



# INSPECTOR GENERAL

*U.S. Department of Defense*

NOVEMBER 5, 2014



## Although U.S. Forces–Afghanistan Prepared Completion and Sustainment Plans for Ongoing Construction Projects for U.S. Facilities, Four Construction Projects at Bagram Faced Significant Challenges



## Report Documentation Page

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# Results in Brief

*Although U.S. Forces–Afghanistan Prepared Completion and Sustainment Plans for Ongoing Construction Projects for U.S. Facilities, Four Construction Projects at Bagram Faced Significant Challenges*

November 5, 2014

## Objective

We determined whether DoD activities established a process to evaluate whether construction projects for U.S. facilities in Afghanistan should be completed or terminated. For those projects to be completed, we determined whether DoD activities had effective completion and sustainment plans.

## Finding

DoD activities established a process to determine whether ongoing military construction projects for U.S. facilities in Afghanistan should be completed or terminated. Specifically, United States Forces–Afghanistan personnel routinely coordinated with DoD activities to:

- review ongoing military construction projects to ensure they were aligned with strategic mission requirements, and constructed to acceptable standards of quality; and
- aid in the process of transitioning facilities for sustainment.

As a result, DoD activities realized a cost savings of \$22.7 million through termination and offsets of select military construction projects.

In addition, completion and sustainment plans were developed for all seven ongoing construction projects we reviewed. However,

## Finding (cont'd)

plans for three projects were negated when the contractor defaulted. During the audit, we informed Air Force Central Command personnel of the need to revise the completion and sustainment plans, and we stated our concerns about the continuation of three projects. We suggested they determine whether a valid requirement for the projects still existed. Additionally, although its completion and sustainment plans were completed, the Bagram Westside Utilities Infrastructure project will not be able to fully function, because it is dependent on the Bagram sewer system, which will not be operational when the project is completed.

## Management Actions Taken

The Commander, Air Force Central Command, requested cancelation of the three projects on which the contractor defaulted, because they would not be completed in time to provide a justifiable duration of service, given the projected drawdown of U.S. forces in Afghanistan announced by the President. Additionally, the Commander, United States Forces–Afghanistan, Garrison, Bagram, continued repairs of the Bagram sewer system to make it operational, which she stated will allow the Westside Utilities Infrastructure project to operate as intended. These actions addressed our concerns and therefore, no recommendations are required.

## Management Comments

We considered management comments on a discussion draft of this report and revised the final report as appropriate. No official response was required, and none was received. Therefore, we are issuing this report in final form.

See the recommendation table on the following page.

## ***Recommendations Table***

<b>Management</b>	<b>Recommendations Requiring Comment</b>
Commander, Air Force Central Command	None
Commander, Garrison, Bagram	None



**INSPECTOR GENERAL  
DEPARTMENT OF DEFENSE  
4800 MARK CENTER DRIVE  
ALEXANDRIA, VIRGINIA 22350-1500**

November 5, 2014

MEMORANDUM FOR COMMANDER, AIR FORCE CENTRAL COMMAND  
COMMANDER, UNITED STATES FORCES–AFGHANISTAN  
COMMANDER, GARRISON, BAGRAM

SUBJECT: Although U.S. Forces–Afghanistan Prepared Completion and Sustainment Plans for Ongoing Construction Projects for U.S. Facilities, Four Construction Projects at Bagram Faced Significant Challenges (Report No. DODIG-2015-014)

We are providing this report for your information and use. U.S. Forces–Afghanistan routinely coordinated with DoD activities to review ongoing military construction projects for U.S. facilities. As a result, DoD activities realized a cost savings of \$22.7 million through termination and offsets of select military construction projects. In addition, completion and sustainment plans were developed for all seven projects we reviewed at Bagram. However, plans for three projects were negated when the contractor defaulted, and one project will not function as intended until the Bagram sewer system is operational.

During the course of the audit, we brought these concerns to the attention of the Air Force Central Command and Garrison, Bagram, who addressed the observations identified. Therefore, we have no recommendations in this report. We considered management comments on a discussion draft of this report in preparing the final and revised the report as appropriate. No official response to this report was required.

We appreciate the courtesies extended to the staff. Please direct questions to me at (703) 604-9187 (DSN 664-9187). If you desire, we will provide a formal briefing on the results.

A handwritten signature in blue ink, appearing to read "M. Roark", is positioned above the name of the Assistant Inspector General.

Michael J. Roark  
Assistant Inspector General  
Contract Management and Payments

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# Introduction

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## Objective

Our objectives were to determine whether DoD activities established a process to evaluate whether construction projects for U.S. facilities in Afghanistan should be completed or terminated. For those projects to be completed, we determined whether DoD activities had effective completion and sustainment plans. We focused our review on military construction (MILCON) projects for U.S. facilities in Afghanistan. See Appendix A for the scope and methodology and prior coverage related to the objectives.

## Background

MILCON includes acquisition, conversion, rehabilitation, and installation of facilities including supporting facilities such as utilities. Section 2802, title 10, United States Code, states that the Secretary of Defense and the Secretaries of the Military Departments may carry out MILCON projects, as authorized by law. MILCON projects are authorized through congressional notification or approval, depending on the type and amount of funding needed.

### ***U.S. Central Command***

U.S. Central Command's (CENTCOM) area of responsibility covers the Middle East and consists of 20 countries, including Afghanistan. CENTCOM promotes cooperation among nations, responds to crises, deters or defeats state and non-state aggression, supports development, and, when necessary, supports reconstruction in order to establish the conditions for regional security, stability, and prosperity. Operations in Afghanistan remain CENTCOM's top priority. CENTCOM's goal is to conduct a successful transition in Afghanistan while helping to achieve a capable and sustainable Afghan National Security Force.

### ***U.S. Forces–Afghanistan***

U.S. Forces–Afghanistan (USFOR-A) executes National Command and Support Element responsibilities, retrogrades manpower and material, readapts U.S. resources and basing to facilitate NATO and U.S. operational movement in Afghanistan, and supports a responsible economic transition to aid the Afghan economy. USFOR-A personnel monitor all MILCON projects in Afghanistan to ensure facilities exist to meet the theater requirements.

## ***U.S. Army Corps of Engineers***

The U.S. Army Corps of Engineers (USACE) mission is to provide vital public services to strengthen our Nation's security, energize the economy, and reduce the risk from disasters. DoD Directive 4270.5, "Military Construction," February 12, 2005, established USACE as the construction agent supporting U.S. Central Command Area of Responsibility, including Afghanistan. As the construction agent, USACE is responsible for overseeing the design and construction of military facilities.

## ***Logistics Civil Augmentation Program***

The Logistics Civil Augmentation Program (LOGCAP) is an Army regulatory program that enables the Army to provide operationally required contingency augmentation support. The LOGCAP plans for and executes contracted support services in conjunction with the Army for deployed forces performing missions directed or supported by the Department of Defense during global contingency operations. LOGCAP provides logistics and base support services through the use of contracts.

## **Review of Internal Controls**

DoD Instruction 5010.40, "Managers' Internal Control Program Procedures," May 30, 2013, requires DoD organizations to implement a comprehensive system of internal controls that provides reasonable assurance that programs are operating as intended and to evaluate the effectiveness of the controls. DoD activities established a process to assess whether ongoing construction projects for U.S. facilities in Afghanistan should be completed or terminated. In addition, USACE had completion and sustainment plans for all seven projects in our sample. Therefore, we determined that internal control weaknesses do not exist as they relate to our audit objectives. We will provide a copy of the report to the senior official in charge of internal controls.

## Finding

### **Although U.S. Forces–Afghanistan Prepared Completion and Sustainment Plans for Ongoing Construction Projects for U.S. Facilities, Four Construction Projects at Bagram Faced Significant Challenges**

DoD activities established a process to determine whether ongoing MILCON projects for U.S. facilities in Afghanistan should be completed or terminated. Specifically, USFOR-A routinely coordinated with DoD activities to review MILCON projects to ensure they align with the strategic mission requirements, verify facilities are constructed to acceptable standards of quality, and aid in transitioning facilities for sustainment. As a result, DoD activities realized a cost savings of \$22.7 million, as of June 23, 2014, through termination and offsets of select MILCON projects.

DoD activities had developed completion and sustainment plans for all seven projects we reviewed at Bagram Airfield. However, USFOR-A faced two significant challenges with the completion of construction of U.S. facilities at Bagram Airfield. First, plans for three projects were negated when the contractor defaulted, leaving three projects valued at \$20.3 million partially completed at Bagram Airfield. During the audit, we informed the Air Force Central Command (AFCENT) of the need to revise the projects' completion and sustainment plans. We suggested AFCENT determine whether there still is a valid requirement for the projects. On July 24, 2014, AFCENT requested the projects be canceled, which ensured that \$11.2 million would not be spent to complete projects that no longer have a valid need.

In addition, although its completion and sustainment plans were completed, one project, the Westside Utilities Infrastructure project valued at \$10.1 million, may not be able to function because it is dependent on the Bagram sewer system which will not be operational when the project is completed in November 2014. We notified Commander, Garrison, Bagram, of our concerns with the impact of the problems with the sewer system may have on the Westside Utilities project. On July 28, 2014, the Commander, Garrison, Bagram, determined that up to \$1.3 million in additional funding will be required to make the sewer system fully operational.

## **USFOR-A Effectively Developed a Process to Review Whether Ongoing Projects Should Be Completed**

USFOR-A established a process to review ongoing construction projects by creating the Construction and Facilities Engineering (CAFÉ) Working Group and the MILCON-to-Maintenance Working Group (MMWG). The working groups were monitoring several MILCON projects at U.S. facilities in Afghanistan. USACE and LOGCAP contractors provided daily construction and sustainment oversight; DoD activities, such as the Bagram Garrison and AFCENT, provided input on MILCON projects needed to meet their missions.

### ***CAFÉ Working Group Reviewed Projects for Mission Requirements***

The CAFÉ Working Group was initiated in October 2013 to ensure MILCON projects align with strategic mission requirements. During each CAFÉ Working Group session, program managers and construction agents presented an overview of the projects and discussed their status and any construction related problems. The DoD stakeholders commented on operational or strategic impacts for MILCON projects. The goal of the CAFÉ Working Group was to improve and streamline construction project execution by bringing the facts to senior leaders for real-time decisions. Since its inception in October 2013, the CAFÉ Working Group realized a cost savings of \$22.7 million through termination and offsets of selected MILCON projects.

### ***MMWG Reviewed Projects to Transition for Sustainment***

The MMWG developed and implemented a process to verify that facilities are constructed to acceptable standards of quality and aided in the process of transitioning facilities for sustainment. Members provide cross-agency communication regarding project issues and enhance coordination in resolving conflicts. The MMWG strived to meet the following key objectives:

- Ensure stakeholders are effectively communicating and coordinating throughout construction of the projects.
- Establish a technical inspection protocol and timetable to ensure all entities are using the same standards.
- Prioritize projects for review.
- Mitigate any problems to avoid time delays or additional costs.
- Facilitate successful completion and turnover of facilities and transitioning to sustainment.

### ***Working Groups Were Made Up of a Broad Representation of Stakeholders***

The CAFÉ and MMWG working groups bring in stakeholders to discuss the requirements and completion of facilities to support the DoD mission in Afghanistan. The working groups consisted of personnel from multiple agencies including:

- USFOR-A,
- LOGCAP contractor,
- AFCENT,
- Garrison, Bagram,
- 455<sup>th</sup> Air Expeditionary Wing (AEW), and
- USACE.

### ***LOGCAP Contractors Effectively Provided Input to Working Groups***

The LOGCAP contractors were active participants in and provided input to the working groups, through phased technical inspections, to ensure each facility could pass its final technical inspection and transition into the maintenance phase. LOGCAP representatives conducted technical inspections at various stages in the construction process and communicated with USACE and the working groups throughout the construction process. Once the LOGCAP representatives determined a facility passed its final inspection, they provided sustainment services.

### ***DoD Activities Shared Information on Mission Requirements***

DoD activities such as the Commander, Garrison, Bagram, AFCENT, and the 455<sup>th</sup> AEW provided the working groups critical mission-requirement information. This included basic infrastructure needed for operations at Bagram and the strategic air mission. This information helped the working groups determine the way forward for each project.

## ***USACE Had Procedures for Reviewing Completion Plans for Ongoing Construction Projects***

USACE approved and managed the contractors' project schedule(s), which effectively served as completion plans. USACE requires a 90-day plan listing a schedule of activities within the first 30 days after the contractor is given notice to proceed. The contractor is then required to develop a project schedule detailing all the activities required for completion of the project and their associated costs after the 90-day period. USACE schedulers thoroughly review each contractor's schedule, paying special attention to the overall logic of the scheduled activities and the critical path for completion. If necessary, USACE requires the contractor to make corrections until the schedule is acceptable. As part of the review process, USACE may also develop a detailed project schedule to establish a realistic period of performance for the contractor. USACE personnel managed the overall status of MILCON projects by tracking what percentage of each activity on the project schedule was complete.

USACE managed all MILCON contracts using the Aggressive Schedule Management (ASM) process. The ASM process is a 12-step program, beginning with the acceptance of the contractor's project schedule and ending, in some cases, with a termination of the contract-based on the contractor's default for failing to perform. USACE personnel provided the status of the ASM process for each project to the MMWG members to aid in planning and transitioning the projects for sustainment. See Appendix B for details on the ASM 12-steps demonstrating some of the actions involved in the application of the program.

## **Completion and Sustainment Plans Were Developed for All Projects Reviewed**

Completion and sustainment plans were developed for all seven projects we reviewed. As of March 2014, DoD activities had 25 ongoing MILCON projects at U.S. facilities in Afghanistan, valued at \$546 million. We concentrated our audit on projects that were less than 50 percent complete to determine if DoD activities developed completion and sustainment plans. Table 1 lists the seven projects non-statistically selected for review, valued at \$111.3 million.

Table 1. Ongoing MILCON of U.S. Facilities Reviewed at Bagram Airfield<sup>1</sup>

Project No.	Project Title	Award Date	Current Programmed Amount (millions)	Obligated on Contract (as of March 2014) (millions)	Percent Complete (as of March 2014)
ATUH11-0103	Medevac Ramp Expansion/Fire Station	July 2011	\$16.6	31.5	44
ATUH11-0104	Fighter Hangar		16.5		70
ATUH11-0101	Consolidated Rigging Facility		9.9		75
71569	Westside Utilities Infrastructure	November 2012	18.0	11.8	31
71604	Eastside Utilities Infrastructure	September 2012	29.0	26.8	13
74067	Construct Drainage System, Phase 3	August 2012	31.0	20.8	37
74084	Cyber Mission Unit Barracks, Phase 5	April 2012	29.0	20.4	40
<b>Total</b>			<b>\$150.0</b>	<b>\$111.3</b>	

## Completion Plans Were Negated; Utility Project Was Unable to Function as Intended

USFOR-A faced two significant challenges with the completion of construction of U.S. facilities at Bagram. Completion and sustainment plans for the Air Force medical evacuation ramp expansion and fire station, fighter hangar, and consolidated rigging facility were negated when the contractor defaulted in April 2014. Additionally, although completion plans for Westside Utilities Infrastructure project were developed, the utility project will not be able to operate as intended, because the Bagram sewer system repair project has not been completed.

<sup>1</sup> See Appendix C for a brief description of each project reviewed during the audit.

## ***The Contractor for Three Air Force Projects Defaulted***

Three Air Force project completion plans were negated after the contractor defaulted. LakeShore TolTest Corporation (LTC) was awarded the contract for the three projects in July 2011. USACE personnel monitored the construction of the three projects and identified numerous problems including delays in contract schedules and quality of construction.

In December 2013, the surety<sup>2</sup> for the contract, the Insurance Company of the State of Pennsylvania, assisted LTC by providing a \$1 million infusion to continue project construction. In April 2014, LTC notified USACE that it was unable to comply with its contractual obligations and defaulted. Additionally, LTC requested the surety for the contract, the Insurance Company of the State of Pennsylvania, to take steps to take over the project. USACE personnel stated that construction was suspended as the surety began to search for a replacement builder. They added that restarting the projects could take an additional 90 days from the April 29, 2014, default. The estimated contract cost was \$31.5 million, of which \$20.3 million was paid by the date of the default on April 29, 2014. As a result, the scheduled occupancy dates were missed, and construction was expected to continue into 2015.

The following figure shows the partially completed medical evacuation ramp expansion and the fire station project, as of March 2014.



Figure 1. Medevac Ramp Expansion and Fire Station on Bagram Airfield, Afghanistan  
Source: USACE

<sup>2</sup> A surety is a promise to pay one party a certain amount if a second party fails to meet some obligation, such as fulfilling the terms of a contract.

### *Reassessment Needed for the Three Air Force Projects*

On July 1, 2014, we communicated our concerns about the three Air Force projects to U.S. Central Command and AFCENT personnel and suggested they determine whether a valid requirement for the projects still existed. If a valid requirement existed and construction did continue in the remainder of 2014, we suggested AFCENT, in consultation with the Commander, Garrison, Bagram and USACE, conduct an assessment to determine:

- the cost and schedule to complete construction; and
- the ability of USACE to provide qualified personnel (both contracting officers' representatives and construction quality assurance personnel) to provide oversight of the new contractor's performance in completing the facilities during U.S. drawdown in Afghanistan through the rest of 2014.

### *Management Action taken on Air Force Projects*

On July 24, 2014, the Commander, AFCENT, requested the three projects be canceled because their completion dates pushed well into 2015. Given the President's announcement on May 28, 2014, of the projected reduction of forces in Afghanistan, the time the facilities could be used would be limited; therefore, the cost to complete these projects was not justified. The Command's action to terminate the projects ensured that \$11.2 million would not be spent on the completion of construction projects that no longer had a valid need. As a result, the three incomplete projects are being secured and taken out of active service.

### ***Problems With the Bagram Sewer System Affected Westside Utilities Infrastructure Project***

Although it is scheduled to be completed in November 2014, one construction project we reviewed, the Westside Utilities Infrastructure project may not be fully operative until problems with the Bagram sewer system are corrected. The Westside Utilities Infrastructure project provides drainage and sewage service and is designed to flow into the Bagram sewer system. The Bagram sewer system encompassed base-wide storm water collection, sewage collection and treatment, potable water treatment, and transmission and distribution systems.

During the audit, we became aware that the Bagram sewer system had not been fully operational since it was completed on July 3, 2012, because of poor design and workmanship. On May 18, 2014, Commander, Garrison, Bagram, began a nearly \$959,000 project to repair problems with the Bagram sewer system. We notified the Commander, Garrison, Bagram, on July 8, 2014, of our concerns about whether the repair would effectively enable use of the completed infrastructure construction projects. Specifically, we asked the Commander, Garrison, Bagram, to provide more information on the extent of the planned repairs to the Bagram sewer system and if the repairs would make the system and the completed Westside Utilities Infrastructure project fully operational.

On July 28, 2014, the Commander, Garrison, Bagram, stated that the Bagram sewer system ongoing \$959,000 repair project will not sufficiently address all the deficiencies with the Bagram sewer system. As a result, the Commander, Garrison, Bagram, adjusted the completion plan for the Bagram sewer system, changed the completion date to January 2015, and determined that up to \$1.3 million in additional funding will be required to make the entire system fully operational.

## Conclusion

DoD activities established a process to assess whether ongoing construction projects for U.S. facilities in Afghanistan should be completed or terminated. In addition, DoD activities developed completion and sustainment plans for all seven projects we reviewed at Bagram, valued at \$111.3 million. Although completion and sustainment plans were developed for all the projects we reviewed, USFOR-A faced two significant challenges with the completion of construction for the three Air Force projects and the Westside Utilities Infrastructure project. Specifically, the plans for the three Air Force projects were negated when the contractor defaulted, leaving the three projects valued at \$20.3 million partially completed. In addition, the Westside Utilities Infrastructure project may not be able to function in its entirety because of ongoing problems with the Bagram sewer system, which will not be operational before January 2015. AFCENT and the Commander, Garrison, Bagram addressed our concerns during the review and therefore, no recommendations are required.

## Appendix A

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### Scope and Methodology

We conducted this performance audit from April 2014 through October 2014 in accordance with generally accepted government auditing standards. Those standards require that we plan and perform the audit to obtain sufficient, appropriate evidence to provide a reasonable basis for our findings and conclusions based on our audit objectives. We believe that the evidence obtained provides a reasonable basis for our findings and conclusions based on our audit objectives.

Our objectives were to determine whether DoD activities have established a process to evaluate whether construction projects for U.S. facilities in Afghanistan should be completed or terminated. For those projects to be completed, we determined whether DoD activities have effective completion and sustainment plans. To accomplish our objectives, we obtained a listing of the ongoing MILCON projects in Afghanistan.

We received a listing of 25 ongoing MILCON projects in Afghanistan dated March 17, 2014. We non-statistically selected six projects that were less than 50 percent complete; five projects were at Bagram Airfield, and one was in Kandahar. We received an updated ongoing MILCON projects listing on May 6, 2014. The Kandahar project was listed as canceled. One project had two other projects under the same contract, so the two projects were added to the non-statistical sample for a total of seven projects selected. We toured each construction project with the assigned USACE project manager.

We contacted staff and conducted interviews as appropriate, with USFOR-A; LOGCAP; AFCENT; Air Force Civil Engineer Center; Garrison, Bagram; and the Air Force (AEW) at Bagram to determine if a process was established to complete or terminate projects and also, for the projects to be completed, to determine if an effective plan existed to complete and sustain the projects. In addition, we obtained and analyzed documents provided by USACE and other DoD activities.

### Use of Computer-Processed Data

We did not use computer-processed data to perform this audit.

### Use of Technical Assistance

We obtained support from the DoD Office of Inspector General Quantitative Methods Division in developing a non-statistical sample for review.

## Prior Coverage

During the last 5 years, the Department of Defense Inspector General (DoD IG) issued four reports and the Special Inspector General for Afghanistan Reconstruction (SIGAR) issued three reports discussing military construction in Afghanistan. Unrestricted DoD IG reports can be accessed at <http://www.dodig.mil/pubs/index.cfm>. Unrestricted SIGAR reports can be accessed at <http://www.sigar.mil/allreports/index.aspx>.

### ***DoD IG***

Report No. DODIG-2014-010, “U.S. Army Corps of Engineers Transatlantic District-North Needs To Improve Oversight of Construction Contractors in Afghanistan,” November 22, 2013

Report No. DODIG-2013-052, “Inadequate Contract Oversight of Military Construction Projects in Afghanistan Resulted in Increased Hazards to Life and Safety of Coalition Forces,” March 8, 2013

Report No. DODIG-2013-024, “U.S. Army Corps of Engineers Needs to Improve Contract Oversight of Military Construction Projects at Bagram Airfield, Afghanistan,” November 26, 2012

Report No. DODIG-2012-057, “Guidance Needed to Prevent Military Construction Projects from Exceeding the Approved Scope of Work,” February 27, 2012

### ***Special Inspector General for Afghanistan Reconstruction***

Report No. SIGAR-12-12, “Fiscal Year 2011 Afghanistan Infrastructure Fund Projects are Behind Schedule and Lack Adequate Sustainment Plans,” July 2012

Report No. SIGAR 11-6, “Inadequate Planning for ANSF Facilities Increases Risks for \$11.4 Billion Program,” January 2011

Report No. SIGAR-10-12, “ANP Compound at Kandahar Generally Met Contract Terms but Has Project Planning, Oversight, and Sustainment Issues,” July 2010

## Appendix B

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### USACE's Aggressive Schedule Management

1. **Approved schedule**—Ensures the contractor has submitted a project schedule that meets contract requirements.
2. **Letter of concern**—Occurs if construction is more than 20 days behind schedule.
3. **Retainage**—Withholds maximum amount allowed by the contract, each payment period, until revisions to the project schedule are made.
4. **Recovery schedule**—Contractor provides recovery schedule that details completion progress or critical path accomplishments in 30 day increments.
5. **Conference with contractor**—Held if contractor fails to immediately comply with step 4 and/or fails to demonstrate immediate progress.
6. **Initiate interim unsatisfactory rating**—Issued if contracting officer or administrative contracting officer is unsatisfied with the recovery progress identified under step 4.
7. **Project delivery team assessment**—Project manager, contracting officer, Office of Counsel, and Contract Administration Branch meet to determine if USACE should proceed to step 10 and issue a cure notice.
8. **Interim unsatisfactory rating**—Issued to the contractor if there is no evidence of satisfactory performance at the end of the 30 days.
9. **Withhold for liquidated damages**—If the contractor exceeds the required contract completion date, liquidated damages will be assessed in accordance with the contract.
10. **Cure letter**—Requested by the contracting officer's representative if contractor is unresponsive to requests for schedule revisions or has continual unsatisfactory progress.
11. **Show cause**—Requested by the contracting officer's representative, if contract will not be complete within an acceptable time frame.
12. **Termination**—Requested by the contracting officer's representative if contractor does not provide satisfactory evidence that the contract will be complete within an acceptable time frame.

## Appendix C

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### Projects Reviewed During Audit

#### ***Medical Evacuation Ramp Expansion and Fire Station***

The purpose of this Air Force project was to construct an expansion to the existing Medical Evacuation ramp and a new fire station. This project was scheduled to be completed in September 2014. AFCENT has since requested to cancel the project.

#### ***Fighter Hangar***

The purpose of this Air Force project was to construct a three-bay hangar for maintenance of fighter aircraft, including a fuel cell and administrative and operations space. This project was scheduled to be completed in September 2014. AFCENT has since requested to cancel the project.

#### ***Consolidated Rigging Facility***

The purpose of this Air Force project was to construct a facility to support airdrop operations originating from Bagram Air Base. This project was scheduled to be completed in September 2014. AFCENT has since requested to cancel the project.

#### ***Westside Utilities Infrastructure***

The purpose of the Westside Utilities Infrastructure project was to construct water distribution, wastewater, and drainage utilities on the west side of Bagram Airfield to include additional wells, treatment and storage tanks, pumping facilities, sewer collection system, and drainage of storm water. USACE personnel provided that the Westside Utilities Infrastructure project is scheduled to be completed in November 2014.

#### ***Eastside Utilities Infrastructure***

The purpose of the Eastside Utilities Infrastructure project was to design and construct various improvements and expansions to the Bagram Airfield utility network, to include an expansion to two water treatment plants, four water wells, and 12,000 meters of water distribution piping. USACE personnel provided that the Eastside Utilities Infrastructure project will be completed in November 2014.

***Drainage System Phase 3***

The purpose of the Construction Drainage System project was to provide various upgrades to the Bagram Airfield drainage infrastructure. USACE personnel stated that the project will be completed in November 2014.

***Cyber Mission Unit Barracks***

The purpose of the Cyber Mission Unit Barracks project was to provide three standard barracks at Bagram Airfield. USACE personnel stated that the project was completed in September 2014.

## Acronyms and Abbreviations

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<b>AEW</b>	Air Expeditionary Wing
<b>AFCENT</b>	U.S. Air Force Central Command
<b>ASM</b>	Aggressive Schedule Maintenance
<b>CAFÉ</b>	Construction and Facilities Engineering
<b>CENTCOM</b>	U.S. Central Command
<b>LOGCAP</b>	Logistics Civil Augmentation Program
<b>LTC</b>	LakeShore TolTest Corporation
<b>MILCON</b>	Military Construction
<b>MMWG</b>	MILCON-to-Maintenance Working Group
<b>SIGAR</b>	Special Inspector General for Afghanistan Reconstruction
<b>USACE</b>	U.S. Army Corps of Engineers
<b>USFOR-A</b>	U.S. Forces-Afghanistan

# **Whistleblower Protection**

## **U.S. DEPARTMENT OF DEFENSE**

*The Whistleblower Protection Enhancement Act of 2012 requires the Inspector General to designate a Whistleblower Protection Ombudsman to educate agency employees about prohibitions on retaliation, and rights and remedies against retaliation for protected disclosures. The designated ombudsman is the DoD Hotline Director. For more information on your rights and remedies against retaliation, visit [www.dodig.mil/programs/whistleblower](http://www.dodig.mil/programs/whistleblower).*

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### **Reports Mailing List**

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### **DoD Hotline**

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