

SSA National Support Center: Questions for the Record

1. *What specific controls has the GSA built into the process to prevent further delays and stay within budget for the National Support Center?*

GSA has implemented several controls designed to reduce the risk of further delays and exceeding the project budget and will continue to mitigate schedule and cost risks through the design/construction delivery.

Scope Management: GSA worked closely with SSA to prepare a thorough Program of Requirements (POR) that outlines the scope of the project to ensure SSA's requirements will be met with the completed project. GSA involved industry recognized data center experts in the development of the POR and compared its cost estimates to the baseline budget set by the feasibility study, as well as industry cost benchmarks. GSA will use a change management plan in the design and construction phases to include a detailed schedule and cost impact analysis prior to approval of potential changes.

Construction Management: To ensure continuity among the POR, design, and construction, GSA will exercise a negotiated option to provide construction management (CM) services with the same firm that worked with the SSA and GSA to develop the POR. This firm, Jacobs Project Management Company of Arlington, Virginia, will be involved with design reviews to ensure the requirements stipulated in the POR are met. The contractor will employ a dedicated staff of construction experts located at the construction site to monitor the design/builder's performance on a daily basis and will notify the GSA Project Manager and Contracting Officer upon discovering any deficiencies. GSA will include a detailed schedule of requirements as part of the design/build contract, and the CM will help enforce these requirements. GSA also has stipulated government review times in the overall project schedule and the contract's Statement of Work to help manage the timeframes for government decision making. The contractor, the construction manager, and GSA will use diagnostic and analytical tools throughout design/construction to track and manage the project budget and schedule.

Design/Build Contract: GSA chose a design-build delivery approach to minimize risks related to design and construction coordination by having a single point of accountability for both components. This delivery method will allow for early phases of construction and long lead equipment orders to commence in advance of the full design completion. To ensure a high quality design/build contractor is hired, GSA is using a two-phased source selection approach in which contractors are evaluated based on past performance on similar data center projects as well as on their price proposal.

By using these controls, GSA is confident we can prevent cost overruns and further delays. However, there may be unforeseen risks that are beyond GSA or SSA's control. One such risk is potential protests to the award of the design/build contract. GSA has built time into the procurement schedule to allow for more detailed reviews of the contract file to help eliminate schedule and cost risks associated with a potential protest.

2. *How much of the American Recovery and Reinvestment Act of 2009 funding has been spent to date? What additional funds will be spent before the end of the fiscal year and for what purposes?*

As of March 18, 2011, SSA has obligated \$385,881,201 to GSA in reimbursable work agreements (RWAs).

As of April 8, 2011, GSA has obligated \$3.7 million and outlaid \$3.2 million from those RWAs.. GSA anticipates site acquisition by September 2011, with costs totaling approximately \$25,000,000 for acquisition and related costs.

3. *What are GSA's latest projections for how much the building is going to cost and will the cost come in under budget?*

The budget for design, construction, and site acquisition is approximately \$400 million. GSA's projections are still on target to complete the project within that budget.

4. *In Mr. Foley's written testimony, he referenced future expansions of the Woodlawn campus. Please explain what expansion this refers to and provide all related details as to content, timelines, and planning.*

Mr. Foley stated during his testimony:

“Though GSA and SSA remain committed to the presence of SSA at the Woodlawn campus for current mission needs and future expansions, the study showed that the National Support Center would be better served at a new site, where risk and cost would be minimized and construction could be completed more quickly.”

GSA and SSA remain committed to the presence of SSA at the Woodlawn campus. We are looking for opportunities to bring SSA functions currently in leased space to the Woodlawn campus. To the extent that there could be new future requirements to SSA's mission that warrant increases in space, GSA will first look for ways to locate those requirements on the Woodlawn campus rather than in privately owned leased space.

5. What is the status of the Social Security Administration (SSA's) Master Planning Process that the GSA is working with the SSA to complete? Please provide all related details as to content, timelines, and planning.

GSA's real estate portfolio strategy for the Woodlawn SSA Campus has focused on phased building renovations to meet SSA's long-term facility needs. In addition to the federally-owned facilities located at Woodlawn, SSA also occupies considerable leased space in the Woodlawn area. Co-location of some of these leased office functions onto the campus is one of the housing solutions that will be evaluated as part of an upcoming master plan study of the SSA government-owned campus, either through construction of new office space, or through more efficient use of existing space. The master plan study also will provide a planning roadmap for needed rehabilitation of the buildings on campus.

In general, the master planning process has two phases. The first phase was a housing and leasing study that analyzed the owned and leased SSA building inventory and assessed the potential growth in SSA's mission and facilities needs. That study was completed in February 2011.

The second phase of the process is the master plan study. The master plan study will further evaluate future SSA headquarters requirements and devise conceptual housing solutions to meet those requirements. The evaluation will explore various housing alternatives, including new space and consolidation of leased space. The Woodlawn campus contains areas of developable land that has the potential to support a future SSA need. GSA has begun scoping and developing the requirements and plans to begin the procurement process for the master plan study this summer. We anticipate the master plan study to be completed by early 2013.

Concurrent with the master plan, a feasibility study will also be undertaken to analyze the condition and potential future use of the existing National Computing Center (NCC). This feasibility study will evaluate the repair and alteration requirements needed to continue housing the non-data center functions that will remain in the NCC building after completion of the new Data Center (NSC) and how the vacated space can best be reused by SSA after the IT functions in that building are relocated to the new NSC.