An update on our plan to modernize the
USMMA for future generations of
Midshipmen

In January 2021, the Maritime Security Infrastructure Council (MSIC), a group with expertise in major construction project management and concerned about the deterioration of the U.S. Merchant Marine Academy (USMMA) infrastructure, developed a comprehensive plan to bring the campus up to the standards necessary to prepare USMMA Midshipmen to lead our nation's maritime mission in the 21st century.

The Full Speed Ahead Plan is an intensive eight-year Campus Upgrade Program that encompasses a decades overdue, comprehensive modernization: new academic buildings, physical readiness and training facilities, midshipmen morale and welfare spaces, parking structures, faculty and senior staff housing, utilities and IT upgrades, campus security, and renovations of many existing buildings. This plan is designed to be executed while keeping USMMA fully operational throughout construction, ensuring that the highest standards of education and training of the Midshipmen are maintained.

Our January 2021 plan, as revised in March 2022 and costs updated in January 2024, is attached. It includes both renovation of existing facilities and new construction and incorporates currently outstanding, previously funded, major construction projects into the Campus Upgrade Program. Previous cost estimates were \$611M in January 2021 and \$820M in March 2022. The estimated cost when adjusted for inflation has now risen to \$1.02B; additional delay will only further increase the cost of this urgently needed modernization.

The scope and duration of the MSIC Campus Upgrade Program will require management by a professional Federal Construction Agent (FCA), such as the US Army Corps of Engineers. The Maritime Administration (MARAD) and USMMA's small Department of Public Works staff have demonstrated their inability to successfully administer major capital construction projects over the course of many years.

According to an October 2021 DOT Investigator General Report, MARAD significantly lacked program and project management controls, putting at least \$57.5M in capital construction funding at risk. Repeated gross project management failures have stymied funding of long overdue new construction and renovation projects for years. Three years have now passed since the DOT's report and the creation of our plan. The need for modernization is now an imperative: the Full Speed Ahead Plan must be authorized and funded before the situation reaches a crisis level. Additionally, going forward, all congressional authorizations and appropriations for major capital construction at USMMA must include the requirement for Program Management by an FCA.

Sincerely,

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I Executive Summary



The Need

With over 80 years in service to our nation, a comprehensive modernization is long overdue if USMMA is to continue producing world-class, service-committed merchant marine officers who are the backbone of the U.S. Navy's Strategic Sealift Officer force and a crucial element of defense readiness.

Congress has rightly recognized the necessity of and supported funding modernization projects at the other federal service academies, especially West Point and Annapolis. As has long been the case, low funding levels for the USMMA have left the campus under-resourced and the result is a deteriorating campus that makes attracting a diverse applicant pool and providing state-of-the-art mission critical training even more difficult.

Our current Midshipmen and the stellar future classes USMMA seeks to attract deserve a modern



campus with the facilities, infrastructure, and information technology commensurate with the vital national interests they will be charged with protecting and advancing upon graduation.

Many of the facilities date back to the Academy's founding in the 1940s and are simply not conducive to the immersive training and demanding coursework expected from our nation's five service academies.

For instance, modern information technology (IT) is nearly nonexistent in several buildings, and what is available cannot accommodate even the most basic digital needs of the Midshipmen, let alone support the increasingly high-tech vessel systems that Midshipmen must master. To their credit, USMMA Midshipmen are determined, resourceful, and committed to fulfilling USMMA's mission, but tomorrow's maritime leaders should be receiving a

first-class educational experience replete with the essential tools they need to succeed.

Aside from minor Midshipmen Barracks repairs in the 2000s, there have been no renovations or upgrades to any buildings on campus since 1988. Except for the upgraded Barracks, every building on campus has exceeded its life expectancy and now requires replacement or major renovation.

This is particularly true of the Academy's physical training, leadership readiness, and athletic facilities. Although USMMA was the first federal service academy to admit women in 1974, no additional athletic or training spaces have been provided for female teams in the ensuing 50 years, clearly contrary to the requirements of Title IX. Overall, these limited and outdated facilities are inadequate for Midshipmen to maintain physical readiness standards that officers of the US Navy and other services must meet and adversely impact the recruitment of future Midshipmen. To satisfy mandatory aquatic training, Midshipmen need a purpose-built pool, featuring a separate wave pool with high dive/jump capabilities in order to accommodate their specific training needs for rescue and survival at sea.

The Fix

We believe this plan, which we now refer to as the Full Speed Ahead Plan, will bring the Academy infrastructure to a level of readiness required to serve the national interests and offer educational excellence.

We propose the authorization and funding of an eight-year program of infrastructure replacement and improvement projects that Midshipmen will need to carry out their service to the nation.



Our working group of maritime executives, engineers, architects, and construction industry professionals – some of whom are deeply concerned graduates – made use of effective, established master planning principles and processes.

Campus security, at a force protection level necessary for a federal facility, and sustainability are essential elements of this plan. While improving the campus to meet the technical and social needs of a modern university, this plan respects the stately architecture of the Academy's historic "strife-borne" structures that form the core of Academy life. All elements of this plan were developed to enhance the aesthetics of the campus wherever possible.

Effective construction program management is beyond the capacity of the Academy's small Department of Public Works (DPW) and Facilities to execute a program of this magnitude. It is essential that a federal agency with the requisite experience,



depth, and professional capability, such as the US Army Corps of Engineers, be brought onsite to plan and manage this program in the same manner that they are currently executing the US Military Academy's construction program and successfully performed on Army and Air Force installations during the Base Realignment and Closure Act (BRAC) of 2005.

The Budget and Timeline Snapshot

We suggest directed funding for foundational design work that will serve as the blueprint for an aggressive eight-year construction and project management program. However, the plan can be readily adapted to meet construction timelines and funding schedules, along with any potential project modifications. **As of January 2024, the current cost of the plan is \$1.02B over eight years.**

II The Plan

For decades, concerned stakeholders have unsuccessfully sought to upgrade the physical plant of the USMMA campus, and this plan reflects much of the quality thinking and hard work that went into earlier plans, which regrettably never came to fruition. The most recent intensive week-long master planning session took place in Autumn 2018 with a variety of stakeholder participants, including a MSIC member. This document specifically builds on the input of those stakeholders and earlier planning initiatives.

This plan details the facilities necessary for the USMMA to preserve its position as the preeminent leader in maritime education in the nation, today and into the future. It reflects a long overdue acknowledgment that the campus has fallen woefully behind the other four federal service academies and other peer top-tier institutions.

Our task force devoted considerable effort to enhance the overall aesthetics of the campus, respect the traditional architecture of the Historic Academic district, and merge renovated and new facilities alike into a vision of the future of maritime education and innovation.

The plan meets the long-term objectives of the Academy through facilities that:

- Promote modern educational best practices
 - Globally connected research facilities
 - Engineering powerplant laboratories
 - 21st century IT-enabled classrooms
- Support mission critical proficiencies
 - Standards of Training, Certification, and Watchkeeping (STCW) applications laboratories
 - Safety Of Life At Sea (SOLAS) training pool
 - Conference and license exam space
- Promote readiness

- Accessible modernized fitness facilities sufficient to enable all Midshipmen to maintain physical readiness standards required of US Navy Reserve officers National Collegiate Athletic Association (NCAA)-standard facilities for male and female athletes
 - Health and wellness center
 - Facilitate leadership development
 - Weapons range
 - Enhanced waterfront facilities
 - Band rehearsal facility
 - Attract a diverse pool of applicants to ensure USMMA enrolls the best and the brightest
 - Provide continuing education and industry engagement facilities
 - Maritime Center of Excellence for research, innovation, and policy development
 - MSCE accreditation required post-graduate continuing education and engagement opportunities
 - Maritime industry leadership conference capability
 - Maintain a secure facility and a safe environment
 - Secure campus at a force protection level necessary to protect a federal facility
 - Centralized security and access control at main gate and academy facilities
 - Fencing and monitoring of campus boundaries
 - Cyber-secure, modernized IT network
- Implementation will move the Academy forward consistent with its 2018 Strategic Plan by “implement[ing] a service delivery program to accomplish Capital Improvement Program projects in a timely and efficient manner in collaboration with the internal community and external stakeholders... [and] ensure the availability of modern technology infrastructure to support the Academy’s mission[.]”

Master Planning Process and Principles

The Kings Point 82-acre campus is a unique, historically significant property. Our recommended USMMA Modernization Plan is designed to modernize the campus without expanding its current footprint. This Program is consistent with previous Academy Campus Area Development plans, ensuring that all work is integrated with the geographic features, land use, building architectural features, and traffic flow of each of its four defined districts:

- **Education District**

The Education District includes the original 1943 construction academic buildings, barracks, and administrative offices that form the hub of the campus.

- **Waterfront District**

The Waterfront District extends along the sound from south of the Dean's House to the Museum at the north end of the campus. This district includes Eldridge Pool, the Memorial Arbors, the Chapel, Yocum Sailing Center, the USCG Station, Samuels Hall, and Crowninshield/Cressy Pier.

- **Physical Training and Athletics District**

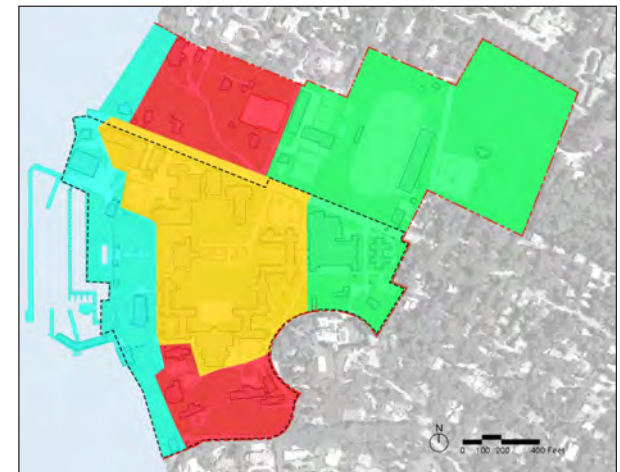
Encompassing the entire eastern side and a portion of the west side of campus, this district includes all the Academy's indoor and outdoor athletic facilities.

- **Community District**

Located on the north side of campus, this district encompasses all of the McNulty Campus, including faculty housing and the museum. This district's setting and topography is distinctly different from the central campus.

In addition, a second community district south of the Education District includes senior staff housing, the Patten Health Clinic, and the Midshipmen Activities Center.

A recently developed Academy Installation Design Guide will inform the plans and designs of all new construction and renovation projects. Network planning ensures that the new campus considers facility capacity, utilities, traffic patterns and open spaces to **ensure that the Academy remains fully operational** throughout the execution of the campus construction program.



Legend

- Installation Boundary
- National Historic District
- Education District

- Waterfront District
- Physical Training and Athletics District
- Community District

Installation District Plan

USMMA Modernization Program 2025 – 2032

Key

- A** - Midshipmen Academic Center
- B** - Midshipmen Leadership Development and Readiness Center
- C** - Midshipmen Aquatic Readiness Center
- D** - Relocate Shipping and Receiving
- E** - Faculty Housing
- F** - Federal Maritime Center of Excellence
- G** - Bowditch Hall Addition
- H** - Admissions and Alumni Offices
- I** - Yocum Sailing Center
- J** - Chapel Site Improvements and Classroom Learning
- K** - Visitor Welcome Center/Campus Security Center
- L** - Central Parking Structure
- M** - Parking Structure
- N** - Steamboat Road Improvements
- O** - Demolish Library
- P** - Waterfront and Security Improvements
- Q** - Senior Staff Housing
- R** - Renovate Bowditch Hall/Chapel/Gibbs Hall/O'Hara Hall/Quarters A/Wiley Hall
- S** - Samuels Hall Renovation
- T** - Midshipmen Activity Center
- U** - Crowninshield Pier



Legend

- | | | |
|--------------------------|----------------------------|--------------------------|
| Existing Building | Proposed Parking Structure | Proposed Waterfront Walk |
| Ongoing Legacy Projects* | Demolish Library | Proposed Fence |
| Proposed Renovation | Pavement | Property Line |
| Proposed Building | Water | Trees |



* Midshipmen Activity Center, Crowninshield Pier, and renovation of Samuels Hall were not originally included in the MISC Plan.

A - Midshipmen Academic Center

This new 72,000 Square Foot (SF) facility is intended to serve as a state-of-the-art student learning center that will include spaces for traditional and collaborative learning, technology, faculty offices, social, and support functions. This strikingly modern facility will be the new hub of the academic campus.

B - Midshipmen Leadership Development and Readiness Center

The new center (100,000 SF) will provide a NCAA regulation six-lane 200-meter (m) track with stands for 750 spectators, configurable into multiple basketball and/or tennis courts. The building will include weight and cardiovascular training rooms, visiting team locker rooms, men's and women's showers, and locker rooms, offices, and athletic treatment facilities.

C - Midshipmen Aquatic Readiness Center

This training facility (45,000 SF) will provide a NCAA regulation competition pool and an additional pool designed for lifesaving and practical abandon ship training. This pool will include wave generation equipment capable of replicating storm conditions at sea with wind, rain, and sea heights up to 1.8 m.

D - Relocate Shipping and Receiving

A state-of-the-art facility (8,000 SF) located outside of the main gate with sufficient semi-truck access and turn-around area. Includes administration spaces for facility staff. Eliminates truck traffic from the campus and enables inspection of all incoming materials in a secure location.

E - Faculty Housing

Attached and semi-attached townhomes. Contractor built and operated on long-term lease.

F - Federal Maritime Center of Excellence

Federal center for maritime innovation and research, this facility provides for continuing education and faculty research, as required for Middle States Accreditation. Includes a contract operated Navy Lodge type hotel with conference/meeting spaces.

G - Bowditch Hall Addition

Bowditch Hall addition (25,000 SF) for band rehearsal, individual and group practice, instrument storage, and

ceremonial space. Building facade addition becomes major focal point of campus entrance.

H - Admissions and Alumni Offices

Historic Vickery Gate/Dean and Barbara White Admissions Center is expanded to include alumni offices and a rooftop reception facility overlooking Tomb Field (12,500 SF).

I - Yocum Sailing Center

Replacement of existing structure (15,000 SF) in same location with upgrade of adjacent surface parking.

J - Chapel Site Improvements and Classroom Learning

Chapel site improvements that include Americans with Disabilities Act (ADA) compliant access features; improved vehicular access for parking, deliveries, and drop off; an architecturally complementary and compliant accessible entrance; a multi-use outdoor plaza for entertaining, meetings, and classroom learning; landscaping; and Eldridge pool and facilities upgrades.

K - Visitor Welcome Center/Campus Security Center

The new two-story building (12,500 SF) is located in the footprint of Furuseth Hall will host the Visitor Welcome Center and Campus Security Office. The main gate is reconfigured to comply with Unified Facilities Criteria (UFC) Access Control Point (ACP) standards with two inbound lanes, one outbound lane, a vehicle/truck inspection area, and visitor check-in parking.

L - Central Parking Structure

This parking structure is centrally located on campus for easy access for faculty, staff, and visitors. It is 4 levels (includes parking on the roof), 276 spaces.

M - Parking Structure

Located on the existing surface parking lot off campus and adjacent to the Baseball and Rugby Field, this structure has 4 levels (includes parking on the roof), 380 spaces. It is intended for First Class Midshipmen, Admissions, Alumni, Security personnel, and athletic event attendees.

N - Steamboat Road Improvements

Existing swimming pool is demolished, former surface parking is replaced by new landscaping, and improvements are made to the Steamboat Road entrance to the campus.

O - Demolish Library Demolish existing library. Initially use space for construction staging. New open area will create a visual green space connection to McNulty Campus.

P - Waterfront and Security Improvements Waterfront security features are added along the shore of Long Island Sound. Cleared areas are landscaped with an esplanade that becomes a featured element with a fitness/walking trail that encircles the campus.

Q - Senior Staff Housing

Replacement housing for displaced Senior Staff Officers (Deputy Supt., Academic Dean, Commandant, Athletic Director, Executive Officer, and Chaplain) becomes "Officer's Row."

R - Proposed Building Renovations

Includes Bowditch Hall/Gibbs-Fulton Hall/Chapel/ Wiley Hall/Quarters A.

S - Samuels Hall Renovation

Repurpose conventional classroom building into a state-of-the-art facility with computer simulator labs, classrooms and office spaces. The design includes renovation of the Computer Aided Operations Research Facility (CAORF).

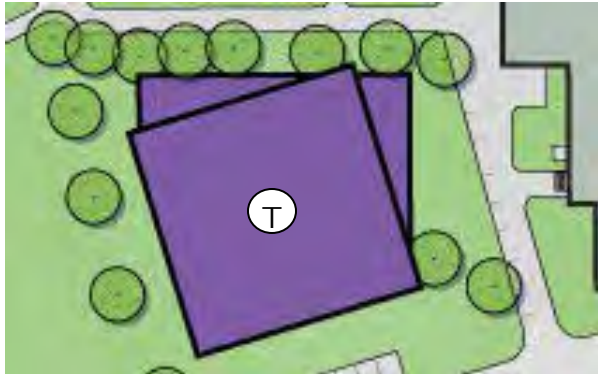
T - Midshipmen Activity Center

Replacement for Land Hall and Melville Hall, this "Student Union" type facility will provide recreational and social spaces, as well as non-varsity athletic training/wellness facilities for the Midshipmen.

U - Crowninshield Pier

Replacement of the two-level timber pier with a concrete and breakwater, concrete and steel superstructure that includes training spaces for Midshipmen boat and Safety of Life at Sea (SOLAS) training.

Midshipmen Activity Center



Summary

- Cost - \$42.2M
- Year of Completion - 2028

The Midshipman Activity Center (MAC) is intended as the new social hub of the campus. The 40,000 sq. ft. building will provide sorely needed recreation, relaxation and social spaces that will dramatically improve the quality of life of the Midshipmen. The building will include a café/pub with food services, private study areas, a small theater, meeting rooms for academic, regimental and club activities, recreation rooms with game, pool and ping pong tables, exercise rooms with aerobic and weight training equipment, lockers, rest rooms, stairs and an elevator.

Located in the footprint of Land Hall, adjacent to Murphy and Delano Halls, Midshipmen will be able to conveniently access the MAC from Zero Deck.

The construction materials used in this facility will be compatible with those in the buildings in the historic district but will have more contemporary design features that will distinguish its recreational purpose. In contrast to the staid rectangular flat roofed barracks and conventional roof line of Delano Hall – the building's roof will soar from east to west creating inviting open spaces with expansive glass walls on its west side upper floors to take full advantage of the panoramic view of Long Island Sound, the East River and Manhattan skyline in the distance.

This building is essential and urgently needed to enhance the quality of life for the Midshipmen. Land Hall has exceeded its effective service life. The demolition of this building will result in the elimination of numerous environmental concerns including Midshipmen exposure to mold, sewage, and asbestos.



Samuels Hall Renovation



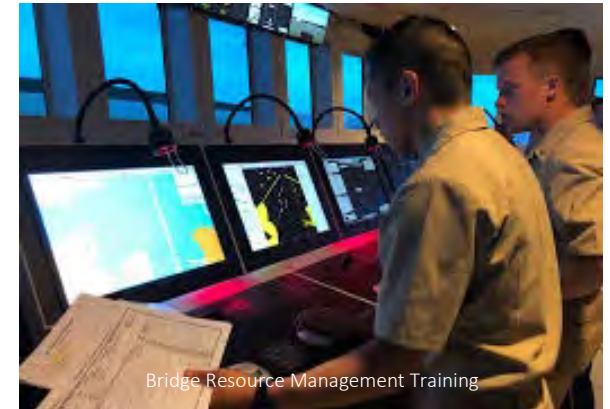
Summary

- Cost - \$8.8M
- Year of Completion - 2025

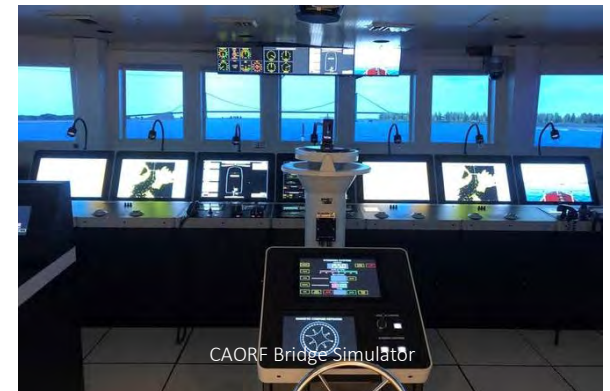
This is the first in a series of four academic buildings planned to be renovated as part of the Academy FY14 Capital Improvement Program. Design work started in 2017. The construction contract was awarded in 2019 and but no work has commenced as of January 2024.

The Federal Construction Agent will take over management of this project through delivery to the Academy. Funding required to complete the project will be provided from existing CIP funds. This project will repurpose Samuels Hall into a state-of-the-art facility with computer simulator labs, high tech classrooms and office spaces. Computer simulation is critical to the training curriculum, allowing aspiring mariners to practice ship handling and make mistakes. Simulators are essential to accomplishing the Academy's mission, enabling completion of International Maritime Organization (IMO) Standards of Training, Certification and Watchkeeping (STCW) competencies that are tied to a Midshipman's successful simulator work.

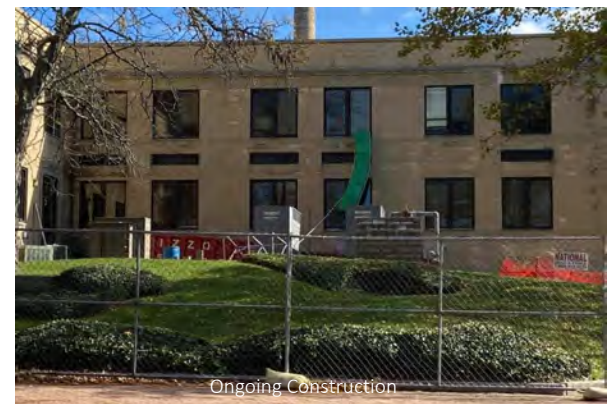
Samuels Hall houses the IT backbone of the Academy. Server rooms with sufficient space and cooling capacity are essential to maintain campus operations. One of this project's challenges is to maintain IT continuous IT service for the duration of the construction performance period.



Bridge Resource Management Training

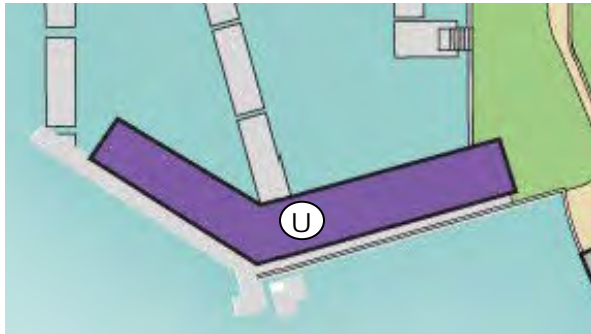


CAORF Bridge Simulator



Ongoing Construction

Crowninshield Pier Replacement



Summary

- Cost - \$31.7M
- Year of Completion - 2028

The southern boundary of Hague Basin was enclosed by Crowninshield Pier, a 355-foot long, two-level timber structure with a roof covering for storage of boats and work area for the waterfront.

The entire understructure of the existing pier was compromised requiring replacement due to severe deterioration with many of the piles splintering. The pier was declared unsafe and has been demolished, but not replaced.

This project will construct a concrete structure similar to Mallory Pier supporting a 10,000 sq. ft., two-story building.

The new building will accommodate a seamanship lab space, two classrooms, crew team equipment and training areas, conference room, bays for six monomoy, as well as lockers, storage and administrative space.



Concept Design – View from Cressy Boathouse



Concept Design – View From Mallory Pier



Monomoy Coxswain and Rowing Training

Midshipmen Academic Center



Summary

- Cost - \$111.7M
- Year of Completion - 2029

The new Midshipmen Academic Center will be the new focal point of the campus and a 21st Century learning center for the Academy. The 72,000-SF building will serve the needs of a variety of campus constituents with modern collaborative learning environments and the latest in education technology. The building's striking design and its prominent location, facing Long Island Sound across the iconic sloping lawn from the War Memorial and Chapel, will change the face of the Academy to that of a modern center of learning and innovation.

The building spaces will include spaces for classes, lectures, a new library, independent and group study, faculty offices, and graduate school offices. All components of the building will be designed to take full advantage of 21st Century learning practices and technology, while also providing areas for relaxation and social interaction.

The architectural design combines expansive glass with steel support components and stone accents matching that of the historic campus buildings. The sleek modern appearance is a bold contrast to the stately architecture of the academic buildings, Wiley Hall, and the Chapel. The facility will feature an impressive 3-story glass entry atrium and an outdoor plaza open to views of Long Island Sound and the New York City skyline. Expansive glass elements of the building facades will enable interior spaces to take full advantage of natural light. The building's three-story height accentuates its prominence, while an open terrace on the top floor enables an elevation transition to match the surrounding slope toward the water.



Life Sciences Building – University of Washington

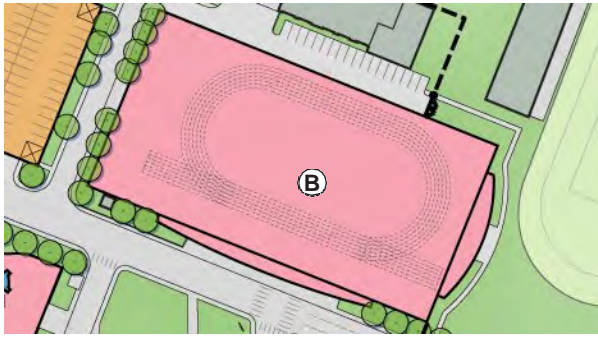


Jefferson Hall – US Military Academy



Jefferson Hall – US Military Academy

Midshipmen Leadership Development and Readiness Center



Summary

- Cost - \$133.1M
- Year of Completion - 2029

The Midshipmen Leadership Development and Readiness Center is required to meet the Academy's need for adequate spaces for physical development and training, NCAA athletic competition, and regimental functions. This facility will finally rectify the lack of space that is required to ensure adequate training and competitive sports for female Midshipmen. The building and its capabilities will serve as an excellent asset for recruiting prospective candidates, as well as enhancing the image of the Academy among its competitors and the visiting public.

Located on the north-side of Steamboat Road, the building's eastern facade will become a main feature of the Academy's enhanced entrance, providing all with a lasting positive impression of this Federal Service Academy. The site is in close proximity to the legacy facilities of O'Hara Hall, athletic fields, Midshipmen barracks, and academic buildings, ensuring that Midshipmen can get to their official duties and classes in a timely manner.

Architecturally, the building reflects the forms, materials, and details of the existing campus buildings, albeit with a modern interpretation of the former. Abundant daylight will fill the interior spaces via extensive windows and translucent acrylic panels at the clerestory and along the other building facades.

The main space of the 100,000-SF facility features a six lane NCAA regulation 200-meter indoor track, telescoping bleachers (750 seats), three multi-purpose courts, six racquetball courts, an indoor rifle/pistol range, four bowling lanes, multi-purpose studios/rooms, classrooms, a fitness center including cardiovascular and weight training equipment,

sports treatment rooms, women's locker rooms, and visiting team locker rooms. Support spaces include faculty/coaches locker rooms, coaches' offices, meeting rooms, a reception area, public toilets, storage and support spaces, and mechanical and utility rooms.

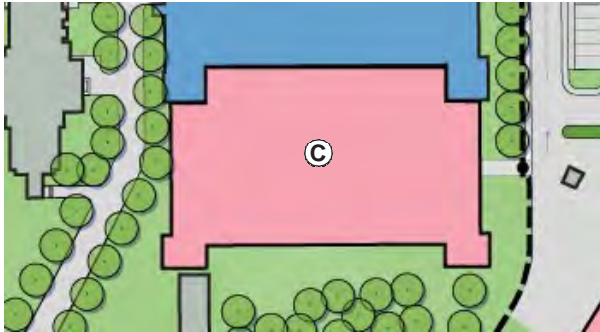


Active Learning Center – University of Manitoba



Field House – Ripon College

Midshipmen Aquatic Readiness Center



Summary

- Cost - \$65.6M
- Year of Completion - 2029

Aquatic survival training is an essential element of requirements for SCTW certification of Midshipmen. Inadequate facilities have afforded the Academy the opportunity to provide only minimal preparation for this crucial training. The new Aquatic Readiness Center will be sited adjacent to the south side of the existing gymnasium, O'Hara Hall. This location makes the best use of underutilized space, is convenient for Midshipmen access from the barracks, and is in close proximity to other athletic facilities, maintaining a cohesive athletic zone in the overall framework of the Academy.

The new 45,000-SF facility is designed to meet the Midshipmen training needs and pool dimensions required for NCAA competitive water sports. The competition pool includes a 25-meter, 8-lane pool with a 5-meter deep diving well and bleachers. The 10-meter x 20-meter survival training pool includes wave and wind generating equipment capable of simulating storm conditions at sea, as well as a 10-meter abandon ship jump platform. The facility also includes lockers, athletic training room, restrooms, offices, stairs, an elevator, and utility rooms.

The pool building architecture will make use of the same stone used in the construction of O'Hara Hall and the buildings of the historic campus area. The building entrances will be compatible with the designs of those buildings as well. However, modern glass elements and features that will maximize natural lighting of the pool area will be incorporated into the design. Rooftop solar collectors will provide an abundant source of heat for pool water.



Senior Staff and Faculty Housing



Senior Staff Housing Summary

- Cost - \$8.5M
- Year of Completion - 2027



Faculty Housing Summary

- Cost - \$3.7M
- Year of Completion - 2030

A row of Senior Staff Housing will be located in the area south of Patten Hospital. These detached single-family homes will be of a stately design with front porches and brick facades facing North. Each home will be 2,300 SF plus a 300 SF garage.

Faculty Housing will be developed as attached and semi-attached townhomes located in the northeastern corner of the McNulty Campus. This location provides privacy for families in an area that is still easily accessible for the students. There is presently no faculty housing on campus. This housing will address the accreditation requirement to improve Midshipmen access to faculty after normal academic hours.

This project will deliver the utilities necessary to enable a commercial contractor to build and operate these housing units under the terms of a 40-year lease. The contractor constructed homes will be traditional wood frame and siding construction design with pitched asphalt roofs; vinyl siding exteriors; and private entries, garages, and balconies. Each townhome has three levels of living space and range in size from 2,000-SF for the 3-bedroom units to 2,300-SF for the 4-bedroom units, plus 300-SF for the garage. Living spaces should feature an “open concept” floor plan providing the residents with a comfortable functional layout.



Typical Single Family Homes

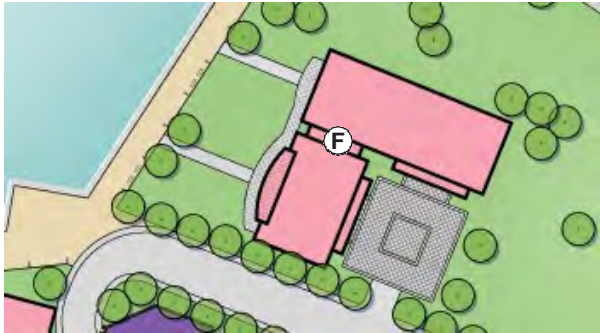


Typical Single Family Homes



Typical Single Family Homes

Federal Maritime Center of Excellence



Summary

- Cost - \$49.1M
- Year of Completion - 2031

The Federal Maritime Center of Excellence (FMCOE) at USMMA will serve to 1) advise SECDOT on maritime policy, federally funded maritime research, and US maritime training and education, and 2) manage federally funded maritime research, offer research opportunities for USMMA faculty, in accordance with Middle States accreditation requirements, and provide continuing education and learning in support of Maritime Administration (MARAD) initiatives.

The FMCOE facility will be built on the site of the former Tehrani property at the foot of Steamboat Road. The building will contain 21st Century classrooms and collaborative learning spaces, lecture hall, conference rooms, food service/catering space, offices, and areas for social gatherings. A large outdoor promenade overlooking Long Island Sound will be used in good weather for outdoor events.



National and University Library – Zagreb, Croatia



Student Success Center – University of California, Riverside



Guest Lodging – Fort Hamilton, NY

Bowditch Hall Addition/ Steamboat Road Improvements



Summary

- Cost - \$76.4M
- Year of Completion - 2032

Renovations to Bowditch Hall

Bowditch Hall requires major renovations to upgrade its 75-year old Mechanical, Electrical, and Plumbing (MEP) systems, classrooms, and technology/communications systems to meet the needs of 21st Century educational program.

Band Ceremonial Addition to Bowditch Hall

The reconfiguration of the Steamboat Road/Marvin Place intersection will enable the positioning of a 25,000-SF, 3-story addition along the east elevation of the building. The eastern facade of the building will be a seminal feature of the entrance to the Historic Campus area. The combination of traditional limestone, steel, and expansive glass panels will provide an impactful vision of a vibrant campus – modern yet respectful of tradition.

The new spaces will include rehearsal spaces for the full band, practice rooms for smaller groups, a music library, instrument storage lockers, a flag locker, equipment storage, and a conference room. Access to band spaces will be accomplished via a new secondary entrance on the north side of the addition and through Bowditch Hall. Stairs, an elevator and MEP rooms, and renovations/alterations to the existing building will complete the project.

Steamboat Road Improvements

Steamboat Road is the main vehicular and pedestrian artery into the campus. Incoming visitors, especially prospective students, will be impressed by the sight of the athletic fields, Midshipmen Leadership Development & Readiness Center, new Bowditch Hall, and landscaped areas along Steamboat Road. By adding site components such as missing walks on both sides of the street, trees, lights, and landscaping along the street all

the way to the waterfront, the improved hierarchical status of Steamboat Road will serve to better define the iconic campus.

Enhancements to Steamboat Road will improve the first impressions of potential students and their parents as they enter the campus. From the moment they leave the Welcome Center, they would be impressed by driving Steamboat Road offering views of the historic quad, to the waterfront park, and finally to the new Student Learning Center.



Vickery Gate Upgrade



Summary

- Cost - \$53.9M
- Year of Completion - 2031

The Main Gate will be configured as an Access Control Point for vehicle entry to the campus. A visitor security pass office, covered vehicle inspection area, and truck turnaround will be provided in the area presently occupied by Furusetth Hall.

The present Vickery Gate/Dean and Barbara White Admissions Center Building (H) will be expanded to a 15,000 square foot facility that will house Admissions Offices, offices of the USMMA Alumni Association and Foundation. Spaces will include offices, briefing rooms, reception areas, and storage spaces. The building will also feature a conference and VIP reception area on the third floor overlooking athletic events on Tomb Field.

A new 12,500 SF Visitor Welcome Center and the Main Campus Security Office building (K) will be constructed south of Steamboat Road. The Visitor Welcome Center will provide guests and prospective candidates with a quick orientation guide of the campus, historical exhibits and artifacts depicting the history of the Academy and a small gift counter offering small souvenirs and USMMA apparel. Campus Security Center will include offices, a central control and response center, communications hub, and secure storage area.

A new 8,000-SF state-of-the-art Warehouse/Shipping and Receiving facility (D) will be constructed adjacent to the main gate vehicle inspection area. This building will feature accessible loading docks with sufficient paved area to facilitate the maneuvering of 53-foot tractor trailers, secure climate-controlled storage areas, offices and a meeting room for staff. Location of this facility outside of the campus, will reduce truck traffic on campus and enhance security.



Yocum Sailing Center



Summary

- Cost - \$19.2M
- Year of Completion - 2030

Built in 1993, the Yocum Sailing Center is a steel building located on the northern end of the boat basin next to Mallory Pier. Since the structure lies within the 100-year flood plain, all of its MEP systems components and controls must be located at safe levels. The nearby USCG Station is of similar construction and also requires major system upgrades due to its location within the flood plain. The buildings will be razed and new structures constructed.

The 15,000 SF building will provide functional areas with the latest equipment including a large bay with overhead cranes, sail and spar storage, machine shop, electrical shop, carpenter shop, paint shop and paint locker, offices, meeting rooms, lockers, and a top floor reception area looking out over Long Island Sound.

The relocation of the USCG Station from the foot of Steamboat Road enables the construction of a waterfront park area that stretches from the road to the northern edge of the campus, by the Barstow House. As an open recreational green space, this area would include a lawn with benches overlooking Long Island Sound. This area would be connected to the rest of the campus shoreline with a pedestrian walk/jogging trail that encircles the 82-acre property.



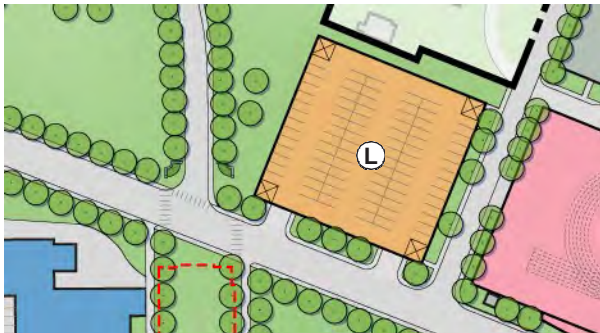
Robert Crown Sailing Center – US Naval Academy



Sailing Center – Roger Williams University



Parking Structures



Summary

- Cost - \$50.7M
- Year of Completion - 2026/2027

The Central Parking Garage will be one of the first construction projects on campus. Located at the site of the present entrance to the McNulty Campus, this three level, 276-space facility will be used by faculty and staff during normal days and provide parking for athletic events in the adjacent Field House.

The Central Parking garage will include a water holding tank, a pump house and control valves for a Fire Protection System that will provide a dedicated and reliable water supply to fight fires on campus, servicing campus fire hydrants, building standpipe systems, and building sprinkler systems as required.

The Upper Roosevelt Field Parking Garage will provide 380 parking spaces on the site of the current First Classman Parking lot near the Main Gate. Lower level spaces will be reserved for Midshipmen with the balance available for faculty, staff, and visitors – especially during athletic events. Some surface parking will be available adjacent to this structure.

Both of the parking garages will make use of pre-cast construction materials similar in appearance to those of the historic buildings on campus.

Because of the importance of parking to the execution of the overall Campus Upgrade Program, the Central Parking Garage will be among the first projects to be completed. This will enable construction in the footprint of existing surface parking lots to be used as construction staging areas.

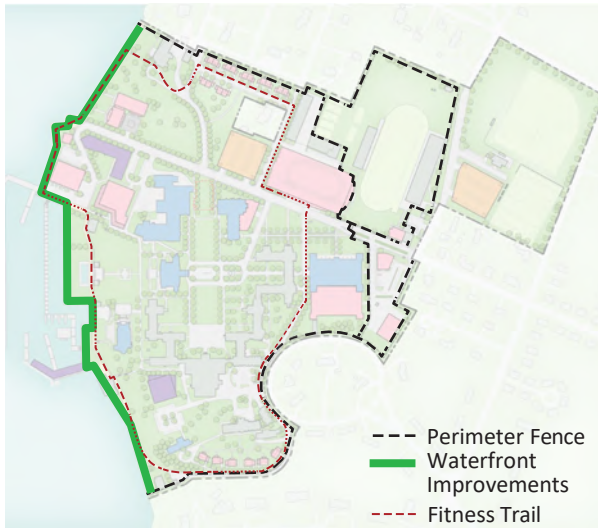


Civic Center Parking Facility – Glen Ellyn, IL



Vine Street Parking Garage – Lincoln, NE

Campus Security and Waterfront Improvements



Summary

- Cost - \$28.3M
- Year of Completion - 2029

Security systems, equipment, and procedures at the Academy must meet the force protection requirements for a federal facility. An integrated campus security system will be installed to protect Midshipmen, faculty, staff, and campus facilities. This system will include campus and building access control solutions, intrusion detection and monitoring, intrusion and emergency alarms, and video surveillance/recording in appropriate locations.

A security-grade fence system will be installed around the perimeter of the campus. Areas adjacent to the security fence will be cleared and landscaped, enabling clear motion detection and video surveillance.

A decorative security fence will be installed between the new Midshipmen Leadership Development and Readiness Center, the Admissions/ Alumni Office building at Vickery Gate, and around the perimeter of Tomb Field. This will enable the athletic facilities to be open to the public for events while maintaining the physical security of the rest of the campus.

The waterfront area surrounding Eldridge Pool will be restored with work including landscaping, restoration of stone and stucco wall surfaces, new security and safety fencing, renovation of men's and women's showers and restrooms, improved lighting, and the replacement of aging electrical and piping systems, walks, and roadways.

Improvements to waterfront areas south of Crowninshield Pier and north of Mallory Pier include landscaping, repair of bulkheads, shoreline walkway with lighting, electrical infrastructure for campus security upgrades, and benches to create a park area for recreation and leisure activities.

A campus fitness trail will be installed around the perimeter of the campus.



GIS and Upgrade Academy Utilities Upgrade



Summary

- Cost - \$95.4M
- Year of Completion - 2031

Campus Geographic Information System (GIS):

To effectively implement the USMMA Campus Upgrade Program and then efficiently sustain the buildings and infrastructure on campus, a Geographic Information System (GIS) will be created and populated with accurate geographic and technical information for the Academy. The use of this 21st-Century tool is universally accepted as a best practice for managing sustainment, restoration, and modernization of college campuses, industrial complexes, city infrastructure, and military installations. The conditions found on campus during the comprehensive GIS survey will define the work required to bring the Academy's utility infrastructure up to today's standards for safe and efficient operation.

Cost estimate: \$3.0M

Electric Grid: The Academy's 78-year-old electric distribution power grid is a hodge-podge of outdated systems and components that vary in age and condition. Frequent power outages have become the norm on campus. The Academy receives its electricity via overhead transmission wires at the 200-amp main switch located south of O'Hara Hall. Some work is ongoing and planned to replace elements of the grid, but a project to do a comprehensive upgrade of the electric power grid is required.

Cost Estimate: \$21.0M

Campus Water and Drainage Services: The entire water supply for domestic and fire suppression systems is inadequate for the future needs of the Academy. A dedicated firefighting water system, separate from the Academy's domestic water system, is required. All three miles of original

sanitary sewer system piping requires replacement. The storm drainage system consists of 1943 vintage clay pipes and concrete. The results of the Academy's current Wastewater Infrastructure Study and the anticipated requirements for new and upgraded facilities will drive the specifications and costs for this project. Currently, storm drains flow directly into Long Island Sound in violation of environmental discharge standards.

Cost Estimate: \$21.0M

Campus Communications and Cybersecurity: All successful enterprises must have a safe, secure, and rapid means of communications. This is especially true of an institute of higher learning. Classrooms, labs, meeting rooms, lecture halls, offices, and Midshipmen Barracks need adequate bandwidth and speed. Cybersecurity of the entire Academy is paramount. An assessment of present and future needs will drive the specifications for this project.

Cost Estimate: \$30.0M

Campus Sustainability Initiatives: Opportunities to improve energy efficiency and sustainability will be revealed during the campus GIS survey. These projects will be added to the Campus Upgrade Program wherever possible.

Cost Estimate: \$23.4M

Existing Building Renovations



Summary

- Cost - \$94.8M
- Year of Completion - 2032

Academic Buildings, Chapel, and Wiley Hall:

Comprehensive upgrades are required to bring the Academy's aging academic and administrative spaces up to acceptable standards for a leading educational institution. Repairs include: roof and window replacement; exterior wall and parapet cleaning, pointing, and repair; floor and ceiling replacement; educational and communication technology; HVAC system replacement; plumbing, piping, and drainage systems and hardware; lighting and fire alarm system upgrades; and ADA accessibility improvements including the installation of elevators where appropriate. These buildings require complete refurbishment of their basements including all offices and storage spaces.

O'Hara Hall: Major repairs are needed to the Liebertz Gymnasium floor support structure. The building's west wall will also require extensive repairs to correct its structural integrity. These efforts will require closing the facility for the duration of the repairs. Additionally, the rest of the building requires complete renovation of its aging systems and equipment. This includes locker rooms, heating system elements including unit heaters in various spaces, exhaust fans, rest rooms and showers, and installation of a fire sprinkler system.

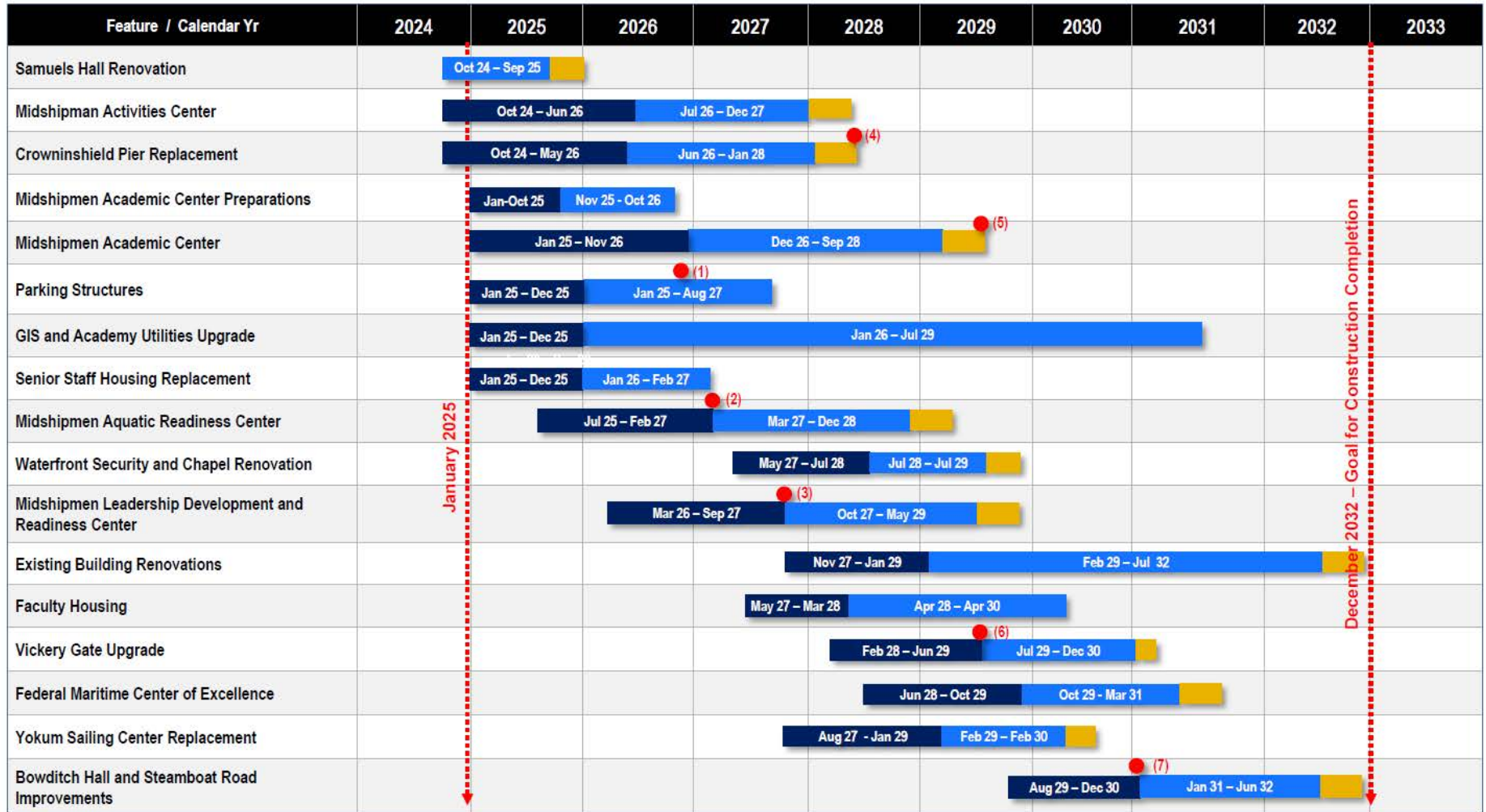
Quarters A: The Superintendent's residence requires upgrades to its plumbing, electrical, and HVAC Systems. Other repairs include replacement of the roof, flooring repairs, insulation, window replacement, bathroom, and kitchen upgrades. Exterior work includes construction of a two-car garage, siding and roof replacement, and paving and landscaping installation, including expansion of the patio on the west side of the building.



III Timeline and Budget

Legend Design & Solicitation Construction Initial Outfitting and Transition

All schedules are based on Design-Bid-Build process. Timelines can be reduced by employing Design-Build acquisition strategy.



● Critical Milestones

- Central Parking Garage Complete prior to construction of Main Gate/Athletic Field Parking Garage.
- New Staff Housing complete prior to demolition of Quarters B and C in way of Aquatic Center.
- Central Garage complete prior to start of Midshipmen Leadership Development & Readiness Center construction.
- Crowninshield construction and Cressy Building demo complete prior to start of Waterfront Security and Chapel Renovation.
- Midshipmen Academic Center delivery prior to start of Yokum Sailing Center, demolition of Furuseth Hall, and renovation of existing buildings
- Aquatic Readiness Center Construction complete prior to start of Vickery Gate Upgrade construction.
- Vickery Gate construction complete prior to start of Bowditch Hall/Steamboat Road Improvements

Program Cost and Execution Timeline

Total Program Cost: \$1.02B

New Construction		Facility Renovation & Upgrades	
Midshipmen Academic Center	\$111.7M	Samuels Hall Renovation Completion (CIP Project)	\$8.8M
Midshipmen Academic Center Construction Preparation	\$4.3M	Campus Security and Waterfront Improvements	\$28.3M
Crowninshield Pier Replacement (CIP Project)	\$31.7M	GIS and Upgrade Academy Utilities	\$95.4M
Midshipmen Activity Center (CIP Project)	\$42.2M	Main Gate and Campus Security Upgrade	\$53.9M
Midshipmen Aquatic Readiness Center	\$65.6M	Bowditch Hall and Steamboat Road Improvements	\$76.4M
Midshipmen Leadership Development and Readiness Center	\$133.1M	Existing Building Renovations	\$94.8M
Central and Main Gate Parking Structures	\$50.7M		
Federal Maritime Center of Excellence	\$49.1M		
Senior Staff Housing	\$8.5M		
Faculty Housing	\$3.7M		
Waterfront Sailing Center	\$19.2M		
New Construction Subtotal			\$519.8M
Facility Renovation & Upgrades Subtotal			\$357.6M
Design			\$91.1M
Program Management			\$51.3M
Total Program Cost			\$1019.8M

Execution Timeline: 2025 - 2032

	FY25	FY26	FY27	FY28	FY29	FY30	FY31	FY32	Total
Total Program Cost	\$54.2M	\$259.6M	\$223.2M	\$164.6M	\$128.2M	\$89.5M	\$100.5M		\$1019.8M
Design	\$44.9M	\$13.3M	\$5.5M	\$19.8M	\$7.6M				\$91.1M
Construction	\$8.8M	\$232.7M	\$205.6M	\$136.8M	\$113.9M	\$84.6M	\$95.0M		\$877.4M
Program Management	\$0.5M	\$13.6M	\$12.1M	\$8.0M	\$6.7M	\$4.9M	\$5.5M		\$51.3M

Cost Estimate

Title	Description	Unit	New Construction	Demolition	Unit Cost	Construction Cost	Construction incl. 20% Contingency
Senior Staff Housing							
Construct Six Single Family Homes	New Construction	EA	6		\$1,181,000	\$7,086,000	\$8,503,200
							\$8,503,200
Campus GIS and Upgrade Academy Utilities							
Campus GIS	New Technology	EA			\$2.5M included in Design Funding		
Esri ArcGIS Software Configuration	New Technology	EA			\$0.5M included in Design Funding		
Upgrade Academy Electric Grid	Upgrade/Renovation	EA				\$17,500,000	\$21,000,000
Upgrade Campus Water & Sewer Svcs	Upgrade/Renovation	EA				\$17,500,000	\$21,000,000
Upgrade Campus Comms and Cyber Sec.	Upgrade/Renovation	EA				\$25,000,000	\$30,000,000
Sustainable Energy Upgrades	New Construction	EA				\$17,500,000	\$21,000,000
Geothermal Heating	New Construction	EA				\$2,000,000	\$2,400,000
							\$95,400,000
Midshipmen Aquatic Readiness Center							
Quarters B Demolition	Demolition	SF		2,500	\$59	\$147,500	\$177,000
Quarters C Demolition	Demolition	SF		2,500	\$59	\$147,500	\$177,000
Aquatic Training Center	New Construction	SF	45,000		\$1,208	\$54,360,000	\$65,232,000
							\$65,586,000
Midshipmen Academic Center Construction Preparation							
Dept Supt House Demolition	Demolition	SF	3,400		\$59	\$200,600	\$240,720
Temporary Shipping and Receiving Facility	New Construction	SF	4,000		\$148	\$592,000	\$710,400
Library Demolition	Demolition	SF		30,000	\$59	\$1,770,000	\$2,124,000
Fitch Building Demolition	Demolition	SF		8,000	\$59	\$472,000	\$566,400
Quarters G Demolition	Demolition	SF		1,500	\$59	\$88,500	\$106,200
Temporary Faculty Offices	Temporary Facilities	EA				\$443,000	\$531,600
							\$4,279,320
Midshipmen Academic Center							
Midn Academic Center	New Construction	SF	72,000		\$1,293	\$93,096,000	\$111,715,200
							\$111,715,200

Title	Description	Unit	New Construction	Demolition	Unit Cost	Construction Cost	Construction incl. 20% Contingency
Parking Structures							
Quarters M & N Demolition	Demolition	SF		3,000	\$59	\$177,000	\$212,400
Central Parking Structure	New Construction	SF	90,000		\$146	\$13,140,000	\$15,768,000
McNulty Campus Entrance and Infrastructure Upgrade	Upgrade/Renovation	EA				\$5,167,000	\$6,200,400
Parking Structures	New Construction	SF	150,000		\$146	\$21,900,000	\$26,280,000
Re-Orient Rugby Field	Rugby Field shifted for Parking Structure Construction	EA				\$1,900,000	\$2,280,000
							\$50,740,800
Main Gate and Campus Security Upgrade							
Demolish Furuseth Hall	Demolition	SF		37,000	\$59	\$2,183,000	\$2,619,600
Temporary Gate and Roadway	Temporary Facilities	EA				\$5,905,000	\$7,086,000
Vickery Gate ACP Truck Entry and Surface Parking	New Construction	EA				\$16,000,000	\$19,200,000
Vickery Gate Admissions/Alumni Expansion	Upgrade/Renovation	SF	12,500		\$664	\$8,300,000	\$9,960,000
Visitor Welcome Center/Campus Security Offices	New Construction	SF	12,500		\$664	\$8,300,000	\$9,960,000
Shipping and Receiving Facility	New Construction	SF	8,000		\$530	\$4,240,000	\$5,088,000
							\$53,913,600
Midshipmen Leadership Development and Readiness Center							
Demolish Quarters E & F	Demolition	SF	4,000		\$59	\$236,000	\$283,200
Midshipmen Leadership Development and Readiness Center	New Construction	SF	100,000		\$1,107	\$110,700,000	\$132,840,000
							\$133,123,200
Faculty Housing							
Faculty Housing Infrastructure - 18 Units	New Construction	EA				\$2,952,000	\$3,542,400
Quarters L Demolition	Demolition	SF	2,500		\$59	\$147,500	\$177,000
							\$3,719,400
Bowditch Hall and Steamboat Road Improvements							
Upgrade Bowditch Hall	Upgrade/Renovation	EA				\$22,143,000	\$26,571,600
Band Facility and Ceremonial Area	New Construction	SF	25,000		\$1,329	\$33,225,000	\$39,870,000
Existing Pool Demolition	Demolition	SF	15,000		\$59	\$885,000	\$1,062,000
Academy Entrance/Steamboat Road Improvements	Upgrade/Renovation	EA				\$7,381,000	\$8,857,200
							\$76,360,800
Samuels Hall Renovation Completion							
Samuels Hall Renovation Completion	Upgrade/Renovation	EA				7,300,000	\$8,760,000
							\$8,760,000

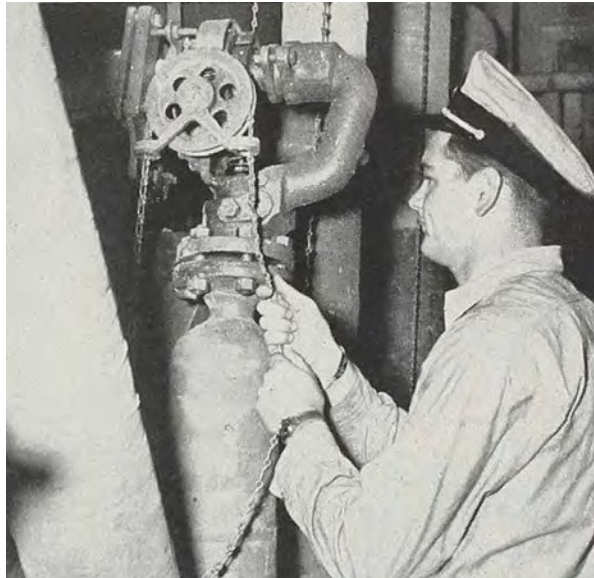
Title	Description	Unit	New Construction	Demolition	Unit Cost	Construction Cost	Construction incl. 20% Contingency
Midshipman Activity Center							
Demolish Land Hall	Demolition	SF		6,000	\$59	\$354,000	\$424,800
Midn Activity Center	New Construction	SF	40,000		\$847	\$33,880,000	\$40,656,000
Demolish Melville Hall	Demolition	SF		9,000	\$59	\$531,000	\$637,200
Surface Parking Lot and Landscaping	New Construction	EA				\$363,000	\$435,600
							\$42,153,600
Crowninshield Pier							
Install New Pier	New Construction	EA				\$17,565,000	\$21,078,000
Construct Training Facility/Boathouse	New Construction	SF	10,000		\$738	\$7,380,000	\$8,856,000
Refurbish Dock Area	Upgrade/Renovation	EA				\$1,449,000	\$1,738,800
							\$31,672,800
Federal Maritime Center of Excellence							
Federal Maritime Center of Excellence	New Construction	SF	50,000		\$812	\$40,600,000	\$48,720,000
Tehrani Residence	Demolition	SF	5,000		\$59	\$295,000	\$354,000
							\$49,074,000
Yocum Sailing Center Replacement							
Relocate USCG Station		EA				\$2,952,000	\$3,542,400
Temporary USCG Station Offices	Temporary Facilities	EA				\$443,000	\$531,600
Demolish Yocum Sailing Center	Demolition	SF	8,000		\$59	\$472,000	\$566,400
New Yocum Sailing Center	New Construction	SF	15,000		\$811	\$12,165,000	\$14,598,000
							\$19,238,400
Campus Security and Waterfront Improvements							
Chapel Access and Landscaping	Upgrade/Renovation	EA				\$2,952,000	\$3,542,400
Perimeter Security Fencing	New Construction	EA				\$14,762,000	\$17,714,400
Landscape Area with Seating Areas	New Construction	EA				\$5,905,000	\$7,086,000
							\$28,342,800
Existing Building Renovations							
Chapel Renovation	Upgrade/Renovation	EA				\$4,429,000	\$5,314,800
Upgrade Gibbs Hall	Upgrade/Renovation	EA				\$29,524,000	\$35,428,800
Upgrade O'Hara Hall	Upgrade/Renovation	EA				\$29,524,000	\$35,428,800
Upgrade Wiley Hall	Upgrade/Renovation	EA				\$14,762,000	\$17,714,400
Upgrade Quarters "A"	Upgrade/Renovation	EA				\$738,000	\$885,600
							\$94,772,400
Sub Total							
Contingency						\$731,129,600	\$877,355,520
Design							\$91,135,552
Program Management							\$51,279,072
Total							\$1,019,770,144

IV Program Management/ Personnel Needs

Just as the Academy's infrastructure has been overlooked for decades, so too has its Department of Public Works and Facilities. It is understaffed (23 employees), underfunded, and lacks the bandwidth and expertise necessary to effectively manage a modernization plan as complex as the one presented here.

In order for a major federal facility infrastructure upgrade such as this one to succeed, it must be professionally managed by a federal agency with the expertise and depth in installation development, engineering and construction. As detailed below, other Federal Service Academies have been supported by their respective branch's corps of engineers and construction experts, and we would respectfully recommend that one of these be designated as the Academy's Construction Agent for this program.

Since the USMMA is a government facility, its - construction projects should be overseen/executed by a Federal Construction Agent. Every other Federal Service Academy uses an experienced affiliated organization to act as its construction agent. USMA and the United States Air Force Academy (USAFA) are mandated to use the US Army Corps of Engineers (USACE) to manage their construction programs. The Naval Facilities Engineering Command (NAV- FAC), manages construction projects for the United States Naval Academy (USNA), just as the United States Coast Guard Academy (USCGA) uses the United States Coast Guard (USCG) Facilities Design and



Construction Center (FDCC) for the same purpose.

Several members of MSIC have a deep familiarity with the US Army Corps of Engineers New York District (CENAN). Given the Academy's location and the complexities of the greater New York City construction sector, together with its knowledge of contracting, industry, and professional standards, CENAN would be a logical choice to work with the Academy and Public Works leadership to achieve the goals of this strategic program.

CENAN has over 50 years of experience in this role, managing all major construction at the US Military Academy at West Point. In addition to on-campus projects such as the \$700M Academic Building Upgrade Program, \$586M Legacy Barracks Upgrade Program, \$212M Cyber Engineering and Academic Center, and the \$216M Davis Barracks, CENAN successfully delivered major projects within the short time as



required by BRAC2005.

In recent years, MARAD has looked outside of the Department of Transportation to get the right team involved in their procurement process. For instance, commercial ship owner/operator TOTE was hired to be the vessel construction manager (responsible for design and construction) of five National Security Multi-Mission Vessel (NSMV), priced at over \$300M each.

Requiring USMMA construction projects to be managed and executed by a Federal Construction Agent is the best option to enable successful completion of the recommended Campus Upgrade Program. Given the precedents referenced above, this is not a novel approach. This solution is cost-neutral to the government, with a high probability that it will result in cost and time savings.

V Team Biographies



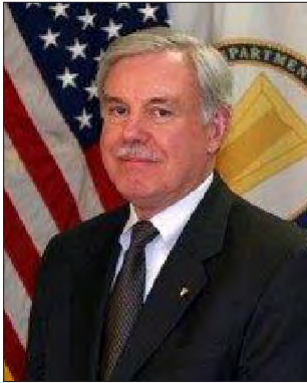
John D. Cameron, Jr., P.E.
Managing Partner, Cameron Engineering & Associates, LLP

As Founder and Managing Partner of Cameron Engineering and Associates, LLP, Mr. Cameron oversees consulting engineering services provided by the firm, which specializes in public and private sector engineering such as site development, energy management including renewable energy and conservation programs; water quality management planning, waterfront protection and resilience; roadway, drainage, utilities and infrastructure improvements and hardening; planning; building systems; building department services, and construction management. The firm's work has included planning of major mixed use, residential, commercial, and industrial projects as well as brownfields and waterfront projects. He has been a frequent spokesperson on issues of regional planning, sustainability, economic development, and resilience for Long Island and beyond, both on television and in the printed media.



LTG Bill Grisoli (Ret.)
Distinguished Chair of Civil Engineering and Chair of the Civil Engineering Advisory Board, USMA

LTG Bill Grisoli is currently serving as the Distinguished Chair of Civil Engineering and Chair of the Civil Engineering Advisory Board at USMA. He spent 39 years on active duty and retired in 2015 as the Director of the Army Staff. Prior to his retirement, LTG Grisoli held a wide variety of engineer command assignments at the Company, Battalion, Brigade, and Army Corps of Engineers Division level. His staff assignments include Director of the Army's Business Transformation Office and Director of Program Analysis and Evaluation Office, G-8. LTG Grisoli was born in NYC and graduated from USMA in 1976.



Lloyd C. Caldwell, P.E.
SES, US Army Corps of Engineers (Ret.)

Lloyd Caldwell, P.E., retired from the US Army Corps of Engineers in 2020 where he served as the national Director of Military Programs responsible for the policy and technical functions of the Corps' worldwide program for engineering, design, construction, real estate, and environmental activities. Among the Services and Defense Agencies, he was responsible for military construction and installation support at the US Military Academy and the US Air Force Academy. From 2005 to 2010, he was the Director of Programs for the North Atlantic Division responsible for military and civil works and served as the Director of Programs for the Gulf Region Division in Baghdad, Iraq. He is a Distinguished Military Graduate with a Bachelor of Building Construction degree from Auburn University, holds a Master of Science in Civil Engineering and Master of Public Works degrees from the University of Pittsburgh.



CAPT Eileen Roberson, USN (Ret.)
SES, DOT/US Navy (Ret.)

Eileen Roberson is a retired United States Navy Reserve Officer, retiring at the rank of Captain after 23 years of service. As a long-time member of the Federal Government's Senior Executive Service, Roberson has served as Director of Total Force Management for the US Navy's Military Sealift Command, Assistant for Administration to the Under Secretary of the Navy, Associate Administrator at the Department of Transportation's Maritime Administration, and Deputy Program Executive Officer (PEO) for Navy Information Technology. A passionate advocate for Deaf awareness and equality, Roberson is the recipient of the Invisible Hands International 2013 Interpreter of the Year Award. Roberson holds a Master of Science degree in Management Information Systems from Bowie State University in Bowie, MD, a Bachelor of Science degree in Engineering from the United States Merchant Marine Academy at Kings Point, New York.



John O. Arntzen
President, ACTA Maritime Development Corporation

John Arntzen is President of ACTA Maritime Development Corporation, which he founded in 1996. Arntzen recently retired as a Senior Program Manager with the U.S. Army Corps of Engineers, North Atlantic Division at Fort Hamilton in Brooklyn, New York where he helped oversee a \$2.4 billion Military Construction program on U.S. Army and U.S. Air Force bases in Europe. Prior to this, Arntzen was Special Missions Ships Project Officer for the U.S. Navy's Military Sealift Command. From 2015 to 2019, Arntzen served as Chairman of the U.S. Merchant Marine Academy Alumni Association and Foundation (AAF), and currently serves as Chairman of the Maritime Industry Museum at Fort Schuyler. Arntzen holds a M.S. in Transportation Management from the SUNY, Maritime College, 1985, and a B.S., with Honors, in Marine Engineering from the U.S. Merchant Marine Academy, 1979.

