DEPARTMENT OF THE AIR FORCE

MILITARY CONSTRUCTION EXECUTION

PROGRAM MANAGEMENT PLAN

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1. GENERAL.

1.1. PURPOSE. The Air Force Civil Engineer Center (AFCEC) and the Naval Facilities Engineering Systems Command (NAVFAC) developed this Program Management Plan (PgMP) to support safe and successful delivery of quality Department of the Air Force (DAF) Military Construction (MILCON) facilities on time and within budget. The PgMP establishes and formalizes the expectations of both organizations in providing MILCON program management and execution of the DAF MILCON Program and supersedes all prior PgMPs.

1.2. REFERENCES.

a) DoDD 4270.5, Military Construction Responsibilities (with Change 1, 31 August 2018)
b) Unified Facilities Criteria (UFC) 1-200-01 DoD Building Code, With Change 2 (12 June 2023)
c) Unified Facilities Guide Specification (UFGS) Section 01 31 23 13 20 Electronic Construction and Facility Support Contract Management System (eCMS)
d) DAF 32-1020 Planning and Programming Built Infrastructure Projects
e) OSD Memo, New Military Construction Budget Estimate Requirements (17 March 2020)
f) NAVFACINST 7045.1 “Proper Use of Military Construction Funds” (6 December 2020)
g) OSD Memo, Military Construction Supervision, Inspection, and Overhead Fixed Rates for Fiscal Year 2024 and Future Projects (14 Apr 2022)
h) NAVFACINST 7820.2 Supervisor Inspection and Overhead Rates for Remote Locations
i) NAVFAC Business Process PDC-02-03.03 Risk Management and Issue Resolution
j) NAVFAC P-406 Partnering Implementation Guide
k) AFI 32-1023, Designing and Construction Military Construction Projects
l) FC 1-300-09N Navy and Marine Corps Design Procedures (Change 6, 9 July 2021)
m) NAVFAC Business Process PDC-02-03.02 Project Change Control
n) AFCEC MILCON Change Order Management Plan
o) NAVFAC Business Process PDC-05.13 Red Zone
p) NAVFAC Business Process PDC-04-02.01 Acceptance Testing for Critical Systems

1.3. SCOPE. This PgMP applies to all DAF MILCON projects assigned to NAVFAC including Space Force, AF Reserve and Air National Guard MILCON projects but excluding DAF Non-Appropriated Funds and NATO-funded DAF projects, which all operate under differing constraints. NAVFAC is the designated design/construction agent for DAF MILCON projects as outlined in DoDD 4270.5 (reference a). This PgMP will be supplemented by a Project Management Plan (PMP) for each MILCON project NAVFAC executes for AFCEC, as determined by the cognizant NAVFAC Component and AFCEC.

1.3.1. ALTERNATE AGENT REQUESTS. DAF may request authority for an alternate agent to design and construct specific projects by sending a formal letter request to NAVFAC Headquarters (NAVFAC HQ) Military Construction (MILCON) Program Office, hereinafter referred to as NAVFAC HQ. NAVFAC HQ will evaluate such requests on a project-by-project basis as requested by DAF normally eighteen (18) to twenty-four (24) months prior to the project program year and prior to initial design instruction issuance.

1.4. CHANGES TO PROGRAM MANAGEMENT PLAN (PgMP). This PgMP shall be reviewed periodically and may be revised at any time by mutual consent of the signatories.

2. ROLES AND RESPONSIBILITIES.

2.1. HEADQUARTERS AIR FORCE CIVIL ENGINEER, FACILITIES DIVISION (HQ AF/A4CF). HQ AF/A4CF is responsible for oversight of the DAF MILCON program. HQ AF/A4CF formulates policy, resource advocacy, and financial management for execution of the DAF MILCON program. This includes planning, programming, budgeting, and functional standards for DAF facilities.

2.2. AIR FORCE CIVIL ENGINEER CENTER (AFCEC). AFCEC is responsible for DAF MILCON program management. The AFCEC project manager (PM) is the Design Manager/Construction Manager and DAF lead providing functional/technical criteria, authority, funding, and financial management. The Facility Engineering Directorate (AFCEC/CF) manages the program and is the decision maker for program execution. The AFCEC PM will be the primary DAF point of contact for NAVFAC for all project related activities. Moreover, the AFCEC PM is a principal of the Project Delivery Team (PDT) and consists of representatives from NAVFAC, DAF, and contract support commands. The AFCEC PM provides overall DAF direction and guidance to the NAVFAC PM and ensures coordination and compliance from all Stakeholders.

Note: The term "AFCEC project manager" throughout this PgMP includes PMs assigned to AF Installation and Mission Support Center (AFIMSC)/Detachment (Det) 1, 2 and Det 4.

2.3. AIR FORCE INSTALLATION & MISSION SUPPORT CENTER DETACHMENTS 1, 2, AND 4. AFIMSC/Det 1 manages the Spaceport of the Future MILCON program and, with AFCEC support, is responsible for program execution in this area. AFIMSC/Det 2 manages the PACAF MILCON program, and AFIMSC/Det 4 manages the USAFE MILCON program and is responsible for program execution in their areas. The AFIMSC/Det 2 or Det 4 PM is a principal of the PDT, provides overall DAF direction and guidance to the NAVFAC PM, is the DAF owner's representative for the project, and ensures coordination and compliance with all DAF stakeholders. The AFIMSC/Det 2 or Det 4 PM facilitates the real property transfer between the installation and NAVFAC by ensuring the interim DD1354 is signed by the BCE on the beneficial occupancy date and the final DD1354 is signed by the Real Property Officer and BCE at project completion.

2.4. AIR FORCE MAJOR COMMANDS (MAJCOMs). MAJCOM liaison personnel may assist in resolving issues during project design and user requested changes during construction. MAJCOMs are responsible for planning for New Mission beddown requirements and prioritization of existing mission MILCON requirements. The MAJCOMs are also responsible for completing project environmental certifications to include explosive Quantity-Distance waivers, Environmental Analysis Impact Process, wetlands, floodplain, and Air Installation Compatibility Use Zone requirements. MAJCOMs shall act in advisory role to AFCEC, as necessary, for NAVFAC interactions.

2.5. NAVAL FACILITIES ENGINEERING SYSTEMS COMMAND (NAVFAC). NAVFAC is responsible for execution of assigned DAF MILCON projects including applying appropriate acquisition and fiscal policy guidance in its role of design/construction agent and is both the technical authority for the project execution and the Authority Having Jurisdiction (AHJ) according to reference (b), publicly available at the Whole Building Design Guide (WBDG). The NAVFAC HQ Operations Officer, in conjunction with the NAVFAC HQ Planning, Design and Construction Directorate (hereinafter referred to as PDC), is accountable to AFCEC/CF for the successful execution of DAF MILCON projects assigned to NAVFAC. NAVFAC HQ representatives shall participate in the annual AFCEC Design and Construction Partnering Symposium and the bi-monthly Leadership, Execution, Awards and Partnership (LEAP) Meetings. NAVFAC execution teams at regional Facilities Engineering Commands (FEC) or Echelon III Commands (NAVFAC Atlantic (LANT) and NAVFAC Pacific (PAC)) are responsible for satisfactory delivery of products and services to the DAF. NAVFAC Organizational Charts can be found in Appendix B.

3. PROGRAM MANAGEMENT.

3.1. GENERAL. AFCEC, AFIMSC/Det 2 and Det 4 and NAVFAC will work to meet expectations outlined in this plan. Each will maintain a continuing professional dialogue with their counterparts as well as their respective management chain to identify future facility requirements and achieve successful execution of projects through a partnered effort. All DAF MILCON projects shall be planned, programmed, and executed using the most up-to-date applicable Unified Facilities Criteria (UFC) according to reference (b).

3.2. DESIGN AND CONSTRUCTION RESPONSIBILITY. Design and construction of projects assigned to NAVFAC will be executed by the NAVFAC Component responsible for the geographic area where the installation is located. In most cases, the executing office responsible for preparing the design will be the same as the responsible component. However, certain remote office locations will utilize the Echelon III Commands (LANT/PAC) who act as a centralized agent support for MILCON execution in their area of operations. Additionally, AFCEC, AFIMSC/Det 2 and Det 4 and NAVFAC may develop unique acquisition strategies for multiple similar projects in different locations.

3.3. PROGRAM REVIEWS.

3.3.1. QUARTERLY REVIEW. AFCEC, AFIMSC/Det 2 and Det 4 and NAVFAC will meet quarterly to review the status of the DAF MILCON program and efforts to improve program execution.

3.3.2. DESIGN AND CONSTRUCTION PARTNERING SYMPOSIUM. The annually held Symposium provides an opportunity for the extended engineering community to have an open dialogue to discuss challenges and lessons learned. Participants include senior leaders from AF/A4CF, AFIMSC and AFCEC, USSF, MAJCOM, as well as representatives from NAVFAC and USACE.

3.3.3. LINE ITEM REVIEW (LIR) or PROGRAM MANAGEMENT REVIEW. NAVFAC HQ and AFCEC program managers (PgM) will meet monthly with bases to review the status of the DAF MILCON program and efforts to improve program execution. NAVFAC leaders from all Echelons will participate in DAF MILCON Program Management Reviews to discuss performance to plan of ongoing and upcoming DAF programs, policy and execution initiatives, and lessons learned.

3.3.4. SENIOR ADVISORY GROUP (SAG). The AFCEC or AFIMSC/Det 2 or Det 4 will coordinate a SAG meeting with NAVFAC when required by leadership. This meeting is targeted at an O6 level with NAVFAC OPS/Det CE (Division Chief), AFCEC/CF (Director), and the FEC responsible for execution of DAF MILCON projects. At these reviews, the NAVFAC, AFCEC or AFIMSC/Det will present a coordinated, O6 level brief, on the progress of each project in his/her respective area with focus on execution and major design/construction milestones. Preference is for AFCEC or the AFIMSC/Det to brief the overall program and NAVFAC to brief the location and project specific details.

Note: AFIMSC/Det 2 and Det 4 SAGs are optional at the discretion of the Detachment Commander.

3.3.5. SENIOR EXECUTIVE REVIEW GROUP (SERG). The AFCEC or AFIMSC/Det 1, Det 2 or Det 4 will coordinate a SERG meeting with NAVFAC. This meeting is targeted at an O7/SES level with NAVFAC Commander, NAVFAC LANT and NAVFAC PAC Commanders, and the Chief Engineer, AFCEC/CL (Leadership), and the FEC O6 leaders responsible for execution of DAF MILCON projects. At these reviews, the NAVFAC, AFCEC or AFIMSC/Det will present a coordinated, O7/SES level brief, on the progress of each project in his/her respective area with focus on execution and major design/construction milestones.

Note: AFIMSC/Det 1, Det 2 and Det 4 SERGs are optional at the discretion of the Detachment Commander.

4.3.5. LEADERSHIP, EXECUTION, AWARDS, AND PARTERNERSHIP (LEAP) TEAM. AFCEC will coordinate bi-monthly LEAP meetings with NAVFAC. NAVFAC HQ MILCON and NAVFAC PMs will participate in the LEAP meeting. At these reviews, the NAVFAC 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.

3.4. MANAGEMENT INFORMATION SYSTEMS. HQ AF/A4CF and NAVFAC HQ will work toward the most efficient methods for data sharing between staff and project management information systems and will permit read access to service-specific project management systems.

3.4.1. NAVFAC INTEROPERABLE ENTERPRISE FACILITIES MANAGEMENT (ieFACMAN). NAVFAC's integrated systems architecture, collectively known ieFACMAN system, will track project

schedule, costs, and execution pre-award. Web-based 24/7 access by DAF personnel to NAVFAC's eProjects Supported Command tool will be provided upon completion of appropriate Information Assurance documents.

3.4.2. NAVFAC ELECTRONIC CONSTRUCTION MANAGEMENT SYSTEM (eCMS). NAVFAC's eCMS is a web-based, enterprise project collaboration tool to improve post-award management of schedules, requests for information, designs, and submittals. Where applicable, NAVFAC will utilize its eCMS to manage construction documents as described in reference (c). Web-based 24/7 access by DAF personnel to NAVFAC's eProjects Supported Command tool will be provided upon completion of appropriate Information Assurance documents.

3.4.3. NexGen-IT: PROGRAM MANAGEMENT. NexGen-IT provides an integrated, worldwide network for transfer of DAF design and construction management information. The systems utilize distributive processing, with information entered at local desktop computers to generate daily updated project data for worldwide availability. The DAF will be responsible for entering information into NexGen-IT during the design and construction phases.

3.5. ISSUE RESOLUTION PROCESS. Resolution of issues will occur at the lowest possible management level. If resolution cannot be achieved at the PDT level, the NAVFAC and AFCEC PMs will elevate the issue to the responsible NAVFAC Component Command Operations Officer and AFCEC/CF Branch Chief, and if necessary, to the responsible NAVFAC Component Commanding Officer and AFCEC/CF Division Chief for resolution. 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. See Table 1 for an example issue resolution table to be included in the project management plan.

Table 1: Issue Resolution Table

Level / Impact	Duration*	Sponsor	DoD Construction Agent
Executive / Very High	60 Days	*Primary: AFCEC/CC*	*Primary: NAVFAC Cmdr*
Division / High	30 Days	*Primary: AFCEC, AFIMSC Det 2/CE or Det 4/CE*	*Primary: NAVFACPAC OPS*
Program / Medium	14 Days	*Primary: AFCEC, AFIMSC/Det 2 or Det 4 Branch Chief*	*Primary: NAVFAC PgM* *Secondary: PDC Program and Business Dir*
Project / Low	7 Days	*Primary: AFCEC, AFIMSC/Det 2 or Det 4 PM*	*Primary: NAVFAC PM*

*Duration represents the maximum time allowed before issue is pushed to next level.

3.6. FUTURE YEAR DEFENSE PLAN (FYDP). AFCEC will provide the best FYDP information available to NAVFAC HQ semi-annually in January and July. NAVFAC HQ will provide this information to NAVFAC Components, encouraging them to communicate with AFCEC, AFIMSC Det 1, 2, &4, AF MAJCOMs, and base representatives to discuss project scope, budget, and schedule requirements, identify acquisition strategy alternatives, and offer project documentation development and planning services at the earliest possible time.

3.7. PROGRAM INTEGRATED MASTER SCHEDULE AND INDIVIDUAL PROJECT SCHEDULES. Because AFCEC is the overall Program Manager for DAF MILCONs, AFEC is responsible for maintaining the program's integrated master schedule, working closely with the various PMs from the various DoD Construction Agents (DCA). The overall project schedule associated baseline milestone dates will be developed jointly between the executing NAVFAC Component and AFCEC to achieve project goals.

4. PROJECT DEVELOPMENT.

4.1. DESIGN GUIDES. AFCEC will provide the NAVFAC HQ PDC Chief Engineers Office opportunities to review DAF Design Guides as they are being vetted by the document owners. Any revised DAF Design Guides or DAF Guidance Documents will be coordinated with NAVFAC HQ prior to distribution to NAVFAC offices.

4.2. PROJECT PLANNING. In general, AFCEC will provide NAVFAC all approved planning documents including DD Form 1391, completed Certificate of Compliance, economic analysis (or approved waiver), completed planning documents including a Planning Charrette Report Level II (PCR-II), previously referred as Customer Concept Documents (CCD) or Requirements Documents (RD2), to ensure all key requirements are addressed. Operations & Maintenance (O&M) reimbursable funding will support the planning efforts. This will help AFCEC and NAVFAC ensure that project scopes and budgets are accurate and sufficient for successful design and construction.

4.2.1. BEST PRACTICE. As the DCA for the DAF, NAVFAC should be engaged early in the design of DAF Projects in order of preference listed below:

4.2.1.1. BUDGET YEAR -4 (e.g., FY24/Q2 or Q3 for FY28 project).

4.2.1.1.1. Engagement. Engage NAVFAC with Planning Instruction and O&M funds requesting NAVFAC involvement in project planning. If NAVFAC PM services are requested during project planning, MILCON design funds shall be provided to cover efforts such as developing the Charter, PMP, etc.

4.2.1.1.2. Deliverables. Project scope, stakeholder register, risk register and cost development during planning. Discipline Assist to review PCR, provide comments to PCR, and develop the Project Charter.

4.2.1.2. BUDGET YEAR -3 (e.g., FY25/Q1 for FY28 project).

4.2.1.2.1. Engagement. Engage NAVFAC with Design Instruction and MILCON design funds requesting NAVFAC complete a preliminary design package (35% submission) prior to AF DD Form 1391 Budget Estimate Submission.

4.2.1.2.2. Deliverables. DCA Assessment and Project Charter Development.

4.2.1.3. BUDGET YEAR -2 (e.g., FY26/Q1 for FY28 project). It may be detrimental to program execution to engage NAVFAC after the AF DD Form 1391 Budget Estimate Submission.

4.2.2. KEY ADVANCED PLANNING DOCUMENTS. To help ensure successful project execution, the DAF is committed to timely completion of National Environmental Policy Act (NEPA) and other key advanced planning documentation that clearly identifies and addresses issues during the advanced planning phases of the project, as prescribed in DAFI 32-1020 (reference d).

4.3. PROJECT BUDGET DEVELOPMENT.

4.3.1. DCA ASSESSMENT and RISK-NEUTRAL BUDGET ESTIMATE. To satisfy the OSD Memorandum 'New Military Construction Budget Estimate Requirements' (reference e), NAVFAC as the DCA will provide an assessment and perform a Cost Schedule Risk Analysis (CSRA) to develop the risk-neutral budget estimate for projects identified by AFCEC.

4.3.2. OTHER APPROPRIATED FUNDS. The DAF is responsible for the programming of, promise to pay (required concurrent with the promise to pay for the construction award if executed under the construction contract), and funding (at time of award). NAVFAC is responsible for providing a current estimate, and validation of pricing with bids received.

4.3.3. PRE-AWARD SERVICES. NAVFAC will provide support for Above and Below Threshold Reprogramming, cost variations, IGE for modifications, etc. Post award the bid/price analysis will be provided.

4.3.4. POST CONSTRUCTION AWARD SERVICES (PCAS). PCAS shall be used to fund items such as, but not limited to: designs for contract changes, review of field modifications, value engineering change proposals, project management and quality assurance functions focused on items such as acceptance testing, and the in-house technical oversight to validate the design and review government required submittals. Additional guidance is found in NAVFACINST 7045.1 (reference f).

The NAVFAC execution agent shall prepare a proposed PCAS amount to AFCEC for approval. This PCAS amount shall establish the estimated PCAS for the project during construction and shall be included in the calculation within the Current Working Estimate (CWE) for the project. A detailed justification and Independent Government Estimate shall be provided to the AFCEC PM for any PCAS cost. PCAS shall be listed on the DD Form 1391 as a project funded cost.

4.3.5. POST AWARD DESIGN SERVICES (PADS). PADS shall be used for Government design reviews of the design developed by the Design-Build (DB) Designer-of-Record. PADS shall be listed within the DD Form 1391 as a funded cost.

4.3.6. SUPERVISION, INSPECTION, AND OVERHEAD (SIOH). SIOH shall be used for supervision, administration, and overhead incident to a real property facilities project or program. For projects where NAVFAC is the DCA, SIOH percent for Contiguous United States (CONUS), Outside the Contiguous United States (OCONUS) and remotely located OCONUS projects is established by reference (g). Reference (h) identifies remote locations that requires the remote OCONUS SIOH reimbursement rate. Project specific SIOH rate may be established by agreement between DAF and NAVFAC based on the characteristics of the project.

4.4. PROJECT MANAGEMENT.

4.4.1. WORK INDUCTION. Work induction is the process of creating a project record to assign funds and Financial Information Pointer (FIP) to a project's lifecycle (planning, design, or construction). Induction will typically occur by NAVFAC HQ at formal issuance of a Design Instruction (DI), DD Form 1391, and $25K of seed funds (MILCON design). Induction can begin earlier in the process (planning) to enable participation in PCR-IIs, development of Project Charters or execution of other support studies. Induction of projects in the planning stage will occur at the NAVFAC FEC at formal issuance of a Planning Instruction and (O&M) seed funds. If NAVFAC PM services are requested during project planning, MILCON design funds shall be provided.

4.4.2. PROJECT CHARTER. The project charter is developed prior to and informs the Project Management Plan. The project charter includes, but is not limited to: project purpose, project objectives and success criteria, high level requirements, overall project risk, key milestones, summary milestone schedule, preapproved financial resources, key stakeholder list, project approval requirements, project exit criteria, assigned PM, and Project Sponsor information. Additionally, the project charter will include project expectations, customer needs, and customer commitments needed (such as design continuation funding, providing Authority to Advertise/Award, ensuring timely funding from other Appropriations (as needed), and confirming plans for delivery and installation of Government-Furnished Equipment (as needed) and to refine those requirements in light of safety, operation/mission, fiscal, schedule, legal, and other constraints). Lastly, the project charter will clearly define the basis for the established Mission Need Date (MND) through guidance from the AFCEC PM.

4.4.3. PROJECT MANAGEMENT PLAN (PMP). To meet mission objectives, each project is managed under a PMP, which is a roadmap for quality project delivery. The NAVFAC PM develops the PMP with input from the PDT in the early stages of the project to guide how the project is to be managed and establish baselines for cost, schedule, and scope to inform change management. The AFCEC PM will be designated, identified, and captured in

the Stakeholder Register and Communication Plan within the PMP as the primary authoritative source for formal guidance provided to NAVFAC. The PDT will measure its success against the expectations documented in the PMP and which will be signed by all PDT members to document their commitment to project success. To be an effective management and communication tool, the PMP must be a living document that is updated as conditions change. The PDT will inform the NAVFAC PM when changes are requested that impact baselines as established in the PMP for scope, schedule, cost or quality. The NAVFAC PM will record and track changes in the Change Log.

4.4.4. DESIGN/CONSTRUTION FUNDS TRACKING. NAVFAC PM maintains a common tracker of available (assigned) design/construction funds (contingency versus original authorization amount and "potential" contingency without triggering re-programming) to share with construction management or design/execution team and AFCEC PM as the resource sponsor primary POC.

4.4.5. COST AND SCHEDULE RISK MANAGEMENT. Project Risk is actively managed throughout the project life cycle and should begin at project inception. Prior to PM assignment, project risk should be managed by the project planners developing the initial project plan and programming documentation. PMs manage the project risk through implementation of the Risk Management and Issue Resolution (reference i) and via the project risk register to track risks (including both threats and opportunities), and corresponding probabilities, impacts and mitigations. According to Section 4.3.1., NAVFAC as the DCA will provide an assessment and perform a CSRA to develop the risk-neutral budget estimate for projects identified by AFCEC. Project construction schedules should be developed uniquely for each project during the project design phase to ensure project durations are reasonable, achievable, and based on the unique characteristics of each project.

4.4.6. PROJECT MANAGEMENT. To improve project outcomes on MILCON projects, NAVFAC assigns a PM to the project as early in the project life cycle as possible; typically, this assignment happens during the planning phase. This allows the PM to familiarize themselves with the details of the project, understand the background on key decisions shaping the project development, identify key project risks early in the project and to establish associated probabilities, impacts and mitigations, and to develop key project documents and agreements to establish a solid management framework as early as possible. Involvement of a PM during these early phases of the project can help identify key pitfalls and problems before being solidified into programming and budgeting process. Involvement of the NAVFAC PM at these early stages requires a funding commitment (MILCON design funds) from DAF.

4.4.7. PARTNERING. Project partnering over the entire project life cycle (planning, design, and construction) provides continuous improvement to the delivery of NAVFAC products and services as outlined in reference (j). During each phase, the project includes various key stakeholders and project team members—each with unique responsibilities and

deliverables that facilitate communications to support partnering and, ultimately, project success. Project success begins with the Supported Commander (SC). The SC owns the mission requirements (e.g., business drivers, functions, and goals) and is therefore responsible for establishing the overall project or facility requirements with the DCA and/or the installation/shore integrator to ensure success.

5. DESIGN.

5.1. DESIGN AUTHORIZATION.

5.1.1. DESIGN INSTRUCTION (DI). HQ AF issues DI's authorizing AFCEC to proceed with design and expenditure of initial MILCON design funds. The following require a DI:

5.1.1.1. Initial DI identifying design level/percentage

5.1.1.2. Project updates, specify updated FY/PA

5.1.1.3. Design strategic changes (limited to Design-Build, Design-Bid-Build, or funding source change)

5.1.1.4. Project cancelation

5.1.2. 10 UNITED STATES CODE (USC) 2807 NOTIFICATION. In accordance with 10 USC, Section 2807, the HQ AF will notify the appropriate committees of Congress when required and AFCEC will advise the NAVFAC execution component when the 14-day notification period has started and after the 14-day notification period has ended.

5.1.3. FIELD DESIGN INSTRUCTION (Field DI). After receipt of the DI, AFCEC will issue a Field DI to NAVFAC HQ with information copies to the NAVFAC Component responsible for execution. The Field DI authorizes NAVFAC to design the project and includes specific information establishing baselines for cost, schedule, and scope to include but not limited to the following:

- Programmed Amount (PA): equal to the project cost and includes SIOH; contingency; DB design cost; PCAS; commissioning costs; and any other fees (i.e., regulatory permits, etc.)
- Scope
- DD Form 1391
- Level of Design Authorized
- Key Milestones (but not limited to the following):
    - Required Beneficial Occupancy Date (RBOD)
    - MND
- DCA Assessment and/or CSRA requirements with associated deadlines

Initial MILCON design funds, “seed funds,” will be provided with Field DI to develop initial schedules and initiate project documents to the authorized level of design. Additional

MILCON design funds will be provided after acceptance of the design schedule and estimate.

For President's Budget projects, the target is to issue Field DIs no later than 30 months for both CONUS and OCONUS prior to beginning of the execution year (e.g., 1 Apr 2024 for the FY27 program). For Congressional insert projects, the target is to issue Field DIs within 30 days following three positive Congressional MILCON Subcommittee marks. Upon receipt of Field DI, the acquisition strategy will be determined between the cognizant NAVFAC FEC and AFCEC and documented in the PMP with other key decision made to keep the project on track.

5.1.4. FINAL DESIGN AUTHORITY (FDA) ISSUANCE. NAVFAC HQ will issue FDA upon receipt of design instruction to prepare design of 3% or greater. Issuance of FDA authorizes expenditure of MILCON design funds on FDA deliverables in accordance with AFCEC DIs.

5.2. DESIGN SCHEDULES. Design schedules will be developed jointly between the NAVFAC Component and AFCEC to achieve program and project goals. Scheduled dates for design review milestones are a commitment to the customer and must be aggressively pursued by the joint NAVFAC-DAF project team. The Design Release date (date design documents with signatures are released to Contracting) will serve as the design schedule baseline date.

5.3. DESIGN AND CONSTRUCTION STANDARDS. Projects will comply with UFC 1-200-01 (reference b) and AFI 32-1023 (reference k). NAVFAC will comply with AFI 32-1023 unless written confirmation from HQ AF is received. NAVFAC's deliverables for provided design services being provided are spelled out in FC 1-300-09N (reference l).

5.4. DESIGN REVIEWS. At AFCEC's discretion, AFCEC will perform independent technical, cost, and schedule quality assurance review of key project design and construction deliverables and provide comment and written direction to the NAVFAC PM, as appropriate. The NAVFAC PM will integrate AFCEC's review with that performed by NAVFAC. The NAVFAC design manager is responsible for managing the design quality assurance process. NAVFAC shall provide comprehensive design review for all design submittals.

5.5. TECHNICAL COVERAGE OF DESIGN. NAVFAC FEC PDC will ensure adequate technical review and competence for all project requirements for designs by both NAVFAC 'in-house' and Architect-Engineer contract personnel. NAVFAC shall provide comprehensive design review for all design submittals and shall not rely on the DAF for technical design reviews.

5.6. POST CONSTRUCTION AWARD SERVICES (PCAS). At the conclusion of the design, the NAVFAC PM shall submit a final estimated PCAS amount to AFCEC for approval. This agreed upon PCAS amount shall be included in the calculation for the Construction Cost Limitation (CCL).

5.7. CONSTRUCTION COST LIMITATION (CCL). The CCL shall include all funded costs, including but not limited to: PCAS, contingency, and any other fees determined to be within scope. The CCL is not the construction contract award cost. This is the PA minus the indirect costs. See section 4.3.4 for PCAS description.

5.8. ESTIMATED CONSTRUCTION COST (ECC). The ECC is equal to the Programmed Amount (Block 8 of the DD Form 1391) minus SIOH, contingency, PADS, PCAS, commissioning costs, and any other fees (i.e., regulatory permits, etc.). This is the current construction estimate.

5.9. CURRENT WORKING ESTIMATE (CWE). The CWE reflects the total estimated project cost, including base construction cost (ECC + SIOH), optional bid items, additional SIOH bearing contract actions (additives/bid options + SIOH), additional non-SIOH bearing contract actions (PCAS, PADS, inspections, cybersecurity, etc.) but not contingency costs. The CWE reflects all costs contemplated to be funded by a project, including contract award amount, optional bid items, the applicable SIOH rate, and other items. The CWE does not include separately funded equipment or telecommunications requirements. The NAVFAC PM shall provide the AFCEC PM with an accurate and up-to-date project CWE monthly or as requested by the AFCEC PM.

5.10. FUNDING REQUIREMENT (FR). The FR is the CWE plus contingency costs. This is the fully burdened cost. The FR reflects all costs contemplated to be funded by a project, including contract award amount, optional bid items, contingency, the applicable SIOH rate, and other items. The FR does not include separately funded equipment or telecommunications requirements.

5.11. FINAL DESIGN ACCEPTANCE. 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 NAVFAC PM. NAVFAC will afford AFCEC the opportunity to perform a complete review of any request for proposal technical document prior to issuance. The AFCEC PM will sign the NAVFAC satisfactory to proceed (SAT-TO) form at final design to signify approval to submit the design documents to Contracting for RFP Release.

5.12. DESIGN CHANGE MANAGEMENT. To ensure efficient investment of MILCON funding, the "design charrette" process was implemented (for projects without NAVFAC involvement during planning) to identify user requirements early and obtain senior leadership "buy-in" during design development in order to minimize changes that impact timely project completion and increase cost after the design charrette is approved. To reduce design change during the project lifecycle, Installations and users will have opportunities to propose changes during the initial planning charrette through the 35% design phase.

For MILCON, changes impacting scope, cost or schedule after 65% design phase for DBB project execution or completion of the Initial Request for Proposal phase for DB project execution will require both AFCEC and NAVFAC ECH III or IV Operations Officer concurrence based on the

mission-essential nature of the change.

6. SOLICITATION AND AWARD. The AFCEC PM may request to be included as a source selection advisor during the source selection process if it is identified and requested during the design stage (i.e., DB prior to 35% and DBB prior to 100%). The request must be coordinated with the NAVFAC PM and NAVFAC Contract Specialist / Contracting Officer during the Source Selection Plan preparation. Additionally, the AFCEC PM must sign the Certificate of Non-Disclosure and Conflict of Interest Statement.

   6.1. AUTHORITY TO ADVERTISE. The NAVFAC PM will request Authority to Advertise (ATA) a minimum of 30 days prior to need date (typically Request for Proposal (RFP) release date). Additionally, the NAVFAC PM will provide a current FR after final design is reached and all comments have been resolved by the PDT. The FR is the total amount of funds needed for the project. The FR will display the basic bid cost, and option(s), contingency, SIOH, PCAS, PADS and any other items that are inherent in executing the construction project but do not result in physical features for the end-product (e.g., temporary lay-down area for staging construction material; escorts for construction personnel). If the FR exceeds the PA, options will be included. The NAVFAC PM will ensure that any options have been coordinated with the AFCEC PM and approved by AFCEC before the CWE is initially submitted. NAVFAC HQ will issue ATA upon receipt of Design Instruction instructing project is authorized to be advertised, but not awarded, from AFCEC.

   6.2. AUTHORITY TO AWARD. The NAVFAC 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 CWE will report contingency in agreement with the approved DD Form 1391. In some cases, site conditions may require increase contingency. The executing NAVFAC Component will be provided 2% contingencies with the remaining 3% managed and controlled by AFCEC as management reserve (AFI 32-1023, reference k). Exceptions may require adjustments and will be handled on a case-by-case basis. Funds for base-performed work are on the CWE but will be sent directly to the base by the DAF.

   The NAVFAC PM will submit the award CWE and request authority to award from the AFCEC PM. If a Congressional Notification is required, the NAVFAC PM will advise the DAF 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 request funding from SAF/FMBIC if within their authority limit or request authority to award from HAF/A4CF. Once HAF/A4CF issues approval, AFIMSC/RMAS will request release of award funding from SAF/FMBIC. SAF/FMBIC then releases a funding document to NAVFAC HQ. NAVFAC HQ will issue Award Authority upon receipt of Design Instruction instructing project is authorized for award from AFCEC.

7. CONSTRUCTION

7.1. POST-AWARD CONSTRUCTION SCHEDULE. Although the overall project (and program) schedules are tracked jointly between the executing NAVFAC Component and AFCEC, during the post-award construction phase, the Construction contractor shall and must maintain control and ownership of the construction schedule. This is necessary to ensure that the Prime contractor retains its status as an "independent" contractor (as a de facto "employee" of NAVFAC). Otherwise, the Government could be exposed to significant potential liability risks as a "controlling employer."

Changes post award should follow the NAVFAC Business Process Change Management Plan (reference m) with augmentation for AFCEC MILCON Change Order Management Plan (reference n).

The Project Management Plan will continue to track key milestones (such as the award commitment, and RBOD and MND to ensure the project is on schedule. These milestones will not be changed without the expressed written consent of the AFCEC PM.

7.2. POST CONSTRUCTION AWARD SERVICES (PCAS). PCAS funds shall be actively managed throughout construction. In addition to the CWE above, the NAVFAC PM shall provide a monthly, or as requested by the AFCEC PM, detailed breakout of the status of funds for PCAS.

7.3. 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 NAVFAC Business Process Project Change Control (reference m) and augmented by AFCEC MILCON Change Order Management Plan (reference n) to obtain approvals for requested changes. The NAVFAC PM (as assisted by construction management staff) will maintain a change order log and make this available monthly.

7.4. RED ZONE (RZ) MEETING. A RZ meeting will be convened for the purpose of facilitating physical and fiscal completion of the project. Details for the RZ meeting will be addressed in the PMP. The FEC will document discussions and track actions form the RZ Meeting in the meeting minutes and distribute the minutes to all RZ Meeting members. NAVFAC Business Process Red Zone (reference o) identifies detailed procedures to follow based on the projects Category of Work determination.

7.5. FACILITY TURNOVER. Facility completion and transfer will be a planned and coordinated process among the AFCEC PM, installation, NAVFAC PM and the PDT led by the NAVFAC CM. The process will include joint inspections and review of facility commissioning documentation.

7.5.1. 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 ensure 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 NAVFAC FEC office, NAVFAC CM, 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 NAVFAC determines that the major deficiencies have been corrected.

7.5.2. ACCEPTANCE TESTING. Critical systems acceptance testing as laid out in the contract requirements will be conducted and approved by the government before actual BOD is established. All requirements by the contractor (i.e., approved gov't submittals, approved performance verification reports, etc.) will be met prior to scheduling the on-site acceptance testing. NAVFAC Construction Management staff will schedule and coordinate critical systems acceptance testing with Contractor quality control staff, to include oversight by government design engineers, as well as Base Civil Engineer staff and other base personnel (as required for each system). Critical systems acceptance testing will be overseen by the appropriate government design engineers whose efforts will be funded out of PCAS dollars. PCAS is funded on a reimbursable basis from project dollars and the program manager (DAF in this case) is responsible for properly budgeting and funding this requirement so that the cost doesn't have come from project funds otherwise available for contingency or project scope. NAVFAC Business Process Acceptance Testing for Critical Systems (reference p) identifies detailed procedures to be followed.

7.5.3. DOCUMENTATION AND TRAINING. The NAVFAC CM is responsible for ensuring that the following documentation, at a minimum, is available at the facility turnover and hand receipted to the proper installation responsible individual:

7.5.3.1. Construction waste characterization and disposal data
7.5.3.2. Medical gas certification
7.5.3.3. HVAC balancing reports
7.5.3.4. Fire protection system test reports
7.5.3.5. Grounding system test reports
7.5.3.6. Operating and maintenance manuals
7.5.3.7. Preliminary as-built drawings
7.5.3.8. Installed equipment listing
7.5.3.9. Spare parts
7.5.3.10. Interim DD Form 1354
7.5.3.11. Warranty procedures and contact points
7.5.3.12. Keys for the facility
7.5.3.13. Enhanced Commissioning documentation

The NAVFAC CM is responsible for coordinating required contractor provided training with the AFCEC PM and the Installation. At least 10 working days' notice will be given for all required training. The Installation and AFCEC PM is responsible for ensuring that the correct individuals attend the training sessions.

7.5.4. 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.

7.5.4.1. BENEFICIAL OCCUPANCY DATE (BOD). The "actual" BOD signifies official turnover of a project from NAVFAC to DAF. The AFCEC PM facilitates real property transfer between the installation and NAVFAC by assuring the interim DD Form 1354 is signed by the Base Civil Engineer (BCE) on the BOD and the Real Property Account Officer (RPAO) signs the interim DD Form 1354 prior to the keys being handed over. It may include punch list items which are minor construction items which can be easily resolved/completed without impacting user acceptance of real property. This constitutes physical delivery of the project and marks the actual 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 final DD Form 1354 is signed by the BCE and RPAO at project completion. The final DD Form 1354 will be provided to the installation representative, the AFCEC PM, and NAVFAC PDC5, 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 on all contracts.

7.6. 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, Red Zone meetings, and pre-warranty conference. Appropriate PDT members participate in the four- and nine-month warranty walk-through inspections. Warranty documentation shall be provided to the Base Civil Engineer for enforcement.

8. FINANCIAL MANAGEMENT.

8.1. TRANSFER OF FUNDS. MILCON construction funds are released by SAF/FM to NAVFAC HQ for award of contracts, increases in contracts, real estate acquisition and other purposes specified in Congressional Authorization and Appropriation Bills. NAVFAC HQ will allocate these funds to the appropriate NAVFAC component.

8.2. UNOBLIGATED FUNDS MANAGEMENT. NAVFACHQ is accountable for all DAF MILCON funds transferred to NAVFAC. Upon identification, NAVFAC will assist in the return of excess funds to DAF within 60-days of request by DAF. NAVFAC HQ will regularly provide HQ AF, AFCEC, and

NAVFAC components with reports of DAF MILCON funds being held by NAVFAC. Pending fiscal closeout, the executing NAVFAC Component returns all unobligated funds to NAVFAC HQ for transmittal to HQ AF. The NAVFAC PM notifies the AFCEC PM of the funds return.

8.3. CONTRACTOR CLAIMS. The NAVFAC FEC is responsible for management of all claims in a timely and cost effective manner. The NAVFAC PM will notify the AFCEC PM of all potential claims immediately upon discovery. NAVFAC will hold contingency funds for payment of claims plus SIOH, for claims determined to have merit. If the claim will not be paid with six months of identification, NAVFAC will return the full amount of contingency funds and request additional funds in time for DAF to source.

8.4. 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 revoked by NAVFAC and will notify AFCEC/CF and AFIMSC/RMA that funds are available for withdrawal.

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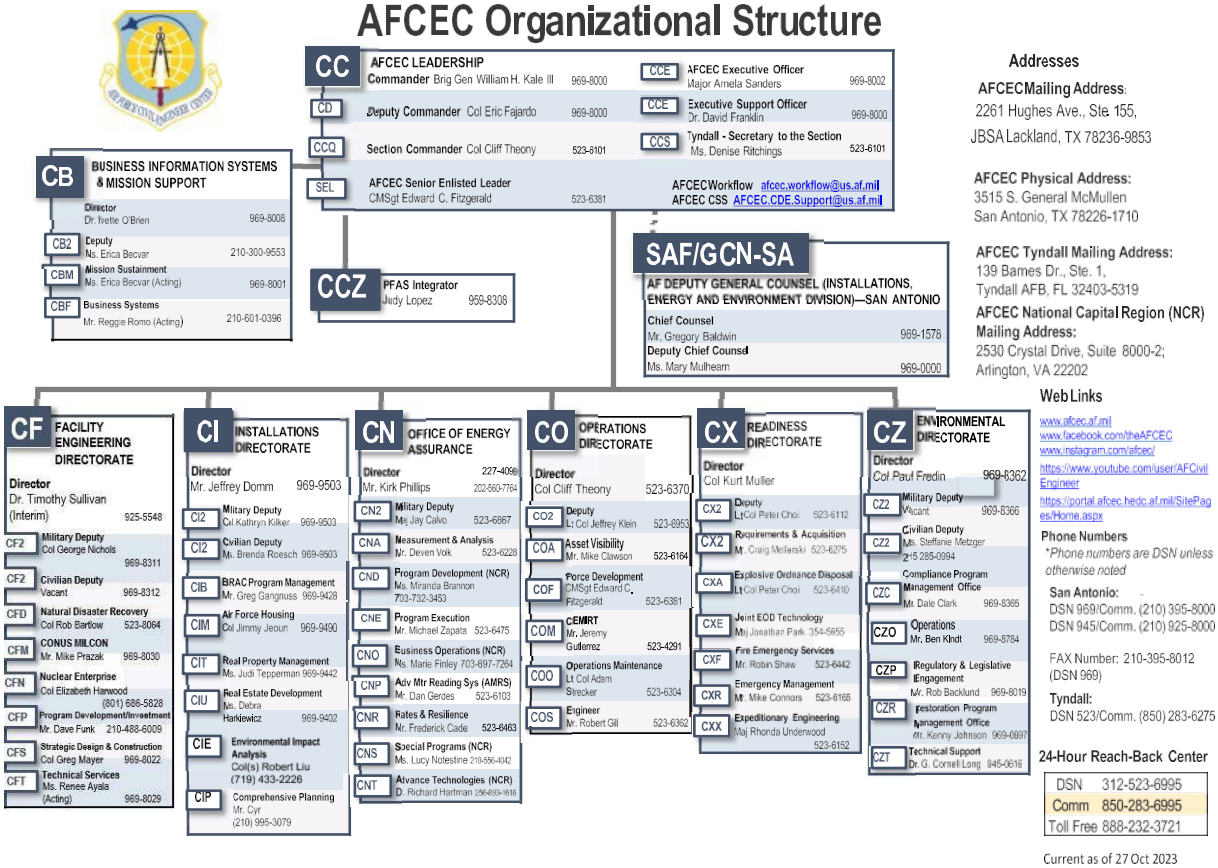
APPENDIX A

AFCEC & AFIMSC
Organizational Charts

AFCEC Organizational Structure



Addresses

AFCEC Mailing Address:
2261 Hughes Ave., Ste 155,
JBSA Lackland, TX 78236-9853

AFCEC Physical Address:
3515 S. General McMullen
San Antonio, TX 78226-1710

AFCEC Tyndall Mailing Address:
139 Barnes Dr., Ste. 1,
Tyndall AFB, FL 32403-5319

AFCEC National Capital Region (NCR) Mailing Address:
2530 Crystal Drive, Suite 8000-2;
Arlington, VA 22202

Web Links

www.afcec.af.mil
www.facebook.com/theAFCEC
www.instagram.com/afcec/
https://www.youtube.com/user/AFCivilEngineer
https://portal.afcec.hedc.af.mil/SitePages/Home.aspx

Phone Numbers
**Phone numbers are DSN unless otherwise noted*

San Antonio:
DSN 969/Comm. (210) 395-8000
DSN 945/Comm. (210) 925-8000

FAX Number: 210-395-8012 (DSN 969)

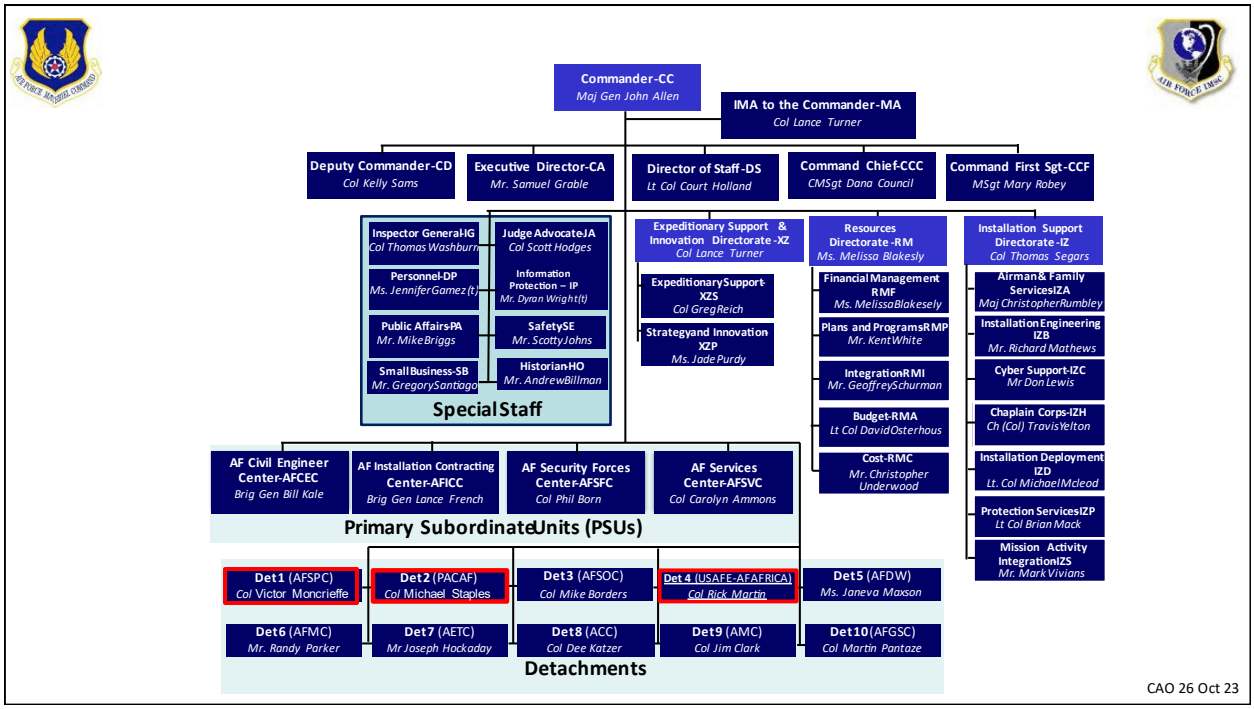
Tyndall:
DSN 523/Comm. (850) 283-6275

24-Hour Reach-Back Center

DSN	312-523-6995
Comm	850-283-6995
Toll Free	888-232-3721

Current as of 27 Oct 2023

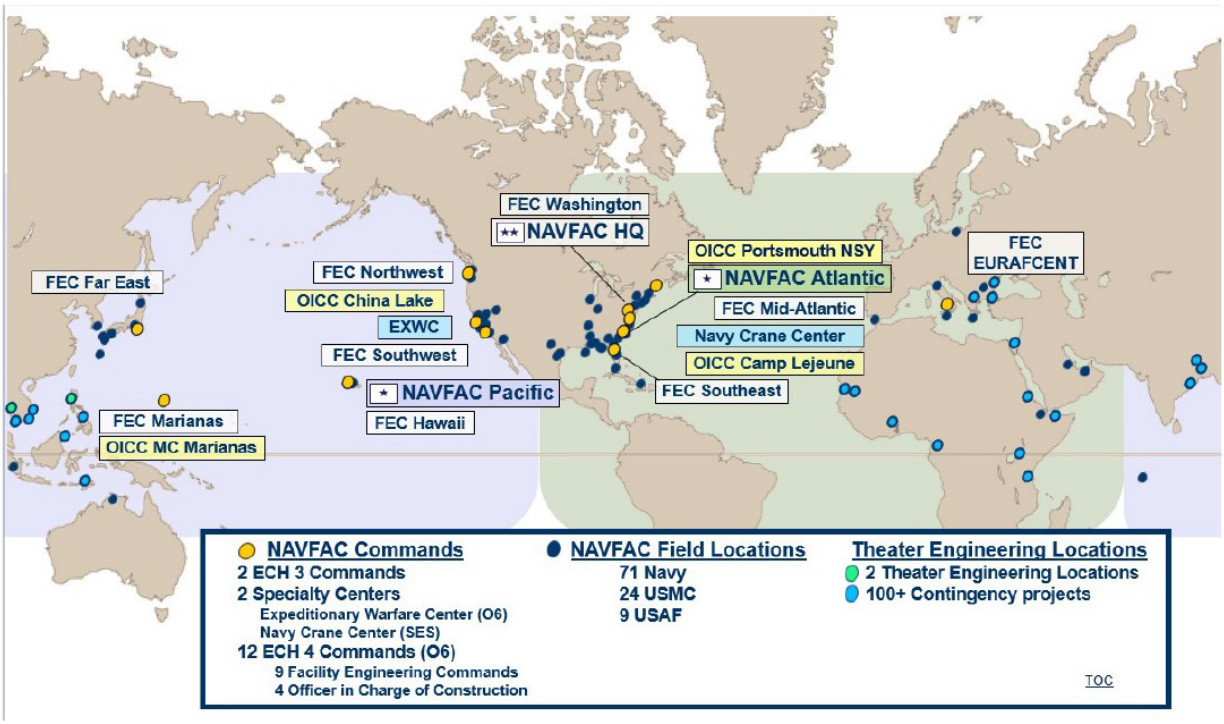
AFIMSC Organizational Structure



APPENDIX B

NAVFAC Organizational Charts

NAVFAC Command Laydown



NAVFAC Components & Relationships

Echelon II	Echelon III	Echelon IV	Echelon V	
NAVFAC Headquarters	NAVFAC Atlantic	NAVFAC Mid-Atlantic	PWD Crane	PWD Oceana
			PWD Earle	PWD Pennsylvania
			PWD Great Lakes	PWD Portsmouth
			PWD JEB Little Creek-Fort Story	PWD Yorktown
			PWD Maine	FEAD MCAS Beaufort
			PWD New London	FEAD MCAS Cherry Point
			PWD Newport	FEAD MCRD Parris Island
			PWD Norfolk	ROICC MCB Camp Lejeune
			PWD NSA Hampton Roads	
		NAVFAC Washington	PWD Annapolis	PWD Washington
			PWD Bethesda	FEAD Quantico
			PWD South Potomac	ROICC Andrews AFB**
			PWD Patuxent River	
		NAVFAC Europe, Africa, Central	PWD Bahrain	PWD Sigonella
			PWD Devesulu	PWD Souda Bay
			PWD Djibouti	ROICC Cairo
			PWD Naples	ROICC Iceland**
			PWD Redzilkowo	ROICC Northern Italy
			PWD Rota	ROICC Somalia
		NAVFAC Southeast	PWD NSF Beaufort	PWD Meridian
			PWD Mayport	PWD New Orleans
			PWD Fort Worth	PWD Orlando
			PWD Guantanamo	PWD Panama City
			PWD Gulfport	PWD Pensacola
			PWD Jacksonville	PWD Whiting Field
			PWD Key West	PWD Mid-South
			PWD Kings Bay	PWD MCLB Albany
			PWD Kingsville	ROICC Barksdale**
			PWD Corpus Christi	ROICC Charleston/Shaw**
		OICC Camp Lejeune*		
		OICC Florence*		
		OICC Portsmouth NSY*		
	NAVFAC Pacific	NAVFAC Far East	PWD Atsugi	PWD Sasebo
			PWD Chinhae	PWD Singapore
			PWD Diego Gargia	PWD Yokosuka
			PWD Misawa	FEAD Iwakuni
			PWD Okinawa	FEAD Camp Butler
		NAVFAC Hawaii	PWD Barking Sands	FEAD MCB Hawaii
			PWD JB Pearl Harbor-Hickam**	
		NAVFAC Marianas	PWD Camp Blaz	ROICC Andersen AFB**
			PWD NB Guam	
		NAVFAC Northwest	PWD Kitsap	PWD Everett
			PWD Whidbey Island	
		NAVFAC Southwest	PWD China Lake	FEAD MCAGCC 29 Palms
			PWD Coronado	FEAD MCMWTC Bridgeport
			PWD El Centro	FEAD MCAS Miramar
			PWD Fallon	FEAD MCAS Camp Pendleton
			PWD Lemoore	FEAD MCRD San Diego
			PWD Monterey	FEAD MCAS Yuma
			PWD Point Loma	FEAD Camp Pendleton
			PWD San Diego	FEAD MCLB Barstow
			PWD Seal Beach	ROICC Travis**
			PWD Ventura County	
		ROICC Australia*		
		ROICC Thailand*		
		Philippines Site Office*		
		OICC China Lake*		
		OICC Marine Corps Marianas*		
		OICC PHNSY*		
	NAVFAC Expeditionary Warfare Center (EXWC)			
	Navy Crane Center			

* Reports directly to ECH III

** Supported Air Force Base

Officer-in-Charge of Construction (OICC): Echelon 4 Commands that report to either NAVFAC LANT or NAVFAC PAC. These echelon 4 Command elements have oversight over MILCON and FSRM project work associated with a major construction program effort.

Resident Officer in Charge of Construction (ROICC): Forward-deployed elements of FECs, providing construction and service contract awards and oversight. ROICC offices exist at USMC, Air Force, and Army installations and at other DoD and Non-DoD locations.

NAVFAC HQ Organizational Chart