



Getting to Request for Proposal (RFP) in the United Kingdom

Moderator:

- Geoff Gough, UK Defence Infrastructure Organisation (DIO) Major Programmes and Projects (MPP), US Visiting Forces (USVF)

Speakers:

- Matthew Scrivner, P.E., PMP, Special Programs Section Chief, AFIMSC Det 4/CEL (AFCEC CF/OL)
- Geoff Gough, Regulatory Compliance Lead, DIO MPP USVF



National Armaments
Director Group

March 5, 2026 | 2:00 p.m. – 3:00 p.m.

THANK YOU EXHIBITING COMPANIES



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Jacobs



WAYSS & FREYTAG
INGENIEURBAU

Wirtmann
Engineering



Geoff Gough

DIO MPP USVF



Fun Facts

Grew up in:

- Norfolk, England

Currently binge-watching:

- The Traitors

Proudest accomplishment:

- PM Degree

Biggest fear:

- Arsenal failing again





DIO MPP USVF Regulatory Compliance Team

Specialist Advisory Support:

A multi-disciplined team of specialist senior advisors with over 30 years experience in delivering USVF projects in the UK. The team oversee construction on the USVF-occupied estate, providing support with both UK and US standards across the USVF portfolio.

Joint Standards Development:

Create and review joint standards to streamline processes, reduce derogations, and align UK and US regulations.

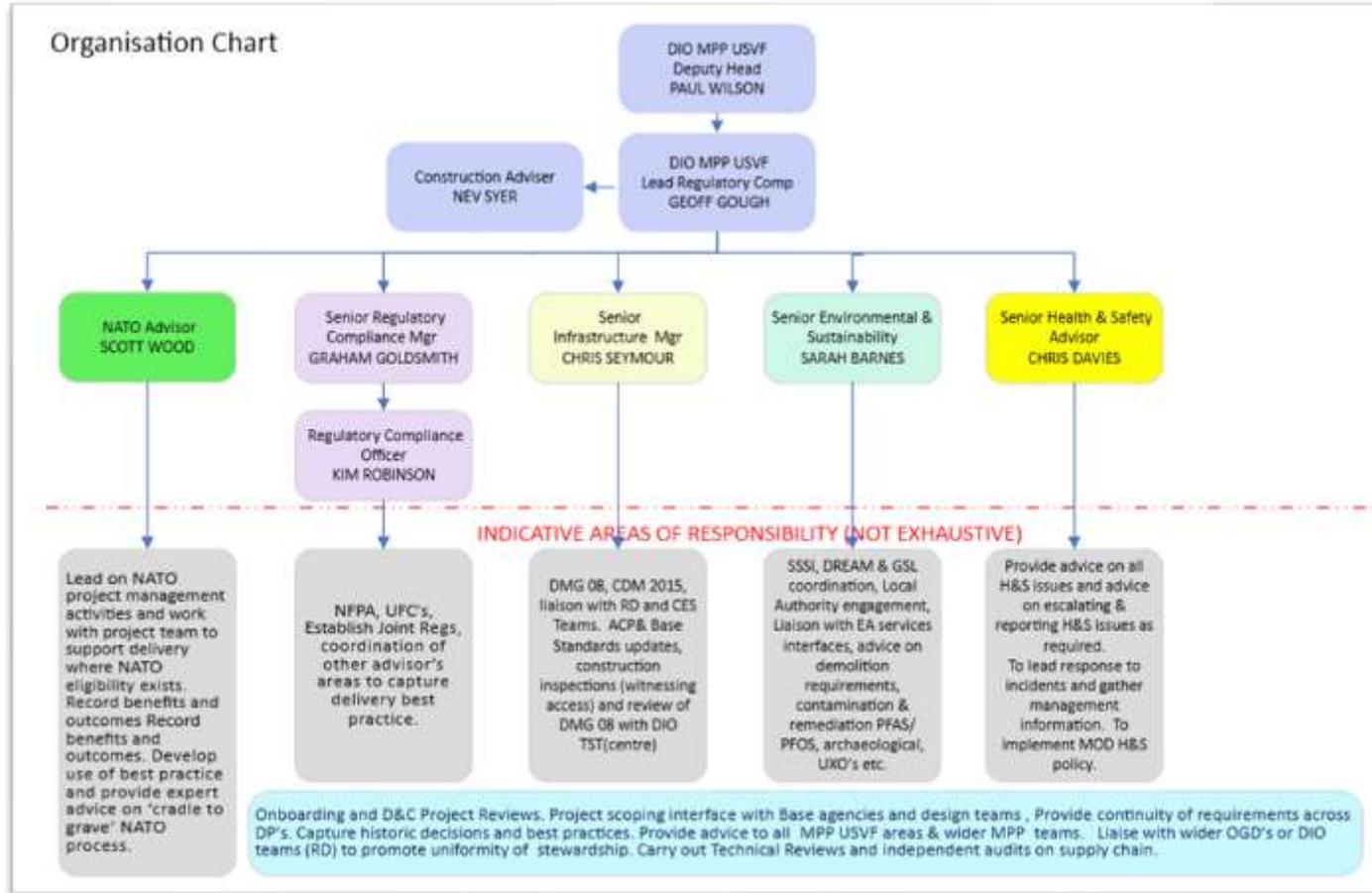
Comprehensive Compliance:

Address NATO requirements, Health and Safety, and Environmental considerations to ensure robust and effective project delivery.

Delivering Excellence in Infrastructure and Compliance



DIO MPP USVF Regulatory Compliance Team



Matthew Scrivner, P.E., PMP

AFIMSC Det 4/CEL



Fun Facts

Grew up in:

- Texas (all around);
- Caracas, Venezuela (2000-2002)

Fun Fact:

- At one time in my life, I was jumping out of more airplanes than landing in

Proudest accomplishment:

- Completing the Army Ranger Course (Army 60-day Weight Loss Program)

Biggest fear:

- Something happening to my children





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Getting to Request for Proposal (RFP) in the United Kingdom





Safety Moment - Travel Safety at Transit Hubs

Petty Theft Awareness

Why it matters

- Airports, train stations, and bus terminals are **high-traffic, distraction-heavy** areas - Pickpocketing and bag snatching are common—even for experienced travelers

Common Risk Situations

- Crowded security lines and boarding gates
Distractions (phones, headphones, fatigue, rushing) Ticket kiosks and baggage carousels

Smart Prevention Tips

- Keep **valuables zipped, closed, and in front of you** - Use **anti-theft bags** or internal pockets for passports/wallets
- Stay alert—**limit phone use** in crowded areas around leg/chair) - Keep bags **physically connected** to you (strap)

What to Avoid

- Leaving bags unattended “for just a moment”
- Storing wallets/phones in **back pockets**
- Letting strangers distract you with help offers or questions

Takeaway

Situational awareness is your best defense.
Slow down, stay alert, and secure your belongings—especially in transit hubs.





Problem Statement

The US Department of War in the United Kingdom (US Visiting Forces [USVF]) has been unsuccessful in awarding construction contracts in a timely manner.

What concrete steps can USVF stakeholders and their Host Nation partners take to more successfully award construction contracts on time and in budget?



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PROJECT INITIATION

YOU DIDN'T FINISH YOUR ASSIGNMENT BY THE DEADLINE.



Dilbert.com DilbertCartoonist@gmail.com

IT WON'T MATTER AS LONG AS ONE OTHER EMPLOYEE IS ALSO LATE, BECAUSE THE PROJECT CAN'T MOVE FORWARD UNTIL EVERYONE DOES THEIR TASKS.



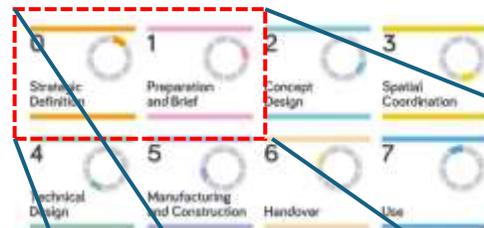
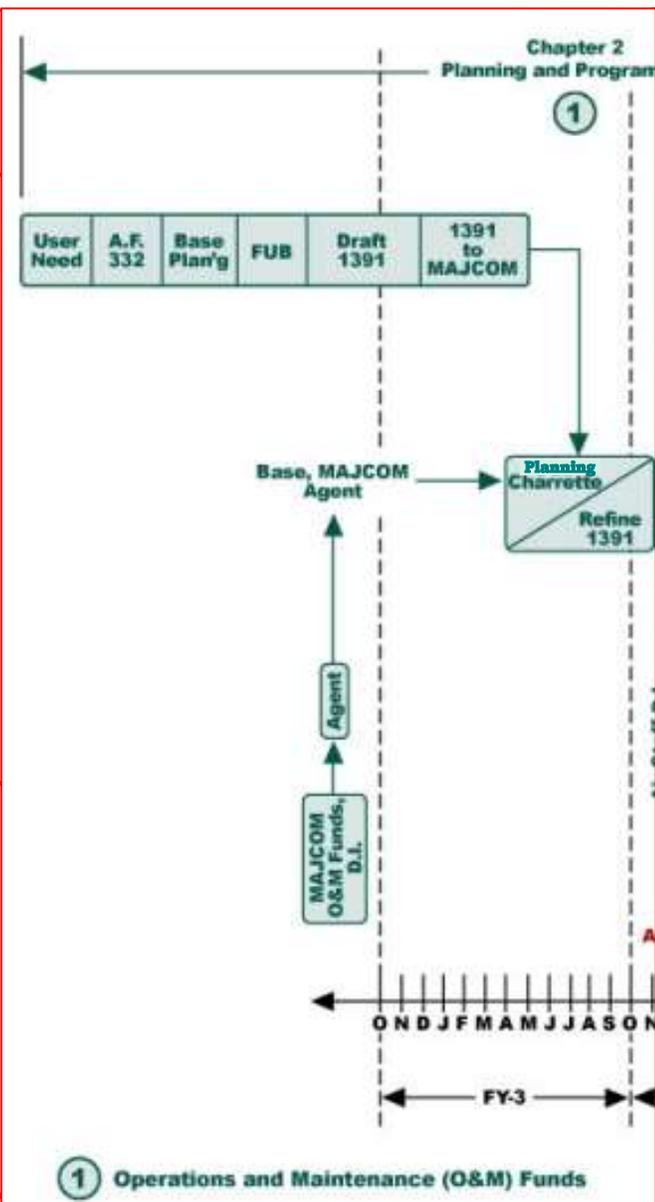
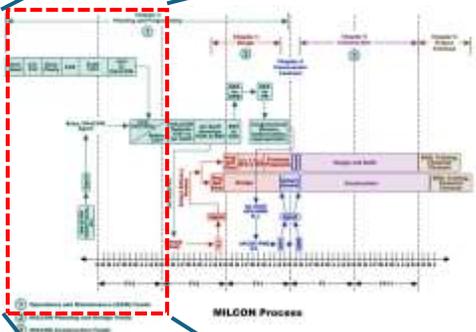
© 2013 Scott Adams, Inc./Dist. by Universal Uclick

WAIT FOR IT... WAIT...

YOU KNOW HOW I WAS SUPPOSED TO FINISH THAT THING?



Within respective frameworks:



- United States Air Force Project Managers' Guide for Design and Construction (28Nov07)



Current Status & Issues

- Projects are initiated at all levels of development from a litany of different Project Sponsors (Agencies)
- In some cases, an initial draft DD1391 isn't provided
- Reliable survey data is often not available
- Some inherently government work, such as Design Basis Threat development, tends to be expected to be completed by DCA/Contractor during Advanced Planning

As a result – project initiation is taking several months (and even years in some cases) and extending the Advanced Planning phase to the point that it puts the entire project timeline at risk.





Interim Solutions & Possible Long-Term Fixes

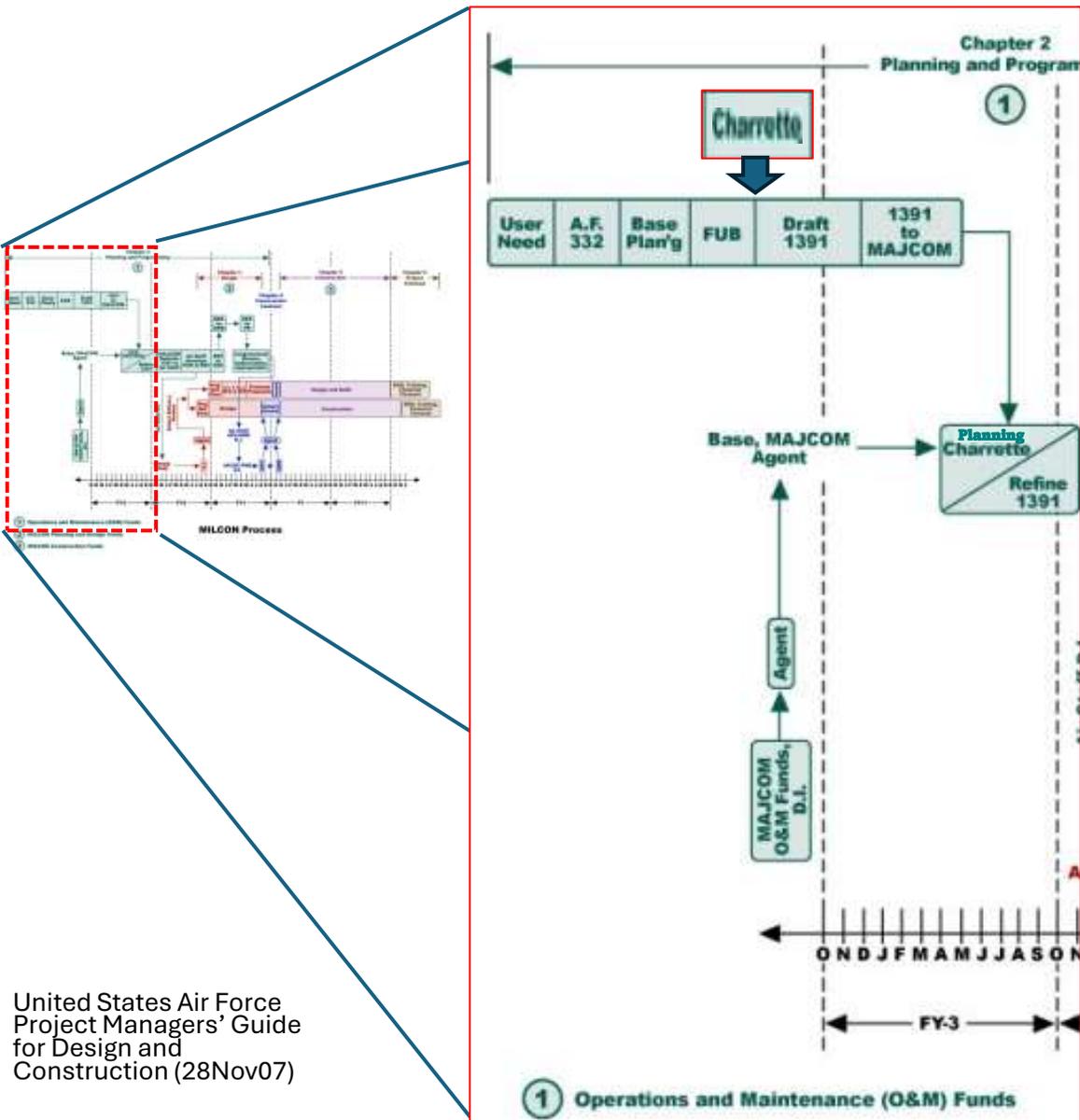


photo courtesy: robey.github.io

- Codify requirements for project initiation with USAF's only DCA
- Project sponsor should complete a Project Brief (ideally a full Planning Charrette 1 [PCR1] or equivalent) identifying project requirements including scope and location before committing to an execution strategy.
- When Project Brief is handed over, ensure that the DCA fully understands the project's goals, scope, and high-level requirements.
- Funding must be secured **BY THE SPONSOR/INITIATOR**

THE DCA IS NOT A MAGIC SOLUTION

Planning Before Transition to a DCA is Essential:



5.3.3. ...The **PCR-I** is the first significant planning effort executed by the installation either in-house or via contract to develop the first draft Department of Defense (DD) Form 1391...

5.3.3.1. PCR-I. The BCE should initiate the PCR-I as early as possible involving as many stakeholders of the Project Delivery Team (PDT) as practical. Inclusion of environmental planning and the environmental impact analysis process (EIAP) staff is critical to ensure the approach for environmental impact analysis can be shaped and environmental issues can be avoided, through siting, if possible
(DAFI 32-1020 PLANNING AND PROGRAMMING BUILT INFRASTRUCTURE PROJECTS [23 January 2026])



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Advanced Planning



How the Customer explained it



What the Project Manager understood



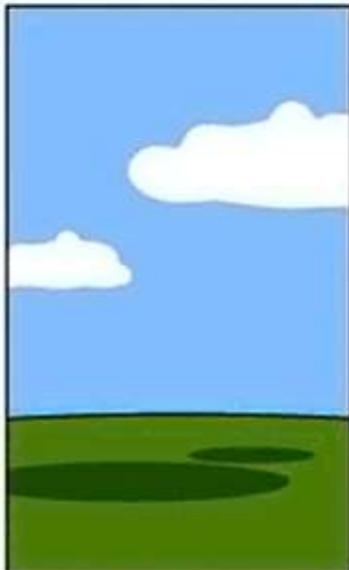
How the Analyst designed it



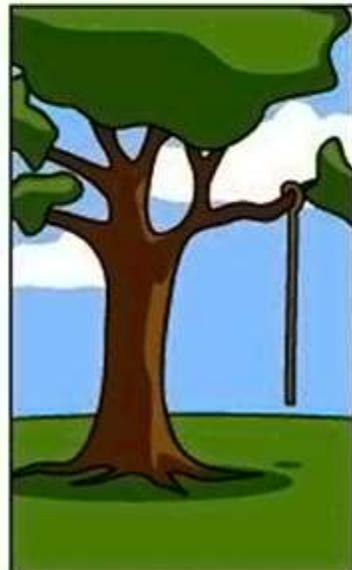
What the Programmer wrote



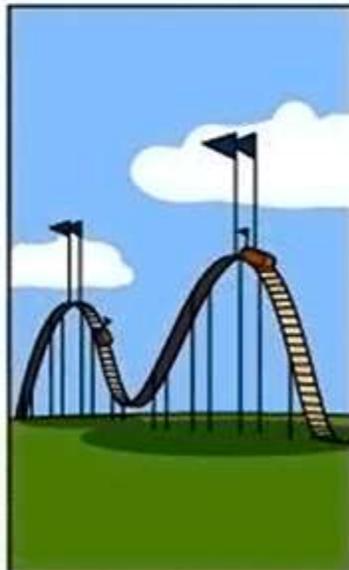
What the Business Consultant presented



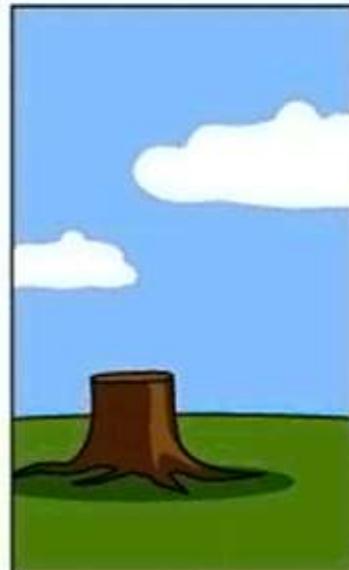
How the Project was documented



What Operations installed



How the Customer was billed

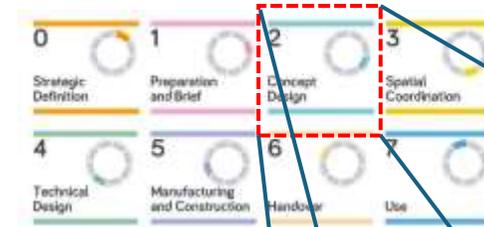
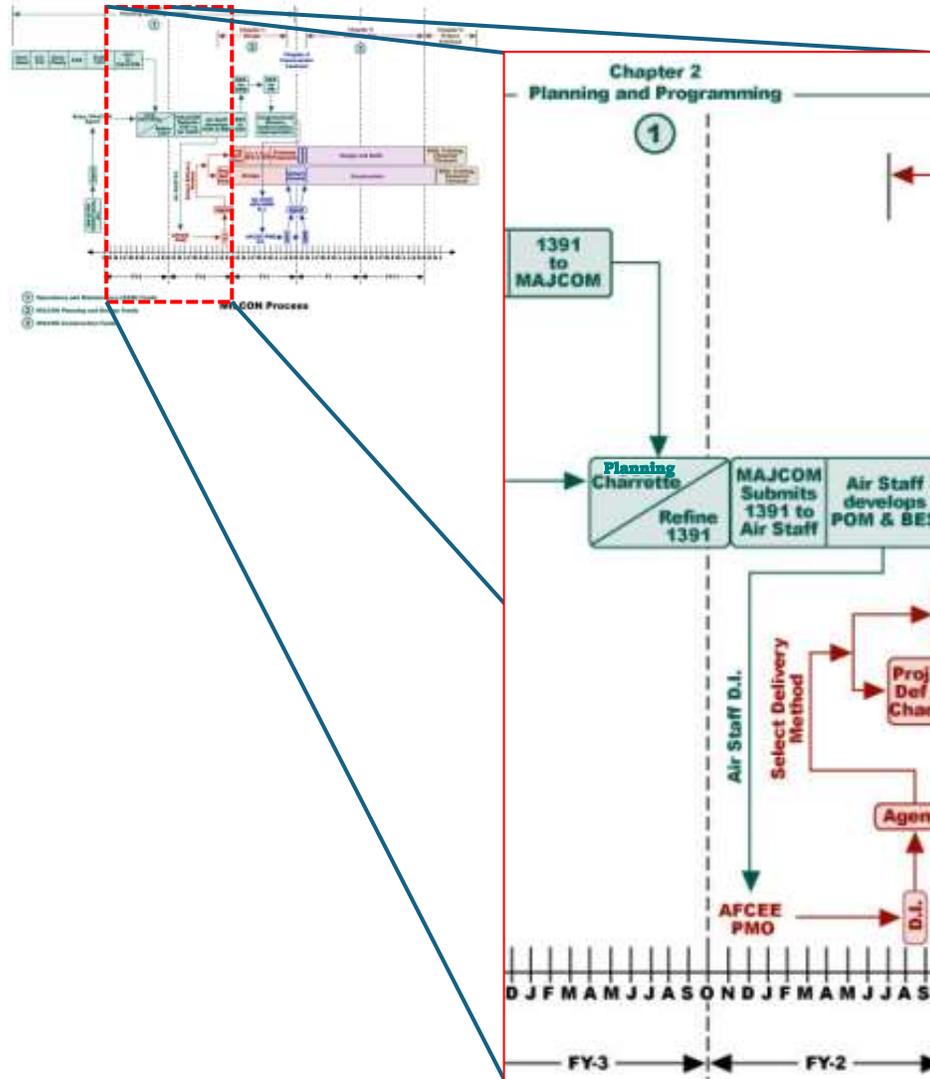


How the Solution was supported



What the Customer really needed

Within respective frameworks:



- United States Air Force Project Managers' Guide for Design and Construction (28Nov07)



Execution Methods: Current Status & Issues

- The Planning Charrette Report 2 (PCR2) effort is part of Advanced Planning and is used to describe all activities post-DCA acceptance and prior to Design
- The USVF PCR2 is considered similar to, but not quite, the equivalent of the UK RIBA 2 Design



ASSISTANT SECRETARY OF DEFENSE
 3400 DEFENSE PENTAGON
 WASHINGTON, DC 20301-3400

ENERGY, INSTALLATIONS, AND ENVIRONMENT

MEMORANDUM FOR ASSISTANT SECRETARY OF THE ARMY (INSTALLATIONS, ENERGY, AND ENVIRONMENT)
 ASSISTANT SECRETARY OF THE NAVY (ENERGY, INSTALLATIONS, AND ENVIRONMENT)
 ASSISTANT SECRETARY OF THE AIR FORCE (INSTALLATIONS, ENVIRONMENT, AND ENERGY)
 COMMANDER, UNITED STATES SPECIAL OPERATIONS COMMAND
 COMMANDER, UNITED STATES CYBER COMMAND
 DIRECTORS OF DEFENSE AGENCIES
 DIRECTORS OF DOD FIELD ACTIVITIES

SUBJECT: Guidance for Military Construction Planning and Design

The Office of the Assistant Secretary of Defense for Energy, Installations, and Environment undertook an effort to reform military construction (MilCon) process to address MilCon project cost overruns and schedule delays that hinder the delivery of critical military capabilities to our warfighters and installations. A key aspect of MilCon reform is the standardization of processes and terminology to drive consistency across the Department.

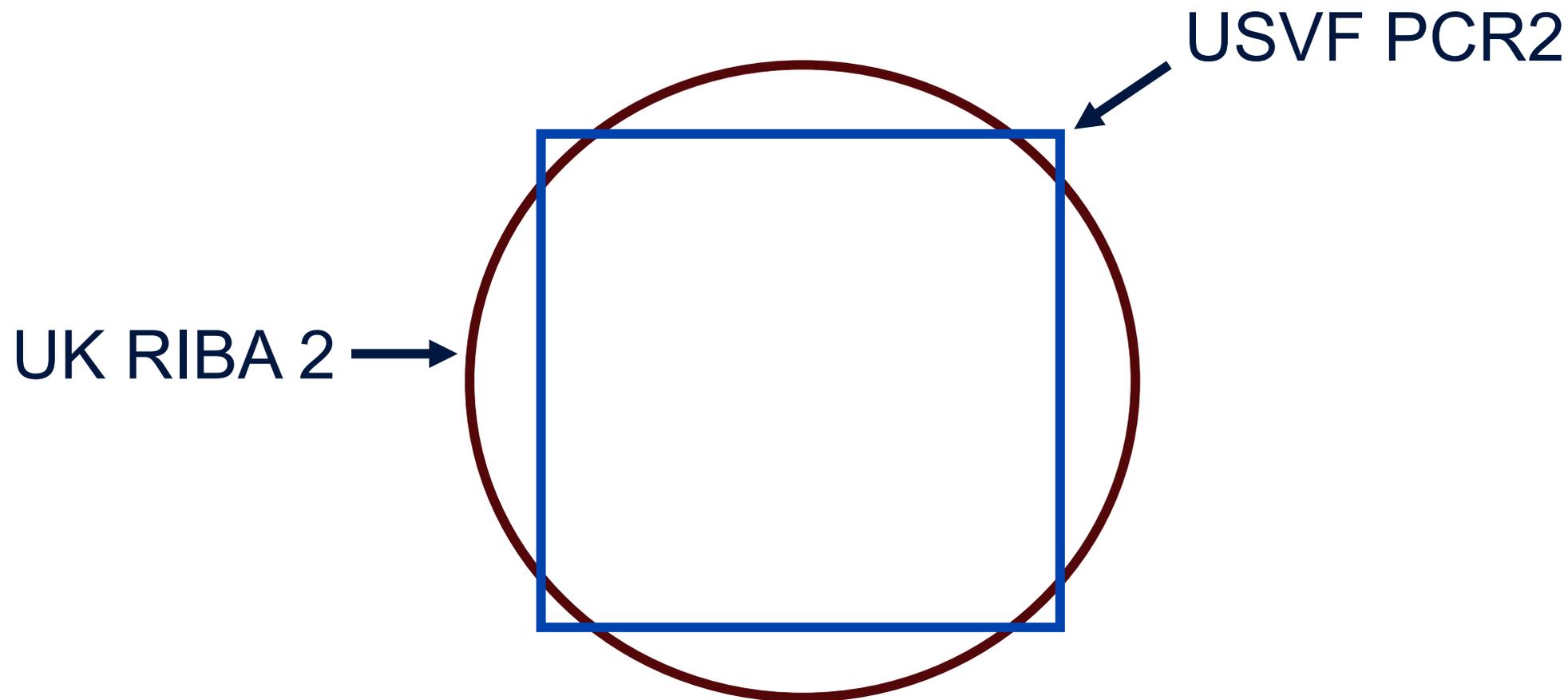
Recent interactions with Congress and DoD components identified a lack of understanding between the terms "advance planning" and "planning and design." The MilCon Codification Act of 1982, Section 2807 of Title 10, United States Code, and the Financial Management Regulation (FMR) serve as the bounding publications for defining advance planning and design activities and are dated necessitating this update.

The attached guidance, which is effective immediately, defines planning and design activities in support of MilCon projects, identifies the appropriate funding sources for each of the defined activities, and explains the associated congressional notification requirements. My staff will work with OUSD(C) to update the FMR and incorporate this guidance into the next update of DoD Directive 4270.5, Military Construction.

My point of contact is Mr. Seth Cutler at seth.w.cutler.civ@mail.mil or 703-571-8062. Thank you for your ongoing support of MilCon reform.

OWENS BREN
 DAN M. 103045
 1844
 Brennan M. Owens

Attachment:
 As stated





Execution Methods: Current Status & Issues (Cont.)

- PCR2 execution has historically been executed by the Project Sponsor's Agency or through USACE Europe District—AFIMSC DET4/CEL currently building internal capacity to exclusively Direct Deliver or supervise Host Nation (DIO) execution

The execution method for a PCR2 needs to take into account numerous factors including available funding, available time, available capacity (AFIMSC & DIO), and specialization of the project



Interim Solutions & Possible Long-Term Fixes

- Recommend formally onboard DIO through Planning Instruction
- Regardless of Execution Method, deliverables should be developed to a point considered as a completed RIBA 2.

There are many ways to succeed at this phase, but what is critical is to have a current and complete planning package before progressing into Design



Validating & Refining Requirements in Host Nation: Current Status & Issues

- In cases where insufficient preliminary Project Initiation inputs are provided, inordinate amount of time is required at this stage to identify site requirements, mission requirements, and even site selection.
- Lack of formal DIO and UK industry engagement has a resulted in inconsistent input on local standards, codes, and regulations.
- Conflicts in US/UK standards which should be identified and begun to be deconflicted in this stage take a back seat to initial requirements identification.

PCR2 is intended to validate stakeholder requirements, but excessive focus on initial requirement identification and lack of coordination with the UK RIBA has produced outputs insufficient for rapid progress into Design.



Validating & Refining Requirements in a Host Nation: Possible Fixes

Role of the Regulatory Compliance Team:

- Reviews Learning from Experience (LfE) in USVF projects to develop joint standards through a bespoke governance process.

Current Challenges:

- Time-intensive project design due to review of UK/US regulations and obtaining derogations.
- Risk of delays when designers lack familiarity with the USVF arena.
- Higher bid costs as contractors account for bespoke stringent regulatory requirements.

Proposed Solution:

- Define pre-established joint standards for repetitive items in Requirement Documents.
- Include these standards in the 'Invitation to Bid'.

Benefits:

- Reduces time and cost risks to enhance efficiency within the USVF portfolio.
- Minimises delays and lowers construction/design costs for both UK and US.





Validating & Refining Requirements in Host Nation: Possible Fixes

The Regulatory Compliance team drive's the combined DIO and USVF process to create a set of 'Joint Authorised Standards' that increase efficiency (time & cost) across the USVF UK program of works.

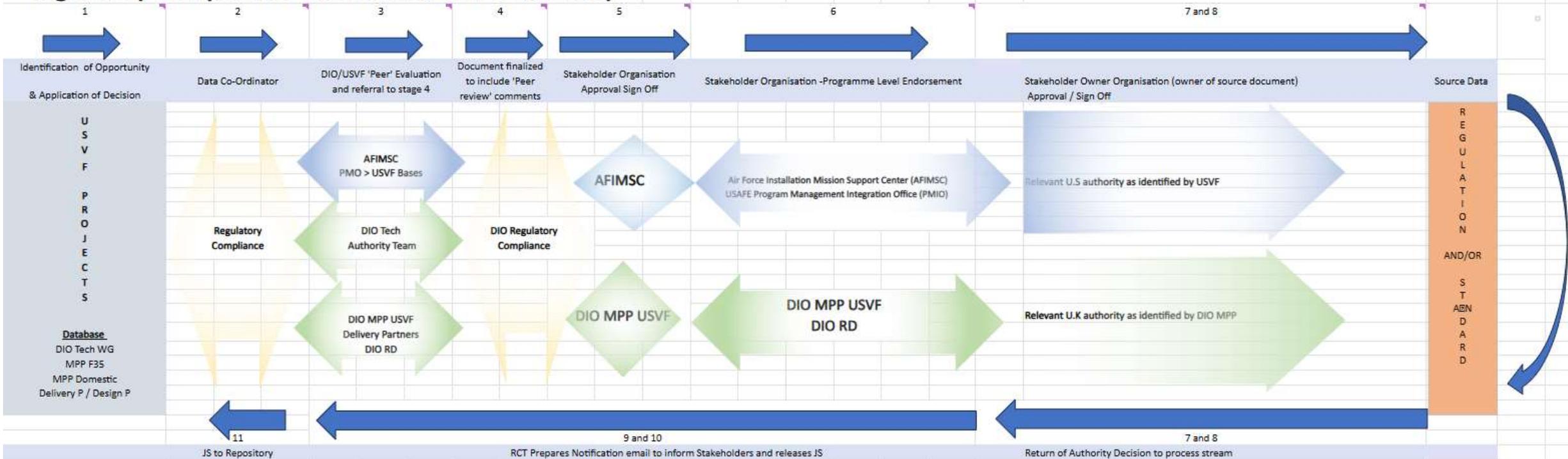
Joint Standard Types:

- 1 – **Substitution Standard:** On the USVF estate, the project design team will comply with the most onerous standard between the UK and US regulations. If clear and obvious, the most stringent will be utilised and clarified as a Substitution standard.
- 2 – **Incorporated Standard:** One standard is selected as the most onerous with one or two elements of the alternative regulation Incorporated.
- 3 – **Merged Standard:** When a UK or US standard is broken down to smaller elements, the most onerous standards are blended to create a merged joint standard.
- 4 – **Portfolio Derogations:** A derogation that can be applied across the full USVF Portfolio.



Validating & Refining Requirements in Host Nation: Possible Fixes

Regulatory Compliance - Joint Standard Process Map





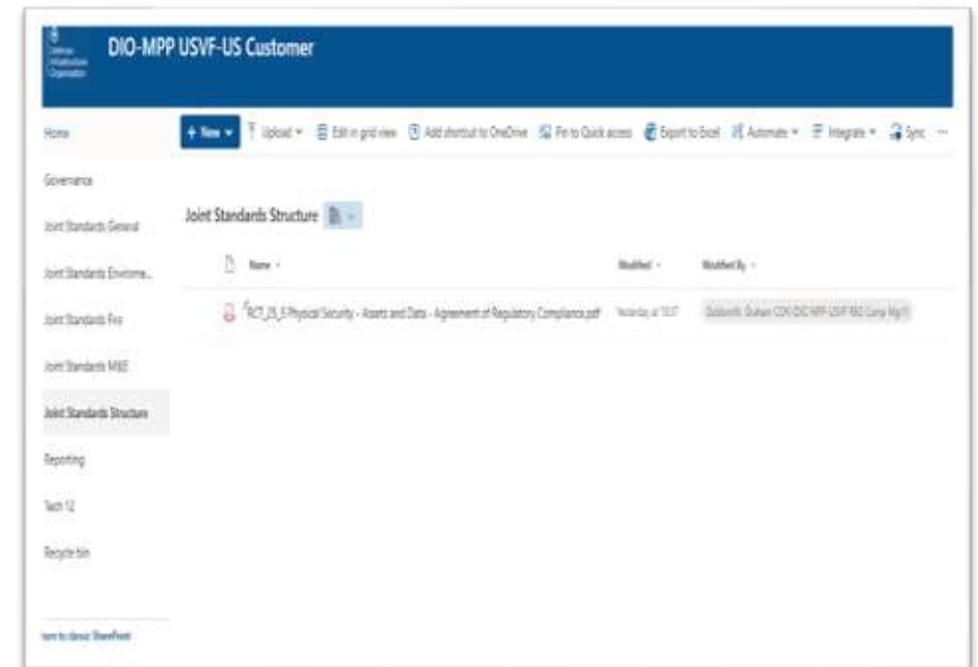
Validating & Refining Requirements in Host Nation: Possible Fixes

The RCT is pleased to announce the release of the first-ever Substitution Joint Standard.

RCT_25_5 Physical Security has confirmed the following agreement:

“U.S. Physical Security design codes, applicable to assets and data, shall be exclusively applied to USVF projects in the UK.”

A repository for the Joint Standards has been established on the MPP Customer Shared Drive. This resource is available for collaborative use by USVF and DIO to incorporate agreed Joint Standards into future Tender Packs for new construction projects under MILCON and FSRM.





Validating & Refining Requirements in Host Nation: Possible Fixes

Next Steps:

The RCT is working to advance several Joint Standards in collaboration with DIO Regional Delivery and Major Projects & Programmes including Counter Terrorism Measures (CTM) vs Anti-terror Force Protection (ATFP). The team will also continue to partner with AFIMSC and A4U to further develop Joint Standards derived from United States elements, some of which are currently in the final stages of approval.





Validating & Refining Requirements in Host Nation: Possible Fixes

- Continue working with DIO MPP USVF RCT to create Joint Standards which streamlines the solution to conflicting US & UK regulations
- Formally onboarding DIO during the planning phase
- Enforce completeness of Project Initiation inputs at onboarding

Close, formal collaboration with Host Nation DIO is essential for successful Advanced Planning to both streamline transition to Design and get ahead of conflicts between the different countries' regulations





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Design

IT'S FREEZING IN HERE!!
WHY CAN'T WE CRANK UP
THE THERMOSTAT?!



© 1995 Watterson/Das, by Universal Press Syndicate

CONSUMING LESS
FUEL IS BETTER
FOR THE
ENVIRONMENT AND
IT SAVES MONEY.



OH.



..AND BEING COLD
BUILDS CHARACTER.

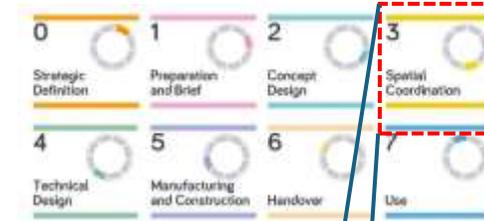
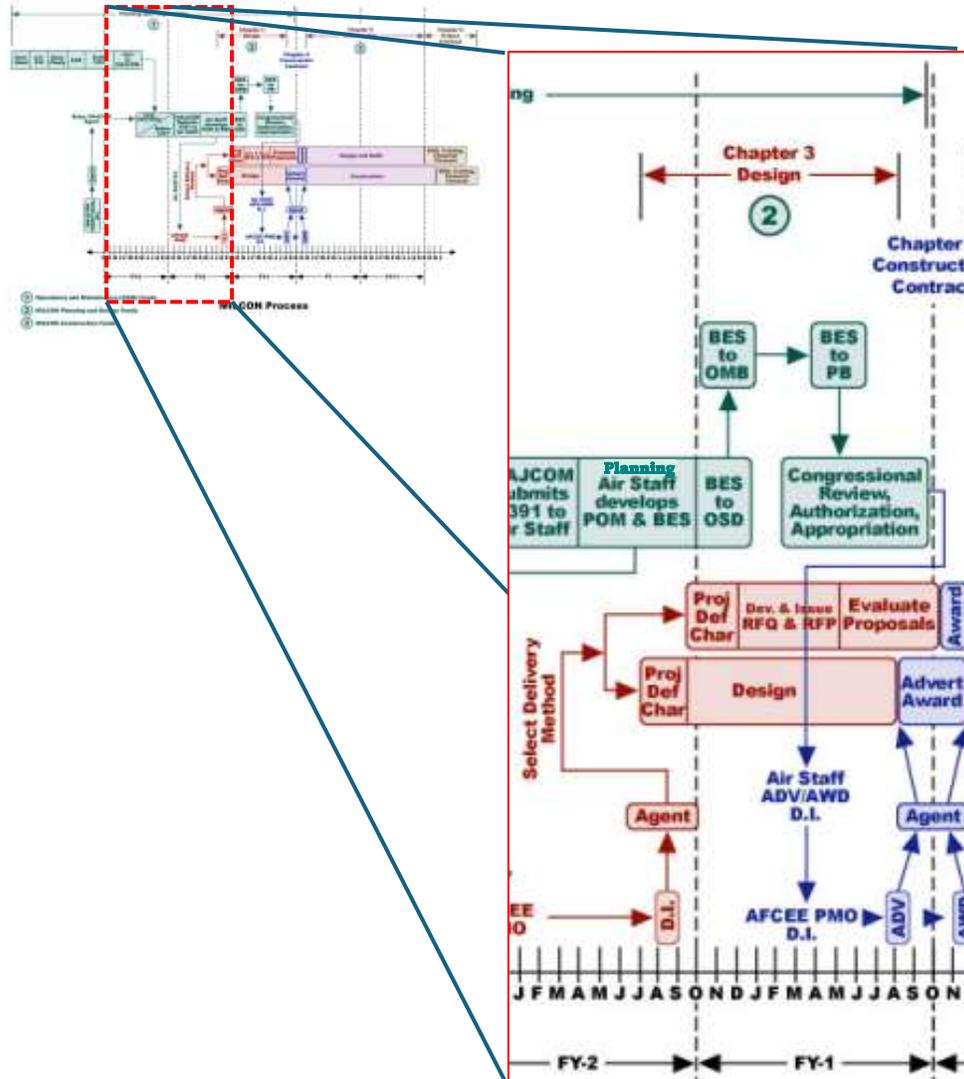
**I KNEW
IT!!**



© 1995 WBSA

*(aka UK Building Code Part L)

Within respective frameworks:



- United States Air Force Project Managers' Guide for Design and Construction (28Nov07)



Transition from Planning to Design Current Status & Issues

- Transition to Design from Planning has been hindered by outdated or incomplete planning efforts
- There tends to be long, unnecessary pause between these phases, even if Design funds (P&D) are available for the project
- If no intrusive surveys have been completed for the project, there is the potential for conflict of financial responsibility between the US & UK
- There have been instances of AFIMSC having to Direct Deliver 35%/RIBA 3 Designs due to time demands from Project Sponsor requirements

The transition from Planning to Design needs careful planning and consideration to minimize avoidable mistakes and maintain project goals

A photograph of two male sprinters in mid-stride on a red track. The runner on the left is wearing a green and white singlet and black shorts, while the runner on the right is wearing a white singlet and black shorts. They are both holding a baton, and the runner on the right is in the process of passing it to the runner on the left. The background is a blurred stadium with yellow and white seating.

Transition from Planning to Design: Interim Solutions & Possible Fixes

- Currentness and completeness of a project's PCR2/RIBA 2 is essential for a streamlined transition into Design
- Design Instruction creation should begin BEFORE Planning ends, pending funds
- Starting with Project Initiation, continue to stress the need for intrusive surveys and don't wait until the last minute!
- **The project's Design needs to be planned integrally with its previous stages to maximize efficiency of the transition to this phase!**



Completing Design to Acceptable Standards: Current Status & Issues

- Like PCR2, USAF-define 35% is similar, but not quite, the equivalent of the UK RIBA 3 Design
- Conflicting standards have slowed progress, which is currently being addressed by the RCT Joint Standards effort
- New and/or enhanced requirements, including environmental, have slowed Local Planning permits, in turn delaying several construction contract awards
- The DIO Commercial Invitation to Tender (ITT; RFP-equivalent) process is different from the US Federal Acquisition Regulation (FAR) process and needs to be considered

Like Advanced Planning, understanding the differences in expected level of design maturity is critical in delivering a usable RFP package at the end of Design



Complete Design to Acceptable Standards Fixes: Design Alignment Working Group

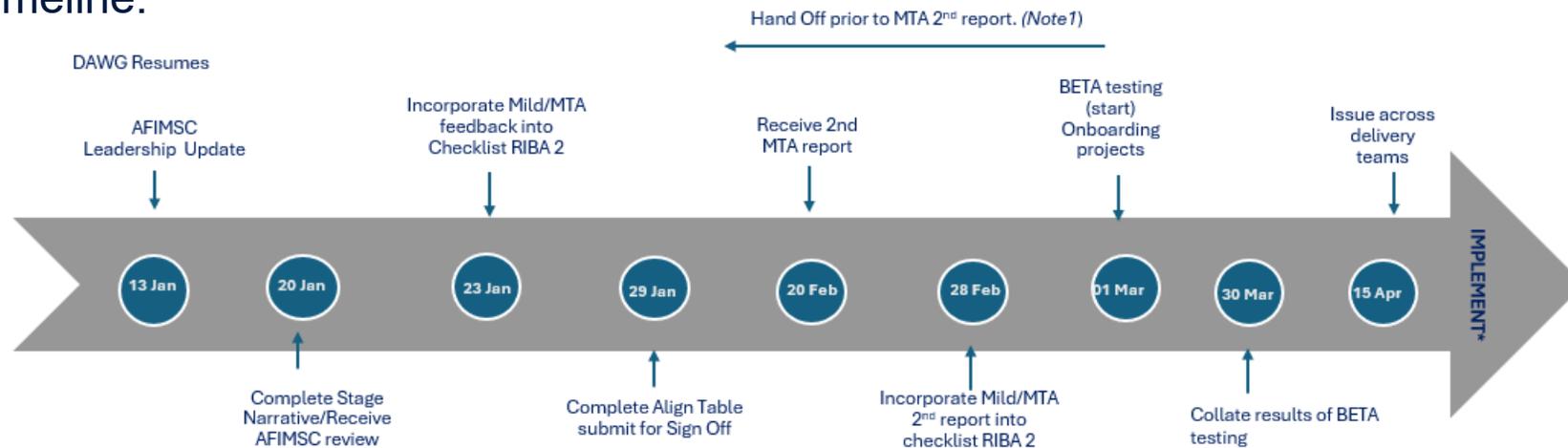
Challenges

- Incomplete USVF / RIBA 2 Requirements Documents cause delay in Project On-Boarding to DIO MPP USVF.
- If On-boarded without complete RIBA 2 documents this hampers expedient mobilisation of DIO's supply chain

DIO are collaborating with AFIMSC to align USVF design percentages with UK RIBA stages.

The combined approach will develop an aligned reference table and generate 'stage by stage' checklists of deliverables. These products combined will provide a common language platform to aid the onboarding process, reduce review periods and promote effective, efficient project design.

The Riba 2 timeline:





Completing Design to Acceptable Standards: Possible Fixes

- Follow thru with Design Alignment Working Group (DAWG) to identify the planning & design requirements at each phase for both US DoW & UK MOD
- Design Instructions to the DIO are now more robust and descriptive to ensure compliance with US DoW requirements, including UFCs
- Recent Local Planning approval successes on RAF Lakenheath need to be documented and shared across the portfolio
- With a greater data set of DIO-generated ITT packages, AFIMSC can better understand and account for differing DIO Commercial acquisition requirements

Close, formal collaboration with Host Nation DIO and clear expectation on both sides is essential for successful Design



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Planners seeking AICP
Certification Maintenance (CM)
credits, scan this code to link to
course information to claim CM
credits for planning-related
courses offered this week.



SCAN ME



QUESTIONS?

ANSWERS!



Thanks For Listening!

- Geoff Gough
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- Matthew Scrivner
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