US Army Corps of Engineers®

Enterprise Program Management Plan
(EPgMP)

MILITARY CONSTRUCTION
AIR FORCE ANNEX

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1. General.

a. Purpose. The AF Enterprise Program Management Plan (EPgMP) established management concepts, principles, and procedures for successfully executing USACE Military Mission programs and requirements for the Air Force. This Military Construction Program (MILCON) Annex applies to all USAF MILCON (MCAF), Minor MILCON (MMAF), Air Force Reserve MILCON (MAFR), Base Realignment and Closure (BCF), AF Family Housing MILCON/Investment (FHAF) projects which the US Army Corps of Engineers (USACE) executes per 10 USC 2851 and DoD Directive 4270.5, as the MILCON Construction Agent.

This Annex supplements the HQUSACE approved EPgMP. It supersedes the "HQUSACE and AF/A7CP Program Management Plan" (16/20 Nov 07), and the "Air Force Center for Engineering and Environment and US Army Corps of Engineers Air Force Military Construction Program Management Plan" (final signature 19 Dec 08).

b. Updates to the MILCON Annex. Updates to this Annex will be managed and maintained by the HQUSACE National Program Manager (NPM) to reflect significant changes in business processes, stakeholder requirements, internal and external factors, clarifications, and lessons learned. If required, the NPM will make updates to this Annex after coordinating with the appropriate proponent and stakeholders. Updates will be highlighted, incorporated into the body of the Annex, and be referenced as sub bullets to this paragraph (description of the changes, section of the annex, coordination, date, and (NPM initials).

c. USACE References.

1) MILCON Collaboration SharePoint site: USACE environment to support information sharing, communication, coordination, and collaboration among program/project managers, proponents, and stakeholders, who are responsible for delivering MILCON facilities within DOD.

2) USACE Air Force Collaboration SharePoint site: The USACE AF collaboration site lists pertinent documents related to executing the AF MILCON program. (The HQUSACE AF Program Manager maintains this site).

3) DoDD 4270.5, Military Construction, 12 February 2005.

4) Memorandum, CEMP-M (CERM-P), Clarification of USACE Policy on Planning and Design (P&D), Construction Supervision and Administration (S&A), and Post-Award Engineering and Design Services (DDC), 26 Mar 03.

5) HQUSACE and Air Force Reserve (AFR)v Component Memorandum of Understanding, 10 Jan 02.

6) USACE MILCON Project Closeout, Enterprise Business Process.

d. Air Force References.

1) AFI 32-1021, Planning and Programming Military Construction.

2) AFI 32-1023, Designing and Constructing Military Construction Projects.

3) Management Plan for the Air Force Capital Construction Program (Oct 13).

4) AFCEC DM/CM Financial Management Guide.

5) AF/A7C Guidance Memo on Execution of Air Force Military Construction (19 December 11).

6) AFCEC/CL Delegation of Approval Authority for MILCON Change Requests (6 November 12).

7) AFCEC MILCON Change Order Management Plan (8 April 13).

8) Memorandum, HQUSAF/A7C, Air Force Sustainable Design and Development (SDD) Policy.

9) Air Force Ribbon Cutter Implementation Guide.

10) Air Force Sustainable Design and Development (SDD) Implementing Guidance (June 11).

11) Air Force Standard Designs – National Institute of Building Sciences, Whole Building Design Guide.

12) Memorandum of Understanding—AFSOC MILCON program (16 April 12).

13) Memorandum (CEMP-ZB)—Adherence to Mission Assignments and Alignment of Acquisitions with Missions (20 May 2013)

e. Program Goal. Air Force MILCON objectives are to (1) build to standards; (2) use value engineering principles to optimize costs; and (3) deliver facilities in accordance with established schedules. The overall goal for the MILCON program is to safely provide quality facilities that meet user requirements on time, within budget and authorized scope. The metrics (performance indicators) that support this goal are contained in USACE Command Consolidated Guidance (CCG). Metrics not meeting the program goal will be focus areas for improved performance. The USACE/Air Force MILCON team will work together to effect those improvements.

The following requirements are instrumental in helping meet the program goals:

1) HQ Air Force (AF/A4CF) will provide USACE a copy of the Future Year Defense Plan (FYDP) annually to help with work force planning and manpower analysis. The FYDP will be furnished within 15 days after submission of the President's MILCON Budget.

2) USACE will receive project authority, funding, and design instructions on time to support program/project execution and meet USACE CCG Metrics.

3) Project Delivery Teams will use value engineering, life cycle costing, and rigid change order control to support the Air Force's MILCON cost optimization objectives.

4) Installation's expectations will align with appropriate Air Force standards.

5) Environmental documentation and actions will be the responsibility of the AF installation/MAJCOM/AFCEC and available no later than at the start of design.

6) USACE may use in-house resources to design selected projects in order to maintain technical competency and capability for performing DoD Construction Agent responsibilities associated with executing the Air Force MILCON program. Annually AFCEC will propose a list of candidate projects for USACE in-house design generated from the FYDP for MILCON projects to allow advanced planning and workload balancing. The AFCEC proposed list of projects is recommended to the PDT. However for reasons the PDT feels appropriate the PDT may choose to design a project in-house not previously identified with full agreement by the PDT. Absent of agreement by the PDT on design approach the issue will be discussed between the AFCEC/CF Deputy and the District Chief of Engineering. If the issue remains unresolved the AFCEC/CF Director and District Commander will resolve the matter.

f. Program Risk. The Air Force has many stakeholders supporting the goal to safely provide quality facilities that meet user requirements on time and within budget/scope. These stakeholders are committed to achieving high standards while meeting requirements for more sustainable, energy efficient and cost effective facilities that meet mission needs. The Air Force MILCON team must effectively plan, program, design, and construct cost effective facilities that offer mission-effective return and the most appropriate investment of program dollars. The risk of not doing so places program dollars at risk of rescission and creates missed opportunities to include unfunded projects in the program.

2. Program Team.

a. Management Approach. USACE will work closely with Air Force, DUSD(I&E), and other DoD MILCON Stakeholders to achieve expectations for the Air Force MILCON program. Collaboration and partnership will characterize the working relationship at all levels. USACE and Air Force will coordinate policy changes and process improvements that may impact program execution prior to issuance. USACE Program Management will be in accordance with USACE Project Management Business Process, as described in ER-5-1-11. USACE will execute the program through Major Subordinate Commands (MSCs), Centers, Geographic Districts and offices approved to support special initiatives. The Program Team approach is to embrace the goals and objectives stated in this MILCON Annex, establish a collaborative knowledge-sharing environment, and capture/apply lessons learned to the MILCON execution process. AFCEC will participate in USACE hosted AARs/PMRs to discuss lesson's learned from all projects to include Air Force executed programs.

b. Roles and Responsibilities.

1) U.S. Army Corps of Engineers (USACE) will serve as a designated DoD Construction Agent for Military Construction per DoD 4270.5 for Military Construction (MILCON). The Air Force may assume design and construction responsibility for selected projects not to exceed five percent of the dollar value of each year's USAF MILCON program assigned to USACE. When exercising this agreement, the AF will assume complete design and construction agent responsibility for execution of the project. Specific projects will be identified by AFCEC and requested in writing prior to design release. A memorandum requesting alternate agent will be sent to HQUSACE, Programs Integration Division, ATTN: CEMP-ID. HQUSACE will coordinate with the appropriate Programs Director or MSC Integration Division (MID) Chief to get their concurrence/non-concurrence on the request via email, and will respond to the Air Force in writing. Upon any non-concurrence, AFCEC/CF may route a request through HAF/A4CF to DUSD(I&E) for permission to use an alternate agent, in accordance with DoDD 4270.5, paragraph 4.3.3.2.

(a) HQUSACE will provide a liaison officer (LNO) to reside at AFCEC. The LNO will be USACE's onsite representative to facilitate issue resolution between USACE activities and AFCEC PM's. The LNO will not be a substitute for AFCEC and HQUSACE communications. The LNO will not have authority to act on behalf of HQUSACE without prior approval received by HQUSACE. The primary role of the LNO is to facilitate timely resolution of issues through identification and communication of needs. The LNO will also support the greater Joint Base San Antonio area by being the local USACE subject matter expert.

2) Air Force.

(a) Headquarters United States Air Force, Deputy Chief of Staff/Logistics, Engineering & Force Protection, Directorate of Civil Engineers, Facility Management Division (HQ USAF/A4CF) is responsible for oversight of the Air Force MILCON program. HQ USAF/A4CF provides policy, resource advocacy, and financial management for execution of the Air Force MILCON program. This includes planning, programming, and budgeting for Air Force facilities.

(b) Air Force Civil Engineer Center (AFCEC) is responsible for Air Force MILCON program management. The Air Force design and construction manager (AFCEC DM/CM) is the AF lead providing functional/technical criteria, authority, funding, and financial management. USACE is the design and construction agent (DA/CA) responsible for technical execution handled by various staff members (Project Manager, Construction Manager, and Design Manager). The Facility Engineering Directorate (AFCEC/CF) manages the program, and is responsible for program execution. The AFCEC DM/CM is a principal of the Project Delivery Team (PDT), provides overall Air Force direction and guidance to the district PM, is the Air Force's owner's representative for the project, and ensures coordination and compliance from all Air Force stakeholders. The AFCEC PM facilitates real property transfer between the installation and USACE by assuring the interim DD Form 1354 is signed by the Base Civil Engineer (BCE) on the beneficial occupancy date and the final DD Form 1354 is signed by the Real Property Officer and BCE at project completion.

(c) Air Force Major Commands (MAJCOMs) liaison personnel may assist in resolving issues during project design and user requested changes during construction. MAJCOMs are responsible for project planning and are encouraged to use AFCEC and USACE involvement for planning charrettes and/or programming document preparation. The MAJCOMs are also responsible for completing projects' environmental certifications to include explosive Quantity-

Distance (Q-D) waivers, Environmental Analysis Impact Process (EAIP), wetlands, floodplain, Air Installation Compatibility Use Zone (AICUZ).

3. PROGRAM MANAGEMENT.

a. Communications. The following meetings and reports are key communication components in the program management process.

1) Project Management Plan (PMP): To meet mission objectives, each project is managed under a project management plan (PMP). A PMP is a roadmap for quality project delivery. The PDT prepares the PMP early in the project scoping process to determine project expectations, customer needs and to refine those requirements in light of safety, fiscal, schedule, legal, and other constraints. The PDT will measure its success against the expectations documented in the PMP and will be signed by all PDT members; to document their commitment to project success. To be an effective management and communication tool, the plan must be a living document that is updated as conditions change. The USACE PM will inform PDT members when change requests will cause scope, schedule, or cost impacts, and will coordinate any changes to the project with members of the PDT, updating the PMP as appropriate.

2) Line Item Reviews (LIRs): AFCEC/HQUSACE will coordinate monthly Leadership, Execution, Awards, and Partnership (LEAP) meetings with the NPM, and USACE MSCs/Districts. At these reviews, the USACE District PM will present the progress of each project in his/her respective area with focus on execution and major design/construction milestones. Both project-specific and program-wide issues may be addressed. Construction issues will be elevated to HQUSACE and National Program Proponents for inclusion into the monthly meeting. (Reference PID Memo dated 7 Jun 13).

3) Design and Construction Goals and Performance Measures: USACE will track and report project-specific goals and performance measures using metrics established by USACE Consolidated Command Guidance. AFCEC will use Ribbon Cutter metrics and USACE will assist with updates via monthly submission. The PMP will address specific timeframes and required items (Design Fact Sheet/RMS, Current Working Estimate, P2 Report, etc.).

(a) USACE and AF agree to refine metrics that provide value to both. The strategy is to develop a singular reporting method that sufficiently covers all stakeholder's requirements (AF, USACE, OSD).

4) Annual AFCEC MILCON Program Management Review (PMR): AFCEC will invite AF/A4CF, MAJCOM, USACE, and NAVFAC representatives to conduct an annual PMR. The PMR usually occurs in the first quarter of each FY. The purpose of this meeting is to share upcoming Air Force programs, policy and execution initiatives, and lessons learned.

b. Scope Management. The Air Force DM/CM PM, with appropriate Air Force counsel input, is responsible for the scope in the 1391 not being exceeded and for approving all scope decreases from the approved DD Form 1391. The Design Instruction issued by AFCEC to HQUSACE will identify the project scope as described in the project's approved DD Form 1391.

As the DoD-designated construction agent, USACE must certify that the final facility design is within the scope of work authorized by Congress and that it provides for a complete and usable facility. (Ref OUSD memorandum dated June 24, 2013, Subject: Authorized Scope of Work for Military Construction Projects) and HQUSACE ECB. All scope changes will be routed for AFCEC/CF approval by the Air Force DM/CM PM, per Air Force requirements and AFCEC's MILCON Change Order Management Plan.

c. Schedule Management. Project schedules will be developed to achieve HQUSACE and HQUSAF/AFCEC execution goals. All stakeholders will work effectively at maintaining scheduled delivery dates and Beneficial Occupancy Dates as identified by the PDT. Reporting thresholds and schedules will be established in each PMP.

d. Risk Management. The Project Definition Rating Index (PDRI) assessments (using the PDRI checklist) will be conducted by the PDT at the advanced planning stage of the project. High Visibility Mega Projects will adhere to HQUSACE guidance (reference ECB dated 31 January 2014, Additional Engineering and Construction Management Controls for USACE Mega-Projects).

e. Acquisition Management. The PDT will develop the acquisition strategy that best meets the requirements for delivering each project. This is accomplished during development and approval of the project management plan. For OCONUS locations, the OCONUS Geographic District will coordinate design and construction requirements with the AFCEC PM and develop the best strategy to execute the project and meet Host Nation Agreement requirements. Proposed changes to an approved acquisition strategy will be fully coordinated with the PDT prior to implementation. AFCEC will be invited to provide representation to technical and source selection boards as voting members. Evaluation criteria for contractor selections will be developed by the PDT consistent with the Army Source Selection Supplement (AS3) to the Department of Defense Source Selection Procedures.

f. Management Information Systems. The following systems will be used to compile, display and report Air Force MILCON projects.

1) Air Force Automated Civil Engineer System – Project Management (ACES-PM). ACES-PM provides an integrated, worldwide network for transfer of Air Force design and construction management information. The system utilizes distributive processing, with information entered at local desktop computers to generate daily updated project data for worldwide availability. AFCEC PMs will be responsible for entering information into the ACES-PM system during the design and construction phases.

2) ACES-PM/P2 Interface: The interface requirement agreements provide for ACES-PM to send specific project and DD Form 1391 information to a table (data file) called "Directives" within that system for MILCON projects. The business process requires AF/A4CF to issue the initial DI, and for the Design Agent (DA) or Construction Agent (CA) to be the "COE" before the project will be sent to the P2 system. USACE will provide project update information to AFCEC PMs consistent with ACES database requirements via the monthly LEAP Report.

3) Project reporting. During Design, USACE will provide Current Working Estimates and design fact sheets at a frequency not to exceed that of scheduled major design submittals, 35% and beyond. During construction USACE will provide project information and status via the report formats established between HQUSACE and AFCEC.

4. Program Governance.

Program Governance describes the process that will be followed to execute the program's governance activities, directives, and issue resolutions.

a. Authorization and Appropriations. All military construction projects must be authorized for a specific amount by law by either a general enabling provision, or by a line-item project authorization in an annual National Defense Authorization Act. Authorizations expire after three years unless funds for the project are obligated or an authorization extension has been approved by law. Appropriations (unexpired) provide legal authority permitting Federal agencies to incur obligations and make payments for a specified purpose and period of time. Expired appropriations are available for adjustment to, or payment of existing obligations. Appropriation accounts are closed (canceled) after being in the expired status for five years.

b. Cost and Scope Variation. Design and construction of a MILCON project cannot exceed the scope on the project DD Form1391 submitted in the justification data provided to Congress with the President's Budget. For Congressionally authorized Military construction projects, there is no authority to increase the scope shown on a 1391. The scope shown on the DD Form 1391 approved by Congress is the maximum allowable scope for the project, and must be reflected in all phases of project design as well as design-build requests for proposals advertised pursuant to that approval. Once a project is approved by Congress, design reviews and value engineering studies will be reviewed by AFCEC and USACE to help ensure that the project scope conforms to that of the DD Form 1391 and tabulated on the Scope Tab of HQUSACE project CWE calculation workbook.

1) Cost Variations 10 USC 2853(a) and Scope Reductions 10 USC 2853(b). The law requires that the Secretary concerned provide notification to Congress when such approvals exceed certain thresholds. Depending on the threshold, this may be a simple notification or a notification-and-wait period. Congressional notifications by the Air Force are always provided in an electronic medium pursuant to section 480 of Title 10 U.S.C.

1. The cost authorized for a military construction project or for the construction, improvement, and acquisition of a military family housing project may be increased or decreased by not more than 25 percent of the amount appropriated for such project or 200 percent of the minor construction project ceiling (200% of $3 million is $6 million for projects awarded after December 19, 2014, IAW 2015 NDAA), whichever is less, if the Secretary concerned determines that such revised cost is required for the sole purpose of meeting unusual variations in cost and that such variations in cost could not have reasonably been anticipated at the time the project was approved originally by Congress.

2. For a cost increase greater than 25 percent of the amount appropriated or $4 million (whichever is less), the Deputy Assistant Secretary must approve and notify Congress followed by a 14 day wait period before proceeding.

3. For a cost decrease of more than 25 percent of the amount appropriated or more than $4 million (whichever is less), the Deputy Assistant Secretary must approve and notify Congress not later than 14 days after contract award.

4. In the case of a reduction in the scope of work of more than 25%, the Deputy Assistant Secretary must approve and notify Congress followed by a 14 day wait period before proceeding.

5. Scope increases are not permitted.

In the cases above, the description of the changes and justification will be prepared by the District Project Manager and submitted through the MSC to HQUSACE and AFCEC. All such submissions must include a revised current working estimate, favorable bid climate justification and bid expiration date. After review, the AFCEC will submit documentation to AF/A4CF as appropriate.

2) Above Threshold Reprogramming. In addition to the approval thresholds found in 10 USC §2853, the congressional appropriation committees must approve, in writing, any reprogramming of funds to a project in excess of the reprogramming threshold found (annually) in the committee reports for the Military Construction and Veterans Affairs and Related Agencies Appropriation Bill.

Per the congressional reports, the reprogramming criteria applicable to a MILCON project is 25 percent of the funded amount or $2M, whichever is less. Reprogrammings are processed from AFCEC through AF/A4CF (with a copy furnished to HQUSACE NPM) to the Office of the Under Secretary of Defense (Comptroller) which submits the report to Congress for written approval by the House & Senate Appropriations Committees. [Note: Depending on the values of the PA and CWE, the following conditions are possible: (1) both a reprogramming and 10 USC 2853 notification are required, (2) only a reprogramming is required, or (3) only a 10 USC §2853 notification is required.]

Reprogramming must be approved (in writing) by the Congressional appropriations committees of both the House and the Senate. Funds cannot be obligated until the Congressional approval is complete.

HQUSAF/A4CF is responsible to finalize and submit all notifications and reprogramming requests.

c. Design.

1) Design Instructions (DIs): AFCEC will issue Design and Construction Instructions to HQUSACE for all phases of the project. AFCEC instructions will include authorization for USACE to design the project and will include specific information including, but not limited to: Programmed Amount (PA), Construction Cost Limitation (CCL), Scope, DD Form 1391, User Need Date, Requirements Document, site approval, environmental certifications, a submittal distribution schedule, and applicable USACE Authorized Phase Code (See Appendix 1). AFCEC will preposition planning and design (P&D) funds at HQUSACE which will be authorized on each project as required. Authority to use the design funds will be included with the DI to fund the authorized level of design. For President's Budget projects, the target is to issue DI's (Code 6/7) and P&D funds not later than 18 months in CONUS and not later than 24 months in OCONUS, prior to beginning of execution year. For Congressional Insert (CI) or other "late add" projects, the target is to issue DIs within 30 days following three positive Congressional MILCON Subcommittee marks.

2) Air Force Technical Directives. USACE will comply with all Air Force approved Standard Designs, Engineering Technical Letters (ETLs) and design criteria in the design and construction of AF facilities. AFCEC shall provide clear written guidance via Design Instructions of the applicability of Standard Designs, ETLs, and/or design criteria issued to include the process to assess funding impact and request additional funds.

Projects will also comply with the approved DD Form 1391, AFI 32-1023 (Reference 1.d.2), AF design standards/criteria, and the respective installation/base standards/criteria. AFCEC is responsible for providing written confirmation of any policy waivers to AFI 32-1023 to HQUSACE for dissemination to USACE offices. USACE will not waive AF criteria without written AFCEC approval. The PDT cannot deviate from Air Force standards and criteria without written request to AFCEC for approval. Air Force criteria may not be deviated from without AFCEC/CF or the appropriate authority having jurisdiction's written approval. USACE must obtain AFCEC coordination prior to submittal of any UFC waiver requests to the authority having jurisdiction. USACE must afford AFCEC the opportunity to lead coordination of any waiver requests where AFCEC is the authority having jurisdiction. USACE must notify AFCEC of any waiver request disapproval.

The Air Force may, with HQUSACE approval, request to employ one District to develop an Enterprise-wide solution for a specific application that will be executed through the responsible District.

3) Design Reviews. USACE will provide AFCEC/CF a proposed design schedule, identifying timing of design deliverables, with the scope of each successive deliverable consistent with UFC standards for applicable facility design. As a member of the PDT, AFCEC may perform technical, cost, and schedule quality assurance review of key project design and construction deliverables and provide comment and direction to the PDT. All PDT review comments will be resolved during the phase in which they are identified.

4) Technical coverage of design performed. The PDT will ensure adequate technical coverage of all project requirements for design.

5) 10 USC 2807. 10 USC 2807 requires Congressional notification in the case of architectural and engineering services and construction design for which the estimated cost exceeds $1M. AF/A4CF will work with OSD to notify the appropriate committees of Congress of the scope of the proposed project and the estimated cost. AFCEC will notify HQUSACE when Congressional Notification period has started and completed. Funds may be obligated after the end of the 21-day period beginning on the date on which the notification is received by the committees or end of the 14-day period beginning on the date on which a copy of the report is provided in an electronic medium.

6) OCONUS Districts will comply with Public Law 112-74, Consolidate Appropriations Act, General Provisions, Sec 111 (Dec 23, 2011) or provide written justification for non-compliance pursuant to their established processes. For example the 2014 language reads *(SEC. 111. None of the funds made available in this title may be obligated for architect and engineer contracts estimated by the Government to exceed $500,000 for projects to be accomplished in Japan, in any North Atlantic Treaty Organization member country, or in countries bordering the Arabian Sea, unless such contracts are awarded to United States firms or United States firms in joint venture with host nation firms).* This provision is an annual appropriations restriction, but it has been recurring in the annual appropriations acts for the last few years. Care should be taken to check the applicable appropriations acts for analogous restrictions.

7) USACE will support AF efforts for early agent involvement. Annually, the AF will select projects to refine the project cost and scope prior to issuance of a Design Instruction. The outcome of the charrette will be a fully developed planning document to include full scope development and captured on a 1391, 1391 c, D3, and charrette report. The AF has termed this effort as a Planning Charrette with the output being a Planning Charrette Report II (PCR-II). PCR-I is the effort conducted by the base earlier in the process. Since PCR-I and II are early in the overall execution process, they are funded with Air Force Operation & Maintenance (O&M) instead of P&D funds.

8) Design Authorization, Initial Design. AFCEC will authorize initial design to HQUSACE NPM per Authorized Phase Code in Appendix 1, and will include specific information such as Project Number, Installation, Project Title, Programmed Amount (PA), Scope, level of design authorized, DD Form 1391, proposed schedule with user need date and design "seed" funds. In the future, HQUSACE will issue a corresponding DIRNET directive and FAD to the district. The district PM will develop a preliminary design budget and schedule by month broken out by AE and IH to execute the full design up to construction contract award. The district will forward this design budget through the MSC to NPM at HQUSACE. After review, HQUSACE will submit the design budget to AFCEC. The AFCEC PM will submit the P&D funding request to AFCEC MILCON Financial Management Branch. AFCEC/CRFA will send an authorization to HQUSACE NPM. The district PM will request P&D funding in accordance with the approved plan and authorized level of design. Project P&D obligation rate must be at approximately 85% for HQUSACE to issue funds. All P&D funding will be issued by HQUSACE RM via FAD to the district with courtesy copies to AFCEC via email.

The USACE PM will coordinate and schedule a design charrette for the 15% design, scope validation and parametric cost estimate. During the design charrette, the USACE PM will work with the AFCEC PM and AE to develop functional layouts IAW the Air Force standards and criteria. The AFCEC PM provides Air Force oversight and review of the functional layouts at appropriate times during the charrette. A key result upon conclusion of the charrette is the approval of preliminary design and functional concepts.

9) Design Authorization, Final Design. The AFCEC PM will issue a Code 6 or Code 7 Design Instruction and corresponding P&D to HQUSACE NPM to complete final design. HQUSACE will issue a DIRNET directive to the MSC and include specific requirements from the AFCEC DI. The AFCEC PM is the authority to approve proceeding to the next submittal within each phase of the approved directive and will issue the approval directly to the the NPM.

10) Authority to Advertise. The USACE PM will request Authority to Advertise (Code A) through the MSC to NPM using the standard Current Working Estimate (CWE) after all comments have been resolved by the PDT. The Code A CWE will display a basic contract and project CWE within the project approved Program Amount (PA). The Code A request should also include verification that the site is approved, clear of all environmental concerns and UXO and that NEPA analysis is complete. If the estimate exceeds the PA, options will be included when permitted. The USACE PM will ensure that any options have been coordinated with the AFCEC PM and approved by AFCEC before the Code A CWE is initially submitted to the MSC for review. The USACE PM will submit the Code A CWE to their MSC for review and concurrence. After MSC concurrence, the MSC will forward a copy to HQUSACE NPM. The NPM will request authority to advertise from the AFCEC PM. A Code A USACE directive will be issued to the NPM to advertise once a Code A Design Instruction is received from AFCEC.

Advance Authority to Advertise may be provided by AFCEC upon three positive Congressional committee marks and no unusual circumstances that would preclude advertising. USACE will comply with AFARS 5132.702 when advertising in advance of appropriations. USACE will provide the AFCEC PM the opportunity to participate as a selection board member during source selection.

11) Award. The USACE PM will develop an award CWE and coordinate any options (if required) with the AFCEC PM that may be awarded along with the basic contract. The USACE PM will submit the award CWE to their MSC for review and concurrence. After MSC concurrence, the MSC will forward a copy to HQUSACE NPM. The NPM will request authority to award from the AFCEC PM. If a Congressional Notification is required, the USACE NPM will advise the AF of this requirement in their request for authority to award. Upon AFCEC review and approval of the award CWE, AFCEC will send authority to award and funds request to HAF/A4CF. Once HAF/A4CF issues approval, AFCEC/CRFA will request release of award funding from SAF/FMBIC. SAF/FMBIC then releases a funding document to HQUSACE RM USACE Finance Center. The AFCEC PM will issue the authority to award design instruction to HQUSACE NPM. A Code 9 USACE directive will be issued to the district to award once a Design Instruction is received from AFCEC. The CWE will report contingency in agreement with the approved 1391, typically 5%. The district office will be provided 2%, 1% will remain undistributed at HQUSACE and HAF/A4CF will manage the remaining 2% corporately. The CWE will also include a Design During Constriction funding requirement. AFCEC should anticipate that DDC is a project requirement and plan to fund this activity accordingly. The DDC requirement is estimated and later refined as design progresses as actual project requirements for DDC are known. The CWE estimate reflects actual project requirements that may differ from prior budget estimates. The PDT will develop DDC requirements and provide an itemized list of such when requesting funding. Exceptions to DDC or contingency funding as described above will be handled on a case-by-case basis. HQUSACE RM will issue a construction FAD to the district upon request from NPM. Funds for base-performed work are on the CWE but will be sent directly to the base by the Air Force.

d. Construction. The Geographic District is responsible for overall construction and financial management of construction funds at the district. The Geographic District will continue close teamwork with the AFCEC PM to coordinate items such as contract changes, funding, quality assurance, furniture, fixtures, equipment, program reviews/meetings, red zone activities, beneficial occupancy, turnover and other construction and functional items that arise during construction. Upon depletion of the district contingency, the USACE PM will submit an updated CWE with all pending modifications to their MSC for review and concurrence. After MSC concurrence, the MSC will forward a copy to HQUSACE NPM and the NPM will provide additional funding or request funding from AFCEC/CF.

1) Change Management. The Change Management process includes an assessment of both schedule and cost impacts to project construction. The process and procedures for Change Management will be specifically addressed in each project's PMP and be in compliance with the AFCEC Change Order Management Plan (reference 1.d.7). The USACE Geographic District PM will maintain a change order log andmake this available monthly or as requested to the AFCEC PM.

(a) Mandatory Changes. Unavoidable changes required to allow construction to continue and provide a complete and usable real property facility. Such changes are caused by unforeseen factors discovered during design or construction, e.g., design errors and omissions, mandatory criteria changes, construction site conditions, or unavailability of materials. These changes include those absolutely necessary for

completion of the project; but not those justified by improved efficiency of operation, maintenance, function, or appearance. The classification of a change as "mandatory" is a USACE contract responsibility but must be done in coordination with the AFCEC PM.

(b) Non-Mandatory (Discretionary) Changes. This includes any criteria changes that are not mandatory for ongoing projects, changes that would improve the efficiency, maintainability, functionality, or appearance of the facility, and re-siting a project during design or construction. All discretionary changes must be approved in accordance with the process in the AFCEC Change Order Management Plan.

2) Red Zone Meeting (RZM). A RZM will be convened for the purpose of facilitating physical and fiscal completion of the project. Details for the RZM will be addressed in the PMP.

3) Completion and Facility Turnover. Project completion and transfer will be a planned and coordinated process among the AFCEC PM, installation, and the PDT led by the Geographic District PM. The process will include joint inspections and review of facility commissioning documentation.

(a) Inspections. Prior to final acceptance of the facility, pre-final inspections will be conducted on an area-by-area basis or on a functional basis. The purpose of these inspections is to insure turnover of a complete, functional, and maintainable facility constructed fully in accordance with the contract specifications and drawings as identified in the contract drawings. Inspection teams will include representatives from the USACE Area Engineer/Resident Engineer (AE/RE) office, USACE PM, AFCEC PM, the installation/base, independent commissioning agent, and others as appropriate. Major construction deficiencies identified during these inspections will be corrected by the contractor before a final inspection is scheduled.

A final inspection with the above listed participants will be conducted when the AE/RE determines that the major deficiencies have been corrected. Upon acceptance, the installation/base will assume responsibility for the operation and maintenance of the facility.

(b) Documentation and Training. The USACE AE/RE is responsible for insuring that the following documentation at a minimum is available at the facility turnover and hand receipted to the proper installation responsible individual:

1. Construction waste characterization and disposal data
2. Medical gas certification
3. HVAC balancing reports
4. Fire protection system test reports
5. Grounding system test reports
6. Operating and maintenance manuals
7. Preliminary as-built drawings
8. Installed equipment listing
9. Spare parts
10. Interim DD Form 1354
11. Warranty procedures
12. Keys for the facility
13. All items will be hand receipted to the BCE.

The USACE AE/RE is responsible for coordinating required contractor provided training with the AFCEC PM and the Installation. At least ten working days notice will be given for all required training. The Installation and AFCEC PM is responsible for insuring that the correct individuals attend the training sessions. Concurrent notification will be given to the local proponent representative.

(c) As-Built Drawings. Completed as-built drawings, one paper copy and the entire electronic drawing and Building Information Model files on CD-ROM, will be provided to the BCE within 120 days of turnover.

(d) Project Turnover. The Beneficial Occupancy Date (BOD) signifies official turnover of a project from USACE to Air Force. At BOD, an interim DD Form 1354 will be provided to the designated BCE staff for the BCE's signature. It may include punch list items which are minor construction items which can be easily resolved/completed without impacting user acceptance of real property. The final DD Form 1354 will be provided to the installation representative and the AFCEC PM, as applicable when the project's final costs are known, i.e. the project punch list items have been completed, release of claims occurs, and final payment is made to construction contractor. The RPAO must sign the final DD Form 1354 prior to the keys being handed over. This constitutes physical delivery of the project and marks the actual Beneficial Occupancy Date (BOD) for the project. Upon physical completion of the project, the PDT, including the AFCEC PM, provides input to the closeout performance evaluation for the contractor. The District returns all unobligated funds to HQUSACE for transmittal to HQ USAF pending the fiscal closeout. The District PM notifies the AFCEC PM of the funds revocation action.

4) Financial (Fiscal) Completion. Upon Financial Completion of the construction, the district transfers the final DD Forms 1354 to the BCE and removes the project from the district Construction-in-Progress (CIP) Account. These actions should be completed within18 months (24 months for OCONUS projects) of Construction Completion (Beneficial Occupancy Date). A final project CWE shall be provided by the district PM to the AFCEC PM indicating how the costs were allocated in order to update ACES project cost data.

5) Warranty. Warranty inspections will be done in accordance with the closeout process. Warranty management is addressed in the project-specific PMP and discussed at various meetings such as the pre-construction conference, RZMs, and pre-warranty conference. Appropriate PDT members participate in the four and nine month warranty walk-through inspections.

e. Issues Resolution. Resolution of project issues will occur at the lowest possible management level. If resolution cannot be achieved at the PDT level, the USACE and AFCEC PMs will elevate the issue to the Military Programs Branch Chief and the AFCEC Branch Chief for resolution. Any issues requiring further resolution will be elevated by the District/MSC Commander and AFCEC Director of Facility Engineering to HQUSACE and AFCEC Director. All issues will be resolved during the phase in which they are identified. All known design issues will be resolved prior to construction contract award.

5. Financial Management.

The USACE PM is responsible for timely requests for design and construction funds. The USACE PM will send all funding requests through the MSC to HQUSACE NPM.

a. Transfer of Funds. Air Force planning and design (P&D) funds and construction funds are released by SAF/FMBIC to HQUSACE RM/USACE Finance Center for design, contract award, contract increases, and other purposes specified in congressional authorization and appropriation bills. HQUSACE in turn will send funding to the districts via Funding Authorization Document (FAD). USACE will provide monthly financial reports to HAF/A4CF and AFCEC/CRFA.

b. Design Budget. Potential design cost overruns will be identified as early as possible to allow time to take action to mitigate impacts. Any excess design funds remaining after construction award will be returned to HQUSACE within 30 days of the construction contract award. AFCEC/CRFA will be notified by copy of FAD that funds are available for withdrawal.

c. Construction Cost Limitation (CCL). The construction cost limit is the DD Form 1391 Estimated Cost Construction sub-total. The USACE PM will develop a funding strategy early in design, including identification of potential options or additive bid items, to ensure an awardable project. This will be accomplished in collaboration with the AFCEC PM.

d. Current Working Estimate (CWE). HQUSACE and HQUSAF/AFCEC require the districts to use the MILCON CWE spreadsheet to request Air Force construction funds. The award CWE will include the contract award amount, optional bid items, 2% district contingency, 3% management reserve, the applicable flat Supervision and Administration (S&A) rate, and other miscellaneous items within the scope of the project authority. The miscellaneous items may include costs for: as-built drawings, Design During Construction (DDC) funds, base-performed work items, and separately funded equipment or telecommunications requirements. Part of the design during construction costs identified by the district is for district reviews of D-B designs and Center of Expertise (CX) reviews when a CX is involved. These design review funds are required as part of this plan. DDC funds are approved by the AFCEC PM in accordance with policy.

e. Contractor Claims. USACE is responsible for management of all claims in a timely and cost effective manner. USACE will notify the AFCEC PM of all potential claims upon discovery. If the USACE Office of Counsel expressly requests assistance from the AFCEC PM, the AFCEC PM may seek the legal opinion of the AFCEC/JA to provide assistance to the USACE Office of Counsel. AFCEC/FM and Contracting (772 ESS) also shall be engaged to support as required.

AFCEC will provide funds to pay claims, including S&A, when claims are determined to have merit. In order to expedite payment of settlements, and to potentially make use of expired funds, AFCEC will look for appropriate funds before USACE requests a consent judgment to access the Judgment Fund. When the Judgment Fund is utilized to pay for a final judgment under the Contract Disputes Act, then AFCEC will provide funds to USACE to reimburse the Judgment Fund and pay for USACE S&A.

f. Funds Revocation. Project/Program Managers will adhere to effective and efficient management practices and obligate funds prior to their expiration. Excess funds remaining from projects will be identified by the district and revoked promptly by HQUSACE. HQUSACE will notify AFCEC/CF and AFCEC/CRFA that funds are available for withdrawal via copy of FAD.

APPENDIX 1

Authorized Phase Codes

Design instructions authorize various stages of project design, indicate project scope and cost, and provide special instructions for the design of the project. The design execution process is managed, in part, by using design codes.

USACE issues authorized phase codes to their divisions and districts through the directive network (DIRNET) system within the PAX processor.

Design codes are defined as follows:

Code 0. A centrally funded planning charrette, using O&M funds, is authorized.

Code 1. The project is authorized for accomplishment of site investigation work, preparation of pre-design cost estimate, and other pre-design work to the extent defined by special instructions of individual directives. Selection and negotiation (not award) of an A/E contract for design is authorized.

Code 2. Preparation of concept design is authorized. Award of a design contract is authorized, if appropriate. Approved concept design is considered to be 35 percent of the total design effort.

Code 3. Preparation of parametric design is authorized. Award of a design contract is authorized, if appropriate. Approved parametric design is considered to be 15 percent of the total design effort.

Code 4. The project design is on hold, pending a supplemental design directive.

Code 5. The project is deferred from the program. Do not start design. If design of the project by USACE district in-house personnel has begun, it will be terminated. If design is being accomplished by A/E contract, it will be concluded at the direction of AFCEC and HQUSACE.

Code 6. The project is authorized for final 100 percent design.

Code 7. Preparation of a request for proposal (RFP) for a design-build project is authorized. Award of an A/E contract to prepare a design-build RFP is authorized, if appropriate. Under Code 7, the design effort is limited to that which is appropriate to award a contract to a single construction contractor to perform both the design and construction of a facility using performance specifications under a firm, fixed-price contract; development of nominal technical project criteria is expected.

Code T. The project is authorized to proceed to 100 percent design using the Adapt-Build acquisition strategy.

Code 8. The project is canceled.

Code A. The project is authorized to be advertised, but not awarded.

Code 9. A DBB construction contract (or design-build contract) is authorized for award.

US Army Corps of Engineers.

APPENDIX 2

Sample: Typical Planning Instruction (PI)

Date

MEMORANDUM FOR [Applicable Agent)

FROM: HQ AFCEC/CFXX
For Packages, Drawings, UPS/FEDEX use: | For Routine Correspondence/letters use:
3515 S. General McMullen, Building 171 | 2261 Hughes Avenue, Ste 155
San Antonio, TX 78226-2018 | Lackland AFB, TX 78236-9853

SUBJECT: Planning Instruction (PI) #1, FYXX Project Number-Project Name, Project Location

This Planning Instruction authorizes [Agent Name] to proceed with development of a Planning Charrette Report (PCR) (formerly titled Requirements Document-2 or RD-2), for the subject project as described below:

Base	Installation
FY	20XX
ACES Number	Project #
Title	Project Name
Cat Code	XX

[PM Name] will serve as the Air Force Project Manager (PM) for this project and is the Air Force lead regarding all development actions and resolution of project issues. He/She will be responsible to implement a project schedule that will achieve validation of project scope and cost in order to affect the Using MAJCOM's MILCON submission to Air Staff, which typically occurs NLT Jan FY-2.

We request that the [Agent Name] prepare a statement of work needed to negotiate a PCR effort. Within 2 weeks of receipt of this PI, please provide a fee estimate and execution schedule. The agent will use a product that clearly describes total costs to include both Procurement Fees and In-House agent costs. O&M funds will be provided upon approval of the cost estimate.

We also request a Project Scoping and Planning Charrette and Cost Validation meeting be held at (Installation Name] the week of [Date]. The planning effort will include the planning charrette meeting, development/review/update of the project PCR, developing a parametric project cost validation estimate, and an initial Project Definition Rating Index (PDRI) assessment. The development of the initial LEED Silver checklist/plan and HPSB compliance plan is also required. In addition, provide an option cost to conduct the geotech investigations and reports for the site. A PCR template is provided for use in developing this product.

The primary purpose of this PCR Planning Instruction is to ensure the FYXX Air Force MILCON program contains accurate scope and costs for each project. As soon as we verify this project is supported in the FYXX MILCON program, we will initiate a DI to 15% DB RFP/Traditional Design development. If you have any questions or comments regarding this DI, please contact [PM Name] at DSN 969-#### or commercial (210) 395-####, or email at first.last@us.af.mil. Thank you in advance for your efforts in support of this project.

BRANCH CHIEF

cc:
ABW/CE/CEP
HQ XXXX/A7PD (MAJCOM POC Name)
AGENT/XXX (Agent POC Name)
HQ USAF/A4CF (Air Staff POC Name)
AFCEC/CRFA (CRFA POC Name)

Attachments:
1. DD1391
2. Planning Charrette Report Template

US Army Corps of Engineers.

APPENDIX 3

Sample: Typical 15% Design Instruction (DI)

Date

MEMORANDUM FOR [Applicable Agent] (Attn: XXXXX XXXXXX)

FROM: AFCEC/CFXX
For Packages, Drawings, UPS/FEDEX use: | For Routine correspondence/letters use:
3515 S. General McMullen, Bldg 171 | 2261 Hughes Avenue, Ste 155
San Antonio, TX, 78226-2018 | Lackland AFB, TX, 78236-9853

SUBJECT: Design Instruction (DI) #X, FYXX President's Budget (PB), Project Number-Project Name, Project Location

This Design Instruction authorizes the design process to develop a 15% Design, Code 3, for the subject project below:

Base	Installation
FY	20XX
ACES Number	Project #
Title	Project Name
Prog Amt	$
Taxed Amt (97% of PA)	$
Construction Cost Limit (CCL)	$
Scope	SM
Cat Code	XX

Requirements: This design development effort will include an on-site Architect/Engineer (A/E) design charrette. The 15% design shall be in the Table of Contents format found at attachment 4. The A/E Design Team shall include at least one of each of the following professional disciplines: civil, landscape, architecture, interior design, structural, mechanical, plumbing, power and lighting, communications, fire detection/protection, life safety and cost estimating.

1. The A/E team shall facilitate the charrette and shall immediately initiate a discussion of this Design Instruction and record and provide all meeting minutes as well as develop and provide the following project information at the conclusion of the charrette:

2. Design narrative for new facility shall explore cost optimization and provide three (3) different site development alternatives; three (3) different project layouts; and three (3) construction type alternatives that will meet end user requirements, and include value engineering recommendations. [If an AF Standard Design exists for the specific project type, then modify the statement "three (3) different project layouts" to "Employ the AF Standard Design to provide at least three (3) different project layouts using the Standard Design modules."]
   a) Analysis of different site developments, different layouts and construction type alternatives shall include rationale for selecting the chosen site, layout and construction type.
   b) Analysis of different sites and construction types shall include cost optimization and directed toward reducing the overall project cost/scope found in the draft DD Form 1391.
   c) Analysis shall include a review of applicable installation site planning standards, architectural compatibility standards and other design standards related to this project. The analysis will present elements of these standards which, if applied to this project, will result in unnecessarily higher site and/or construction costs, as determined by the design team.

3. Design narrative shall include analysis developed by all disciplines (civil, landscape, architectural, structural, mechanical, plumbing, power and lighting, communications, fire detection/protection, life safety, etc.

4. Design narrative shall include drawings of selected site, layout and construction type for the project including:
   a) Existing on-site and off-site utilities service locations, sizes and identification; including water, sewer, storm sewer, site electrical, transformers and capacity, communications and related infrastructure requirements, man-holes, hand-holes, etc.
   b) Environmental permits status
   c) Locations of unsuitable soil or potential sub surface soil contamination
   d) Landscaping plans showing walkways, planting plan, plant materials, etc.
   e) Parking plans showing all vehicular parking and ABA parking provisions
   f) Potential drainage issues and location of existing and new drainage features such as holding ponds, drainage swales, storm sewers, etc.
   g) Existing facilities demolition plans

5. Design narrative for new facility requirements shall include:
   a) A review and analysis of the cost/scope of the Draft DD Form 1391 (atch 2) and its adherence to Air Force Manual (AFMAN) 32-1084 to include a completed space utilization study (format in PCR) and recommendations for cost optimization of the cost/scope found in the Draft DD Form 1391.
   b) Authorized areas of any appurtenances that must be accounted for such as balconies, overhangs, canopies, etc.
   c) Complete floor plans with any necessary descriptive details
   d) Roof plans
   e) Exterior building elevations
   f) Building sections (at least one transverse and one longitudinal section)
   g) Structural, mechanical, plumbing, communication, and electrical plans any necessary descriptive details
   h) Structural Interior Design or Comprehensive Interior Design plans (if required) including furniture footprints, color boards and materials
   i) Check status of any required waivers or exemptions (DDESB, design criteria, etc.)
   j) Energy and LEED features viable for the project area (complete preliminary LEED checklist in atch 1)

6. Conduct a Project Definition Rating Index (PDRI) assessment IAW Engineering Construction Bulletin (ECB) 2010-17, Implementing PDRI for AF MILCON.

Funding: Initial MILCON Planning and Design (P&D) seed funds will be provided in the amount of $25,000. Please provide your total estimated design fee costs (to include in-house support costs) to AFCEC as soon as possible. Upon receipt of your fee estimate, AFCEC DM/CM (Name) will review/approve the request and arrange for release of required P&D funds.
Optional statement* [If enough information is known about the project, request negotiations commence for the 100% design/build (DB) Request for Proposal (RFP) fee up front as an option. However, if insufficient project information is known, upon completion of the 15% Planning Charrette Report request that a statement of work is prepared to negotiate a design build (DB) Request for Proposal (RFP) development to 100% completion.]

Purpose: This 15% Design effort is to help get the FYXX Air Force MILCON program off to an early start, identify areas for cost reductions consistent with the past MILCON programs and quickly proceed with subsequent RFP development efforts. As soon as we verify this project is supported in the FYXX PB MILCON program, we will initiate a follow on DI to 100% DB RFP development. If you have any questions or comments regarding this DI, please contact (NAME) at DSN 969-XXXX or commercial (210) 395-XXXX, or email at First.last@us.af.mil. Thank you for your design/construction efforts in support of this project.

BRANCH CHIEF
Title

cc:
Number CES/CC/CD/CEP
HQ XXXX/A7PD (MAJCOM POC Name)
AGENT/XXX (Division/Agent POC Name)
HQ USAF/A4CF (Air Staff PM name)
AFCEC/CRFA (CRFA Support Name)

Attachments
1. Energy Reporting Checklist for projects using LEED V09
2. DD Form 1391
3. AFMAN 32-1084, Facility Requirements
4. ECB 2010-17, Implementing PDRI for AF MILCON

US Army Corps of Engineers.

APPENDIX 4

Sample: Typical 100% Design Instruction (DI)

Date

MEMORANDUM FOR [Applicable Agent] (Attn: XXXXX XXXXXX)

FROM: AFCEC/CFXX

For Packages, Drawings, UPS/FEDEX use: | For Routine correspondence/letters use:
3515 S. General McMullen, Bldg 171 | 2261 Hughes Avenue, Ste 155
San Antonio, TX, 78226-2018 | Lackland AFB, TX, 78236-9853

SUBJECT: Design Instruction (DI) #X, FYXX President's Budget (PB), Project Number-Project Name, Project Location

You are authorized to proceed with the 100% [RFP Development/Design] effort on the subject project as described below. [Following two sentences only required if 15% has not already been accomplished] This design authorization requires a 15% design submittal prior to proceeding to the [RFP/100% design] development effort. This is required in order to make adjustments to the project programming documents, if necessary.

Base	Installation
FY	20XX
ACES Number	Project #
Title	Project Name
Prog Amt	$
Taxed Amt (97% of PA)	$
Construction Cost Limit (CCL)	$
Scope	SM
Cat Code	XX

Project Management. DM/CM Name will serve as the Air Force Design and Construction Manager (DM/CM) for this project. In this capacity, the AFCEC DM/CM is the Air Force lead regarding all design development actions and resolution of project issues. They will be responsible to implement a project schedule that will achieve the target award date, along with keeping the project within approved scope/budget parameters. [Applicable Agent] is responsible for developing and submitting a Project Management Plan (PMP) NLT 30 days after receipt of this DI (see atch 1 for example). The combined AFCEC and agent project team will also use monthly Leadership for Execution, Awards and Partnering (LEAP) meetings to surface and resolve critical issues that may adversely impact project schedule/budget. The efficiency and effectiveness of the project delivery process will be tracked and presented using the Air Force Ribbon Cutter metrics.

Project Delivery and Acquisition. Consult with your contracting office and discuss viable contract acquisition strategies for this project. AFCECs preferred delivery model is design-build but you are encouraged to investigate alternative strategies such as early contractor involvement and best value vs. low price technically acceptable when appropriate. Since acquisition strategies have a potentially significant impact on project cost and schedule, [Applicable Agent] should convene an acquisition strategy meeting to include the AF DM/CM prior to the first RFP development charrette.

Funding. Provide a design fee estimate (to include in-house support costs) and execution schedule through award as soon as possible. A sample design fee estimate form is provided at attachment 2. The proposed execution schedule should reflect a Ready to Advertise (RTA) date NLT 30 September of the current Fiscal Year (FY) and a construction award date of NLT 31 March of the project's FY. In the short term, $25K in P&D seed funds will be provided to support initial design actions.

The RFP package will state the Construction Cost Limitation (CCL) is set at 86% of the programmed amount (PA) and will provide notice to prospective bidders that the CCL for the base bid should not be exceeded. However, the [RFP / 100% design] should also state that the government reserves the right to award above the CCL when warranted. Optional bid items may be authorized by the AFCEC DM/CM to increase the current working estimate (CWE) to 97% of PA.

Initial Requirements. If not already accomplished during a previous design effort, the A/E will conduct a Requirements Charrette and shall utilize any user provided requirements documents (RD) as a starting point. The Charrette should, at a minimum, accomplish the following:

a. Complete a detailed site characterization of the project site, to include:
   1. Utility identification
   2. Environmental permits status
   3. Potential drainage issues
   4. Unsuitable soil or potential soil contamination
   5. Communication requirements, including all required infrastructure
   6. Energy and LEED features viable for the project area (reference atch 8)
   7. Facility investigations that may be required if the project is add/alter
   8. Study regarding the requirement definition to include validation of the cost/scope of the DD Form 1391 (atch 4) and adherence to space utilization standards in Air Force Manual (AFMAN) 32-1084 (atch 5).

b. Explore and provide three construction type alternatives with corresponding cost estimates that will meet end user requirements. These alternatives may not be consistent with previous installation standards or Architectural Compatibility documents provided.

c. Review base standards and guidelines for potential cost saving measures that will meet the intent or goals of the standards/guidelines while reducing costs.

d. Conduct a Project Definition Rating Index (PDRI) assessment IAW Engineering Construction Bulletin (ECB) 2010-17 (atch 6), Implementing PDRI for AF MILCON

Construction Schedule. The [RFP / 100% design] package will place emphasis on the project design and construction schedule. The A/E who develops the [RFP / 100% design] will

provide analysis with regards to a realistic project design/construction schedule and alternatives that should be considered to help expedite final project completion. [Additionally, for best value acquisition, the RFP will be structured so that additional points will be gained for innovative construction methods that save time and cost.]

[**Advertisement.** Once authority to advertise is received, [Applicable Agent] will advertise the project with a 60 day bid preparation period and a 90 day bid acceptance period.]

Cost Reduction Measures. In addition to the standard design efforts, the following shall be conducted in accordance with AFI 32-1023 and documented prior to release of the RFP:

a. Value Engineering (VE) analysis to include:
   1. Major building components
   2. Interior/exterior finishes/materials
   3. Energy features/systems
   4. Utility features/systems

b. Life Cycle Cost Analysis (LCCA) complying with 10 CFR 436 Subpart A

Standardization. [Applicable Agent] will provide a Building Information Model (BIM) implementation plan as part of the overall contract deliverables. Implementation of BIM will be included in

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the project base bid of all projects (see specifications in atch 7). The [Applicable Agent] shall utilize AF Standard Designs/RFPs, if available. If the Air Force does not have a Standard Design or RFP the [Applicable Agent] shall consult with their respective Center's of Standardization for any standard templates.

Energy Policies. All facilities will be designed/constructed to Leadership in Energy and Environmental Design (LEED™) Silver certification standards and comply with federal mandates. LEED certification levels above Silver must be coordinated and approved in early project design stages by the appropriate AFCEC/CF Branch Chief. All energy/sustainability features utilized, regardless of certification level, must be life cycle cost effective. To support annual energy and sustainability Congressional reporting requirements, the [Applicable Agent] will require the A/E of record to complete and submit the LEED V2009 checklist included in attachment 8 in electronic form. These submissions must be complete and an updated electronic version should be included with each design submittal. The [Applicable Agent] will provide the electronic version of the completed checklists directly to the AFCEC DM/CM.

Contact Information. If you have any questions or comments regarding this DI, contact DM/CM Name at DSN 945-xxxx or commercial (210) 395-xxxx, or email at first.last@us.af.mil. Thank you for your design/construction efforts in support of this project.

BRANCH CHIEF
Title

cc:
Number CES/CC/CD/CEP
HQ XXXX/A7PD (MAJCOM POC Name)
AGENT/XXX (Division/Agent POC Name)
HQ USAF/A4CF (Air Staff PM name)
AFCEC/CRFA (CRFA Support Name)

Attachments
1. Sample Project Management Plan (PMP)
2. Design/Build Design Fee Estimate Spreadsheet
3. Sustainable Quick Reference Trifold Version 3
4. DD Form 1391
5. AFMAN 32-1084, Facility Requirements
6. ECB 2010-17, Implementing PDRI for AF MILCON
7. Building Information Modeling (BIM) Requirements
8. Energy Reporting Checklist for projects using LEED V09

US Army Corps of Engineers.

APPENDIX 5

UNIQUE EXAMPLE: KC46 BEDDOWN

Date

MEMORANDUM FOR CESWT-PM-M SWT-PM (Mr. Dan Birnbaum)

FROM: AFCEC/CFMC
For Packages, Drawings, UPS/FEDEX use: | For Routine correspondence/letters use:
3515 S. General McMullen, Bldg 171 | 2261 Hughes Avenue, Ste 155
San Antonio, TX, 78226-2018 | Lackland AFB, TX, 78236-9853

SUBJECT: Design Instruction (DI) #1, FY14 President's Budget (PB), AGGN143001 – KC-46A FTU RENOVATE FACILITY FOR 97 OG & 97 MXTS, ALTUS AFB, OK

1. You are authorized to proceed with 100% design/build (DB) RFP development effort on the subject project as described below.

Base	Altus AFB, OK
FY	2014
ACES Number	AGGN143001
Title	KC-46A FTU Renovate Fac for 97 OG & MXTS
Prog Amt	$1,200,000
Taxed Amt (97% of PA)	$1,164,000
Construction Cost Limit (CCL)	$960,000
Scope	3,126 SM
Cat Code	730-441

[Include "Background" paragraph here for all deviations from the standard DI outlining uniqueness.]

2. **Project Management.** Mr. Jose M. Flores, Jr. will serve as the Air Force Design and Construction Manager (DM/CM) for this project. In this capacity, the AFCEE DM/CM is the Air Force lead regarding all design development actions and resolution of project issues. The Project Team will be responsible to implement a project schedule that will achieve the target award date, along with keeping the project within approved scope/budget parameters. USACE/Tulsa District (SWT) is responsible for developing and submitting a Project Management Plan (PMP) NLT 30 days after receipt of this DI (see atch 1 for example). The combined AFCEC and agent project team will also use monthly Leadership for Execution, Awards and Partnering (LEAP) meetings to surface and resolve critical issues that may adversely impact project schedule/budget. The efficiency and effectiveness of the project delivery process will be tracked and presented using the Air Force Ribbon Cutter metrics.

3. **Project Delivery and Acquisition**. Please consult with your contracting office and discuss viable contract acquisition strategies for this project. AFCEC's preferred delivery method is design-build with best value vs. low price technically acceptable acquisition when appropriate. Since acquisition strategies have a potentially significant impact on project cost and schedule, USACE/Tulsa District should convene an acquisition strategy meeting to include the AF DM/CM prior to the first RFP development charrette.

4. **Funding.** Provide a design fee estimate (to include in-house support costs) and execution schedule through award as soon as possible. A sample design fee estimate form is provided at attachment 2. The proposed execution schedule should reflect a Ready to Advertise (RTA) date NLT 30 December 2013 and a construction award date NLT 14 May 2014. *It is important to note that meeting these advertise and construction award dates are critical in terms of supporting projected KC-46A aircraft arrival.* In the short term, $25K in P&D seed funds will be provided to support initial design actions. The RFP package will state the Construction Cost

Limitation (CCL) is set at 80% of the programmed amount (PA) and will provide notice to prospective bidders that the CCL for the base bid should not be exceeded. However, the RFP should also state that the government reserves the right to award above the CCL when warranted. Optional bid items may be authorized by the AFCEE DM/CM to increase the current working estimate (CWE) to 97% of PA.

5. **Initial Requirements.** If not already accomplished during a previous design effort, the A/E will conduct a Requirements Charrette and shall utilize any user provided requirements documents (RD) as a starting point. The Charrette should, at a minimum, accomplish the following:

e. Conduct and provide a detailed site characterization of the project site, to include:
   9. Utility identification
   10. Environmental permits status
   11. Potential drainage issues
   12. Unsuitable soil or potential soil contamination
   13. Communication requirements, including all required infrastructure
   14. Energy and LEED features viable for the project area (reference atch 3)
   15. Facility investigations that may be required if the project is add/alter
   16. Validation of the cost/scope of the DD Form 1391 (atch 4) and adherence to Air Force Manual (AFMAN) 32-1084, to include a completed space utilization study (format included in atch 5)

f. Explore and provide three construction type alternatives with corresponding cost estimates that will meet end user requirements. These alternatives may not be consistent with previous installation standards or Architectural Compatibility documents provided.

g. Review base standards and guidelines for potential cost saving measures that will meet the intent or goals of the standards/guidelines while reducing costs.

h. Conduct a Project Definition Rating Index (PDRI) assessment IAW Engineering Construction Bulletin (ECB) 2010-17 (atch 6), Implementing PDRI for AF MILCON

6. **Construction Schedule.** The RFP package will place emphasis on the project design and construction schedule. The A/E who develops the RFP will provide analysis with regards to a realistic project design/construction schedule and alternatives that should be considered to help expedite final project completion. Additionally, for best value acquisition, the RFP will be structured so that additional points will be gained for innovative construction methods that save time and cost.

7. **Advertisement.** Once authority to advertise is received, USACE/SWT will advertise the project with a 30-60 day bid preparation period (based on schedule requirements) and a 90 day bid acceptance period.

8. **Cost Reduction Measures.** In addition to the standard design efforts, the following shall be conducted in accordance with AFI 32-1023 and documented prior to release of the RFP:

a. Value Engineering (VE) analysis to include:
   5. Major building components
   6. Interior/exterior finishes/materials
   7. Energy features/systems
   8. Utility features/systems

b. Life Cycle Cost Analysis (LCCA) complying with 10 CFR 436 Subpart A

9. **Standardization.** USACE/Tulsa District will provide a Building Information Model (BIM) implementation plan as part of the overall contract deliverables. Implementation of BIM will be included in the project base bid of all projects (see specifications in atch 7). The USACE/Tulsa District shall utilize

US Army Corps of Engineers.

AF standard designs/RFPs if available. If the Air Force does not have a standard design or RFP the USACE/Tulsa District shall consult with their respective Center's of Standardization for any standard templates.

10. **Energy Policies.** All facilities will be designed/constructed to Leadership in Energy and Environmental Design (LEED™) Silver certification standards and comply with current federal energy mandates (e.g. EPAct 2005, EISA 2007). LEED certification levels above Silver must be coordinated and approved in early project design stages by the appropriate AFCEC/CFMC Branch Chief; however, the AF requests that this project ***not*** be designed above the LEED Silver level. All energy/sustainability features utilized, regardless of certification level, must be life cycle cost effective. To support annual energy and sustainability Congressional reporting requirements, the USACE/SWT will require the A/E of record to complete and submit the LEED V2009 checklist included in attachment 8 in electronic form. These submissions must be complete and an updated electronic version should be included with each design submittal. The USACE/SWT will provide the electronic version of the completed checklists directly to the AFCEC DM/CM.

11. **Contact Information**. If you have any questions or comments regarding this DI, contact Mr. Jose M. Flores, Jr. at DSN 945-8141 or commercial (210) 395-8141, or email at jose.flores@us.af.mil. Thank you for your design/construction efforts in support of this project.

JOSEPH S. HOCKADAY, GS-14, P.E.
Chief, AETC and USAFA D&C

cc: (See attached for all addressees)

97 CES/CC/CD/CEP (Lt Col Anderson, Mr. Drake, Mr. Howard)
HQ AETC/A7NR (Mr. Stewart, Ms. Gunter)
HQ USAF/A4CF (Mr. Stokes)
AFCEC/CRFA (Mr. Ona, Mr. Maltais)
HQ USACE (Ms. Smith)
USACE/SWT (Mr. Crisp, Mr. Weber, Mr. Birnbaum)

Attachments
9. Sample Project Management Plan (PMP)
10. Design/Build Design Fee Estimate Spreadsheet
11. Sustainable Quick Reference Trifold Version 3
12. DD Form 1391
13. AFMAN 32-1084, Facility Requirements
14. ECB 2010-17, Implementing PDRI for AF MILCON
15. Building Information Modeling (BIM) Requirements
16. Energy Reporting Checklist for projects using LEED V09

APPENDIX 6

ACES-PM – P2 Process Interface

Process Flow: The following is the process flow to ensure the P2 interface is successful when the "COE" will be the designated DA or CA for projects:

1) The base creates the project and DD Form 1391 document, and submits to their respective MAJCOM.
2) The MAJCOM reviews and approves the DD Form 1391 and submits to Air Staff if it is a part of the MILCON program. If the MAJCOM intends for the "COE" to be the CA, they should update these fields on the Supplemental Tab.
3) The Air Staff performs their review and prioritizes with other MILCON requirements.
4) The Air Staff issues the initial DI, moving the project status to "DSG". When this occurs and the CA is identified as "CoE", the project record is flagged, and the required data fields are "staged" in an ACES PM table for P2 to retrieve. The key here is that the CA for the project MUST be "COE"
5) Any additional DI's issued for the project will result in ACES PM sending the updated data to the staging table for P2. 6) If the initial DI has been issued and the "COE" was not identified as the CA, the record may still be transmitted to the P2 system by updating the value to "COE".
HQUSACE and HQUSAF will continue to exchange data between P2 and ACES-PM (also with development of NexGen IT). Stakeholders can view project information data through the USACE web based Command Management Information (Web-CMI) in P2 at https://ppds.usace.army.mil/ppds/home.