CEMP-CI Pamphlet No. 420-1-1	Department of the Army U.S. Army Corps of Engineers Washington, DC 20314-1000	EP 420-1-1 31 Jan 92
	Construction INSTALLATION SUPPORT HANDBOOK	
	Distribution Restriction Statement Approved for public release; distribution is unlimited.	

DEPARTMENT OF THE ARMY
U.S. Army Corps of Engineers
Washington, D.C. 20314-1000

EP 420-1-1

CEMP-CI

Pamphlet
No. 420-1-1

31 January 1992

Construction

INSTALLATION SUPPORT HANDBOOK

TABLE OF CONTENTS

This Engineer Pamphlet EP 420-1-1, 31 January 1992, with Appendix - USACE Activities Directory, May 1994, supersedes Engineer Pamplet EP 420-1-1, 31 January 1992, with Appendix J - USACE Activities Directory, October 1991.

TABLE OF CONTENTS (Continued)

TABLE OF CONTENTS (Continued)

FOREWORD

This pamphlet provides information for U.S. Army Corps of Engineers (USACE) field personnel to assist in organizing and operating a typical Installation Support Program. The pamphlet also serves as a handbook for Army Directorates of Engineering and Housing (DEH) and Air Force Base Civil Engineers (BCE) by providing an overview of typical support services available at their local Corps District, explanations on how to obtain them, and time and cost associated with such services. This pamphlet is issued in various chapters to provide a living reference document in looseleaf format, so that particular portions can be updated at frequent intervals. Also, in this format, the Installation Support Handbook can be easily supplemented by USACE Subordinate Command implementing procedures with direct reference to the applicable sections of this pamphlet. Inquiries concerning the Installation Support Handbook should be addressed to HQUSACE, Attn: CEMP-CI, Construction Division, Installation Support Branch, Washington, D.C. 20314-1000.

H. J. HATCH
Lieutenant General, USA
Chief of Engineers

CHAPTER 1

INTRODUCTION

1-1. Purpose.

The purpose of this pamphlet is to provide U.S. Army Corps of Engineer, Army Directorate of Engineering and Housing (DEH), and Air Force Base Civil Engineer (BCE) personnel with information that will assist them in providing or receiving installation support services. It describes the interface between the installation and USACE activities, and more importantly, the handbook helps installation managers supplement their capabilities by making the complete range of talents, skills and services of USACE easily accessible through the Installation Support Program. This pamphlet is a guide and does not supersede any regulations or contract requirements, or abridge command authority or responsibility.

1-2. Applicability.

This pamphlet applies to HQUSACE/OCE elements, major subordinate commands, districts, laboratories, and field operating activities. The level of expertise or extent to which a service will be accomplished by the local USACE District may vary. However, the networking system and ability to share resources and expertise throughout USACE allows access to any of these support services through the local district Installation Support coordinator.

a. A key management objective is to make it easy for an installation to access the many services available from the district. A district not only offers support in a wide variety of engineering disciplines, but also in construction management, real estate, and numerous other disciplines and support areas.

b. The chapters within this pamphlet have detailed explanations of available support services, to include information on typical costs, schedules and policy guidelines pertaining to each service. Sample request forms are included as examples of how an installation obtains support.

1-3. References. The references and regulatory publications which govern the Installation Support Program are categorized and included within this pamphlet in two groups: required references and related references. Required references are those included in each chapter; they are mandatory readings to understand the service being described. Related references are included in Appendix A and are recommended readings which will further enhance the reader's knowledge and provide a full understanding of the subject matter.

1-4. Use of This Pamphlet and How to Obtain Services.

a. This pamphlet is organized for easy reference. The first chapter gives basic information about USACE, Division/ District boundaries, points of contact, the organizational structure of a typical district, and the Installation Support organizational structure.

b. The second chapter of the pamphlet is a general overview of the Installation Support Program and how a typical district operates the program. Optional ways of getting projects accomplished are presented. It also describes some of the many ways to keep installations informed as to the progress of their work.

c. The third through the ninth chapters are the centerpiece of the pamphlet. These chapters describe the various support services, who provides these services, work request forms to initiate a support request, when to request the service, how long it takes to provide the service, and, perhaps most importantly, how much the service costs and what funding sources/alternatives are available.

d. The pamphlet concludes with a series of appendices that will help an installation understand USACE capabilities, obtain support from a USACE activity, and provide feedback to districts on their performance. Key terms relating to installation support are contained in Appendix B. Information management systems are described in Appendix C. Major programs encountered by the installation are at Appendix D. Financial management requirements and relationships are in Appendix E. USACE centers of expertise and laboratories, and their assigned mission areas, are listed and defined in Appendix F. Guidelines for supporting U. S. Air Force projects are in Appendix G. Guidance on how to obtain USACE support and provide feedback to a district on their performance is contained in Appendix H. Overall installation management philosophy is summarized in DoD Directive 4000.1.1, which appears in Appendix I.

e. Update procedure. Comments and suggestions regarding improvements to this manual are welcomed at any time. Normally, the pamphlet will be updated every two years, with revised pages being prepared more often when needed. Districts and installations will be provided with copies of all revised pages and will be offered the opportunity to make comments when revisions are accomplished.

1-5. USACE Major Subordinate Command and District Boundaries.

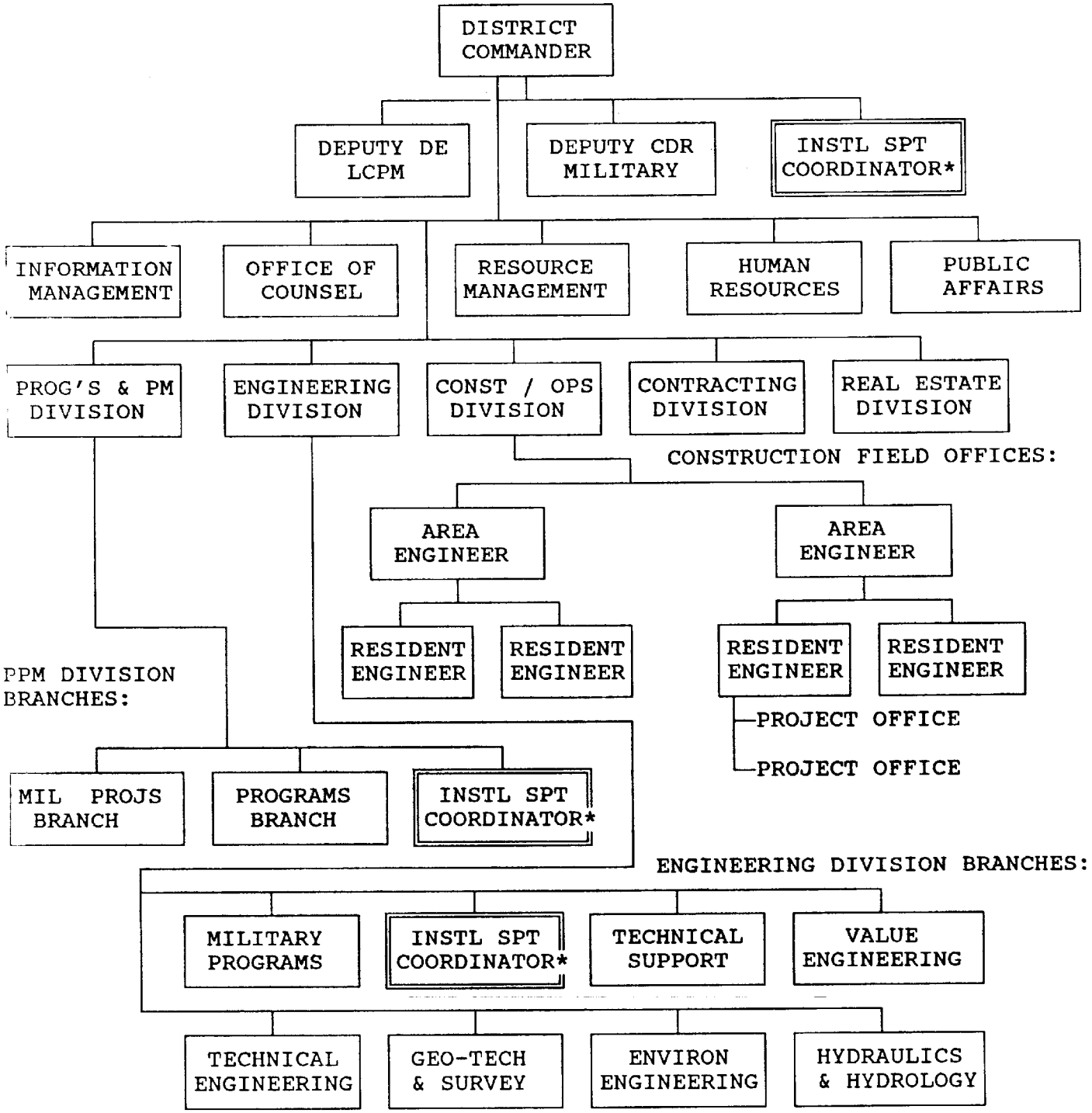
a. With nearly 44,000 employees, the U.S. Army Corps of Engineers is the worlds largest engineering organization. Under the command of the Chief of Engineers in Washington, D.C., the U.S. Army Corps of Engineers has 13 Divisions/Major Subordinate Commands (MSC) subdivided into 39 districts that manage Military and Civil Works engineering and construction programs worldwide. Each USACE military district has a major responsibility in managing design and construction programs for the Army and Air Force in their geographical area. Many civil works districts have a mobilization support mission for Army installations.

b. Maps of MSC and district civil works and military support operational boundaries are provided at Appendix J.

c. USACE MSC's and districts which have an assigned mission to provide direct support to installations through the USACE Installation Support Program are identified in AR 420-10 (see Appendix K).

1-6. District Organizational Structure.

Districts are the Corps of Engineers basic operational level organization. USACE districts typically have four line divisions; engineering, construction-operations, project management, and real estate (see Figure 1-1). The construction function has a field structure consisting typically of area, resident, and project engineer offices. This construction field structure expands, contracts, and relocates dependent upon the construction workload. USACE districts are usually led by a cadre of military officers, but the vast majority of the staff are civilian members of the USACE team. USACE military districts provide direct support to installations and USACE civil works districts.



* Typical locations for Installation Support Coordinator

Figure 1-1. A Typical District Organizational structure.

1-7. Installation Support Organizational Structure. The organizational element directly responsible for the Installation Support program varies from district to district depending upon workload and staffing levels. The supporting element ranges from one individual serving as the Installation Support Coordinator, to a fully staffed Installation Support Section/Branch.

a. Installation Support Coordinator. A single individual within the district who:

(1) Serves as a single point of contact to receive all Installation Support requests.

(2) Directs incoming requests to the appropriate in-house resource or other USACE capability.

(3) Coordinates customer requests within the district to ensure timely execution, efficient and effective project management and procurement, cost control and quality of construction.

(4) Monitors installation/customer satisfaction.

b. Project Managers accomplishing Installation Support. Districts that accomplish a consistent, yet minimal volume of Installation Support/reimbursable funded projects have a number of project managers who are responsible for accomplishing installation support work. These project managers are located within the Military/Project Management Branch and may assume the role of Installation Support Coordinator or work in conjunction with that individual.

c. Installation Support Section/Branch. In a district with a large reimbursable funded military workload, a dedicated section or branch has been formed to accomplish the Installation Support mission. This is the optimum scenario in that it provides the most efficient, effective and focused support to installations. In this case standard military construction project management procedures can be most effectively streamlined or tailored in order to simplify, expedite and reduce the costs of accomplishing a project. In addition, each major installation will normally have one or more project managers dedicated to their needs. An example of this organization is depicted in Figure 1-2 on the following page.

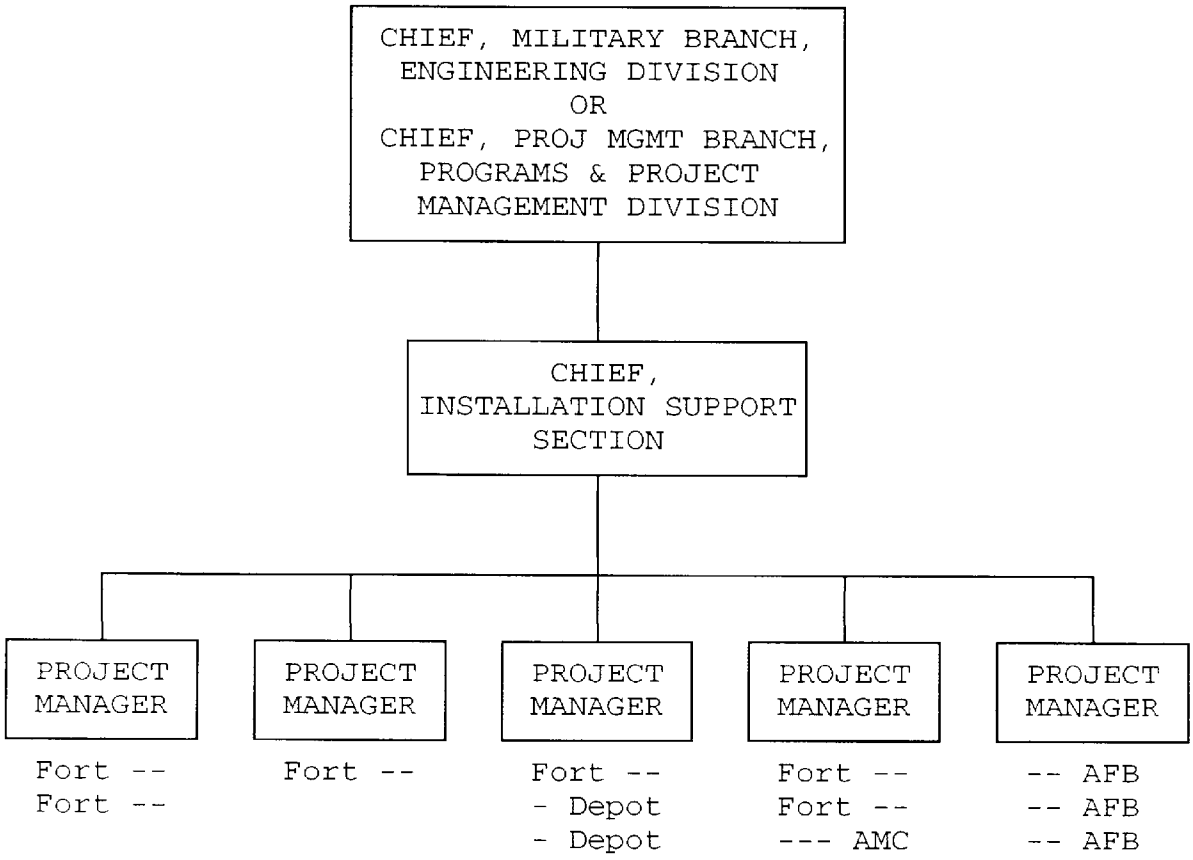


Figure 1-2. Typical Organizational Structure of Installation Support Section or Branch

CHAPTER 2

GENERAL PROGRAM OVERVIEW

2-1. Execution Sources / Options.

a. A number of options are available to both the installation engineer and the district for executing projects. Figure 2-1 shows some of the options that are typically open to the installation and the supporting district:

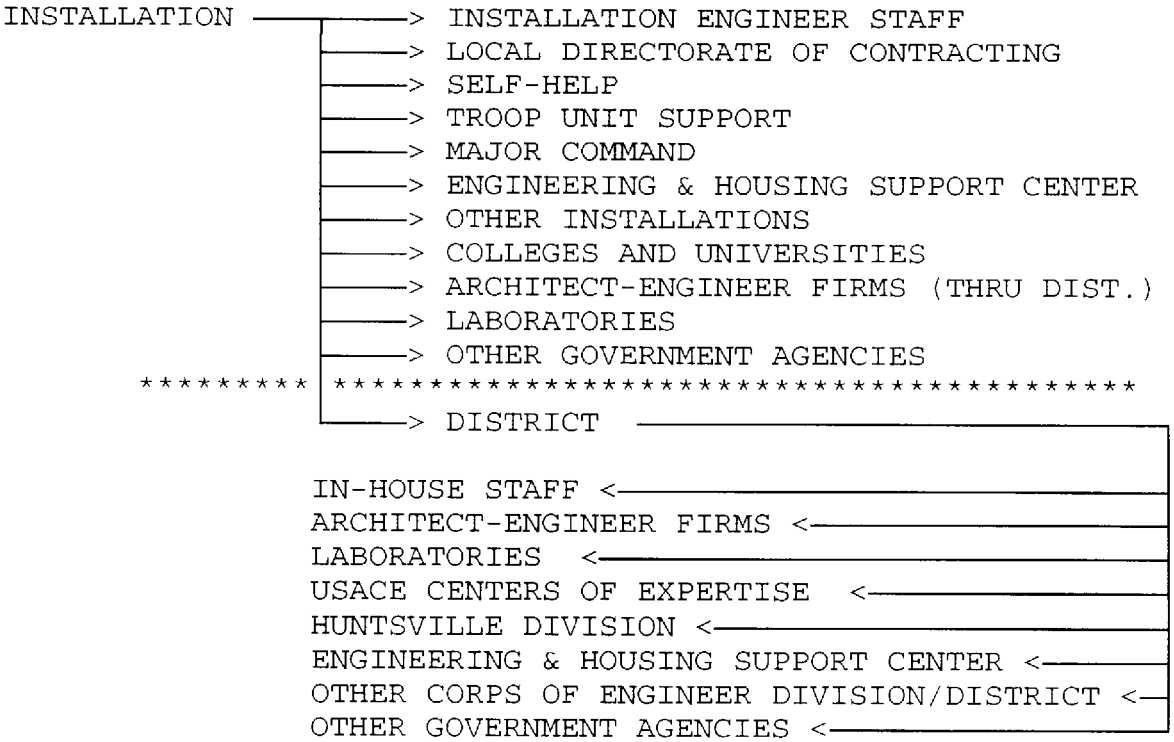


Figure 2-1. Typical Execution Options.

b. Major commands have the option of obtaining support directly from a district or a laboratory.

c. The Huntsville Division has a non-geographic support mission for selected services/programs. Examples are:

(1) Range Modernization Program.

(2) Energy Monitoring Control Systems.

(3) Chemical Demilitarization Program.

2-2. Execution Methods.

The following diagram (Table 2-1) outlines seven execution methods available to the installation engineer (I) and the supporting district (D) for accomplishing actions during the life cycle of a project:

Table 2-1. Typical Project Execution Methods

	TYPICAL METHODS						
SERVICE / ACTION	1	2	3	4	5	6	7
PLANNING / SCOPING	I	I	D	D	D	I	I
DESIGN	I	D	D	D	I	I	I
CONTRACTING	I	D	D	I	I	D	D
CONSTRUCTION	I	D	D	I	I	D	I

Notes:
1. Method 4 requires a biddability, constructability, and operability review by district forces prior to contracting.
2. Method 6 & 7 are rare and usually occur in an expedited year-end situation. Both methods require coordination with the installation Directorate of Contracting.
3. Method 6 requires district input on project specifications during the design phase.
4. Method 7 is considered a pass through and the district is not responsible for design/construction problems because successor Contracting Officer authority is transferred to the appropriate installation contracting officer.

b. Any special studies or post-construction activities necessary to accomplish a project could also be incorporated into the process and accomplished by either the installation or the district.

2-3. Communications. Effective communications are the key to successful project completion and the maintenance of harmonious working relationships between the installation and district. In addition to routine telephonic coordination and written correspondence between the district and the installation, communications between the installation staff and the district will be maintained by the following means:

a. Staff Visits.

(1) District commander visits to the installation. The district commander will schedule a personal visit with the installation engineer at least once every six months, or more often if needed. Also, it is the Chief of Engineer's policy that new district commanders will visit all of the installations supported by their district within 45 days of taking command. Incumbent district commanders will visit new installation engineers within 45 days of their assumption of duties. The district commander is also available upon request to discuss or present information regarding special problems, complex projects or issues.

(2) Installation Support Coordinator's visit to Installation Engineer. Each large project, group of operation and maintenance-funded projects, or request for technical engineering or study support will normally result in a visit by the district Installation Support Coordinator. The purpose of these visits is to meet the installation personnel who will be coordinating the work, to acquaint them with the project design or study team and/or with consultants who will provide the service, and to solicit concerns and preferences that may affect the service being provided.

(3) District Chief, Construction Division visit. The chief of the district construction division will visit the installation at least once annually to discuss concerns over completed and on-going construction, coordinate major construction projects scheduled during the year, and introduce members of the district office construction division staff.

(4) Joint site visits during design and construction. Installations are encouraged to appoint DEH/BCE coordinators/managers for each design and construction project being accomplished by the district. These coordinators will be regularly invited to visit the job sites with the area or resident engineer staff, and encouraged to bring representatives of the using organization along with them.

b. Meetings.

(1) Monthly/quarterly. Project planning and status meetings may be conducted at the installation engineer's office, or at the area/resident engineer office on a monthly or quarterly basis. The frequency and location of these meetings may be at the installation engineer's choosing.

(2) Recurring and special. The district office staff and the local area/resident engineer office are available at all times to conduct briefings to installation command groups or to meet with the installation engineer's staff.

(3) Status review. There is almost no such thing as "too much information" when considering matters of project status. The Installation Support coordinator is always available to meet with the installation to discuss ongoing and new projects. Normally, these meetings are combined with the construction status meetings that are held monthly at the area/resident engineer office. Installation project coordinators are encouraged to attend all of these meetings, and minutes of each session will be provided within one week after the date of the last meeting.

(4) Area Engineer/Resident Engineer. As mentioned in the preceding paragraph, status meetings are often held at the area/resident engineer office and include not only the status of ongoing contracts, but the status of planned and ongoing design efforts. Additionally, the area/resident engineer is available to brief status of any ongoing construction contracts, and can assist the installation staff with training, construction scheduling and reporting techniques, as well as other construction management issues.

(5) Design and design review. For Army reimbursable funded projects there are typically three meetings during the design phase with the installation engineer. The first meeting is a pre-design/pre-negotiation/scope development conference which is held at the project site. The second meeting is a concept design review, held when the project is approximately 35% complete. At this stage installation review comments are discussed for incorporation into the project. The third meeting is a final design review, held when the project is approximately 95% complete to solicit detailed technical comments and determine the final course of action for the project. For the Air Force an additional meeting is held between the pre-design and concept review. This meeting occurs at the Project Definition completion phase so the designer can present conclusions and recommendations to the installation engineer/user.

(6) Installation planning board. The USACE MSC commander has delegated authority to the district to represent the Corps of Engineers at Installation Planning Board meetings. The district will send a member from their Military Planning Section staff to each of these meetings as a technical advisor to the installation master planning staff.

(7) Six and nine-month warranty enforcement meetings. The installation engineer's project inspection staff is encouraged to attend the six and nine month warranty enforcement meetings on all construction projects supervised and administered by the supporting Corps area/resident engineer office. Warranty related concerns are the primary focus of each of these meetings.

c. Recurring Reports.

(1) Status report. A district will furnish each installation a monthly status report of all projects and services being provided to their installation. Appendix H of this handbook has a sample project status reporting format.

(2) Automated Management and Progress Reporting System (AMPRS). This automated design and construction execution report is used throughout the Corps of Engineers to track the progress of each MILCON or reimbursable/installation support action. Information from this report is used to monitor design and construction execution at all levels within the Corps of Engineers.

(3) Reimbursable project data base. There are data fields within AMPRS for tracking projects that are reimbursable funded, i.e., Installation Support Projects.

d. Annual DEH/BCE Conference / Workshop. Each district typically hosts an annual conference/workshop for DEH/BCE partners. Normally the conference is held on or near one of the supported installations and tours of installation facilities are a part of the agenda. During the conference the district should not dominate the agenda. Typically the district portion will equal that of the Army and Air Force installation participants. The last thing a district wants to do is "preach" district support. Rather, the conference/workshop should provide an open forum: to share ideas among customers, to meet and get to know each other, and to hear expert speakers discuss new programs and directions in the facilities engineering, housing and environmental business.

(1) Guest and Installation Speakers. Conference speakers should come from the Corps of Engineers community, the Army and Air Force community, from private industry and from other Government agencies. The focus should be on the "where we have been" and "what's new" in the facilities engineering, housing and environmental arena. One of the primary speakers at each annual conference/workshop should be a DEH or BCE from a supported installation.

(2) Survey DEH/BCE for Agenda Items. Before the yearly conference/workshop is put together, the Installation Support coordinator will contact installations to determine preferences for agenda items. Any special or recurrent problems are excellent topics for presentation or workshop discussion. Controversial items should not be avoided. Discussion of even the most sensitive Installation Support problems or issues, with the objective of obtaining resolution or expert advice, is encouraged.

(3) Schedule. A typical annual conference/workshop is held from noon on a Tuesday to noon on a Thursday and consists of four four-hour sessions with frequent breaks. With this scheduling, the conference/workshop will take only three working days, including travel. The last four hour session is an "open forum" during which all participants are given an opportunity to express opinions and share concerns regarding what has been presented during the previous three sessions.

e. Customer Feedback System. Each district is required to monitor installation/customer satisfaction. Examples of formats which may be utilized to accomplish this are included in Appendix H. Installations should be asked to complete a customer survey form for each job, or group of related jobs that a district completes for them. Completion of such evaluations provides a road map of how support can be improved in the future.

f. Solicitation of Annual Program from DEH/BCE. The district should visit each installation engineer during the development of the "fixed workload" and "variable workload" portions of the Annual Work Plan for the installation. This provides a "heads up" notice of work that the district may be asked to perform, or areas where the district may be able to offer specific expertise or support. Normally, the deputy district commander or the installation support coordinator will schedule an annual visit with the installation engineer or deputy for this purpose during the spring of the year, or when the installation Annual Work Plan is being assembled.

CHAPTER 3

PLANNING AND PROGRAMMING SUPPORT SERVICES

3-1. Types of Services.

a. Economic and Social Analysis.

(1) Housing Studies. Housing projects for new facilities require a three-phase justification procedure. The three phases include: Segmented Housing Market Analysis (SHMA), the Army Housing Justification Process (AHJP), and the Economic Analysis (EA). All new construction and major renovation projects must be supported by an economic analysis of various public and private sector alternatives which provide housing facilities. The EA must accompany the initial project DD Form 1391.

(2) Efficiency Studies. Efficiency studies analyze costs of equipment or facilities over their economic, physical, or mission life and evaluate various alternatives to achieve a specific objective. Examples include commissary expansion and installation laundry services.

(3) Finance Studies. These studies, which are generally an appendix to an EA or feasibility study, identify methods of financing project needs that are outside traditional funding mechanisms. (Example: in one study, land and facilities were identified that could be excessed in order to provide funding for new warehouses on the installation as part of the DoD Sale and Replace Program.)

(4) Mission Changes. These studies assess the economic impact a mission change will have on the economy of the local community. They are generally an appendix to an Environmental Impact Statement (EIS). (Example: USACE personnel are working on the socioeconomic portion of Base Realignment Studies to establish a method to be used for all candidate installations in the United States.)

(5) Long-Range Stationing Plans. We can provide your installation assistance in site selection and estimating economic impacts on the local community that will arise from various stationing scenarios. Input/output modeling is one of the tools used to accomplish this task.

(6) Installation Compatible Use Zone (ICUZ). The goal of an ICUZ study is to influence development around military installations so that it is compatible with blast and noise-generating Army activities. The district can coordinate planning activities between agencies, counties, planning commissions, and private-interest groups.

(7) Emergency Preparedness/Mobilization Planning. To prepare for mobilization, each district has analyzed the capabilities of the Corps of Engineers as well as the construction industry in their local geographic area to quickly provide support for a range of mobilization construction projects. Working with local installation staffs, districts have identified a range of problems, needs and opportunities and addressed alternative solutions. Districts have also prepared, and are continuously updating, Mobilization Master Plans and Mobilization Installation Support Books for the Army installations that they support.

b. Project Development and Advance Planning. The scope development and programming phases of each project are extremely important. The completeness of an installations request for services reduces the time required to start pre-design and design procurement procedures, and reduces delays during design and design administration for scope revision modifications. The critical components for the request for service are shown on the sample installation support request on the final page of each support services chapter in this pamphlet. The timing of the request for services is critical to accomplishing high-quality design in a timely manner at minimum cost.

c. Real Property Master Plan and Mobilization Component for Army Installations/Base Comprehensive Planning for Air Force Installations. Commanders use the installation master plan/base comprehensive plan for the orderly management and development of their installations, and as a source of project development information. The real property master plan/base comprehensive plan depicts current composition of an installation and the plans for its future development. Once approved, the real property master plan/base comprehensive plan is the primary building block for installation development and is not changed, except for revisions by the Installation Real Property Planning Board/Facility Board, unless major mission or strength alterations occur. The mobilization component is a similar set of documents prepared at Army installations in the Continental United States, Hawaii, Alaska and Puerto Rico, based on the assigned "full" mobilization mission.

Each district has a military planning staff of professionals who are capable of aiding the installation in completely updating their master plan or accomplishing revisions, either by in-house district staff or by A-E contract.

d. Installation Design Guide. The installation design guide is a portion of the installation real property master plan. It also is a specific part of the Army Communities of Excellence Program. The guide establishes the architectural theme for each portion of the installation, sets standards for interior and exterior design including site furnishings and landscaping, and develops design guidelines for form, massing, color, texture, scale and spacing amongst the buildings in each area. The district can prepare this document for the installation, or work with the installation staff to jointly develop the document.

e. Mapping and Surveying. The district has the capability of providing aerial surveys and photogrammetric mapping, cadastral surveys, and resources mapping using satellite technology. Complete field surveys of any type can be provided either through use of in-house survey crews or by contract. Each district can perform topographic, cartographic, hydrographic, demarkation of wetlands, geodetic, land, control, engineering and construction surveying. In most cases, surveys can be worked into schedules within three to four weeks time. In addition, districts have horizontal and vertical control available for use at most military installations. Districts can prepare master planning maps by means of the controlled aerial mosaic method. The majority of the mapping work is currently recorded on the computer-aided design and drafting system at the district office.

f. Computer-Aided Design and Drafting Systems (CADD). With the Corps-wide purchase of CADD systems in late 1987, USACE obtained the capability to support the DEH/BCE with state-of-the-art drafting equipment. The Corps-wide purchase provided Districts with Integraph equipment, which allows them to place real property master planning drawings, as-builts, archival site plans as well as design and as-built drawings in computer files which may be reproduced at virtually any scale, showing many different combinations of selected information. Districts also have the technical capability to advise installations regarding the purchase of CADD equipment for the DEH/BCE staff. This equipment would be completely compatible with mainframe equipment at the district and would permit installation designers and master planner to prepare original drawings and other (nongraphic) data bases, or to revise those on file at the district. (Note: automation approval and funding of CADD equipment for installation use are the responsibilities of the installation and its parent command.

g. Feasibility Studies. USACE districts have the capability to perform virtually any engineering technical feasibility study, including evaluation of master planning alternatives, feasibility analyses during programming and design, and feasibility of alternative operation and maintenance practices.

h. Space Utilization Planning. AR 405-70, Utilization of Real Estate; AR 405-45, Inventory of Army Military Real Property; and AR 210-20, Master Planning, emphasize the maximum use of existing facilities before new facilities are programmed. Districts stand ready to assist an installation office in developing space utilization databases and analyses. Many Districts have performed this service for the installations they support. The results have proven successful in terms of usable, responsive systems for facilities and land use assignment.

3-2. Regulatory and Statutory Guidelines.

a. For Army projects.

(1) AR 210-20, Installation Master Planning.

(2) AR 415-15, Military Construction, Army (MCA) Program Development.

(3) AR 405-45, Inventory of Army Military Real Property.

(4) TM 5-803-5, Installation Design.

(5) DA Pam 600-45, Army Communities of Excellence.

b. For Air Force projects.

(1) AFR 19-9, Air Installation Compatible Use Zone.

(2) AFR 86-1, Programming Civil Engineer Resources.

(3) AFR 86-4, Base Comprehension Planning.

3-3. Who Provides These Services.

For planning and project development services, the districts Installation Support coordinator will forward the installation's request to either the Planning Division or to the Master Planning and Site Development Section of the Engineering or Programs and Project Management Division. Mobilization component service requests will follow the same procedure, or be assigned to the Emergency Operations Branch of the Construction and Operations Division. In all cases, the Installation Support Coordinator will receive, coordinate and monitor the installations request.

3-4. How To Obtain These Services.

Use an Installation Support Request Form, or call or write to the local Installation Support Coordinator to initiate a request for service. The installation should be prepared to supply the following:

a. An Installation Support Request Form prepared in general accordance with the sample format (Figure 3-1) at the last page of this chapter which gives a narrative summary of work or services required. After the support request is evaluated:

b. Copies of installation records needed by the district to provide the service.

c. Applicable documents, correspondence, or regulations.

d. Document transmitting funds to the district office.

3-5. Typical Funding and Time to Accomplish the Service.

Costs and time required for planning services, and sources/alternatives for funds. The time period and cost for the preparation of planning projects vary depending on the complexity of the document or study.

a. Costs. Normally, installation furnished Operation and Maintenance (O&M) funds are required to finance planning services. However, some nonreimbursable Army funds are available on a limited basis for peacetime master planning. Headquarters, U.S. Army Corps of Engineers funds all mobilization master plans. The following are examples of the average time and cost range for various projects:

(1) Project Development Brochure (PDB) - 6 to 8 weeks ($8,000-$12,000).

(2) Individual utility studies - 9 to 15 months ($75,000-$125,000).

(3) Real Property Master Plan update - 9 to 12 months ($80,000-$125,000).

(4) Mobilization component update - 9 to 12 months ($80,000-$120,000 - funded by HQUSACE).

If the required support exceeds the capability of in-house personnel or current indefinite delivery contracts, additional lead time (of approximately 3 to 4 months) will be required to advertise and select an A-E firm. Accordingly, early district involvement in an installations advance/annual work planning will help the district provide better support.

b. The annual military construction programming cycle dictates when the installation needs to submit such documents as DD Forms 1391 and Project Development Brochures.

c. Army master planning services are augmented by a limited amount of HQUSACE-distributed, nonreimbursable funds. Mobilization components are entirely funded by HQUSACE. Therefore, the district must request that the installation identify requirements for these services by each February preceding each fiscal year. This allows the district to identify master planning and mobilization master planning requirements through Corps of Engineers channels.

d. Other planning services are not as time sensitive, and can be provided at any time during the year whenever the requirement is identified and funded.

3-6. Examples.

a. Preparation of base line planning studies in support of base realignment and closure actions at installations.

b. Housing studies prepared by districts have contributed to high success rates in housing programming at various Army and Air Force Installations.

c. Space utilization surveys at supported installations as they prepare to incorporate the Army Real Property Planning System (RPLANS) at their installations.

INSTALLATION SUPPORT REQUEST

INSTALLATION: Fort Alamo | **PROJECT NUMBER:** SRB-0312

PROJECT TITLE: Update TAB and Master Plan Report

TYPE OF WORK: _x_ **PLANNING** ___ **ENVIRONMENTAL** ___ **STUDY**
___ **DESIGN** ___ **CONSTR MGMT** ___ **REAL ESTATE**
___ **A-E CONTRACT SELECTION** ___ **OTHER**

CURRENT WORKING ESTIMATE: $ 130,000.00
BASIS OF ESTIMATE: Desk Estimate **DATE PREPARED:** 12 Mar 91

DESCRIPTION OF WORK/SERVICE REQUIRED: **PLEASE BE SPECIFIC !**
Update Tabulation of Existing and Required Facilities (TAB) and Long Range Analysis, last updated in 1986. Work will involve using the Facilities Planning System, Real Property Planning System, and space criteria references to develop or verify facility allowances; interview users-battalion level and above to determine facilities requirements, entering revised data in automated TAB. TAB data and other findings will be used to update the Capital Investment Strategy.

SPECIAL CRITERIA/DESIGN REQUIREMENTS:
All reports must be accomplished in WordPerfect 5.1 format. Upon completion provide 75 copies plus diskettes to the DEH.

PROJECT AUTHORIZATION: _____ **DD FORM 1391** __x__ **DA FORM 4283**

CONSTRUCTION AGENT: __n/a__ **DISTRICT** __n/a__ **INSTALLATION**

CRITICAL NEED DATES: SERVICE COMPLETE: 1 May 92
DESIGN START: _____ **COMPLETE:** _____
CONSTRUCTION CONTRACT AWARD: n/a
CONSTRUCTION START: n/a **COMPLETE:** n/a

AVAILABILITY OF AS-BUILT DRAWINGS: Contact Installation PM

AMOUNT OF START-UP DESIGN FUNDS ATTACHED: $ 15,000.00

INSTALLATION PROJECT MANAGER: DAVY CROCKETT
TELEPHONE: (COM'L) (020) 405-5084 **(AV)** 582-5084
FACSIMILE: (020) 405-3874 **OFFICE SYMBOL:** AZRX-DEH-MP

INSTALLATION ENGINEER OR AUTHORIZED REPRESENTATIVE

SIGNATURE	TITLE	DATE
COL Jim Bowie	Ch, EPSD	17 Jul 91

Figure 3-1. SAMPLE FORMAT-INSTALLATION SUPPORT REQUEST INVOLVING PLANNING

CHAPTER 4

ENVIRONMENTAL SUPPORT SERVICES

4-1. Types of Services.

a. Environmental and Cultural Resources. The district can provide a wide range of services to support compliance with environmental and cultural resources laws and regulations, including:

(1) Environmental Assessment. An Environmental Assessment (EA) describes the impacts of a proposed action on the environment. The elements evaluated include wetlands, cultural resources, ecology, threatened and endangered species, socio-economic factors, air, water and noise pollution, fisheries, navigation, flood plains, and energy needs. An EA is prepared in accordance with the implementing regulation of the National Environmental Policy Act of 1969 and AR 200-1 and AR 200-2. It is coordinated via Section 309 of the Clean Air Act with the U.S. Environmental Protection Agency.

(2) Environmental Impact Statement. The Environmental Impact Statement (EIS) is normally a large, complex document that incorporates aspects of the Environmental Assessment, and usually includes more detail, time, funds and coordination. It is also prepared according to the implementing regulations of the National Environmental Policy Act of 1969 and AR 200-1 and AR 200-2. It involves notification via the Federal Register as well as wide coordination with various federal and state agencies and the public.

(3) Biological Assessment of Threatened and Endangered Species (BATES). The Endangered Species Act requires all Federal agencies to consult with the Secretaries of Interior and Commerce to ensure that their actions will not jeopardize the continued existence of endangered or threatened species or result in the destruction or adverse modification of critical habitats of such species. A BATES evaluates, via the Endangered Species Act of 1973, the potential impacts a proposed action may have on various threatened and endangered species. Following its completion, the draft document is coordinated with the U.S. Fish and Wildlife Service for either the "no jeopardy" or "jeopardy" determination.

(4) Evaluation of Dredge and Fill Material. Section 404(b)(l) of the Clean Water Act requires the evaluation of the environmental impacts a proposed dredge or fill action may have on biological and chemical integrity of a wetland area.

The evaluation, usually part of an Environmental Impact Statement (EIS) or Environmental Assessment (EA), is coordinated with the U.S. Environmental Protection Agency (EPA) in accordance with the Clean Water Act.

(5) Hazardous and Toxic Wastes (HTW). Districts can assist installations with cleanup of hazardous or toxic waste sites in order to comply with provisions of the Comprehensive Environmental Response, Compensation, and Liability Act (CERCLA). The district can assist in developing a comprehensive plan for hazardous/toxic waste remediation. The HTW plans also involve personnel requirements, contracting, health and safety, chemical data quality management, as well as program coordination. The District can also provide advice on how best to reduce wastes so as to minimize future environmental impacts and assure compliance with the Resource, Conservation and Recovery Act (RCRA). Preliminary HTW assessments and detailed HTW testing and sampling can also be performed to support site selections and NEPA documentation requirements.

(6) Environmental Audits. The district can assist installations in conducting internal and external Environmental Audits. This assistance can include preparation of the entire document or just certain facets. These audits, which are an environmental compliance review of facility operations, practices, and records to verify compliance with environmental laws and regulations, are important in developing annual RCS 1383 reports for reporting environmental funding requirements.

(7) Asbestos Surveys and Removal. Asbestos identification services for installations are performed by districts, usually through the use of indefinite delivery type A-E contracts. Districts can also effectively contract for asbestos removal.

(8) Cultural Resources Surveys and Evaluation. Cultural resources must be identified and evaluated as required by the Archeological and Historic Preservation Act of 1974 and the National Historic Preservation Act of 1966, as amended. Districts can assist an installation with investigations of any size: from a small plot to large multi-acre areas identified for new construction or training.

(9) Design Services for Air and Noise Abatement Projects. The district can perform design services for air and noise abatement projects, such as corrective actions for an incinerator not meeting state requirements/standards.

(10) Wetland Surveys. Districts can assist installations with project site selections and NEPA documentation by identifying, delineating and mapping wetland critical habitat areas.

b. Permitting. Regulatory authorities and responsibilities of USACE are based on Section 10 of the Rivers and Harbors Act of 1899 (33 USC 403) and Section 404 of the Clean Water Act (33 USC 1344). Section 10 requires a Department of Army permit for all work proposed within a navigable water of the United States. Section 404 requires a Department of Army permit for the discharge of dredged or fill material into waters of the United States, including wetlands. The district can provide this service to an installation, if needed, for such activities as river crossing sites, waterborne troop training exercises, etc.

c. Underground Storage Tank Program. This environmental program requires the inventory, survey, reporting and correction of underground chemical, petroleum, oil and lubricant storage tanks. The district can provide assistance in meeting survey and reporting requirements, and can help you develop and execute projects for correction of those identified as leaking. Cathodic protection system testing and evaluation, design and technical assistance are available for underground storage tanks. Such information is required for the installation, replacement or upgrade of steel or nonmetallic underground storage tanks and/or piping components. In addition, testing and technical assistance on maintenance contracts is available for existing cathodic protection systems. This program is also supported by standardized drawings and specifications which may expedite corrective actions, tank upgrade, replacement or installation projects.

d. Environmental Base Line Surveys/Preliminary Assessment Screening. These surveys are required for proposed real estate transactions. The surveys identify the current status of the installation, or portion thereof, regarding major or significant environmental impacts, hazardous and toxic wastes, asbestos, radon, flood plain management, wetland considerations, and biological resources.

e. Spill Prevention, Control Countermeasure Plan. This environmental program requires that a plan be developed to prevent chemical, petroleum, oil and lubricant spills on military installations. This plan or a separate plan should address actions required to immediately put into effect operations to contain and clean-up spills that do occur.

f. Landfill Closure Plan. The district can help prepare plans for closure of landfills at installations. A request to prepare this type of plan should be submitted two to three years in advance of the anticipated closure in order that all study and regulatory requirements can be met. Assistance with site selection for proposed landfills can also be provided.

g. Flood Plain Management. The objective of the Flood Plain Management Services Program is to support comprehensive flood plain management planning at all appropriate governmental levels and, thereby, to encourage prudent use of the nation's flood plains. Executive Order 11988 requires each federal agency, and its installations, to evaluate the effects of its actions on flood plains, and to avoid financing or issuing permits for construction in such flood prone areas unless no practicable alternatives are available. Information provided through this program includes flood hazard information as well as a full range of technical services and planning guidance on techniques for reducing flood damage and damage potential. Some of the technical services available at the district are:

(1) Flood Hazard Evaluation. Upon request, a district will evaluate the potential for flood damage at specific sites. This evaluation can range from simply providing an expected base flood elevation to the determination and analysis of possible protection improvements. This analysis would include the expected results of the improvement. Although this does not result in a detailed, designed project, it does provide information upon which to base funding needs.

(2) Floodway Determination. In the development of flood plain zoning, it is sometimes necessary to determine the area of the flood plain that is required to remain free of development in order to safely pass the base flood. Districts can determine these floodway requirements for an installation.

(3) Flood Plain Regulations. Districts can provide advice on proper use of an existing flood plain. This could include zoning regulations and development standards.

(4) Flood-Proofing. Providing guidance on flood-proofing methods and procedures is another service available. This action usually results in a modification to a structure to prevent or minimize potential flood damage.

(5) Emergency Flood Hazard Evacuation Studies. Special studies can be conducted to develop guidelines for flood emergency warning and evacuation at an installation. These studies would include plans for temporary shelter procedures and provide a base for development of a post-flood recovery plan.

4-2. Regulatory and Statutory Guidelines.

a. The National Historic Preservation Act of 1966, as amended (NHPA). This Act requires agencies to consider the effects that an undertaking will have on any resource eligible for inclusion on the National Register of Historic Places. The findings must be coordinated with the state Historic Preservation Officer and provided to the Advisory Council on Historic Preservation.

b. Archeological Resources Protection Act of 1979 (ARPA). This requires a federal land manager to issue a permit to any qualified archeological investigators working on public lands. This act prescribes criminal and civil penalties, along with forfeiture provisions for any person who uses any cultural resources without correct authorization.

c. The Clean Water Act, Section 404 (b)(l) Evaluation of Dredge and Fill Material.

d. National Environmental Policy Act of 1969.

e. The Endangered Species Act of 1973.

f. AR 200-1, Environmental Protection and Enhancement.

g. AR 200-2, Environmental Effects of Army Actions.

h. AR 420-40, Facilities Engineering, Historic Preservation.

I. Executive Order 11988, Flood Plain Management, 1977.

4-3. Who Provides These Services.

Within USACE, the environmental program has experienced rapid growth and is still evolving in many districts. For any requested environmental services, the Installation Support Coordinator will forward the installation's request to either the Planning Division, the Environmental Resources Branch, the Regulatory Program Branch or other appropriate office.

Additionally, USACE has designated a number of districts to specialize in hazardous, toxic, radiological waste (HTRW) and general environmental support work. Generally, one district per division is designated as the HTRW center of expertise and Environmental Support District. These districts will have specialized personnel who are extensively trained in environmental matters. If an installations normal direct support district is not an HTRW center of expertise or an Environmental Support District, the installation can access the specialized services through their direct support district. In any case, an Installation Support Coordinator is available to assist in processing installation requests. The Installation Support Coordinator can also arrange for specialized environmental support from USACE laboratories, USACE Civil Works districts, or the U.S. Army Toxic and Hazardous Materials Agency (USATHAMA).

4-4. How To Obtain These Services.

Use an Installation Support Request Form, call or write to the district Installation Support Coordinator to initiate a request for service. The installation should be prepared to supply the following:

a. An Installation Support Request Form prepared in general accordance with the sample format (Figure 4-1) at the last page of this chapter. This form gives a narrative summary of work or services required. After the support request is evaluated:

b. Copies of installation records needed to provide the service.

c. Applicable documents, correspondence, or regulations.

d. Document transmitting funds to the district office.

4-5. Typical Funding and Time to Accomplish the Service.

a. Costs and time required for environmental services, and sources for funds. When a request for service is received by the district, a time and cost estimate will be prepared and negotiated with the installation. The time and cost for accomplishing the various requests can range from routine requests requiring a few hours, costing several hundreds of dollars, to the more complex evaluations, including field surveys, requiring several man-months of effort and thousands of dollars.

No two environmental support requests are exactly alike, and time and costs must be tailored to specific requirements. However, some examples of the average time and cost for typical services are as follows:

(1) Historic Preservation Plan (HPP)
- 6 to 12 months ($25,000 to $100,000).

(2) Environmental Assessment (EA)
- 3 to 12 months ($10,000 to $100,000).

(3) Environmental Impact Statement (EIS)
- 18 to 36 months ($75, 000 to $250,000).

(4) Asbestos Identification
- varying time (four to six cents per square foot of floor area inspected, with identification services comparable to those of a typical design contract.

(5) Environmental Baseline Study (EBS)
- 3 to 6 months ($10,000 to $50,000)

b. Current Army funding policies normally require that environmental services, except wetlands determination, from the district be funded by the installation on a cost-reimbursable basis. Usually, installation Operation and Maintenance funds are used for this purpose. In exceptional cases, such as the base realignment and closure initiative, limited funds are available from Headquarters, Department of the Army to support these environmental studies. In each case the funding must be furnished to the district prior to starting the project.

4-6. Examples of Environmental Services.

a. Districts have prepared numerous EAs that often incorporate many of the other documents highlighted in this pamphlet.

b. Environmental Impact Statements have been prepared ranging in complexity from the development of additional family housing at an installation to the construction of a harbor complex for TRIDENT missile submarines.

c. Some entire installations are designated as historic, while others have limited or no historic structures. Districts have assisted installations in entering many facilities on the National Register of Historic Places, or in coordinating actions for facilities eligible to be on the Register.

d. District assistance was provided to an installation in preparing a flood contour map of the entire 140,000 acre installation, including identification of several flood ways. This map has become a part of the installation master plan. In a broader sense, districts have used their technical expertise in flood plain management to help other federal agencies and installations deal with floods and flood-related matters. Flood plain management services have been provided in support of land disposal actions associated with the base realignment and closure initiative.

e. An ICUZ study was performed for an Air Force Base and real estate noise easements were purchased as a result of the study. A noise buffer, based on measurements taken as a part of the study, virtually eliminates noise complaints from aircraft operations in the vicinity. In another instance, at an Army installation, district environmental personnel, along with an environmental attorney, were able to react to the efforts of a nearby community to limit the Army's use of installation firing ranges.

INSTALLATION SUPPORT REQUEST

INSTALLATION: Ryan Air Force Base | **PROJECT NUMBER:** RAFB-1234

PROJECT TITLE: Perform Asbestos Removal, 10 WWII Buildings

TYPE OF WORK:
___ PLANNING _x_ ENVIRONMENTAL ___ STUDY
___ DESIGN _x_ CONSTR MGMT ___ REAL ESTATE
___ A-E CONTRACT SELECTION ___ OTHER

CURRENT WORKING ESTIMATE: $40,000
BASIS OF ESTIMATE: _____ **DATE PREPARED:** 18 Sep 90

DESCRIPTION OF WORK/SERVICE REQUIRED: **PLEASE BE SPECIFIC !**
Perform asbestos survey and removal on 10 WWII dormitory buildings in the north portion of Ryan AFB. These buildings are planned for disposal, but must be cleared of asbestos prior to any action being taken. Dormitories have been vacant since Sep 89. Building numbers are 3381 through 3390 and are shown on the attached site plan. No prior survey work has been done on these buildings.

SPECIAL CRITERIA/DESIGN REQUIREMENTS:
Disposal must occur prior to Jul 93 in order to clear the site for an approved new dormitory construction project.

PROJECT AUTHORIZATION: _____ DD 1391 _____ DA 4283 _x_ OTHER

CONSTRUCTION AGENT: _x_ DISTRICT _____ INSTALLATION

CRITICAL NEED DATES:
DESIGN START: _____ COMPLETE: _____
CONSTRUCTION CONTRACT AWARD: 30 Sep 92
CONSTRUCTION START: Oct 92 COMPLETE: Jul 93

AVAILABILITY OF AS-BUILT DRAWINGS: Attached

AMOUNT OF START-UP DESIGN FUNDS ATTACHED: $40,000

INSTALLATION PROJECT MANAGER: I. M. Topgun
TELEPHONE: (COM'L) (123) 456-6789 **(AV)** 987-6777
FACSIMILE: (123) 456-9000 **OFFICE SYMBOL:** DEEE-V

INSTALLATION ENGINEER OR AUTHORIZED REPRESENTATIVE

SIGNATURE	TITLE	DATE
Thomas Magnum	Ch, DEEE-V	15 Jan 91

Figure 4-1. SAMPLE FORMAT-INSTALLATION SUPPORT REQUEST INVOLVING ENVIRONMENTAL SUPPORT

CHAPTER 5

REAL ESTATE SUPPORT SERVICES

5-1. Types of Services. The Chief of Engineers is responsible for management of the Army real estate program. He also has a major real estate support role for the U.S. Air Force. As a member of the Army Staff, the Chief of Engineers, advises the Army on real property planning, acquisition, construction, maintenance, repair, and disposal. In this dual function, both the DEH and the district engineer, have active roles to play in the arena of Army real property. Certain actions are a DEH responsibility, while others are a direct responsibility of the supporting USACE district. Regardless of the assignment of responsibilities, the district addresses each real estate action as direct support of the DEH or BCE. Specific services provided by a district real estate division are described as follows:

a. Research and prepare required real estate reports for the expansion, modification or disposal of existing installations, and for the acquisition of new installations. Obtain title evidence. Prepare real estate instruments and execute those documents within delegated authority.

b. Acquire real property by purchase, lease or condemnation. Handle other acquisitions involving donation, exchange, transfers, withdrawals from public domain, and recapture for national security leasehold. Generally, major land items, those costing more than $200,000, are programmed and authorized through the annual Military Construction appropriation. Minor land acquisition, not exceeding $200,000, is authorized and accomplished outside military construction authorization channels. An exception to the $200,000 threshold for real property acquisitions for the reserve components exists under 10 U.S.C. 2233. However, all acquisitions for active and reserve components which exceed $200,000 are reported to the Armed Services Committees of Congress in accordance with 10 U.S.C. 2662.

c. Negotiate Army leases, including identification of both the lessor and the premises to be leased, detailed lease provisions, establishment of terms, and appraisal for fair and reasonable payment.

d. Conduct appraisals and establish rental schedules for Government-owned land and housing.

e. Participate in site selections for U.S. Army Reserve Centers.

f. Negotiate temporary easements, permits, rights of entry, maneuver rights and grazing rights for the Army.

g. Provide assistance in handling annexations by municipalities.

h. Provide assistance during mobilization periods, including acquisition of nonindustrial facilities, leasing, condemnations, annexations, and exercise of recapture rights.

i. Administer the outgranting program, including leases, easements, licenses and permits granted by the Government for private purposes.

j. Research and duplicate legal documents and prepare maps depicting Federal ownership and other rights.

k. Provide relocation assistance to displaced persons affected by Army land acquisition.

l. Provide assistance in preparing the Real Property Survey Report and accomplishing compliance and utilization inspections.

m. Dispose of land, buildings, timber, gravel, etc., at the request of the installation to include disposal reporting, pre-disposal investigations of land and buildings for contamination, hazardous and toxic wastes, explosive hazards, coastal zone management program, flood plain management program, historic and cultural resources, asbestos and PCBs.

n. Provide assistance in the disposal of excess foreign real estate.

o. Assist in preparation of reports of excess land for submittal to the General Services Administration.

p. Terminate inleases and outgrants for off-installation facilities and housing.

q. Arrange for provision of homeowners' assistance for persons displaced through base realignments and closures.

r. Process and administer damage claims against the Government arising from use of land under an expressed or implied real estate instrument, as well as required restorations of real estate.

s. Administer the provisions of the McKinney Act regarding housing facilities for the homeless.

t. Provide assistance with curative matters regarding encroachment.

u. Prepare and execute of build-to-lease and lease-purchase arrangements.

v. Provide assistance in determining proper legislative and legal jurisdiction issues for Army used real property.

w. Execute the disposal of real property assets under Public Law 100-526, Base Realignment and Closure.

x. Assists installation in determining water rights that the installation possesses, attempts to secure, or intends to transfer.

5-2. Regulatory and Statutory Guidelines. The significant guidelines governing real estate support to military installations are listed as follows:

a. AR 140-485, Space Allowances: U.S. Army Reserve Facilities.

b. AR 210-12, Establishment of Rental Rates for Quarters Furnished Federal Employees.

c. AR 210-17, Inactivation of Installations.

d. AR 210-20, Master Planning for Army Installations.

e. AR 405-10, Acquisition of Real Property and Interests Therein.

f. AR 405-20, Federal Legislative Jurisdiction.

g. AR 405-25, Annexation.

h. AR 405-45, Inventory of Army Real Property.

i. AR 405-70, Utilization of Real Estate.

j. AR 405-80, Granting Use of Real Estate.

k. AR 405-90, Disposal of Real Estate.

5-3. Who Provides These Services.

For real estate support services, the Installation Support Coordinator will forward the installations request to the districts real estate division. However, there are many established working relationships between DEH/BCE real estate personnel and those in the district or real estate field office. It is not necessary to go through our Installation Support coordinator where these relationships are concerned, but for new actions not involving established relationships, a work request form to the Installation Support Coordinator is appropriate.

5-4. How To Obtain These Services.

Use an Installation Support Request Form, call or write to the local Installation Support Coordinator to initiate a request for service. The installation should be prepared to supply the following:

a. An Installation Support Request Form prepared in general accordance with the sample format (Figure 5-1) at the last page of this chapter. The form gives a narrative summary of work or services required. After the support request is evaluated:

b. Copies of installation records needed to provide the service.

c. Applicable documents, correspondence, or regulations.

d. Document transmitting funds to the district office.

5-5. Typical Funding and Time to Accomplish the Service.

a. Some districts real estate services are provided on a nonreimbursable basis using centrally distributed Real Estate Operations (REO) funds. With current budgetary reductions, more of this work will require reimbursable funding. In all cases, real estate support is provided based on an estimated cost that includes district charges plus administrative overhead. Costs for a significant real estate action can be large due to the time required by the real estate staff to complete the necessary planning, perform possibly complex appraisals, coordinate with all involved personnel and organizations, etc.

More routine, smaller actions may cost anywhere from a man-day or two of effort to a visit to the location for which the installation has requested support.

b. Real estate support requests will be quickly answered during any time of the year. Within a typical real estate division, it is standard for a representative of the office to telephonically contact the installation within 48 hours of receipt of a request for support. Often, a site visit to the installation will occur within that same period of time. Naturally, major acquisitions, disposals, or changes in utilization require substantial lead time to plan, coordinate, approve and execute.

5-6. Examples of Real Estate Support Services.

Many district real estate divisions began their military support functions before our entry into World War II. Some of their first actions involved the acquisition of land for U.S. Army Air Corps installations. Later, the mission shifted to support Army land- based forces and acquisition of land for Army division-sized installations. At the end of World War II actions focused on the disposal of installations, some acres of which are still in the public domain and are recapturable in the event of mobilization. Currently, real estate actions cover a broad range of support capabilities, such as:

a. Assisting installations in leasing and outgranting programs.

b. Management of an installations timber harvesting program.

c. Preparation of site selection studies for U.S. Army and U.S. Air Force Reserve Centers.

d. Assisting installations in negotiating mineral activities with private interests.

e. Identification of wetland and flood-plain areas for communities located adjacent to Army installations.

f. Negotiation of Air Compatibility Use Zone (ACUZ) for Air Force bases to maintain noise buffers in takeoff and landing zones.

g. Disposal certification for installations planned for disposal as part of the present base closure initiative.

INSTALLATION SUPPORT REQUEST

INSTALLATION: Fort Aggie | **PROJECT NUMBER:** TAMU-1979

PROJECT TITLE: Outgrant, Kyle Field Training Area

TYPE OF WORK:

___	PLANNING	___	ENVIRONMENTAL	___	STUDY
___	DESIGN	___	CONSTR MGMT	_X_	REAL ESTATE
___	A-E CONTRACT SELECTION			___	OTHER

CURRENT WORKING ESTIMATE: N / A
BASIS OF ESTIMATE: _____ **DATE PREPARED:** _____

DESCRIPTION OF WORK/SERVICE REQUIRED: **PLEASE BE SPECIFIC !**

Develop an outgrant of land in the Kyle Field training area area for timber harvesting. Mr. Bonfire, Chief, Forestry Section is the point of contact for details regarding this action, which will involve approximately 3,280 acres in the southern portion of the training area.

SPECIAL CRITERIA/DESIGN REQUIREMENTS:
The outgrant should be prepared to permit selective cutting, at the installations discretion, of mature mixed pine and oak forest.

PROJECT AUTHORIZATION: _____ DD 1391 __X__ DA 4283 _____ OTHER

CONSTRUCTION AGENT: N/A DISTRICT N/A INSTALLATION

CRITICAL NEED DATES: SERVICE COMPLETE: 26 Nov 91
DESIGN START: _____ COMPLETE: _____
CONSTRUCTION CONTRACT AWARD: _____
CONSTRUCTION START: _____ COMPLETE: _____

AVAILABILITY OF AS-BUILT DRAWINGS: N / A

AMOUNT OF START-UP DESIGN FUNDS ATTACHED: $3,500.00

INSTALLATION PROJECT MANAGER: Rock Theyoodag
TELEPHONE:(COM'L) (409) 845-2217 **(AV)** 567-2217
FACSIMILE: (409) 845-1979 **OFFICE SYMBOL:** GIG-EM

INSTALLATION ENGINEER OR AUTHORIZED REPRESENTATIVE

SIGNATURE	TITLE	DATE
Lawrence S. Ross	DEH	2 Jul 1991

Figure 5-1. SAMPLE FORMAT-INSTALLATION SUPPORT REQUEST INVOLVING REAL ESTATE SUPPORT

CHAPTER 6

ARCHITECT-ENGINEER SUPPORT SERVICES

6-1. Types of Services.

a. Types of Architect-Engineer Contracts. A district can provide a variety of architect-engineer (A-E) support services to an installation. Title 10 U.S.C. 4540 provides the authority for utilization of A-E services by the Secretary of the Army. 10 U.S.C. 2304 (a)(4) authorizes negotiation for professional services. A statutory limit of six percent for architectural- engineering services (primary services only) relating to public works or utility projects was established by 10 U.S.C. 2306d, as implemented by DoD FAR Supplement 36-606. Some of the various types of A-E contracts are described as follows:

(1) Fixed-Price Type Contract (FAR 16.201). A firm-fixed-price contract provides for a price that is not subject to any adjustment on the basis of the contractor's cost experience in performing the contract. This type of contract places upon the contractor maximum risk and full responsibility for all costs and resulting profit or loss. It provides maximum incentive for the contractor to control costs and perform effectively and imposes a minimum administrative burden upon the contracting parties.

(2) Cost-Reimbursement Type Contract (FAR 16.301-1 & 2). This type of contract provides for payment of allowable incurred costs to the extent prescribed in the contract. These contracts establish an estimate of total cost for the purpose of obligating funds and establishing a ceiling that the contractor may not exceed (except at its own risk) without the approval of the contracting officer. Cost-reimbursable contracts are suitable for use only when uncertainties involved in contract performance do not permit costs to be established with sufficient accuracy to use any type of fixed-price contract.

(3) Letter Contracts (FAR 16.603). A letter contract is a written preliminary contractual instrument that authorizes an A-E to begin work immediately. Final terms of the contract must ordinarily be definitized within 180 calendar days after contract award. The negotiated agreement is then awarded as a modification to the letter contract, and is referred to as contract definitization.

The letter contract stipulates a not-to-exceed amount, and limits the amount that may be expended before definitization to no more than 40% of this amount. The not-to-exceed amount is determined by developing a Government cost estimate. The terms of the letter contract also limit the maximum liability of the Government in case of termination to 50% of the not-to-exceed amount. A letter contract may only be used when both of the following conditions are met:

(a) the negotiation of a definitive or defined scope of work and price is not possible in sufficient time to meet the Governments requirements, and

(b) the Governments interests demand that the A-E be given a binding commitment so contract performance can begin immediately.

Advance authority to utilize a letter contract must be obtained from HQUSACE. A request for authority to award a letter contract, in any amount, must include complete justification (except certain emergency/disaster situations), and shall be staffed through technical and legal elements, and submitted to HQUSACE through contracting channels. It is also important to note that the scope of work of a letter contract may not be modified after work has begun, without HQUSACE approval.

(4) Indefinite Delivery Contracts (AFARS 36.602). This type of contract is the primary means through which a district can support an installation. This type of contract is used when there is recurring demand for an item, but the timing and/or extent of the demand are not certain. The contract establishes all terms that are sure; however, orders are not placed until the need arises. Since this type of contract is such an important asset to an installation support program, an explanation of the selection, award and administration process is included in this section. And, since the contract can be administered by either the district or the installation, procedures for each method are addressed.

b. The Selection and Award of an Indefinite Delivery Contract (with contract administration by the installation).

(1) The installation engineer formally requests that the district obtain an indefinite delivery contract for accomplishing architect-engineer services. The requesting letter details the type of service required: civil, electrical, mechanical, structural, architectural, environmental, life safety, sanitary, or a combination thereof.

The letter must also state who the proposed COR/ACOR will be. Funds to cover district costs for preparation, negotiation and award of the basic contract must also be provided with the initial request. In most cases the district has established a flat rate fee for this acquisition service.

(2) Upon receipt of an installations request, the district develops a synopsis for publication in the Commerce Business Daily (CBD). The synopsis appears in the CBD for one day and must allow at least 30 calendar days for interested A-E firms to submit a Standard Form 255 depicting their qualifications, experience and desire to be considered for the contract.

(3) The district will then invite the installation to nominate two individuals for appointment to the pre-selection and selection boards. Two individuals are necessary since the same person cannot serve on both boards.

(4) When the 30-day period has expired the district will convene a pre-selection board to review all SF 255's and other information available on the firms who responded to the synopsis. This board will disqualify or eliminate firms not meeting the minimum qualifications needed or contract requirements specified in the CBD.

(5) The selection board will further evaluate the firms recommended by the pre-selection board and will rank the top firms for a negotiating order.

(6) Negotiate with the A-E or A-E's in the approved order of the selection board's preference to establish direct salary rates, general and administrative (G&A) overhead and overhead on direct labor that the firm intends to utilize throughout the life of the contract.

(7) The contract includes a provision that the Government obligates itself for no less than $2,500 during the life of the contract, therefore the installation must ensure such funds are available at the district prior to the anticipated award date.

(8) If negotiations are successful and the minimum $2,500 is on hand the indefinite delivery contract may be awarded.

(9) Upon award, the Contracting Officer signs a letter designating the installation engineer, the Deputy or Chief, Engineering Plans and Services Division as the contracting officer's representative (COR) for the contract.

Contracting officer authority is retained by the district however, administrative contracting authority can be transferred to the installation Directorate of Contracting. A copy of the contract and record of negotiations is furnished the COR, and procedures are established for processing and executing delivery orders.

(10) In accordance with ER 715-1-15, steps 1 through 8 above will be accomplished in approximately 109 calendar days for a standard indefinite delivery contract without an option year.

c. Selection and Award of an Indefinite Delivery Contract (with contract administration by the district). The procedures are the same except that:

(1) The letter authorizing the selection is generated within the district based upon anticipated or known requirements which will be requested of the district.

(2) Inviting installation representatives to participate on the selecting boards may be more complex if the A-E is to be utilized at a number of installations.

(3) The $2,500 necessary for contract award may not be available until an actual request for support is received from a supported installation.

(4) COR responsibilities are retained at the district.

d. Administration of Delivery Orders. Basic procedures are as follows:

(1) When a need arises the COR or a project manager contacts the A-E after determination is made that the service can be accomplished by delivery order. A meeting is scheduled, at the project site, to clarify or establish a statement of work. This meeting should be attended by the project manager, the using agency or units, the installation representative and someone from the area/resident engineer office.

(2) Design criteria are furnished to the A-E, including user-generated requirements. The most important thing to be provided at this time is a complete project scope of work and the description of A-E services to be performed.

(3) A detailed record is made of the pre-design conference. The A-E either prepares or signs this record indicating that the scope of the proposed contract is understood and necessary design criteria have been received.

(4) A Government cost estimate is prepared in preparation for price negotiations between the district and the A-E. The Government estimate is prepared using the detailed analysis method. A profit of between 7% and 15% is allowed the A-E as part of the estimate. Primary design costs are limited by law to 6% or less of the estimated project cost.

(5) The A-E is requested to submit a proposal and negotiations are conducted between the Government and the A-E in accordance with district procedures.

(6) Pre-negotiation and post-negotiation Business Clearance Memoranda (BCM) are required for contracts over $100,000 and sometimes utilized for individual delivery orders. Together, they incorporate a record of the decisions, actions, and approvals that are involved in a negotiated procurement action.

(7) When negotiations have been successfully concluded and all necessary documents have been signed, a delivery order is prepared at the district and signed by the A-E and then the contracting officer. When the fully executed contract is transmitted to the A-E, a notice to proceed with the work is given.

6-2. Regulatory and Statutory Guidelines.

a. Public Law 92-582, 92nd Congress, H.R. 12807, 27 Oct 72, The Brooks Bill.

b. Public Law 87-653, Truth in Negotiation Act, as modified by Public Law 98-369, The Competition in Contracting Act of 1984.

c. Federal Acquisition Regulations (FAR) 6.303-2, 14.208, 14.209, 15.804, 15.805, 15.808, 16.403-2, 16.2, 16.202, 16.603, 16.702, 16.703, 31.105, 31.2, 31.205-46, 36.605, 43.101, 43.103, 52.214, 52.236-23, 52.243, 53.246, 53.301-308, 5.3.

d. DoD Federal Acquisition Regulation Supplements (DFARS) 15.902, 16.101, 36.601, 36.602, 36.604, 36.605, 36.606.

e. Army Federal Acquisition Regulation Supplement (AFARS) 36.602-90.

f. Engineer Federal Acquisition Regulation Supplement (EFARS) 36.602-2, 36.602-90.

g. ER 715-1-10, A-E Responsibility Management Program.

h. ER 715-1-15, Time Standards for the Architect-Engineer Acquisition Process, 15 February 1991.

6-3. Who Provides These Services.

For architect-engineer services, the Installation Support Coordinator will forward the installations request to either the Contracting Division or to the A-E Contract Support or Engineer Support Section of the Engineering or Programs and Project Management Division. In all cases, the Installation Support Coordinator will receive, coordinate and monitor the installations request.

6-4. How To Obtain These Services.

Use an Installation Support Request Form, or formal letter to the district Installation Support Coordinator to initiate a request for service. The installation should be prepared to supply the following:

a. A letter or Installation Support Request Form prepared in general accordance with the sample format (Figure 6-1) at the last page of this chapter which gives a narrative summary of what professional services and qualifications are required. Typical or standard selection factors are as follows:

(1) Professional qualifications necessary for satisfactory performance of required services.

(2) Specialized experience and technical competence in the type of work required.

(3) Capacity to accomplish the work in the required time.

(4) Past performance on contracts with Government agencies in terms of cost control, quality of work and compliance with performance schedules.

(5) Location in the general geographic area of the project and knowledge of the locality.

(6) Volume of work previously awarded to the firm by DoD.

b. Who the installation desires to serve as COR and a statement of their qualifications, if not previously furnished.

c. Whether the installation engineer wishes to participate on the pre-selection and selection boards, and if so, who the representatives will be.

d. Document transmitting funds to the district office.

6-5. Typical Funding and Time to Accomplish the Service.

a. Funding. Funding is required for each of the three phases of the indefinite delivery contract cycle. The three phases are: the selection process, contract award, and processing and award of individual delivery orders. Funding required at each phase is as follows:

(1) The selection process. When an installation requests that a district select an indefinite delivery contract for exclusive use by an installation, the district charges a fee to cover all costs associated with the selection process. This fee funds all activities from receipt of the installation's request, to contract award. This fee typically ranges from $4,000 to $6,000.

(2) Contract award. Once the selection process is complete and approved for award, $2,500 is required to obligate/award the basic contract. These funds cover the Government commitment that the selected A-E will receive, as a minimum, $2,500 throughout the life of the contract. The installation normally provides these funds by a DA Form 2544 or a MIPR.

(3) Processing and award of individual delivery orders. The district also charges a fee to process/award each individual delivery order. This fee varies significantly from district to district depending upon the degree of assistance/support requested by the installation. District assistance can be simply staffing a delivery order (negotiated, packaged and funded by the installation) to the district Contracting Officer for signature. In some cases districts assist in project scope development and/or negotiations, and prepare delivery order packages for staffing and award. Therefore, this processing/award fee may range from $200 to $1,500 per delivery order.

b. Time. Selection time for a single year, $400,000 maximum fee indefinite delivery order contract averages four months. Selections with unique requirements, or those requiring an audit, will take more time. Detailed timelines for indefinite delivery and other contract types are contained in ER 715-1-15.

6-6. Examples of Architect-Engineer Support Services.

Table 6-1 defines the activities and time standards for the A-E selection process. A sample of how an installation would request architect-engineer support/selection is depicted in Figure 6-1.

Table 6-1. Maximum Acceptable Time Standards for Indefinite Delivery A-E Contracts.

Activity	Contract Cost: $500,000 or less			Contract Cost: Greater than $500,000		
	DUR (a)	ES (b)	LF (c)	DUR (a)	ES (b)	LF (c)
1. Project Initiation	0	1	1	0	1	1
2. Project Scope	0	1	1	0	1	1
3. Criteria Development	2	1	60	2	1	74
4. Acquisition Plan (d)	0	1	1	0	1	1
5. Synopsis	10	1	10	10	1	10
6. CBD Announcement	30	11	40	30	11	40
7. Pre-selection	10	41	50	10	41	50
8. Selection	10	51	60	12	51	62
9. Higher Authority Selection Approval	0	60	60	12	63	74
10. Security Clearance	0	60	60	0	74	74
11. A-E Selection Notification	5	61	65	5	75	79
12. Criteria Review by A-E	0	65	65	0	79	79
13. Pre-proposal Conference	0	65	65	0	79	79
14. Revised Scope of Work and Project Schedule	0	65	65	0	79	79
15. Government Estimate	5	66	79	10	80	89
16. A-E Proposal	14	66	79	14	80	93
17. Technical Analysis (e)	2	80	81	2	94	133
18. Audit	0	79	79	45	94	138
19. Pre-negotiation Analysis (e)	2	82	83	5	139	143
20. Pre-BCM Review & Approval (e)	4	84	87	6	144	149
21. Negotiation	7	88	94	8	150	157
22. Funds Certification	2	95	104	2	158	167
23. Negotiation Documentation	5	95	99	5	158	162
24. Post-BCM Review & Approval (e)	5	100	104	5	163	167
25. Final Contract Preparation	9	95	104	9	158	167
26. Award Authorization	0	104	104	0	167	167
27. Contract Award	5	105	109	5	168	172

Notes:
a. Maximum activity duration (DUR) in calendar days.
b. Early Start (ES).
c. Late Finish (LF).
d. An acquisition plan is required only for contracts with an estimated cost of $5 million or more per annum, or a total contract value of $15 million or more.
e. This activity is required only for contracts with an estimated contractual cost exceeding $100,000.
f. This table was extracted from ER 715-1-15.

INSTALLATION SUPPORT REQUEST

INSTALLATION: Fort Vernon | **PROJECT NUMBER:** VHS-1975

PROJECT TITLE: Indefinite Delivery Contract Selection

TYPE OF WORK:
___ PLANNING ___ ENVIRONMENTAL ___ STUDY
___ DESIGN ___ CONSTR MGMT ___ REAL ESTATE
_X_ A-E CONTRACT SELECTION ___ OTHER

CURRENT WORKING ESTIMATE: n / a
BASIS OF ESTIMATE: _____ **DATE PREPARED:** _____

DESCRIPTION OF WORK/SERVICE REQUIRED: **PLEASE BE SPECIFIC !**
Selection of an A-E Indefinite Delivery Contract to be administered by this DEH. A-E should have prime capabilities in Civil Engineering and Surveying since the majority of the anticipated work will be paving repair, drainage, parking and hardstand repair, and some new rigid/flexible pavement design. Mech, Elec, Arch and Environmental are also desired from the prime A-E or subcontract. Use of standard CBD qualification/ selection factors is acceptable (no special requirements).

SPECIAL CRITERIA/DESIGN REQUIREMENTS:
Request COR authority for Mr. Maroon (Ch, EPSD) and Ms. White (Ch, ESB). COR qualification statements are attached.

PROJECT AUTHORIZATION: _____ DD 1391 _____ DA 4283 _X_ OTHER

CONSTRUCTION AGENT: _____ DISTRICT _X_ INSTALLATION

CRITICAL NEED DATES: **SERVICE COMPLETE:** 1 AUG 91
DESIGN START: _____ COMPLETE: _____
CONSTRUCTION CONTRACT AWARD: _____
CONSTRUCTION START: _____ COMPLETE: _____

AVAILABILITY OF AS-BUILT DRAWINGS: N / A

AMOUNT OF START-UP DESIGN FUNDS ATTACHED: $5,000.00

INSTALLATION PROJECT MANAGER: S. R. NEDRAEB
TELEPHONE: (COM'L) (202) 405-5084 **(AV)** 582-5084
FACSIMILE: (202) 405-3672 **OFFICE SYMBOL:** LION-DEH-Z

INSTALLATION ENGINEER OR AUTHORIZED REPRESENTATIVE

SIGNATURE	TITLE	DATE
COL Joe Wilbarger	DEH	12 Mar 91

Figure 6-1. SAMPLE FORMAT-INSTALLATION SUPPORT REQUEST INVOLVING A-E CONTRACT SUPPORT

CHAPTER 7

ENGINEERING SUPPORT SERVICES

7-1. Types of Services.

a. Studies and Investigations. Districts are involved in special studies and investigations as varied as the imagination of the requestor. Examples are: seismic and structural analyses, building and land utilization studies, economic payback studies for the Energy Conservation Investment Program, various installation utilities systems studies and plans, electrical protective system studies, electric power load studies, corrosion control inspections and surveys, the Energy Engineering Analysis Program (EEAP), materials testing and evaluation, evaluation of insulation values in various facilities, soils and foundation analyses, hydraulics and hydrological studies of aquifers, airfield aircraft parking and hardstand studies, Commercial Activities Studies for certain DEH functions, component inspection for family housing, and scope of work development for any type of project.

b. Dam and Bridge Inspection. A special capability is the evaluation of dams and bridges, regardless of the age of the structure or background regarding its design or construction.

c. Design. USACE districts are known for their mission as the design and construction agent for Military Construction, Army (MCA), Military Construction, Air Force (MCAF), Military Construction, Army Reserve (MCAR), Defense Logistics Agency (DLA) and industrial projects for the installations within their geographic area of responsibility. However, in addition to these programs, Installation Support is also a USACE mission assigned by HQDA (AR 420-10 and AR 10-87). Under the Installation Support Program, districts support the installation engineer in the execution of reimbursable funded programs such as Operations and Maintenance, Nonappropriated Fund, Family Housing, Industrial appropriations, and any other project or requirement that the installation identifies to the district. The district can provide scope development, design, contracting and construction services (partial or all) for these type projects. The district must understand the importance of each installation project, their time and cost sensitivity, and respond quickly to provide the type of service requested. The programming, project initiation process, and design cycle work flow for a reimbursable project varies greatly from that utilized for MILCON projects. A comparison of Reimbursable vs. MILCON procedures is shown on the next three pages in Figure 7-1 through Figure 7-9.

PROJECT DEVELOPMENT FLOW DIAGRAMS FOR ARMY AND AIR FORCE MILCON AND REIMBURSABLE FUNDED PROJECTS

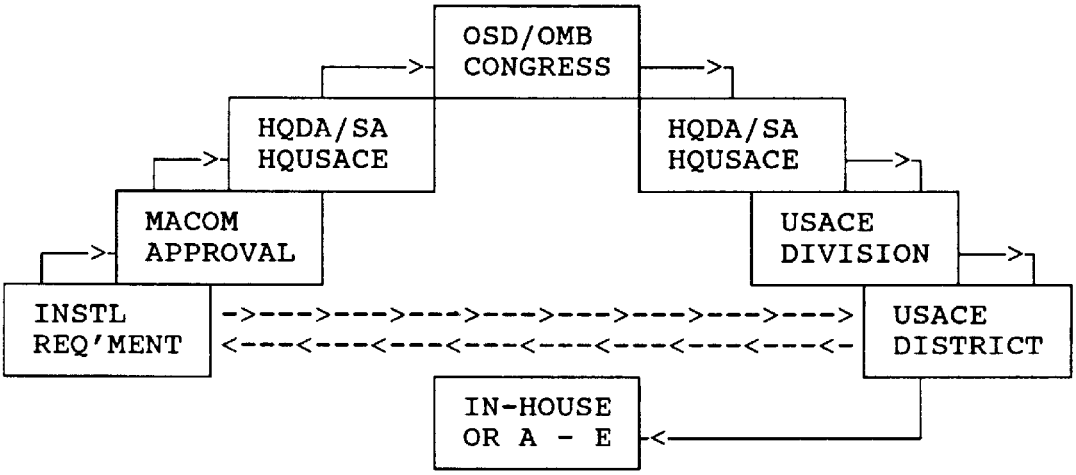


Figure 7-1. U.S. Army MILCON Project Development

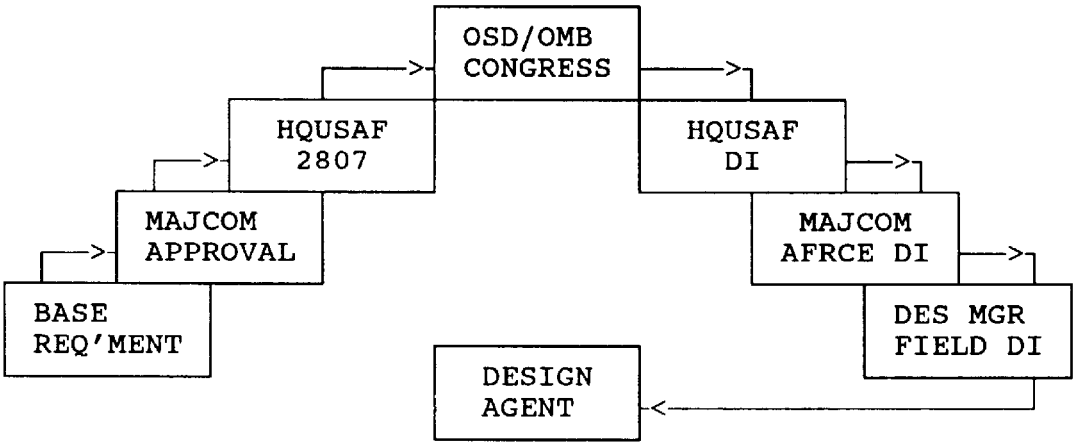


Figure 7-2. U.S. Air Force MILCON Project Development

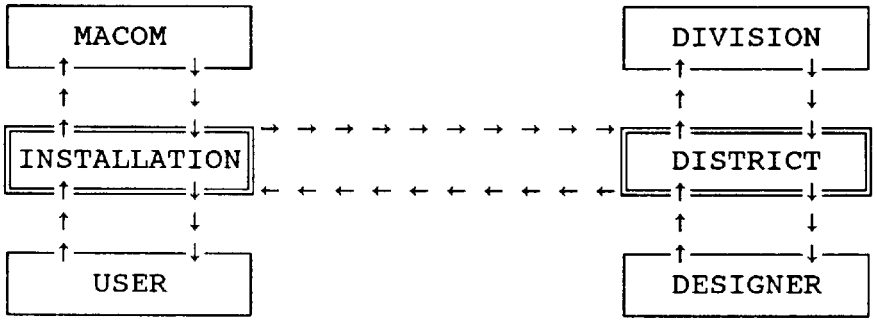
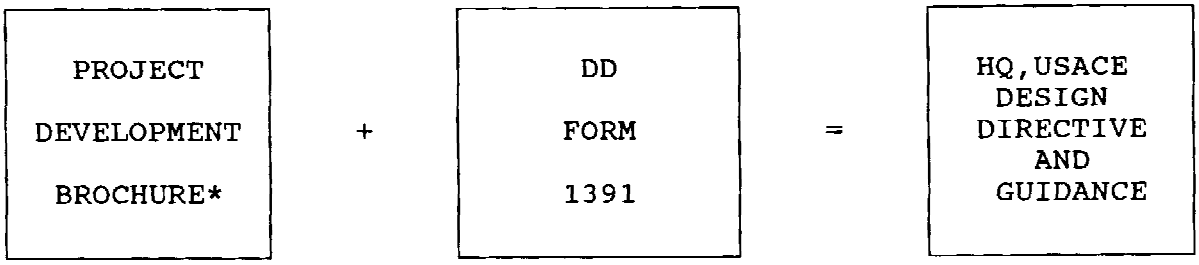


Figure 7-3. Reimbursable Funded Project Development

DESIGN INITIATION DOCUMENTATION FOR ARMY AND AIR FORCE MILCON AND REIMBURSABLE FUNDED PROJECTS



* OPTIONAL IN SOME MACOM's

Figure 7-4. U.S. Army MILCON Project Documentation

****

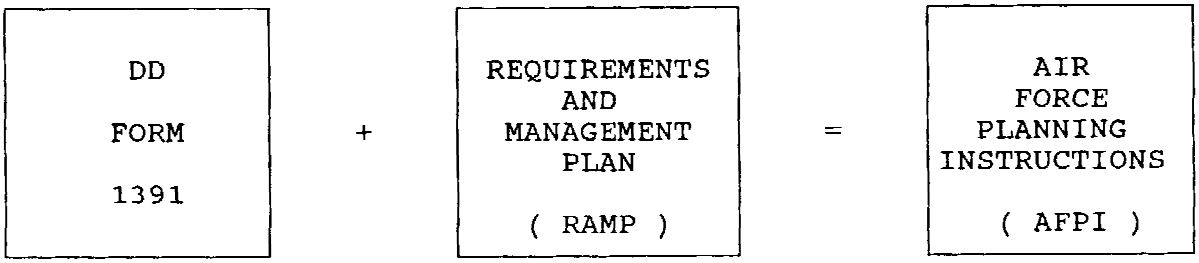


Figure 7-5. U.S. Air Force MILCON Project Documentation

****

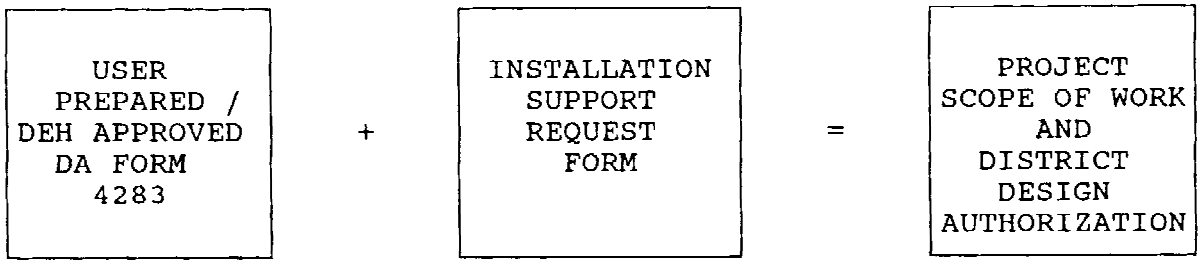


Figure 7-6. Reimbursable Funded Project Documentation

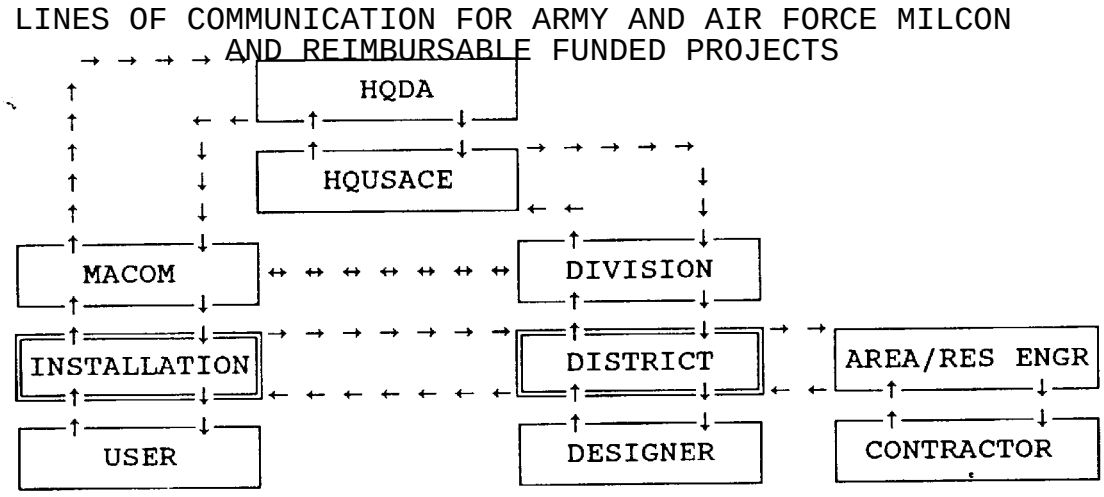


Figure 7-7. Lines of Communication - U.S. Army MILCON Project Design and Construction

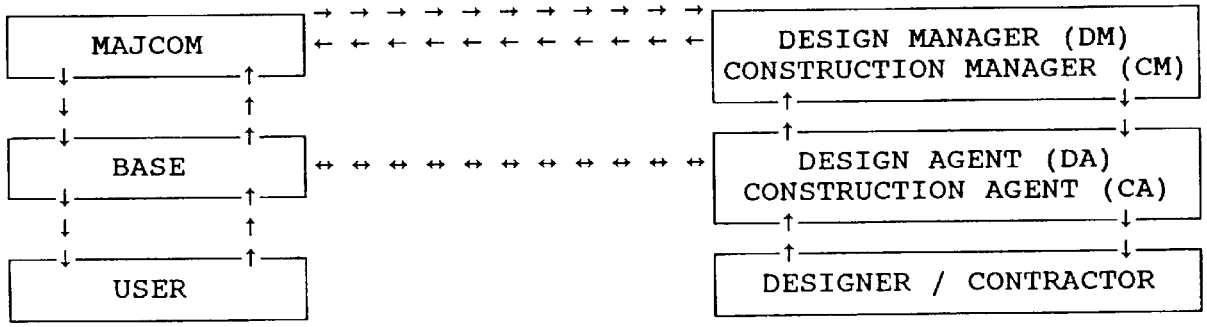


Figure 7-8. Lines of Communication - U.S. Air Force MILCON Project Design and Construction

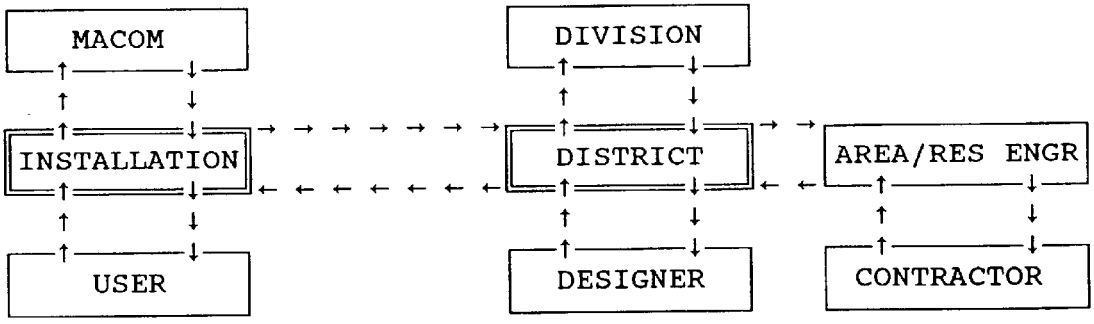


Figure 7-9. Lines of Communication - Reimbursable Funded Project Design and Construction

d. Reviews. In addition to the reviews normally conducted on work supervised by the district, the district can assist with the review of locally prepared components of the installation master plan/base comprehensive plan and mobilization master plan, annual work plan, land management plan, DD forms 1391, project development brochures and project definition documents, installation-prepared designs, surveys, studies to include value engineering studies, procurement actions relating to utility services, construction contracting documents and construction management activities.

e. Surveying. Districts can accomplish topographical mapping, field engineering, geodetic and plane surveys, profiles and cross sections, and cadastral surveys. Each military construction project normally requires these data to ensure the proper relationship between existing and new construction Installations can save both time and money by using survey data obtained as part of major construction projects or Operations and Maintenance funded projects.

f. Interior Design Services. A relatively new district service is interior design. This service may be available from the direct support district, or from the center of expertise for interior design at the Omaha District. Interior design is a part of the Army Communities of Excellence Program and the district can provide the installation and its customers with innovative ideas for rehabilitating existing space and planning attractive interiors in new facilities.

g. Cost Engineering. Districts can prepare estimates for construction programming documents, pre-concept control data, various estimates as design proceeds, and current working estimates for construction projects.

h. Specifications. Districts can also prepare construction specifications for major construction projects and for reimbursable funded projects. Techniques such as Simplified Design Methods and Abridged Corps of Engineer Guide Specifications (ACEGS) were recently developed to streamline and reduce the cost for a district to prepare designs for reimbursable funded project.

i. Forensic Engineering. Many installations have one or more facilities suffering from conditions such as progressively cracking walls, abnormal foundation settlement, or expansion and contraction causing roof leaks. Installations should consider analyzing such items to properly fix the problem or avoid them in the design of alteration projects or constructing new facilities.

j. Value Engineering (VE). Millions of dollars are saved yearly by VE studies that result in alternative construction techniques and state of the art materials. The District has a value engineering staff that performs VE studies of projects and acts as a collection point on new and innovative means of performing construction. Some VE studies are performed by A-E firms. Mandatory VE review of military construction projects of $2,000,000 and over is a current requirement. This service is available to your installation and should be included early in the design process, particularly if funding problems exist.

k. Technical Criteria. The District has the capability to provide information on technical criteria (commercial, local, federal, DOD, Army, Air Force, professional society/association, etc.) to you and your installation customers. A new compact disk read only-memory (CD-ROM) system for storage and retrieval of technical criteria is now available at the District office, and is also available for subscription by installation design personnel.

7-2. Regulatory and Statutory Guidelines.

An abbreviated list of guidelines applicable to engineering support services is presented as follows:

a. AR 5-3, Installation Management and Organization.

b. AR 210-50, Family Housing Management.

c. AR 415-15, Military Construction, Army (MCA) Program Development.

d. AR 420-10, Management of Installation Directorates of Engineering and Housing.

e. DA Pam 210-3, Commander's Handbook for Installation and Activity Consolidations, Realignments, Reductions and Closures.

f. DA Pam 420-8, Facilities Engineering Management Handbook.

g. DA Pam 420-9, Installation Commander's Executive Guide to Directorate of Engineering and Housing Operations.

7-3. Who Provides These Services.

For engineering support services, the district Installation Support Coordinator will forward the installations request to either the Technical Engineering Division or to the Project Management Branch of the Engineering/Programs and Project Management Division. In all cases, the Installation Support Coordinator will receive, coordinate and monitor the installation request.

7-4. How To Obtain These Services.

Use an Installation Support Request Form, call or write to the district Installation Support coordinator to initiate a request for service. The installation should be prepared to supply the following:

a. An Installation Support Request Form. This form gives a narrative summary of work or services required. After the support request is evaluated:

b. Copies of installation records needed to provide the service.

c. Applicable documents, correspondence, or regulations.

d. Document transmitting funds to the district office.

7-5. Typical Funding and Time to Accomplish the Service.

a. The cost and time to accomplish engineering services vary significantly based upon the scope of the request. Therefore, a district is unable to publish fixed cost or timeline data that will accurately apply to each service that an installation could request. However, some typical or average costs (Figure 7-10) and timelines (Figure 7-11 through Figure 7-14) for some of the more traditional activities are presented in the figures that follow. These examples will be beneficial to the installation as guideline, or order of magnitude costs for planning or programming purposes.

SERVICE	TYPICAL PROJECT EXECUTION METHODS									
	1		2		3		4		5	
	ORG	% OF ECC	ORG	% OF ECC	ORG	% OF ECC	ORG	% OF ECC	ORG	% OF ECC
ENGINEERING/DESIGN	D	10.0	D	10.0	D	10.0	I	--	I	--
ENGINEERING MGMT	D	2.5	D	2.0	D	2.0	I	1.0	I	--
TECHNICAL REVIEW	D	3.5	D	3.0	I	--	D	2.0	I	--
PROCUREMENT	D	1.0	I	--	I	--	D	1.0	D	2.0
CONSTRUCTION MGMT	D	8.0	I	--	I	--	D	8.0	I	--
TOTAL FEE	-	25.0	-	15.0	-	12.0	-	12.0	-	2.0

LEGEND: ORG = ORGANIZATION EXECUTING THE SERVICE.
% OF ECC = PERCENTAGE OF ESTIMATED CONSTRUCTION COST.
D = DISTRICT I = INSTALLATION

NOTES:

1. Construction Management percentage is fixed, others are estimates that may vary from project to project.
2. Engineering/Design percentage typically reduces to 8% when estimated construction cost exceeds $ 1,000,000.
3. For designs initiated late in the fourth quarter, provide engineering/design cost and one-half of engineering management fee with current year funds. Provide following year funds for the remaining elements.
4. Construction Management percentage includes 8.0% for Supervision & Administration (S&A) and 0.5% Engineering During Construction (EDC). The S&A is 8.5% for OCONUS.
5. Procurement fee includes reproduction cost, solicitation, surveys, evaluation and construction contract award.

Figure 7-10. Typical Reimbursable Project Execution Costs.

Other example cost guidelines for non-design related engineering services are as follows:

TASK OR ITEM OF WORK	APPROX. COST
Establish an Indefinite Delivery A-E Contract.	$ 5,000
Processing cost per Delivery Order.	$ 500
Payback analysis for ECIP project.	$ 5,000
Structural analysis for one floor of permanent building.	$10,000
Provide drainage requirements for creek.	$ 5,000
Perform foundation analysis for building site.	$10,000
Electrical distribution analysis and plan for an installation.	$100,000

b. Funding for engineering services is normally reimbursable, from the installation to the district, except in the case of design for military construction projects and special programs, e.g., ECIP, Environmental Audit Baselines. If centralized, nonreimbursable program funds are available from HQUSACE, the Installation Support Coordinator will attempt to utilize these where appropriate.

c. Performance time for engineering services is, to a large extent, governed by procurement time. Time to award a contract for A-E services is approximately 120 days, if a DCAA audit is not required. Since the majority of the installation support requests involve reimbursable funded projects, with single year funding, this 120-day selection time could jeopardize successful project completion in a timely manner. Therefore, each district must ensure that adequate indefinite delivery type contracts are on-hand, at the district, to handle potential installation requests. The time to accomplish an engineering study or design after the A-E has been selected can vary from a month or less for a small project to over a year for a complex study or design. Time required for engineering studies, surveys, tests and evaluation is somewhat more flexible, depending on the scope of the requirement.

In any case, the installation must be assured that the district will initiate action on each request in a timely manner and that any necessary visits from those who will provide the service will occur within ten working days after a request is received at the district.

d. Time Required for Delivery of Engineering Services. Installations should be encouraged to submit requests for design services for Operation and Maintenance or reimbursable funded projects as soon as a firm requirement exists and funds are available. Ideally, design projects requiring year end construction contract award should be submitted to the district by the fourth quarter of the previous fiscal year, or the start of fiscal year when construction contract award is required. However, most districts are, as an exception to policy, able to handle previously unknown requirements on a case by case basis when received later in the fiscal year. Other requests for engineering services, such as studies and investigations, are usually not so time-critical because they have shorter acquisition lead times or do not require follow-on construction contract award at year end.

7-6. Examples of Engineering Support Services.

a. Depicting examples of typical engineering support services could be a boundless task. The type of services requested by installations should be as broad as the imagination of the requestor. Therefore, instead of presenting examples of engineer support requests at the end of this chapter, the processes associated with accomplishing such requests are presented. Knowledge of these processes will assist the installation engineers in their planning efforts and emphasize their role in the process the district takes to complete their requested support action.

b. A guide depicting when the installations should request district engineering support requests, as well as timelines for a typical study, design and the solicitation for construction contract award process, are as follows.

TYPE OF DISTRICT SUPPORT SERVICE	50% OF FFY WORKLOAD	75% OF FFY WORKLOAD	100% OF CFY WORKLOAD	CFY DESIGN AWARD FOR FFY CONSTRUCTION AWARD
DISTRICT DESIGN, PROJECT MGMT, TECH REV & CONSTR CONTR AWD	15 JUN	01 AUG	15 NOV	01 AUG
DISTRICT DESIGN, PROJECT MGMT, TECH REV & INSTL CONSTR CONTR AWD	15 MAY	01 JUL	15 OCT	01 AUG
DISTRICT CONSTR CONTR AWARD OF OFF-THE-SHELF DESIGN OR INSTL PREPARED DESIGN	----	----	01 JUN	----
STUDY / REPORT	SEE	NOTE	#5	

CFY = CURRENT FISCAL YEAR FFY = FOLLOWING FISCAL YEAR

NOTES:

1. APPLICABLE TO TYPICAL ACQUISITIONS, NOT A SECTION (8A) AWARD, COST CONTRACT, NEGOTIATED PROCUREMENT, REQUEST FOR PROPOSAL OR OCONUS HOST NATION ACQUISITION.
2. ASSUMES COORDINATED, FUNDED AND APPROVED PROJECTS ARE FURNISHED TO THE DISTRICT BY THE ABOVE TARGET DATES.
3. ASSUMES USE OF EXISTING INDEFINITE DELIVERY CONTRACT FOR DESIGN AWARDS AND INVITATION FOR BIDS FOR CONSTRUCTION AWARDS.
4. EXCEPTIONS TO THE ABOVE TARGET DATES MAY BE MADE ON A CASE-BY-CASE BASIS.
5. SUBMITTED AS REQUIRED TO ALLOW ADEQUATE TIME FOR COMPLETION BY DESIRED DATE (SEE FIGURE 7-12).

Figure 7-11. Target Dates for Installation Submission of Engineering Support Requests.

CHAPTER 8

CONSTRUCTION MANAGEMENT

8-1. Types of Services.

a. The primary functions of the district Construction Division are quality assurance, contract administration, funds control, and construction project management. The Chief, Construction Division supervises the district construction activities. This individual advises contracting officers on construction management matters and is directly responsible to the district commander for management of assigned construction programs (including the quality, cost and timeliness of the facilities constructed) and for the performance and operation of designated facilities until they are formally accepted by the user.

b. The area or resident engineer is charged with administering construction contracts and is in daily contact with the contractor. This individual is formally appointed by the contracting officer as the administrative contracting officer (ACO) with specific authorities and monetary limitations for each contract administered by that office.

c. The construction manager, located in the construction division at the district office, provides the interface between the district engineering division, the construction division, the life cycle project manager, and the area/resident engineer and the district office.

d. Working together, the above mentioned team members have the primary responsibility of accomplishing the following activities in support of an installation's construction requirement:

(1) Quality Assurance. This function involves enforcement of the technical provisions and quality control provisions of the contract. The Corps Quality Assurance/Quality Control system is described in ER 1180-1-6.

(2) Quality Assurance for Hazardous and Toxic Waste Program. This type of quality assurance differs technically from the provisions found in a design and construction contract. Presently, some districts obtain the assistance of Omaha District (a USACE Center of Expertise for HTW projects) to provide these services.

(3) Supervision and Administration During Construction. Supervision and administration are provided by the area/resident engineer and district construction project manager in accordance with the relationship described above.

(4) Warranties. ER 415-345-38, Construction Transfer and Warranties, prescribes procedures for the transfer of completed construction to the installation and for the implementation of warranties. It also requires the district to correct design defects discovered by the installation engineer after transfer by the most expedient means. Design defects discovered in this manner, or as a result of periodic joint warranty inspections performed at four months and nine months after transfer, are recorded and entered in the Construction Evaluation Reporting System (CERS).

(5) Construction Contractor Performance Evaluation. The Corps utilizes a systematic approach to evaluating, recording and reporting construction contractor performance. The objective of this process is to avoid doing business with nonresponsible contractors. The system is known as the Construction Contractor Appraisal Support System (CCASS). Both interim and final performance evaluations are entered into the system and the resultant information is used to screen bidders on current and future construction solicitations.

(6) Architect-Engineer Title II Services. An A-E contract may be structured to contain an option for "Title II" services. These services provide for assistance by the A-E to the government during construction and may include visits to the construction site for inspection of the work or other assistance, review of shop drawings, and other contract submittals, source inspection and test witnessing at a supplier's plant, or engineering and design during construction. The construction manager will usually be the design project manager's point of contact for the exercise of the contract option, funding, monitoring of A-E performance, and payment. Very early coordination is required during contract development to include the Title II option and ensure that the services needed by the construction supervisor will be provided.

(7) Architect-Engineer Responsibilities. The degree of reliance on the A-E to check their designs and assure a quality job has necessarily increased in recent years. The A-E is paid to do a job and profit is provided with due consideration for risk.

Therefore, a professional and impartial review by district engineering division personnel and the design project manager is accomplished to determine the quality of the A-E's work, the existence of any design deficiencies, and if there is any A-E liability involved. (NOTE: ER 715-1-10 establishes a systematic and formalized approach to investigating and pursuing A-E liability. This process improves future designs by causing better A-E quality assurance procedures implementation during the design process.)

(8) Change Orders. During construction, the need for a change to the project may occur. There are two principal types of change order requests. The first is called "operability" changes, which are unavoidable changes that are required to construct a complete and operable facility. Such changes originate from unforeseen factors discovered during the design and/or construction of the project. The other type of change order request is called "user originated," which is an elective or enhancement nature change, as opposed to an operability necessity, that are originated at the installation or Major Command. Changes relating to incorporation of Major Command, installation, or using organization criteria, mission changes, or facility use requirements are considered as user originated changes.

(9) Figure 8-1 depicts some of the detailed tasks involved in the life cycle of the construction contract management process.

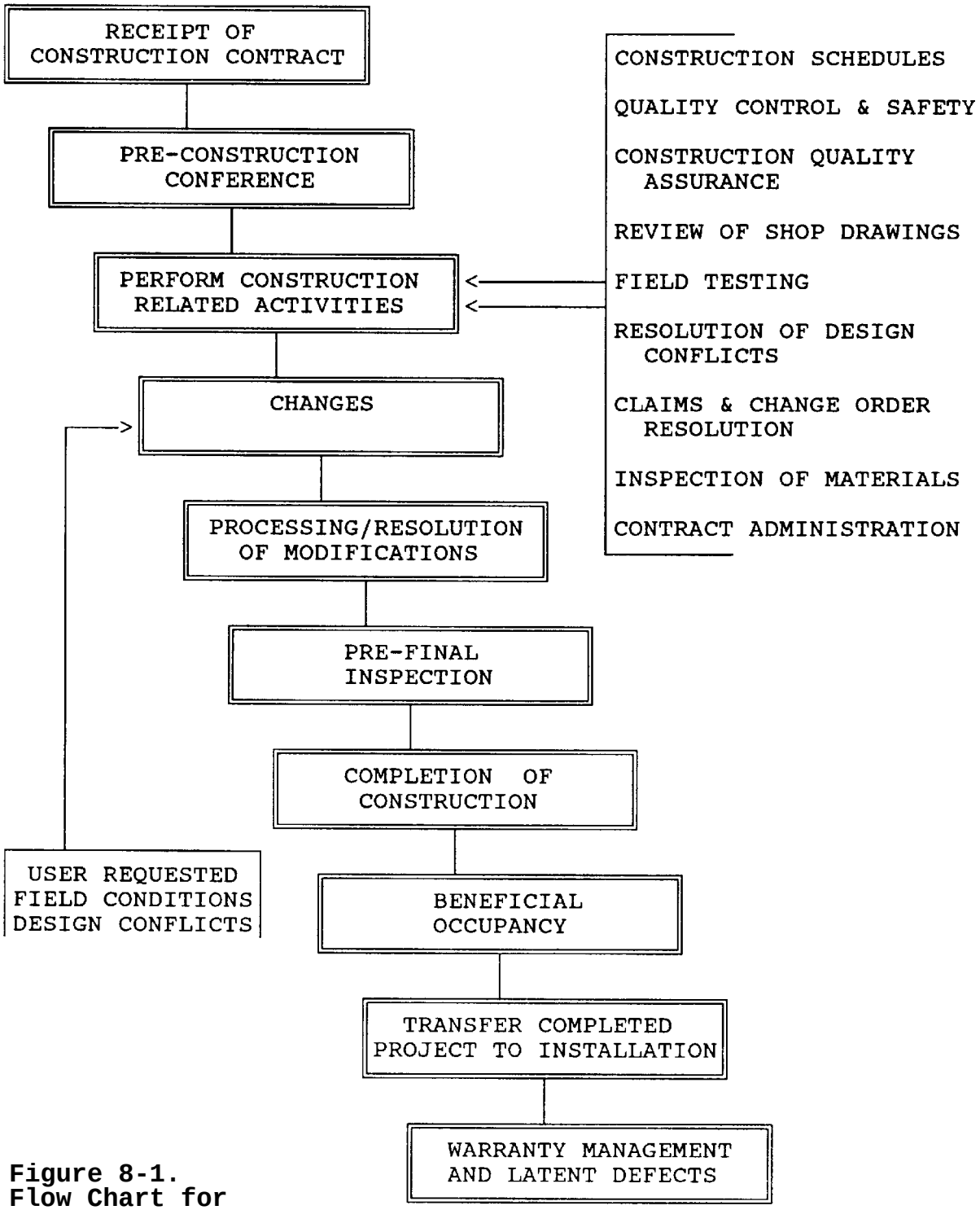


Figure 8-1.
Flow Chart for
Construction Management

8-2. Regulatory and Statutory Guidelines.

a. Federal Acquisition Regulations (FAR) 6.303-2, 14.208, 14.209, 15.804, 15.805, 15.808, 16.403-2, 16.2, 16.202, 16.603, 16.702, 16.703, 31.105,31.2, 36.605, 43.101, 43.103, 52.214, 52.236-23, 52.243, 53.246, 53.301-308, 5.3.

b. DoD Federal Acquisition Regulation Supplements (DFARS) 15.902, 16.101, 36.601, 36.602, 36.604, 36.605, 36.606.

c. Army Federal Acquisition Regulation Supplement (AFARS) 1.691-3.

d. Engineer Federal Acquisition Regulation Supplement (EFARS) 15.808, 36.605/90, 36.606/95, part 43.

e. AR 415-20, Military Construction Program Management.

f. ER 715-1-10, A-E Responsibility Management Program.

8-3. Who Provides These Services.

For construction management support services, the district Installation Support Coordinator will forward the installation request either to the Construction Division or to the local area or resident engineer's office. In all cases, the Installation Support Coordinator will receive, coordinate and monitor the installation request.

8-4. How To Obtain These Services.

Use an Installation Support Request Form, or call or write to the district Installation Support coordinator to initiate a request for service, or contact the local area or resident engineer office. The installation should be prepared to supply the following:

a. An Installation Support Request Form prepared in general accordance with the sample format (Figure 8-3) at the last page of this chapter. This form gives a narrative summary of work or services required.

b. Copies of installation records needed to provide the service.

c. Applicable documents, correspondence, or regulations.

d. Document transmitting funds to the district office.

8-5. Typical Funding and Time to Accomplish the Service.

a. Corps of Engineers districts are unique as an organizational element of the Federal Government in that they do not generally receive operating funds from the Federal budget. Instead, Corps districts and operating divisions are primarily funded on a project-by-project reimbursable basis. All operating costs must be supported through "revenues" provided by its customers for services rendered. Thus, district and operating divisions operate on a cost distribution concept. Under this concept, general and/or administrative expenses associated with day-to-day operations must be equitably distributed to all direct funded and reimbursable projects.

b. Cost of construction management with the type of the construction contract (O&M or MILCON). For a MILCON construction contract, costs run at 6% of the value of the construction placed. For operations and maintenance/reimbursable funded work consisting of minor construction and maintenance and repair work which require many of the same administrative procedures as larger scale projects, costs run higher. Current rates for O&M funded work are 8% for CONUS projects and 8.5% for OCONUS. While construction management funds for MILCON are appropriated by Congress along with funds for the actual construction, funding of S&A for reimbursable funded projects is provided by the installation, major command, or nonappropriated funding source.

c. Supervision and administration (S&A) charges are levied by the districts and operating divisions on all projects executed by the Corps. The S&A charge is passed on to the installation customer in the form of a flat percentage rate and covers the costs of construction management during the construction phase of a project. Construction management costs include efforts of the construction and engineering divisions, area, resident or field offices, legal, resource management, and their associated overhead.

d. District efforts are funded by S&A money once the design has been completed and the construction contractor has been selected. All S&A monies collected during a fiscal year must reflect charges on construction work placed during that fiscal year; S&A funds for work not placed are returned to the installation and any remaining S&A fee will be charged to the installation during the following fiscal year. Figure 8-2 provides funding guidelines which may help simplify this process. With proper planning, installations and districts and eliminate excessive year-end transfers of large sums of S&A and other funds required for construction contract management.

e. Other fees that may be levied for construction projects include contract fees for providing contracting division services, fees for (constructability) design reviews by construction division, contingency amounts to meet unforeseen contract requirements, and a charge for preparation of as-built drawings.

f. When to ask for this service and normal duration. Lead times needed to initiate construction management depend upon the complexity of the construction contract itself. A general rule is to allow three months between the time the installation requests support and the time the district becomes an active participant in the management of the contract.

CONSTRUCTION FUNDING REQUIREMENT FOR REIMBURSABLE FUNDED CONSTRUCTION CONTRACT * * * * * * * BASED UPON FY QUARTER WHEN AWARD OCCURS	FIRST QUARTER	SECOND QUARTER	THIRD QUARTER	FOURTH QUARTER	NOTES
CONSTRUCTION COST (CFY)	100%	100%	100%	100%	(1) (5)
8.0% S&A FUNDS (CFY)	100%	100%	50%		(2) (6)
8.0% S&A FUNDS (FFY)			50%	100%	(2) (6)
CONTINGENCY FUNDS (CFY)	100%	100%	50%		(3) (6)
CONTINGENCY FUNDS (FFY)			50%	100%	(3) (6)
0.5% EDC FUNDS (CFY)	100%	100%	50%		(4) (6)
0.5% EDC FUNDS (FFY)			50%	100%	(4) (6)

CFY = CURRENT FISCAL YEAR FFY = FOLLOWING FISCAL YEAR

NOTES:
1. CONSTRUCTION COST BASED UPON FINAL DESIGN GOVERNMENT COST ESTIMATE.
2. RATE VARIES FOR OCONUS PROJECTS.
3. 5% MINIMUM FUNDED AT CONSTRUCTION CONTRACT AWARD, WITH ADDITIONAL CONTINGENCY FUNDED ON A CASE-BY-CASE BASIS.
4. ENGINEERING DURING CONSTRUCTION (EDC) IS REQUIRED AT CONSTRUCTION AWARD BY ER 37-345-10, EXCEPT FOR FOURTH QUARTER AWARDS.
5. OR PROVIDE IN THE FOLLOWING YEAR FOR SAF PROJECTS.
6. PERCENTAGES FOR CURRENT AND FOLLOWING YEAR FUNDS MAY BE ADJUSTED BASED UPON CONSTRUCTION PLACEMENT EXPECTED IN EACH YEAR.

Figure 8-2. Construction Cost Funding Guidelines.

8-6. Examples of Construction Management Services.

a. Examples of the construction management services available from a USACE district are typically ongoing at any installation on reimbursable and MILCON work and other types of construction support activities.

b. A sample of how to obtain construction management support services appears on the following sample Installation Support Request Format (Figure 8-3):

INSTALLATION SUPPORT REQUEST

INSTALLATION: Fort Dakota | **PROJECT NUMBER:** JVL-1234

PROJECT TITLE: Renovation of Post Headquarters Building

TYPE OF WORK:
___ PLANNING ___ ENVIRONMENTAL ___ STUDY
___ DESIGN _X_ CONSTR MGMT ___ REAL ESTATE
___ A-E CONTRACT SELECTION ___ OTHER

CURRENT WORKING ESTIMATE: $ 790,000.00
BASIS OF ESTIMATE: Final Design **DATE PREPARED:** 21 Apr 91

DESCRIPTION OF WORK/SERVICE REQUIRED: **PLEASE BE SPECIFIC !**
Request advertisement, award and construction contract admin services (Supervision & Inspection) be provided for the above project. This project was planned for award in FY92 however, Command influence resulted in funding this FY. The number of projects currently advertised through our DOC precludes our ability to administer this project. 100% design complete plans & specs as prepared by our EPSD are attached.

SPECIAL CRITERIA/DESIGN REQUIREMENTS:
This project must be awarded for construction THIS FY !
Design funds are available for your biddability and constructability reviews. Constr Performance period: 150 days.

PROJECT AUTHORIZATION: ____ **DD 1391** _X_ **DA 4283** ____ **OTHER**

CONSTRUCTION AGENT: _X_ **DISTRICT** ____ **INSTALLATION**

CRITICAL NEED DATES: **SERVICE COMPLETE:** ____
DESIGN START: ____ **COMPLETE:** ____
CONSTRUCTION CONTRACT AWARD: NLT 27 SEP 91
CONSTRUCTION START: 1 NOV 91 **COMPLETE:** 15 MAR 92

AVAILABILITY OF AS-BUILT DRAWINGS: Final design attached

AMOUNT OF START-UP DESIGN FUNDS ATTACHED: $4,500.00

INSTALLATION PROJECT MANAGER: James V. Ovol
TELEPHONE: (COM'L) (979) 987-3456 **(AV)** 007-3456
FACSIMILE: (979) 987-6543 **OFFICE SYMBOL:** DKTA-DEH-E

INSTALLATION ENGINEER OR AUTHORIZED REPRESENTATIVE

SIGNATURE	TITLE	DATE
COL M. T. Rushmore	DEH	15 Jun 91

Figure 8-3. SAMPLE FORMAT-INSTALLATION SUPPORT REQUEST INVOLVING CONSTRUCTION MANAGEMENT SUPPORT

CHAPTER 9

SPECIAL SUPPORT SERVICES

9-1. Contracting.

a. Definition of Contracting Services. The district contracting division performs the following functions:

(1) Is consultant and principal advisor to the district commander and other district staff members on all acquisition policy and procedural matters (except real estate). Is responsible for district acquisition activities from advance planning through completion and delivery.

(2) Plans, directs and exercises staff supervision over contracting functions of the district. Provides for full and open competition, in accordance with the Competition in Contracting Act (CICA) of 1984, through use of competitive procedures.

(3) Assists Competition Advocate to achieve compliance with CICA.

(4) Provides staff surveillance over the contract administration function for the district to assure compliance with the Federal Acquisition Regulation (FAR), DFARS, AFARS, EFARS, and other pertinent laws and regulations, and the terms and conditions of contracts and purchase orders. This function does not include management of those aspects of contract administration which involve supervision, inspection, and review of contractor performance.

(5) Interprets and implements higher authority decisions and directives that affect the contracting and purchasing functional areas and develops new or revised procedures to assure compliance.

(6) Participates in advance procurement planning of district requirements, providing expertise in such areas as the breakout of the requirements, contract type, and method of procurement. Maximizes competition. On actions other than full and open competition, prepares appropriate justification and approval (J&A) documents.

(7) Maintains liaison with industry and government agencies on contracting matters.

(8) Reviews qualifications and prepares nominations for appointment of Contracting Officers, Administrative Contracting Officers, Contracting Officer Representatives, and Ordering Officers.

(9) Maintains the official contract files (except those pertaining to real estate). Ensures that documentation is complete. Advises pertinent district elements of deficiencies and monitors corrective actions.

(10) Reports on volume and type of contracting actions and furnishes other data on contracting activities. Analyzes trends.

(11) Manages the districts small and small disadvantaged business programs, as well as other socioeconomic programs related to contracting.

(12) Reviews audit and other investigative reports relating to contracting.

(13) Manages the Defense Priorities and Allocation System.

(14) Manages specific operational responsibilities of the Contracting Office, in coordination with other elements in the district, including:

(a) Maintains source selection lists; prepares and issues bid invitations and requests for proposals (or, where done by others, reviews for consistency with policy and for regulatory compliance), and receives, opens, and abstracts bids and proposals.

(b) Conducts evaluation process to determine lowest responsive and responsible bidder when the sealed bid procedure is used; participates on the team when evaluating a negotiated procurement.

(c) Prepares formal contracting documents, issues notices of award and notices to proceed. Issues contracting documents related to personal property sales in support of logistics management function.

(d) Conducts pre-award surveys and evaluations thereof.

(e) Reviews mistakes in bid and protest of award cases in coordination with Office of Counsel and recommends appropriate action to contracting officer. Develops and formalizes the documentation for record file or submission to higher authority.

(f) Prepares contracting officer's report in response to protests of award when requested by HQUSACE.

(g) Ensures that the official contract documentation is complete and that an accountability trail facilitates review of contract modifications. Conducts post-award reviews of modifications.

(h) Performs or arranges for the performance of inspection and acceptance of all materials, supplies and equipment purchased or transferred by the Government, except for materials and equipment to be incorporated into construction projects. Inspections requiring technical skills will be performed by appropriate staff divisions. Assigns, furnishes detailed instructions for, and monitors inspection when it is determined that points-of-origin inspection is necessary and to be accomplished by other districts and DoD agents. Reviews contract administration actions taken or performed by other elements of the district to assure compliance with applicable law, regulations, and policies, and provides recommendations to the commander for improvements and corrections in district contract administration procedures.

b. Types of Contracts. A wide selection of contract types is available to provide the needed flexibility in acquiring the large variety and volume of supplies and services required. Contract types vary according to (1) the degree and timing of the responsibility assumed by the contractor for the cost of performance and (2) the amount and nature of the profit incentive offered to the contractor for achieving or exceeding specified standards or goals. The contract types are grouped into two broad categories: fixed-price contracts and cost-reimbursement contracts. The specific contract types range from firm-fixed-price, in which the contractor has full responsibility for the performance costs and resulting profit (or loss), to cost-plus-fixed-fee, in which the contractor has minimal responsibility for the performance costs and the negotiated fee (profit) is fixed. In between are the various incentive contracts, in which the contractor's responsibility for the performance costs and the profit or fee incentives offered are tailored to the uncertainties involved in contract performance.

Some of the special categories of contracts extensively used by districts in support of the installation are:

(1) Architect-Engineer (A-E) contracts.

(2) Job Order Contract (JOC). A competitively awarded firm fixed price, indefinite quantity contract which consists of a collection of detailed task specifications encompassing most aspects of facilities engineering construction work. For each of the tasks listed in the contract, a unit of measure and a corresponding unit price are included. Offerors are required to propose two coefficients or multipliers (one for normal working hours and one for other than normal working hours). During contract execution the unit price listed in the contract is multiplied by the appropriate coefficient to determine the actual price of that item. Each job order required by the DEH is broken down into these individual tasks of work, and a total price is developed based upon the government unit price and the contractor's multiplier(s). After agreement, the DEH or the supporting USACE district issues a delivery order for performance of the work. The Individual Job Order Request (IJO) (DA Form 4283) prepared by the facilities occupant at the supported installation normally serves as the basis for initiating the delivery order.

(3) Small Purchase. Small purchase procedures are used to make purchases of $25,000 or less. Under the small purchase system, procurement is normally accomplished after oral or written solicitation.

(4) Services Contracts. The full range of service contracting support is available from the district contracting division.

(5) Basic Ordering Agreements. These are preliminary agreements, not enforceable contracts. They merely define the general provisions that will apply when a contract is awarded at a future date. Thus, they are time savers in dealing with suppliers or firms on a recurring basis. However, competition is required in accordance with FAR 13.106 and synopsis is required in accordance with FAR 5.2.

(6) Supply Contracting. The full range of supply contracting is also available from the district contracting division.

(7) Construction Contracts. The award of a construction contract can follow varied procurement procedures depending upon the scope, complexity or type of requirement. Invitation for Bids (IFB), Request for Proposals (RFP), One Step, Two Step, Design-Build/Turnkey, JOC and Small Purchase are some of the methods for obtaining a construction contract award. Time requirements for the award of a construction contract, using Invitation for Bid procedures, are presented in figure 7-14 of chapter 7.

(8) Laboratory and Testing Services. Professional laboratory and testing support is obtained by means of a service or A-E contract as described previously.

(9) Surveying. Surveying services are procured in a manner similar to the A-E contracting procedure described previously.

c. Regulatory and Statutory Guidelines for Contracting. Applicable portions of the following regulations:

(1) Federal Acquisition Regulations (FAR).

(2) DoD Federal Acquisition Regulation Supplements (DFARS).

(3) Army Federal Acquisition Regulation Supplement (AFARS).

(4) Engineer Federal Acquisition Regulation Supplement (EFARS).

d. How to Obtain These Services. District contracting support is normally provided only in conjunction with engineering or construction-related support. The district Installation Support coordinator is the first point of contact when requesting procurement-related services. Contract management for construction projects is handled by the construction division, through the construction manager at the district office and by area and resident engineer offices. The majority of other contract management functions are handled by the district contracting division. The Installation Support Coordinator will direct all requests for support to the appropriate action office.

e. When to Ask for this Service and Normal Duration. Procurement-related support should be requested when requirements are first known. Procurement is heavily regulated, so early involvement by the district is important.

f. Typical Funding and Time to Accomplish Contract Related Support Services. Some typical cost guidelines and timelines for accomplishing contracting activities associated with the A-E selection process and the construction contract advertisement process are presented in chapters 6 and 7 of this pamphlet. The cost and time for other types of contracting support are determined based upon the scope and complexity of the service requested by the installation. In general, contracting activities in conjunction with MILCON actions are funded through the MILCON action, while reimbursable actions are funded by the installation or MACOM.

9-2. Legal. District legal services are provided in conjunction with engineering, environmental, planning or construction services purchased from the district. Legal services are not normally provided separately from these district support services.

9-3. Public Affairs.

a. Definition of Services. The district Public Affairs Office (PAO) provides the following services:

(1) Publicly communicates the policies and viewpoints of the district on matters pertaining to the work of USACE and is the primary spokesperson to the news media. Other members of the staff may be called upon by the PAO to provide technical information to the media.

(2) Advises the district commander and key staff of public affairs matters.

(3) Maintains effective relations with news media and with organized groups who use information about USACE activities or who plan information programs. Responds to news media and public inquiries regarding USACE programs, activities, and associated issues.

(4) Researches, writes, edits, and disseminates news and feature stories for release to media. Arranges for Corps of Engineers speakers to interested groups, serves as liaison with speakers, and arranges for preparation and editing of manuscripts. Coordinates the Corps of Engineers Writer's Assistance Program.

(5) Arranges/coordinates media interviews for the district commander, deputy commander and key staff members.

(6) Coordinates and supervises public displays and exhibits portraying USACE activities.

(7) Plans, coordinates, and supervises production and dissemination of public and command information materials such as brochures, pamphlets, newspapers, and information bulletins; and audio-visual products, including slide, videotape, and motion picture presentations for internal and external publics.

(8) Serves as point of contact for civilian aides to the Secretary of the Army Program.

(9) Maintains liaison with other federal, state, and local
agency public affairs activities and coordinates public affairs efforts among affected agencies, as appropriate.

b. Regulatory and Statutory Guidelines for Public Affairs. Public affair offices are organized and operate under the ER 10-1-3, Organizations and Functions, Divisions and Districts.

c. How to Obtain These Services. Use an Installation Support Request Form, call or write the local Installation Support Coordinator to initiate a request for service. The audiovisual and publications branches of the Office of Public Affairs will provide most of the services requested. In some instances, the district will coordinate a request through the public affairs offices at their division or at HQUSACE. The installation should first approach their own Public Affairs Office to determine if the service can be accomplished locally. After coordination with the local PAO, and determining that district support is necessary, the installation should supply the following with their request to the district:

(1) An Installation Support Request Form which gives a narrative summary of work or services required.

(2) Copies of installation records, documents or correspondence needed to provide the service.

(3) Document transmitting funds to the district office.

d. Typical Funding and Time to Accomplish the Service.

(1) Funding. Installation reimbursement is the normal means of funding these services. Costs vary depending upon the service requested. For example, an article for publication in a command information newspaper may cost $1,500.00; a professional quality slide show about an installation may cost $3,000.00 to $5,000.00, while a professionally narrated and filmed videotape will cost an average of $1,500.00 - $2,000.00 per minute. Editorial or composition service costs approximately $35 per hour., which means that editing an article written by a installation staff member may cost between $300.00 and $500.00, and preparing an article based simply on an installation's input may cost $1,500.00 to $2,000.00.

(2) Time Requirements. The district can respond immediately upon notification by the Installation Support Coordinator. Lead times for several of our services are listed as follows:

(a) Develop and publish article in the district newspaper--three months.

(b) Create and edit videotape about an installation--four to six months.

© Create and edit slide presentation about an installation--two to three months.

(d) Conduct public attitude evaluation regarding a proposed action--two to three months.

(e) Prepare and disseminate a news release about an installation (after clearance by the local public affairs officer)--one to five working days.

(f) Coordinate a speaking request for appearance by the District Commander--one to three working days.

(g) Coordinate a speaking request for a Division or HQUSACE official--five to ten working days.

(h) Develop and publish an article in the "Engineer Update" or "DEH Digest" for an installation--two to three months.

9-4. Safety and Occupational Health.

a. Definition of Services. The district Safety and Occupational Health Office implements policy and procedure, and provides reviewing, inspecting and consulting service regarding safety, industrial hygiene and occupational health. Listed below are some of the specific services the Safety and Occupational Health Office provides:

(1) Supervises and directs the USACE safety program within the district, in accordance with policies and objectives established in AR 385-10 and Engineer Regulations.

(2) Prescribes and coordinates a balanced program of safety activities and performs functions set forth in paragraph 5b, AR 385-10.

(3) Advises the district commander of accident potentials on programs, and requirements for control.

(4) Evaluates the application of safety policy and criteria in all plans, designs, specifications, operating and maintenance procedures, and training programs.

(5) Provides advisory safety engineering services for all district activities in support of accident prevention, including features of design, occupational health, fire prevention and protection, radiological safety, and safety in all end use items or services.

(6) Surveys all activities for compliance with the policies and objectives of the safety program.

(7) Conducts progressive research into accident problems and develops corrective controls to prevent future accidents.

(8) Acts as staff advisor on and evaluates the program for issuing permits to operate motor vehicles and equipment.

(9) Surveys facilities for fire protection, fire fighting, emergency response, and rescue to establish adequate and efficient utilization thereof.

(10) Supervises the accident reporting system and compiles, analyzes, and disseminates accident data and any necessary corrective action to be taken.

(11) Performs studies on special safety subjects as assigned by EM 385-1-1.

(12) Provides accident prevention and safety engineering guidance and advice to district activities concerning the use of public recreation areas under the control of USACE, particularly with respect to water safety considerations.

(13) Provides technical safety training courses, e.g., "Design Improvement for Safety."

(14) Provides input to Worker's Compensation and Continuity of Pay programs.

(15) Develops scopes of work and manages contracts for industrial hygiene services to include industrial hygiene surveys and medical advisory services.

b. Regulatory and Statutory Guidelines for Safety and Occupational Health. There are many Army Regulations and statutory standards governing safety and occupational health. The principal documents under which the office operates are AR 385-10 and EM 385-1-1, Corps of Engineers Safety and Health Requirements Manual.

c. How to Obtain These Services. The installation should first approach their Safety Office to determine if the service can be accomplished locally. After coordination with the local office, and determining that district support is necessary, the installation should supply the following to the district Installation Support Coordinator with their request to the district:

(1) An Installation Support Request Form which gives a narrative summary of work or services required.

(2) Copies of installation records, documents or correspondence needed to provide the service.

(3) Document transmitting funds to the district office.

d. Typical Funding and Time to Accomplish the Service.

(1) Funding. Installation reimbursement is the normal means of meeting the costs of these services. These costs vary depending upon the service requested. The following costs are offered only as a guide for an installation to use when budgeting for district support services:

(a) Occupational Safety and Health Act pre-inspection of a job site - $2,000.

(b) Industrial hygiene survey, analysis and report on a DEH complex - $75,000 to $100,000.

© Development of safety plan for DEH CA contract - $10,000.

(d) Review plans and specifications for average maintenance and repair contract - $1,000.

(e) Conduct two-day construction safety inspection - $1,000.

(f) Conduct two-day training course on "Design Improvements for Safety" - $1,500 to $3,000 (includes course materials).

(2) Time Requirement. An installation should allow one month between the time that a request for support services is forwarded to the district and the time that the service needs to be performed. If a one or two day visit to the installation will fill the request, a shorter lead time is possible. Requests for complex services, such as industrial hygiene surveys of entire activities, will involve procurement of contract services, which will take as long as six months. Likewise, the duration of service varies considerably with the type of work requested. A spot inspection, pre-inspection, or training session can take only a day or two. A complex industrial hygiene survey can take as long as 8-10 months before results are analyzed and published.

9-5. Training.

a. Definition of Services. The district Employee Development or Training Branch of the Human Resources Office is responsible for developing and maintaining programs to meet the developmental needs of its members and serviced activities. Examples of these programs include new member orientation and technical and managerial training. Formal personnel servicing agreements often enable installations to obtain services, including training, from a districts Human Resources Office. However, in the absence of such agreements, installations are still encouraged to contact the district for information about Proponent Sponsored Engineer Corps Training (PROSPECT) program courses. The PROSPECT program offers both classroom and exportable training courses.

b. Regulatory and Statutory Guidelines for Training. The Human Resources Office is organized and operates under the policy of ER 10-1-36. Guidelines for training can best be found in AR 690-400, chapter 410, and ER 350-1-414, PROSPECT Program.

c. How to Obtain These Services. Installations without their own civilian personnel servicing are encouraged to contact the district Human Resources Office and develop formal servicing agreements which include training. Installations with their own servicing may obtain USACE training by contacting the Corps Registrar, located within the Huntsville Training Division, at (205) 722-5821/5822, or DSN: 788-4377/4378.

d. Typical Funding and Time to Accomplish the Service.

(1) Funding. A district does not charge for assisting installations with enrollment in Corps of Engineers sponsored training courses. However, there is a tuition charge for all students registering for PROSPECT classroom courses. Additional information about course objectives, tuition and availability is obtainable from the Huntsville Training Division Registrar.

NOTE: Additionally, a number of video-based exportable training courses are available for purchase by installations. These are particularly useful for reducing travel and per diem costs since the training is sent to the student or installation. Information about these exportable courses is available from the district Training Branch or the Huntsville Training Division.

(2) Time Requirement. Installations are encouraged to participate in the Corps Annual Training Survey. This survey is used to assess training requirements and allocate spaces in PROSPECT courses. Installations wishing to participate should contact the Huntsville Registrar as soon as possible. After the survey is completed, installations may request "space available" allocations throughout the year.

9-6. Information Management Services. Including automated data processing and graphics services.

a. Definition of Services. The Information Management Office (IMO) supports the district Information Mission Area (IMA) responsibilities. These encompasses automation (including office automation), voice and data communications, visual information, records management (including libraries), publications and printing, and the supporting personnel, equipment, services and facilities of these functions. The district IMO supports the U.S. Army Information Systems Command (USAISC) mission by performing assigned responsibilities and reporting IMA activities as required through the HQUSACE Directorate of Information Management (DIM). Figure 9-1 depicts the typical Information Management Office organization.

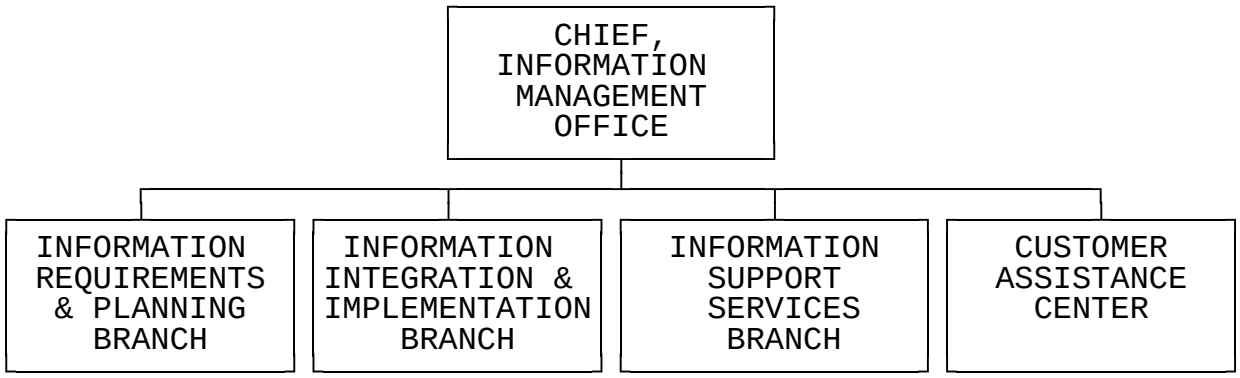


Figure 9-1. Information Management Office Organization and Functions.

b. Regulatory and Statutory Guidelines for Information Management. AR 25-1 and AR 25-3 are key regulations under which the Information Management Office operates.

c. How to Obtain These Services. Coordination with the installation or MACOM Directorate of Information Management (DOIM) must occur before requests for information management support services are sent to a district Information Management Office. The Installation Support coordinator will forward the installations request to the Information Management Office, which will actually accomplish or provide the support service. Use an Installation Support Request Form, call or write to the district Installation Support coordinator to initiate a request for service. Installations should be prepared to supply the following:

(1) An Installation Support Request Form, which gives a narrative summary of work or services required. After the support request is evaluated:

(2) Copies of installation records needed to provide the service.

(3) Applicable documents, correspondence, or regulations.

(4) Document transmitting funds to the district office.

(5) Requirement Statement approval from installation DOIM.

d. Typical Funding and Time to Accomplish the Service.

(1) Funding. Costs for services can vary significantly based on the scope of services requested. A consultative visit to the installation to discuss engineering automation requirements can cost only several hundred dollars. An automated system design can cost many thousands of dollars.

(2) Time Requirement. Requirements for information services must be identified to IMO or DOIM as early as possible. DA Pam 25-2 discusses the IMA Planning Process. Depending on the program cost of the information system, there are different organizational levels that a requirement will have to go through for approval. This approval must be obtained prior to incurring costs for the information system. If necessary, the district IMO will visit the installation within several days from receipt of a request. Provisions of more complex services, such as design of automated services, can take many months. Planning is essential.

e. Sharing Successes. Installations are encouraged to share information about successful protypes in IMA technology (e.g., GIS or CADD Master Planning) so that good ideas are disseminated Corps-wide. This can be done through district IMO channels.

CHAPTER 10

LOCAL USACE MAJOR SUBORDINATE COMMAND SUPPLEMENT

INTRODUCTION

Many USACE Major Subordinate Commands (MSC), also referred to as division offices, take an aggressive role in monitoring the Installation Support Program accomplished by districts within their geographic area of responsibility. MSCs may already possess their own "Installation Support Handbook" with specialized procedures and capabilities applicable to their mission. If this is the case, the MSC should insert a copy of their handbook within this pamphlet prior to distributing it to their district offices. As a minimum, or if an MSC does not possess its own handbook, the MSC should insert a page explaining their Installation Support policies and procedures, and giving a "Point of Contact" list of key players responsible for their Installation Support Program.

CHAPTER 11

LOCAL USACE DISTRICT SUPPLEMENT

INTRODUCTION

Many USACE District offices take an aggressive role in the Installation Support Program accomplished within their geographic area of responsibility. Districts may already possess their own "Installation Support Handbook" with specialized procedures and capabilities applicable to their mission. If this is the case, districts should insert a copy of their handbook within this pamphlet prior to distributing it to the installations that they support. As a minimum, or if a district does not possess its own handbook, the district should insert a page explaining their Installation Support policies and procedures, and giving a "Point of Contact" list of key players responsible for their Installation Support Program.

CHAPTER 12

INSTALLATION SUPPORT NEWSLETTER

INTRODUCTION

In late spring 1992, the HQUSACE Installation Support Branch, in conjunction with the Planning Branch from the Engineering and Housing Support Center, Facilities Management and Planning Division, began publishing an Installation Support Newsletter.

The objectives of the newsletter are to keep individuals informed about important issues and to share good (and maybe not-so-good) news and ideas.

Initially a new edition will be published every other month. And, since everyone already has enough to read and keep them busy, every attempt will be made to keep the newsletter brief, as well as interesting and useful.

Since the newsletter will contain items applicable to, and which may impact the Installation Support Program, this chapter has been included in the handbook as a place to maintain and file each edition of the newsletter.

Please call, fax or write to one of the following offices about problems, ideas, concerns or successes - on <u>all</u> aspects of the USACE Installation Support Program. Without input and feedback from field elements, we are at a tremendous disadvantage in coming up with newsy and valuable material.

Headquarters
U.S. Army Corps of Engineers
Directorate of Military Programs
Attn : CEMP-CI
Washington D.C. 20314-1000

Telephone: (202) 540-4804/5
Fax: (202) 504-4783

U.S. Army Engineering and Housing Support Center
Directorate of Facilities Engineering
Attn: CEHSC-FM-P
Fort Belvoir, VA 22060-5516

Telephone: (703) 355-2001
Fax: (703) 780-5935

APPENDIX A

REFERENCES

1. **Regulatory and Statutory Guidelines Applicable to Chapter 3.**

a. The Army Long Range Facilities Plan (ALRFP).

b. The Army Long Range Stationing and Installations Plan (ASIP).

c. AR 210-20, Installation Master Planning.

d. AR 405-45, Inventory of Army Military Real Property.

d. AR 415-15, Military Construction, Army (MCA) Program Development.

e. AFR 19-9, Air Installation Compatible Use Zone.

f. AFR 86-1, Programming Civil Engineer Resources.

g. AFR 86-4, Base Comprehension Planning.

h. AFR 87-5, Establishing, Accounting, and Reporting Real Property; and others of the 87 series.

i. DA Pam 600-45, Army Communities of Excellence.

j. AF Pam 88-43, Installation Design.

NOTE: Various Department of the Air Force Bulletins on Base Comprehensive Planning are typically joint Army-Air Force publications.

2. **Regulatory and Statutory Guidelines Applicable to Chapter 4.**

a. The National Historic Preservation Act of 1966 (NHPA).

b. Archeological Resources Protection Act of 1979 (ARPA).

c. AR 420-40, Cultural Resources Management, Responsibilities.

d.) Section 404 (b)(l) Evaluation of Dredge and Fill Material. Section 404 (b)(l) of the Clean Water Act.

e. National Environmental Policy Act of 1969.

f. The Endangered Species Act of 1973.

g. AR 200-1, Environmental Protection and Enhancement.

h. AR 200-2, Environmental Effects of Army Actions.

i. Executive Order 11988 - Flood Plain Management, 1977.

3. **Regulatory and Statutory Guidelines Applicable to Chapter 5.** The significant guidelines governing real estate support to military installations are listed as follows:

a. Public Law 92-313, Establishes Standard Level Use Charges (SLUC) for building spaces and associated services furnished by the GSA.

b. Public Law 94-579, The Federal Land Policy Management Act of 1976 - military use of public domain.

c. Public Law 100-526, Base Realignment and Closure Act.

d. l0 U.S.C. 2233, U.S. Army Reserve Acquisition.

e. 10 U.S.C. 2667, Military Leasing Statute.

f. 10 U.S.C. 2672, Minor Acquisition Authority.

g. l0 U.S.C. 2676, Acquisition Authority.

h. 10 U.S.C. 2677, Allows military to fix price of real property if suitable and likely to be needed for a military project.

i. 40 U.S.C. 471, Federal Property and Administrative Services Act.

j. 40 U.S.C. 483, Permanent transfer of land between military departments.

k. 40 U.S.C. 490, General Services Management Authority over General Purpose Space.

l. 43 U.S.C. 155, The Engle Act - military withdrawal of public domain lands in excess of 5,000 acres.

m. Executive Order 12512, 23 April 1985 - Federal Real Property Management.

n. AR 5-4, Intra-service Support Installation Area Coordination.

o. AR 5-16, Army Supplement to Defense Regional Inter-service Support (DRIS) Regulation.

p. AR 10-5, Organizations and Functions, Department of the Army - assigns responsibilities for real estate to the DASA (I&H).

q. AR 10-69, Organization and Functions, U.S. Army Corps of Engineers - assigns execution and management of the Army' s real estate program to the Corps of Engineers.

r. AR 140-485, Space Allowances: U.S. Army Reserve Facilities.

s. AR 210-12, Establishment of Rental Rates for Quarters Furnished Federal Employees.

t. AR 210-17, Inactivation of Installations.

u. AR 210-20, Master Planning for Army Installations.

v. AR 405-10, Acquisition of Real Property and Interests Therein.

w. AR 405-16, Homeowner's Assistance Program.

x. AR 405-20, Federal Legislative Jurisdiction.

y. AR 405-25, Annexation.

z. AR 405-30, Mineral Exploration and Extraction.

aa. AR 405-45, Inventory of Army Real Property.

bb. AR 405-70, Utilization of Real Estate.

cc. AR 405-80, Granting Use of Real Estate.

dd. AR 405-90, Disposal of Real Estate.

ee. AR 415-28, Facility Classes and Construction Categories.

ff. AR 420-16, Facilities Engineering Reports.

gg. AR 420-40, Historic Preservation.

hh. AR 500-10, Non-industrial Facilities for Mobilization.

ii. AR 735-5, Basic Policies and Procedures for Property Accounting.

jj. DA Pam 420-10, Space Management Guide.

4. **Regulatory and Statutory Guidelines Applicable to Chapter 6.**

a. Public Law 92-582, 92nd Congress, H.R. 12807, 27 Oct 72, The Brooks Bill.

b. 10 U.S.C. 4540, governing utilization of architect-engineer services.

c. 10 U.S.C. 2304, governing Small Business set-aside.

d. 10 U.S.C. 4540, The Armed Services Procurement Act of 1947.

e. Public Law 87-653, Truth in Negotiation Act, as modified by Public Law 98-369, The Competition in Contracting Act of 1984.

f. Public Law 97-214, 12 July 1982, Section 2853 as amended, Military Codification Act.

g. Section 1207, Public Law 99-661 and Section 806, Public Law 100-180, Small Disadvantaged Business.

h. Federal Acquisition Regulations (FAR) 6.303-2, 14.208, 14.209, 15.804, 15.805, 15.808, 16.403-2, 16.2, 16.202, 16.603, 16.702, 16.703, 31.105, 31.2, 31.205-46, 36.605, 43.101, 43.103, 52.214, 52.236-23, 52.243, 53.246, 53.301-308, 5.3.

i. DoD Federal Acquisition Regulation Supplements (DFARS) 15.902, 16.101, 36.601, 36.602, 36.604, 36.605, 36.606.

j. Army Federal Acquisition Regulation Supplement (AFARS) 1.691.

k. Engineer Federal Acquisition Regulation Supplement (EFARS) 15 .808, 36.605/90, 36.606/95, part 43.

l. AR 600-50, Standards of Conduct for Army Personnel.

m. ER 715-1-10, A-E Responsibility Management Program.

n. ER 715-1-15, Time Standards for the Architect-Engineer Acquisition Process.

5. **Regulatory and Statutory Guidelines Applicable to Chapter 7.** An abbreviated list of guidelines applicable to engineering support services is presented as follows:

a. AR 5-3, Installation Management and Organization.

b. AR 5-4, Department of the Army Productivity Improvement Program.

c. AR 5-20, Commercial Activities Program.

d. AR 11-27, Army Energy Program.

e. AR 37-115, Accounting for Special Facilities Engineering Projects.

f. AR 140-485, Space Allowances, U.S. Army Reserve Facilities.

g. AR 200-17, Inactivation of Installations.

h. AR 210-20, Master Planning for Army Installations.

i. AR 210-50, Family Housing Management.

j. AR 385-10, Army Safety Program.

k. AR 415-15, Military Construction, Army (MCA) Program Development.

l. AR 415-28, Facility Classes and Construction Categories.

m. AR 415-32, Performance of Military Construction Projects in the Continental United States by Troop Units.

n. AR 420-10, Management of Installation Directorates of Engineering and Housing.

o. AR 420-16, Facilities Engineering Reports.

p. AR 420-40, Historic Preservation.

q. AR 420-41, Utilities Contracts.

r. AR 420-43, Electrical Services.

s. AR 420-46, Water and Sewage.

t. AR 420-49, Heating, Energy Selection and Fuel Storage, Distribution and Dispensing Systems.

u. AR 420-53, Refrigeration.

v. AR 420-54, Air Conditioning, Evaporative Cooling, Dehumidification, and Mechanical Ventilation.

w. AR 420-55, Food Service and Related Equipment.

x. AR 420-70, Buildings and Structures.

y. AR 420-72, Surfaced Areas, Railroads, and Associated Structures.

z. AR 420-74, Natural Resources: Land, Forest, and Wildlife Management.

aa. AR 420-90, Fire Protection.

bb. DA Pam 210-3, Commander's Handbook for Installation and Activity Consolidations, Realignments, Reductions and Closures.

cc. DA Pam 420-8, Facilities Engineering Management Handbook.

dd. DA Pam 420-9, Installation Commander's Executive Guide to Directorate of Engineering and Housing Operations.

ee. DA Pam 420-10, Space Management Guide.

ff. TM 5-800-3, Project Development Brochure.

6. **Regulatory and Statutory Guidelines Applicable to Chapter 8.**

a. Public Law 97-214, 12 July 1982, Section 2853 as amended, Military Codification Act.

b. Public Law 98-369, The Competition in Contracting Act of 1984.

c. Public Law 99-661, Section 1207 and Public Law 100-180, Section 806, Small Disadvantaged Business.

d. 10 U.S.C. 2304, Governing Small Business set-aside.

e. 10 U.S.C. 4540, The Armed Services Procurement Act of 1947.

f. Federal Acquisition Regulations (FAR) 6.303-2, 14.208, 14.209, 15.804, 15.805, 15.808, 16.403-2, 16.2, 16.202, 16.603, 16.702, 16.703, 31.105,31.2, 36.605, 43.101, 43.103, 52.214, 52.236-23, 52.243, 53.246, 53.301-308, 5.3.

g. DoD Federal Acquisition Regulation Supplements (DFARS) 15.902, 16.101, 36.601, 36.602, 36.604, 36.605, 36.606.

h. Army Federal Acquisition Regulation Supplement (AFARS) 1.691-3.

i. Engineer Federal Acquisition Regulation Supplement (EFARS) 15.808, 36.605/90, 36.606/95, part 43.

j. AR 415-20, Military Construction Program Management.

k. AR 600-50, Standards of Conduct for Army Personnel.

l. ER 715-1-10, A-E Responsibility Management Program.

APPENDIX B

GLOSSARY

PART I
Abbreviations

AAA	Army Audit Agency
AAFES	Army and Air Force Exchange Service
AAO	Army Acquisition Objective
AAP	Army Ammunition Plant
ABO	Army Budget Objective
ABE	Army Budget Estimates
ACASS	Architect-Engineer Contract Administration Support System
ACE	Assistant Chief of Engineers
ACHP	Advisory Council on Historic Preservation
ACM	Asbestos Containing Material
ACO	Administrative Contracting Officer
ACOE	Army Communities of Excellence Program
ACSI	Assistant Chief of Staff for Intelligence
ACFT	Aircraft Procurement, Army
ACTS	Army Criteria Tracking System
ACQ	Acquisition (USAF)
ADCSOPS	Assistant Deputy Chief of Staff for Operations and Plans
A-E	Architect-Engineer
AEHA	Army Environmental Hygiene Agency
AEI	Architectural and Engineering Instructions
ADP	Automated Data Processing
ADPE	Automated Data Processing Equipment
AFARS	Army Federal Acquisition Regulation Supplement
AFCS	Army Facilities Components System (theater of operation construction), also, Air Force Change Request.
AF	Air Force
AFFARS	Air Force FAR Supplement
AFH	Army Family Housing
AFLC	Air Force Logistics Command
AFM	Air Force Manual
AFMCO	Army Force Modernization Coordination Office
AFMPC	Air Force Manpower and Personnel Center
AFMR	Air Force Management Reserve
AFP	Army Force Program / Air Force Pamphlet
AFR	Air Force Regulation
AFRCE	Air Force Regional Civil Engineer
AFSC	Air Force Systems Command
AFWB	Air Force Welfare Board

AHJP	Army Housing Justification Process
AG	Army Guidance / Adjutant General
AICUZ	air installations compatibility use zone
AID	Agency for International Development
AIF	Army Industrial Fund
ALA	Army Logistics Assessment
AL	Acquisition Letter / Annual Leave
ALO	Authorized Level of Organization
ALRPS	Army Long Range Planning System
AMC	(U.S.) Army Material Command
AMCCOM	(U.S. Army) Armament Munitions and Chemical Command
AMF	Army Management Fund
AMIM	Army Modernization Information Memorandum
AMMO	Procurement of Army Ammunition (Program)
AMOPS	Army Mobilization and Operations Planning System
AMPRS	Automated Management and Progress Reporting System
AMS	Army Management Structure
AMSCO	Army Management Structure Code
ANSI	American National Standards Institute
APAP	Army Pollution Abatement Program
APC	Air Pollution Control
APM	Army Program Memorandum
APPOR	Army Power Procurement Officer Representative
AR	Army Regulation
ARADCOM	Armament Research and Development Command
ARC	Architectural Review Committee
ARCOM	Army Reserve Command
ARNG	Army National Guard
ARMS	Automated Review Management System
ARPRINT	Army Program for Individual Training
ARR	Annual Recurring Requirements
ARMCOM	(U.S. Army) Armament Material Readiness Command
ASA	Assistant Secretary of the Army / Army Strategic Appraisal
ASACG	Army Security Coordinating Group
ASA(CW)	Assistant Secretary of the Army (Civil Works)
ASA(IL&E)	Assistant Secretary of the Army (Installations, Logistics & Environment)
ASA(M&RA)	Assistant Secretary of the Army (Manpower and Reserve Affairs)
ASARC	Army Systems Acquisition Review Council
ASA(RDA)	Assistant Secretary of the Army (Research, Development and Acquisition)
ASC	Army Staff Council
ASD	Assistant Secretary of Defense

ASD(D&S)	Assistant Secretary of Defense (Development and Support)
ASD(HA)	Assistant Secretary of Defense (Health Affairs)
ASD(ISA)	Assistant Secretary of Defense (International Security Affairs)
ASD(ISP)	Assistant Secretary of Defense (International Security Policy)
ASD(FM&P)	Assistant Secretary of Defense (Force Management and Personnel)
ASF	Army Stock Fund
ASIP	Army Stationing and Installation Plan
ATC	Air Training Command / Army Training Center
ATF	Army Trust Fund
AWP	Annual Work Plan
BA	Budget Activity
BAAN	Budget Authorization Account Number
BASE	USAF Base
B&G	Buildings and Grounds
BASOPS	Base Operations
BCE	Base Civil Engineer (Air Force)
BCM	Business Clearance Memorandum
BCP	Base Comprehensive Plan (USAF)
BEG	Budget Estimate Guidance
BES	Budget Estimate Submission (USAF)
BIL	Billeting module of HOMES
BLM	Bureau of Land Management
BMAR	Backlog of Maintenance and Repair
BMDPM	Ballistic Missile Defense Program Manager
BOCA	Building Officials and Code Administrators
BOD	Beneficial Occupancy Date
BOM	Bill of Materials
BOS	Base Operating Support / Base Operations
BOQ	Bachelor Officer's Quarters
BRAC	Base Realignment and Closure Program
BRC	Budget Review Committee
BSPT	Base Support (major mission area)
BTU	British Thermal Unit
BY	Budget Year
CA	Commercial Activities / Construction Agent
CACES	Computer-Aided Cost Estimating System
CADDS	Computer-Aided Design and Drafting System(s)
CAPCES	Construction Appropriation Programming, Control, and Execution System
CAR	Chief, Army Reserve

CAT	Congressional Activities Team
CAT CODE	(Facility) Category Code
CBD	Commerce Business Daily publication
CBO	Congressional Budget Office
CCA	Current Contract Amount
CCASS	Construction Contractor Appraisal Support System
CCB	Configuration Control Board
CCH	Chief of Chaplains
CCL	Construction Cost Limit
CCP	Consolidated Cryptologic Program
CEA	Cemeterial Expenses, Army
CEM	Concepts Evaluation Model
CD	Construction Division / Compact Disk
CDR	Commander
CD-ROM	Compact Disk - Read Only Memory
CDS	Concept Design Study
CE	Corps of Engineers
CEAGS	Corps of Engineers Abbreviated Guide Specifications
CECE	Communications Equipment and Cost Estimate
CEPMS	Corps of Engineers Performance Measurement System
CEQ	(President's) Council on Environmental Quality
CERAMMS	Corps of Engineers Resource and Military Manpower System
CERCLA	Comprehensive Environmental Response Compensation and Liability Act
CERL	Construction Engineering Research Laboratory, Champaign, Ill.
CERS	Construction Evaluation Retrieval System
CEGS	Corps of Engineers Guide Specifications
CETHA	U.S. Army Toxic and Hazardous Materials Agency
CFE/CI	Contractor Furnished Equipment / Contractor Installed (USAF)
CFPF	Central Food Preparation Facility
CFR	Code of Federal Regulations
CFSC	(U.S. Army) Community and Family Support Center
CHEM DEMIL	Chemical Weapons Demilitarization Program
CI	Contractor Installed (USAF)
CID	Comprehensive Interior Design (USAF), also Criminal Investigation Division (U.S. Army)
CIDC	U.S. Army Criminal Investigation Division Command
CINC	Commander-in-Chief
CINFO	Chief of Information
CIP	Capital Improvement Program (master planning/base comprehensive planning)
CJCS	Chairman, Joint Chiefs of Staff
CLL	Chief of Legislative Liaison
CLUP	Comprehensive Land Use Planning (between installation and local communities)

CM	Construction Manager/Construction Management
CMBT	Close Combat (major mission area)
CMP	Construction Management Plan
CMR	Command Management Review
CNGB	Chief, National Guard Bureau
CO (KO)	Contracting Officer
COA	Comptroller of the Army
COB	Command Operating Budget
COE	(U.S. Army) Corps of Engineers/Chief of Engineers
COEA	Cost and Operational Effectiveness Analysis
COEMIS	Corps of Engineers Management Information System
COESAT	Corps of Engineers Systems Approach to Training
COLA	Cost of Living Adjustment
CONTRAST	Corps of Engineers Nontraditional Systems Training Program
CONUS	Continental United States
COR / COREP	Contracting Officer's Representative
COTR	Contracting Officer's Technical Representative
CPA	Chief of Public Affairs
CPAF	Cost-Plus-Award-Fee (contract)
CPFF	Cost-Plus-Fixed Fee (contract)
CPIF	Cost-Plus-Incentive-Fee (contract)
CPM	Critical Path Method
CPO	Civilian Personnel Office
CQA/CQC	Contractor Quality Assurance/Control
CRC	Criteria Review Conference (pre-negotiation or pre-design (USAF))
CRRC	Construction Requirements Review Committee (U.S. Army)
CSA	Chief of Staff, U.S. Army
CSAM	Chief of Staff, Army, Memorandum
CSPT	Combat Support (major mission area)
CSSP	Combat Service Support (major mission area)
CSR	Chief of Staff Regulation
CTA	Common Tables of Allowance
CTEA	Cost and Training Effectiveness Analysis
CTL	Construction Technical Letter (USAF)
CW	Civil Works
CWE	Current Working Estimate
CY	Current Year / Calendar Year
CZM	Coastal Zone Management
C3I	Communications, Command, Control and Intelligence
DA	Department of the Army / Design Agent (USAF)
DAART	Department of the Army Agency for Ammunition, Ranges and Training

DAB	Director of the Army Budget
DAC	Department of the Army Civilian
DAIPR	Department of the Army In Process Review
DAMA	Development and Material Acquisition
DAPPL	Department of the Army Programming Priority Lists
DAPPO	Deputy Army Power Procurement Officer
DAR	Defense Acquisition Regulation
DARPA	Defense Advance Research Projects Agency
DARS	Defense Acquisition Regulatory System
DAS	Director of the Army Staff
DCAA	Defense Contract Audit Agency
DCAF	Design/Construction Analysis Feedback
DCFP	Design Criteria Feedback Program (3078 Process)
DCIS	Design Criteria Information System
DCP	Decision Coordinating Paper
DCS	Deputy Chief of Staff
DCSENG	Deputy Chief of Staff for Engineering
DCSLOG	Deputy Chief of Staff for Logistics
DCSOPS	Deputy Chief of Staff for Operations and Plans
DCSPER	Deputy Chief of Staff for Personnel
DCSRDA	Deputy Chief of Staff for Research, Development and Acquisition
DDESB	Department of Defense Explosive Safety Board
DD Form 1391	Military Construction Project Data
DE	(Corps of Engineers) District/Division Engineer, also BCE at base, DCS at MAJCOM (USAF)
DEH	Director/Directorate of Engineering and Housing (Army)
DEPSECDEF	Deputy Secretary of Defense
DEP USD	Deputy Undersecretary of Defense (Policy)
DEP USD (OR)	Deputy Undersecretary of Defense (Operations Research)
DERA	Defense Environmental Restoration Account
DERP	Defense Environmental Restoration Program
DESCOM	(U.S. Army) Depot System Command
DESR	Defense Environmental Status Report
DFARS	Defense Acquisition Regulation Supplement
DFE	Director/Directorate of Facilities Engineering
DFPDB	Defense Force Planning Data Base
DG	Defense Guidance / Design Guide
DI	Design Instruction (USAF)
DIA	Defense Intelligence Agency
DIRNET	(design and construction) Directive Network
DIS	Director/Directorate of Installation Services
DISC4	Director/Directorate for Information Systems Command, Control, Communication, and Computers
DLA	Defense Logistics Agency

DM	Design Manager (USAF)/Director of Management (OCSA)
DMA	Defense Mapping Agency
DMAR	Deferred Maintenance and Repair
DMFO	Defense Medical Facilities Office
DNA	Defense Nuclear Agency
DOC	Director/Directorate of Contracting
DOD	Department of Defense
DODDS	Department of Defense Dependent Schools
DODI	Department of Defense Instruction
DODS	DOD/government-wide support (major mission area)
DOE	Department of Energy
DOIM	Director/Directorate of Information Management
DOL	Director/Directorate of Logistics
DOMA	Director, Operation and Maintenance, Army
DPAE	Director, Program Analysis and Evaluation (OCSA)
DPCA	Director/Directorate of Personnel and Community Activities
DPM	Defense Program Memorandum
DRIS	Defense Regional Inter-service Support
DRMO	Defense Reutilization Marketing Office
DRMSO	Defense Reutilization and Marketing Service Office
DS	Direct Support
DSAA	Defense Security Assistance Agency
DSARC	Defense System Acquisition Review Council
DSN	Design
DSNS	Design Start (USAF)
DSS	Directed Stationing System
DY	Design Year
EA	Environmental Assessment / Economic Analysis
ECC	Estimated Contract Cost / Estimated Construction Cost
ECAM	Energy Conservation and Management Program
ECIP	Energy Conservation Investment Program
ECONPAK	Economic Analysis Package
ECP	Engineering Change Proposal
E&D	Engineering and Design
EEAP	Energy Engineering Analysis Program
EEO	Equal Employment Opportunity office
EFARS	Engineer Federal Acquisition Regulation Supplement
EIG	Engineer Inspector General
EIP	Equipment-In-Place
EIRS	Engineering Improvement Recommendation System
EIS	Environmental Impact Statement
EM	Engineering Manual

EMCS	Energy Monitoring and Control Systems
EMP	Environmental Management Plan
En/A	Economic Analysis
ENR	Engineering News Record publication
EPA	Environmental Protection Agency / Extended Planning Annex (POM)
EPD	Early Preliminary Design (USAF)
EO	Executive Order
EOC	Emergency Operations Center
EP	Engineer Pamphlet
EPA	Environmental Protection Agency
EPS	Engineered Performance Standards
EP&S	Engineering, Plans and Services Division
ER	Engineer Regulation
ERA	Energy Requirements Appraisal
ERMD	Engineer Resources Management Division
ES	End Strength (population of the services)
ETCM	Evaluated Total Cost Method (life cycle bidding)
ETL	Engineering Technical Letter
ERG	Executive Review Group (USAF)
ERIS	Energy Resource Impact Statement
EUAC	Equivalent Uniform Annual Costs
EUSA	Eighth U.S. Army, Korea
EY	Execution Year
F&A	Finance and Accounting
FAA	Federal Aviation Administration
FAD	Funding Authorization Document
FAR	Federal Acquisition Regulation
FAS	Force Accounting System
FASD	Fire Support/Air Defense (major mission area)
FCF	Foreign Currency Fluctuation (funds)
FE	Facilities Engineer
FEAP	Facilities Engineering Applications Program
FEBC	Facilities Engineering Basic Course
FEJE	Facilities Engineering Job Estimating System
FEMA	Federal Emergency Management Agency
FEMC	Facilities Engineering Management Course
FEMS	Facilities Engineering Management System
FESS	Facilities Engineering Supply System
FETS	Facilities Energy Technology Services(s)
FFP	Firm-Fixed-Price
FGO	Field Grade Officer
FH	Family Housing
FHI	Family Housing Improvements
FHMA	Family Housing Management Account

FIRM	Flood Insurance Rate Maps
FIS	Facilities Investigative Studies
FIT	Facilities Installation Tables
FLPMA	Federal Land Policy Management Act of 1976
FM	Field Manual
FMMP	Force Modernization Master Plan
FMS	Foreign Military Sales
FNSI	Finding of No Significant Impact
FOA	Field Operating Agency, U.S. Army Corps of Engineers
FONSI	Finding of No Significant Impact
FORCEMOD	Army Force Modernization Program
FORDIMS	Force Development Integration Management System
FORSCOM	(U.S. Army) Forces Command
FP	Fixed Price
FPEPA	Fixed Price with Economic Price Adjustment
FPI	Fixed-Price-Incentive (contract)
FPIF	Fixed Price Incentive Fee
FPMR	Federal Property Management Regulation
FPORI	Fire Protection Operational Readiness Inspections
FPR	Fiscal Planning and Reporting
FSRS	Final Safety Review Submission
FPS	Facilities Planning System
FSS	Force Structure Subsystem
FUDS	Formerly Used Defense Site(s)
FURN	Furnishings Management Module of HOMES
FWG	Facilities Working Group
FY	Fiscal Year
FYDP	Five Year Defense Plan/Program
GAO	General Accounting Office
G&A	General and Administrative
GDIP	General Defense Intelligence Program
GE	Government Estimate
GFE	Government-Furnished Equipment
GFE/GI	Government-Furnished Equipment / Government Installed
GFE/CI	Government-Furnished Equipment / Contractor Installed
GFM	Government-Furnished Material
GFOQ	General/Flag Officers Quarters
GH	Guest Housing
GOCO	Government-Owned, Contractor-Operated
GOGO	Government-Owned, Government-Operated
GS	General Support
GSA	General Services Administration
GSBCA	General Services Board of Contract Appeals
GSC	General Staff Council

GSF	General Support Forces
GY	Guidance Year
HAC	House Appropriations Committee
HAP	Homeowners Assistance Program
HASC	House Armed Services Committee
HBC	House Budget Committee
HCA	Head of Contracting Agency
HFDA	Health Facilities Design Agency
HFO	Health Facilities Office (USAF)
HFPA	Health Facilities Planning Agency
HL	Hired Labor
HNFCP	Host Nation-Funded Construction Program
HOA	Homeowner's Assistance Fund
HOMES	Housing Operations Management System
HPP	Historic Preservation Plan
HQ	Headquarters
HQDA	Headquarters, Department of the Army
HQIFS	Headquarters Level Integrated Facilities System
HQUSAF	Headquarters, Department of the Air Force
HQUSAF/PRE	Directorate of Engineering and Services
HQUSACE	Headquarters, U.S. Army Corps of Engineers
HRO	Housing Referral Office
HR/S	Housing Referral and Survey module of HOMES
HSC	Health Services Command
HTW	Hazardous and Toxic Wastes
HUD	(Department of) Housing and Urban Development
HURB	Human Resources Base (major mission area)
HVAC	Heating, Ventilating and Air-Conditioning
IAO	Intra-Army Order for reimbursable services
IAU	International Accounting Units
IBPP	International Balance of Payments
IC	Installation Commander
ICAR	Installation Consolidated Accounting Report
ICARPUS	Installation Commander's Annual Real Property Utilization Survey
ICR	Internal Control Review
ICUZ	Installation Compatibility Use Zone
ICQ	Installation Commanders Quarters
ID	Interior Design (USAF)
IDG	Installation Design Guide
IF	Industrially Funded
IFB	Invitation for Bids
IFDEP	Integrated Facilities Data Entry Process
IFS-I	Integrated Facilities System, Increment I (batch).
IFS-II	Integrated Facilities System, Increment II

IFS-M	Integrated Facilities System, Mini/Microcomputer architecture
IG	Inspector General
IJO	Individual Job Order
I/M	Inspection/Maintenance
IMET	Inter-nation Military Education and Training
IMP	Information Management Plan
INDH	Indirect Hire
INSCOM	(U.S. Army) Intelligence and Security Command
IP	Initial Point / Issue Paper
IPB	Installation Planning Board
IPR	In-Process Review
IPS	Integrated Program Summary
IRP	Installation Restoration Program
IRCP	Intermediate Range Construction Program
IRP	Inventory and Resource Planning, also Installation Restoration Program
IS	Installation Support
ISA	Inter-service Support Agreement
ISCP	Installation Spill Contingency Plan
ITAM	Integrated Training Area Management Program.
JA	Joint Affairs
J&A	Justification and Approval
JAG	Judge Advocate General (attorney)
JCS	Joint Chiefs of Staff
JIEP	Joint Intelligence Estimate for Planning
JOA	Joint Occupancy Agreement (USAF)
JOC	Job Order Contracting
JOPS	Joint Operations Planning System
JOR	Job Order Request
JPAM	Joint Program Assessment Memorandum
JSAM	Joint Security Assistance Memorandum
JSAMSA	Joint Security Assistance Memorandum Supporting Analysis
JSCP	Joint Strategic Capabilities Plan
JSPS	Joint Strategic Planning System
JTR	Joint Travel Regulations
KO (CO)	Contracting Officer
LANTCOM	Atlantic Command
LCC	Life Cycle Cost
LCPM	Life Cycle Project Management
LD	Liquidated Damages
LE	Deputy Chief of Staff for Logistics and Engineering (USAF)

LEE	Directorate of Engineering and Services, USAF
LEED	Installation Development Division, USAF
LEEP	Programs Division, USAF
LIN	Line Item Number
LIR	Line Item Review
LOGSACS	Logistics Structure and Composition System
LRCP	Long Range Construction Program
LRPS	Long Range Planning System
LURS	Land Use Requirements Study
MAA	Mission Area Analysis
MAC	Military Airlift Command, U.S. Air Force
MACOM	Major Command (Army)
MAJCOM	Major Command (Air Force)
MAP	Military Assistance Program/Mission Area Panel
MARS	Military Amateur Radio Station
MASB	Material Acquisition Support Base (major mission area)
MCA	Military Construction, Army
MCACES	Microcomputer-Aided Cost Estimating System.
MCAF	Military Construction, Air Force (COE term for MCP)
MCAR	Military Construction, Army Reserve
MCCM	Military Construction Contract Management
MCNG	Military Construction, National Guard
MCP	Military Construction Program (Air Force - see MCAF)
MCX	Mandatory Center of Expertise (COE)
M-DAY	Mobilization Day
MDEP	Management Decision Package
MDW	Military District of Washington
M&E	Modernization and Expansion
M&R	Maintenance and Repair
MEO	Most Efficient Organization (regarding CA Studies)
MFH	Military Family Housing (USAF)
MGTB	Management Base (C4) (major mission area)
MILCOM	Military Community
MILCON	Military Construction
MILPERCEN	(U.S. Army) Military Personnel Center
MIL-STD	Military Standard
MIPR	Military Interdepartmental Purchase Request (DD Form 448)
MIS	Management Information System
MMA	Major Mission Area
MMCA	Minor Military Construction, Army
MOA	Memorandum of Agreement
MOD	Miscellaneous Obligation Document/modification
MOS	Military Occupation Specialty
MOU	Memorandum of Understanding

MPA	Military Personnel, Army (program account)
MPBMA	Munitions Production Base Modernization Agency, Dover, NJ
MPBME	Munitions Production Base Modernization and Expansion
MPBSCP	Munitions Production Base Support Construction Program
MPL	Mobilization Project Listing
M&R	Maintenance and Repair
MRI	Maintenance, Repair and Improvements
MRIS	Modernization Resource Information Submission
MRPF	Maintenance and Repair of Real Property Facilities
MSC	Major Subordinate Command/Medical Service Corps
MSLS	Procurement of Missiles, Army (program)
MS-3	Manpower Staffing Standards System
MTBSP	Mobilization Troop Base Stationing Plan
MTMC	Military Traffic Management Command
MTOE	Modified Tables of Organization and Equipment
MUSARC	Major U. S. Army Reserve Command
MWR	Morale, Welfare and Recreation
MYPLAN	Multi-Year Plan
NACSI	National Communications Security Instruction
NAF	Non-appropriated Funds
NATO	North Atlantic Treaty Organization
NAVFAC	Naval Facilities Engineering Command
NBC	Nuclear, Biological, Chemical
NCO	Noncommissioned Officer
NCPC	National Capital Planning Commission
NCR	National Capital Region
NEPA	National Environmental Policy Act
NET	No Earlier Than
NFPA	National Fire Protection Association
NGB	National Guard Bureau
NHPA	National Historic Preservation Act
NIR	Notice of Intent to Relinquish (real estate)
NLT	No Later Than
NOA	New Obligation Authority
NPDES	National Pollutant Discharge Elimination System
NPL	National Priority List (for HTW projects)
NRHP	National Register of Historic Places
NSA	National Security Agency
NSC	National Security Council
NTP	Notice To Proceed
OA	Operating Agency
OACE	Office, Assistant Chief of Engineers

OACSI	Office of the Assistant Chief of Staff for Intelligence
OAP	Operator Assistance Program
OASA	Office, Assistant Secretary of the Army
OASD	Office, Assistant Secretary of Defense
OCA	Office of the Comptroller of the Army
OCAR	Office, Chief, U.S. Army Reserve
OCE	Office, Chief of Engineers
OCONUS	Outside Continental United States
OCR	Office of Correlating Responsibility (USAF)
OJCS	Office, Joint Chiefs of Staff
O&M	Operations and maintenance
OMA	Operations and Maintenance, Army
OMAF	Operations and Maintenance, Air Force
OMAR	Operations and Maintenance, Army Reserve
OMB	Office of Management and Budget
OMEE	Operations and Maintenance Engineering Enhancement Program
OMNG	Operations and Maintenance, National Guard
OPA	Other Procurement, Army
OPR	Office of Primary Responsibility (USAF)
OSA	Office of the Secretary of the Army
OSD	Office of the Secretary of Defense
OSHA	Occupational Safety and Health Act
OSM	Operating System Manual
OTSG	Office of the Surgeon General
OUSDRE	Office of the Undersecretary of Defense for Research and Engineering

PA	Programmed Amount/Pollution Abatement/Public Affairs
PAA	Procurement of Ammunition, Army
PACOM	Pacific Command
PA&E	Program Analysis and Evaluation
PAED	Program Analysis and Evaluation Directorate (OCSA)
PAM	Pamphlet
PAO	Public Affairs Office
PARC	Principal Assistant Responsible for Contracting
PARR	Program Analysis and Resource Review
PAT	(Air Force) Planning Assistance Team
PAVER	Pavement Maintenance Management System
PAX	MILCON Programming, Administration, and Execution System
PB	Project Book (USAF)
PBAC	Program Budget Advisory Committee
PBC	Program and Budget Committee
PBD	Program Budget Decision

PBG	Program Budget Guidance
PBM	Production Base Manager
PBS	Production Base Support/Program Budget System
PC	Personal Computer
PCB	Polychlorinated Biphenyls
PCCD	Pre-concept Control Data
PCD	Program Change Decision
PCI	Pavement Condition Index
PCM	Program Continuity Memorandum
PCR	Program Change Request
PCS	Permanent Change of Station
P&D	Planning and Design
PDB	Project Development Brochure
PDC	Program, Design and Construction (USAF)
PDIP	Program Development Increment Package (superceded by MDEP)
PDM	Program Decision Memorandum
PDMS	Planning and Design Management System
PE	Program Element / Professional Engineer
PEMA	Procurement of Equipment and Missiles, U.S. Army (superceded)
PERSACS	Personnel Structure and Composition System
PERT	Performance, Evaluation and Review Technique
P&F	Program and Financing
PFCD	Project Formulation Control Data
PGCP	Policy Guidance for Contingency Planning
PIF	Productivity Investment Funding
PIRP	Public Involvement and Response Program
PL	Public Law
PM	Preventative Maintenance/Project Manager/Provost Marshal
PMIG	Project Management Integration Group (USAF)
PMT	Project Management Team (USAF)
PMS	BMAR/DMAR Project Management System
PNC	Pre-negotiation Conference (USAF)
POC	Point of Contact
POL	Petroleum, Oil and Lubricants
POM	Program Objective Memorandum
POMCUS	Pre-positioned Material Configured to Unit Sets
POTW	Publicly Owned Treatment Works (USAF)
PPBERS	Planning, Programming, Budgeting and Execution Review System
PPBES	Planning, Programming, Budgeting and Execution System
PPG	Procurement Planning and Policy Guidance
PPP (P3)	U.S. Army Prime Power Program
PREP	Power Reliability and Enhancement Program

PROP	Proposal (USAF)
PROSPECT	Proponent-Sponsored Engineer Corps Training Program (Huntsville Division)
PRP	Potentially Responsible Party (for HTW cleanup actions)
PRV	Plant Replacement Value
P&S	Procurement and Supply
PS&ER	Production Support and Equipment Replacement
PWG	Planning Work Group
PWRMS	Pre-positioned War Reserve Material Stocks
PWS	Performance Work Statement (regarding CA Studies)
PY	Program Year/Prior Year
QA/QC	Quality Assurance/Quality Control
QAP	Quality Assurance Plan
Q/D	Quantity/Distance (regarding ordnance storage)
QOL	Quality of Life
RCI	Roof Condition Index
RCO	Resident Contracting Officer
RCM	Resident Construction Manager (USAF)
RCRA	Resource Conservation and Recovery Act of 1976
RCS	Reports Control Symbol
R&D	Research and Development
R&U	Repairs and Utilities
RCS	Reports Control Symbol
RDA	Research, Development and Acquisition
RDC	Regional Data Center
RDT&E	Research, Development, Test and Evaluation
RE	Resident Engineer/Real Estate
REC	Record of Environmental Consideration
REPR	Real Estate Planning Report
RFI	Radio Frequency Interference/Request for Interest RFP Request for Proposal
RFTP	Request for Technical Proposal (USAF)
RI/FS	Remedial Investigation/Feasibility Study
R&I	Research and Investigation
RPIE	Real Property Installed Equipment (USAF)
RM/RMO	Resource Manager/Resource Management Office
RMP	Resource Management Plan
RMS	Resource Management System
ROA	Report of Availability
ROD	Record of Decision
ROS	Report of Survey
ROW	Right(s) of Way
RPA	Reserve Personnel, Army (program account)
RPF	Real Property Facility

RPI	Real Property Information (records)
RPLANS	Real Property Planning and Analysis System
RPMA	Real Property Maintenance Activities
RPMS	Real Property Management System
RSA	Roofing Systems Analysis
RTA	Ready to Advertise
SA/SECARMY	Secretary of the Army
S&A	Supervision and Administration (construction management)
SAC	Strategic Air Command, U.S. Air Force, also Senate Appropriations Committee
SACS	Structure and Composition System
SAF	Subject to Availability of Funds / Secretary of the Air Force
S&I	Supervision and Inspection
SAIL & E	Secretary of the Army for Installations, Logistics and Environment.
SAILS	Standard Army Intermediate Level Supply Subsystem
SAM	Stationing Analysis Model
SAR	Selected Acquisition Report
SARA	Superfund Amendments and Re-authorization Act of 1986
SARDA	Secretary of the Army for Research, Development and Acquisition
SASC	Senate Armed Services Committee
SBA	Small Business Administration
SBC	Senate Budget Committee/Southern Building Code
SCA	Surcharge Collections, Army (program account)
SCIF	Sensitive Compartmented Information/Intelligence Facilities
SCP	System Concept Paper
SDB	Small Disadvantaged Business
SDDM	Secretary of Defense Decision Memorandum
SDM	Simplified Design Methods
SECDEF	Secretary of Defense
SELCOM	select committee
SF	Square Foot / Standard Form
SFA	Support Facility Annex (to Army Modernization Information Memorandum)
SHAPE	Supreme Headquarters, Allied Powers Europe
SHMA	Segmented Housing Market Analysis
SHPO	State Historic Preservation Officer
SID	Structural Interior Design (USAF)
SIOH	Supervision, Inspection and Overhead (construction)
SIPC	Stationing and Installations Planning Committee
SIR	Savings to Investment Ratio
SJA	Staff Judge Advocate

SL	Strength Level
SLUC	Standard Level User Charges (GSA leasing term)
SMCP	Supplemental Military Construction Program
SMBMA	Substandard, May Be Made Adequate
SNCO	Senior Noncommissioned Officer
SNU	Substandard, Not Upgradeable
SO	Service Order / Safety Officer
SOO	Standard Operations Order
SOFA	Status of Forces Agreement
SOP	Standing Operating Procedure(s)
SOW	Statement of Work / Scope of Work
SP	Security Police (USAF)
SPC	Secretary of Defense Performance Review
SPCCP	Spill Prevention Control and Countermeasure Plan
SPDES	State Pollution Discharge Elimination System
SPECS	Specifications
SPI	Schedule Performance Index (USAF)
S&R	Supervision and Review (design)
SRCP	Short Range Construction Program
SRP	Special Requirements Paragraph (DD Form 1391)
SSP	Site Safety Plan
STAMMIS	Standard Army Multi-command Management Information System
STANFINS	Standard Army Financial Information System
STRC	Strategic Conflict (major mission area)
TAA	Total Army Analysis
TAADS	The Army Authorization Documents System
TAB	Tabulation of existing and required facilities (master plan)
TAC	Tactical Air Command (U.S. Air Force)
TAEDP	Total Army Equipment Distribution Program
TAGO	The Adjutant General's Office
TB	Technical Bulletins
TC/A	Terrorism Counteraction
T&CCP	Telecommunications and Command and Control Program
TCC	Telecommunications Center
TCP	Transportation Control Plan
TCX	Technical Center of Expertise
TDA	Table(s) of Distribution and Allowances
TDS	Treatment, Disposal or Storage
TDY	Temporary Duty
TEMP	Test and Evaluation Master Plan
TEMPEST	Protection for compromising electronic emanations
TF	Total Float
TI	Technical Indirect (overhead)
TIARA	Tactical Intelligence and Related Activities

TM	Technical Manual
TOA	Total Obligation Authority
TO	Technical Order (USAF)
TOE	Table(s) of Organization and Equipment
TPC	Third Party Contracting
TPF	Third Party Financing
TRADOC	(U.S. Army) Training and Doctrine Command
TRNG	Training (major mission area)
TSA	(U.S. Army) Troop Support Agency, Ft. Lee, VA
TSCA	Toxic Substances Control Act
TSCM	Technical Surveillance Counter Measures
TTY	Teletype
TWX	Teletype Message
UBC	Uniform Building Code
UEPH	Unaccompanied Enlisted Personnel Housing
UFAS	Uniform Federal Accessibility Standards
UFR	Unfinanced Requirement
UIC	Unit Identification Code
UMC	Unified Military Command
UMMCA	Unspecified Minor Military Construction, Army
UPB	Unit Price Book
UOQ	Unaccompanied Officers Quarters
UPH	Unaccompanied Personnel Housing
UPS	Uninterrupted Power Supply
U&R	Utilization and Requirements
URR	Unconstrained Requirements Report
USAATCA	U.S. Army Air Traffic Control Activity
USACE	U.S. Army Corps of Engineers
USAED	U.S. Army Engineer Division / District
USAEHSC	U.S. Army Engineering and Housing Support Center
USAF	U.S. Air Force
USAFAC	U.S. Army Finance and Accounting Command
USAFR	U.S. Air Force Reserve
USAHFPA	U.S. Army Health Facilities Planning Agency
USAISC	U.S. Army Information Systems Command
USAMC	U.S. Army Material Command
USAMSSA	U.S. Army Management Systems Support Agency
USAR	U.S. Army Reserve
USARC	U.S. Army Reserve Center
USAREUR	U.S. Army, Europe
USARJ	U.S. Army, Japan
USARPAC	U.S. Army, Pacific
USARSO	U.S. Army Forces Southern Command
USASDC	U.S. Army Strategic Defense Command
USAVNC	U.S. Army Aviation Center

USBRO	U.S. Base Rights Overseas
USC	United States Code
USEUCOM	United States European Command
USMA	United States Military Academy, West Point, NY
UST	Underground Storage Tank
VCSA	Vice Chief of Staff, U.S. Army
VE	Value Engineering Program
VECP	Value Engineering Change Proposal
VEO	Value Engineering Officer
VEQ	Visiting Enlisted Quarters
VIABLE	Vertical Installation Automation Baseline
VOQ	Visiting Officers Quarters
WCA	Wildlife Conservation, Army (program)
WESTCOM	(U.S. Army) Western Command
WHS	Washington Headquarters Services
WHSB	Wholesale Support Base (major mission area)
WIP	Work in Place (USAF)
WO	Work Order
WTCV	Procurement of Weapons and Tracked Combat Vehicles (program account)

PART II
Terms

NOTE: See Appendix C for definitions of major programs.

A-E/Construction Contractor Appraisal Support Systems (ACASS/CCASS) - These companion systems exist throughout USACE for the purpose of recording and transmitting appraisals made of contractor performance. The objective of these systems is to publicize the performance of contractors throughout the Corps, thereby encouraging good contractor performance and providing the means for avoiding contracts with nonresponsible contractors. While ACASS covers A-E contracts "Corps wide," the CCASS data base covers the entire Defense Department.

Addition - A change to a real property facility that adds to its overall external dimensions.

Allocation - An authorization issued by the Comptroller of the military department for dollars and manpower spaces to specified major headquarters or agencies to fund or man operations at subordinate echelons by means of sub-allocations or allotments.

Alteration - A change to interior or exterior facility arrangements to improve its current purpose. This includes installed equipment made a part of the existing facility. Additions, expansions, and extensions are not alterations.

Appropriation - An authorization by an act of Congress to incur obligations for specified purposes and to make subsequent payments therefore out of the treasury of the United States. Appropriations are classified as being annual, multi-year, or continuing, depending on the period of time that is available for obligation purposes.

Army Guidance - A standing document, revised biannually, issued in four volumes and used in preparing the Army program. The Army Guidance outlines parameters and concept for program and budget development, identifies total Army goals, presents Chief of Staff guidance, Army objectives, and priorities.

Army Housing Justification Process (AHJP) - This process replaces the Navy Family Requirements Survey, drawing its required data from the Segmented Housing Market Analysis and well as from the records of the Army Housing Office. As the installation loads collected information into HOMES data base, they will be gathering and maintaining the data that is necessary to produce the AHJP reports.

The AHJP also gives the decision maker accurate assessments of an installation's requirements any day of the year with little required lead time.

Army Long-Range Planning System (ALRPS) - This system establishes a broad but consistent view or Army long-range goals to be used by the mid- and near-range planners. It formulates staff long range plans that describe how the Army is to be manned, equipped, employed and supported in the 10 - 20 year future.

Army Management Structure Codes (AMSCO) - Provides a single uniform classification of non-tactical activities. It is used in programming, budgeting, and accounting and for reporting cost, performance and manpower data. The codes enable program and appropriation directors to interrelate changes in Congressional appropriations and to communicate them to the Staff and major commands. Facilities engineering activities are accounted for by this means.

Army Mobilization and Operations Planning System (AMOPS) - A system that provides specific responsibilities, instructions, and guidance for mobilization and deployment. The Corps of Engineers supplementation to this system is called the Corps of Engineers Mobilization Operations Planning System (CEMOPS).

Army Stationing and Installations Plan (ASIP) - An official document that provides the projected force structure for planning and programming of real properties required to support personnel and activities (Army and other services) scheduled to be located at Army installations in the United States, Europe, Panama, Korea and other locations in the Pacific during the periods of the Five Year Defense Program (FYDP). The ASIP uses authorized projected strength, except as otherwise noted. All base data is extracted from the Force Development Management Information Systems (FDMIS).

Authorization - The basic substantive legislation enacted by Congress that sets up or continues the legal operation of a Federal program or agency. Such legislation includes manpower and is normally a prerequisite for subsequent appropriations, but it does not usually provide budget authority.

Automated Review Management System (ARMS) - An automated system being fielded throughout USACE during the early 1990's that will record and track, and provide feedback to originators, on all comments made during design and constructability reviews.

Backlog of Maintenance and Repair (BMAR) and Deferred Maintenance and Repair (DMAR) - These classifications represent work that was required during a specific fiscal year, was programmed for accomplishment, but could not be performed due to insufficient resources. BMAR/DMAR is a recognized measurement of existing deficiencies in real property facilities and is used to justify RPMA and AFH maintenance and repair requirements.

Base Operations (BASOPS) - An aggregation of functional activities for operating and maintaining installations and for providing installation type support. This program is part of the Operations and Maintenance Account of each service.

Basis of Issue Plan (BOIP) - This plan indicates the quantity of new or modified equipment planned for each type of organization and the related changes planned for personnel and supporting equipment.

Breakage - The total cost of designs or portions of designs, studies or other design related activities, funded with planning and design funds, started and canceled prior to completion for whatever reason, including both in-house and contract work; and, designs or portions of designs completed but not expected to be advertised or awarded for construction, excluding work defined as "lost design". This does not include work that is temporarily shelved due to project deferral. Breakage occurs when a cancellation order is issued by the office which authorized the design effort.

Budget Year - Precedes the program year in which funds are made available for construction and follows the design year. The year in which the Army defends the Military Construction Program before OSD, OMB and the Congress, and the year final design is to be substantially completed. In FY 90, the budget year is FY 91.

Capital Investment - The acquisition cost of Government property less accumulated depreciation.

Change Orders (design) - Changes to the design of a project initiated after the award of a design contract or start of in-house design of the major project. They may result in cost increase or decrease. Usually, the result of a change in project scope, sizing, or criteria. A report of design change order costs is included in the Supplemental Justification Data submitted to OSD as backup to the MCA Program.

Command Operating Budget Estimate - Requirements formulated and submitted by the Army commands to HQDA in mid-July of the budget year. The input provides appropriation directors with details essential in developing and evaluating their budget estimates. The submission also furnishes the commands the opportunity to inform the Army Staff of any unforseen change in previously projected program requirements for the upcoming fiscal year. The information helps appropriation directors to construct apportionment requests forwarded to OSD-OMB before the 30 September OSD-budget submit.

Commercial Activities - Commercial and industrial facilities that are Government-owned and Government-operated (GOGO), or Government-owned and contractor-operated (GOCO) that provide a product or service used primarily by the Government. Includes laundries, central kitchens, central pastry kitchens, central bakeries, meat cutting facilities serving more than one dining facility, and manufacturing, maintenance and distribution facilities. The "commercial activity facility" may be a single facility, or may be included in a group of facilities, or it may be only a part of a facility that is not wholly devoted to commercial type activities.

Computer-Aided Design and Drafting (CADD) System - These systems accomplish drawing, mapping, charting, and illustration tasks which have in the past been executed manually in a drafting room. HQUSACE has accomplished a Corps-wide procurement of CADD systems including Integraph software, maintenance and training. The Corps contract provides an option for DEH's to buy equipment off the contract, provided that respective DEH's obtain local ADP equipment acquisition approval from their local DOIMs and have sufficient funds to proceed.

Concept Project Design Control Data (CPD) - (Code 2, 35% design) - Normally this is the second stage of the design directive. Occasionally this is the first design directive the design office receives.

Conference Action - Functions of members of both the House of Representatives and the Senate in joint session, to reconcile their differences so that a single bill can be recommended which will gain the approval of both Houses of Congress.

Construction - The erection, installation, or assembly of a new facility. The addition, expansion, extension, alteration, conversion, or replacement of an existing facility. Installed equipment made a part of the facility, related site preparation, excavation, filling, landscaping, or other land improvements.

Construction Activity - The activity, or agency, responsible for contract award or execution of construction work by other means.

Construction Commanders - The officer commanding the organization responsible for the design and construction of the facilities. Usually it is a USACE district or division commander.

Construction Project - A single undertaking to produce a complete and usable facility and/or a complete and usable improvement to an existing facility. A construction project includes all construction work, land acquisition, supervision, inspection and overhead costs, and procurement and/or installation of specific types of build-in (installed) equipment necessary to make a facility complete and usable.

Construction Requirements Review Committee (CRRC) - A HQDA committee that supports the Appropriations Director of Military Construction, National Guard construction and Army Reserve construction by providing program analysis, helping program analysis, helping to develop and defend Army construction budget estimates, and developing Army-wide programs.

Continuing Resolution - Legislation enacted by Congress to provide contingency budget authority for specific ongoing activities when a regular appropriation for such activities has not been enacted by the beginning of the fiscal year.

Conversion - A change to interior or exterior facility arrangements so that the facility may be used for a new purpose. This includes installed equipment made a part of the existing facility. Results in a change of facility category code.

Corporate Group - A three part decision making body with members assigned one each from HQUSACE, the responsible MACOM, and the cognizant USACE division. The group has, within specific limits, the authority over all changes other than operability changes that affect scope, cost, or schedules of projects.

Corps of Engineers Resource and Military Manpower Model System (CERAMMS) - This system combines computer models, management policy controls and DA resource constraints to forecast manpower requirements, planning and design funding requirements, and supervision and administration funding requirements for all of USACE and its individual MSCs and districts. The system allows the Corps to anticipate, and rapidly allocate resources to locations where the workload becomes the heaviest.

Current Year - The current fiscal year which is called the execution year.

DD Form 1391 Processor - An interactive computer based tele-processing system that assists in the preparation and review of DD Forms 1391. The main functions of this system are to provide interactive tele-processing assistance in preparing and editing DD Forms 1391, and submission and distribution of forms electronically; to calculate space allowances; to estimate primary facilities costs; to allow on-line retrieval and updating of background data files; to provide a single source of official DD Forms 1391 for all concerned organizations from the installation to the staff and secretariat level of DA; and to facilitate the preparation, submission, and review of DD Forms 1391 throughout the Army.

DD Form 1390 Processor - The DD Form 1390 Processor allows users to electronically prepare, review, accept and print out the DD Form 1390.

Defense Environmental Restoration Account (DERA) - The central DOD account used to fund certain IRP and FUDS projects.

Defense Guidance - This is the major product of the Office of the Secretary of Defense fall planning cycle. Consisting of seven sections, the guidance guides and directs defense planning, force development, and force structuring, and supporting programs based on forecasts of total obligation authority for a ten year period.

DEH Digest - A publication of the Engineering and Housing Support Center which reviews technical developments, provides a forum for discussion of current DEH issues, and informs the field of services available.

DEH Support Services Guide - A catalog of DEH services available from the Corps of Engineers Engineering and Housing Support Center.

DEH Worldwide Roster - A listing of names, addresses and PAX-IDs for DEHs.

Demolition - The removal of existing structures and utilities as required to clear a construction site. The removal of other facilities proposed for destruction in the justification of new construction.

Design Agency - The organization designated with responsibility for design of a MILCON project, usually a USACE district or MSC.

Design Directives - Design directives for MILCON projects are issued by HQUSACE to its subordinate commands for the purpose of carrying out various steps in the design of a project. The directives are designated by code numbers, which are defined as follows:

a. Code 1. The project is authorized for A-E selection and initiation of preliminary in-house design activities. The design is authorized to be developed through the investigative phase, with options to continue to 35% design (Concept Project Design) and 100% design (Final Project Design). On receipt of a Code 1 directive and proper funding from HQUSACE, initiation of in-house site investigation work is authorized including surveys, subsurface (to include analysis of soil content for hazardous contaminants) and utility investigations, and other work in the special instructions of the Code 1 directive. If estimates show that design costs will exceed current statutory limits for 10 USC 2807 requirements, A-E selection or procedures and in-house design will be delayed until statutory requirements have been met. Code 1 will be released only after a complete DD Form 1391 has been submitted to CE, and reviewed and released by the Directorate of Military Programs.

b. Code 2. Concept Project Design (35%) is authorized. If this is the first design authorization, activities prescribed under Code 1 above, are required as part of Concept Design process.

c. Code 3. This code is not currently used.

d. Code 4. The project design is delayed, pending a supplemental design directive.

e. Code 5. The project is deferred from the program. If design has not been started, districts do not start any design. If project design has been started, design may proceed through the current stage and be retained for future use. If Concept or Final Design is being performed under an A-E contract, or by in-house forces, it will be terminated or completed, whichever will best serve the Government. Completed work will be retained for future use.

f. Code 6. The project is authorized for Final Project Design. If this is the first design authorization, then the Concept Project design is required as part of the Final Project Design process.

g. Code 7. This code is not currently used.

h. Code 8. The project is canceled. This code is issued when the project is without support and is not expected to be required in the future. The Contracting Officer is required to terminate the design contract or complete it, whichever will best serve the Government.

i. Code 9. A construction contract has been authorized to be awarded.

Design Personnel - People primarily engaged in design or the administration of design. All personnel whose salaries are paid primarily from planning and design funds and those who are paid from other sources, but who are primarily engaged in design-associated work.

Design Workload - The number of design projects and the dollar value of designs performed by an office. Design dollars are spent on activities other than basic design work such as concept and advance concept studies, development of or revisions of manuals, specifications, criteria, standard designs and definitive drawings, attendance at seminars and conferences, and office overhead.

Design Year (DY) - The year immediately preceding the budget year and immediately after the guidance year. It is the year design is started on a construction project.

Directed programs (fenced programs) - Programs that have been ordered into a program by DA or higher authority. Money for these programs is usually set aside in the program guidance for use if valid projects can be identified and construction can be awarded during the fiscal year that funds are available. Examples of directed programs are the Energy Conservation Investment Program (ECIP) and the Army Pollution Abatement Program (APAP).

Disposal - Any authorized method of permanently divesting the Army of control and responsibility for real property or an interest in real property.

Easement - A right to use property for a particular purpose, such as a right-of-way for a road, telephone and telegraph lines, etc..

Energy Monitoring and Control Systems (EMCS) - These systems monitor and control energy use in a particular building or group of buildings. The systems conserve energy and reduce costs. EMCS vary from simple local controls such as time switches to sophisticated systems that use computer programs to monitor and control energy use and equipment operation.

Engineer Basing Program - This uses the Real Property Planning and Analysis System (RPLANS) to help planners at Army installations, MACOMs and HQDA with stationing, planning, programming and facilities utilization tasks. RPLANS provides automated, consistent facilities allowance calculations, an automated method for developing master planning TABs for installations, and a predictive model for estimating costs to maintain and operate facilities in support of various missions.

Engineering During Construction (EDC) - Normally one-half of one percent of the construction cost is included in the CWE for a construction project and is set aside for engineering and design (E&D) during construction. This service includes E&D to meet changed conditions, user requests for contract modifications, or changed criteria. Title II A-E services may be retained to provide EDC.

Environmental Baseline Study (EBS) or Preliminary Assessment Screening (PAS) - An inventory and comprehensive evaluation of existing environmental conditions of the real property which is the subject of a real estate action. The Army requires the preparation of an EBS/PAS for any type of real estate transaction. The EBS/PAS becomes either a part of a Record of Environmental Consideration (REC), an Environmental Assessment (EA), or an Environmental Impact Statement (EIS).

Evaluated Total Cost Method - Formerly called life cycle bidding, requires that prospective contractors include time of construction as part of their bid, thereby making every bidder estimate the most economical and efficient construction period as part of the competitive submittal. These durations are balanced against the date when the user needs the facility, the costs of Government supervision over the proposed duration, and prospective overhead costs resulting from contract changes. Award is made to the bidder demonstrating the greatest economy and efficiency to the Government; or, the "least evaluated total cost".

Expansion - A change to a real property facility that adds to its overall external dimension.

Extension - See Addition.

Facilities Energy Technology Service (FETS) - This service provides timely and authoritative answers to questions about facilities energy conservation, to include performance of literature searches to develop answers, providing technical personnel who can analyze and evaluate information within the field of energy conservation, and perform field or laboratory tests on energy saving products and materials.

Facilities Requirements Sketch - The earliest visual depiction of a project showing each primary facility item and its relation to the proposed site and supporting facilities.

Federal Acquisition Regulation (FAR) - The primary regulation for use by all Federal Executive agencies in their acquisition of supplies or services with appropriated funds. Defense Federal Acquisition Regulation Supplement (DFARS), the Army Federal Acquisition Regulation Supplement (AFARS), the Air Force Federal Acquisition Regulation Supplement (AFFARS) and the Engineer Federal Acquisition Regulation Supplement (EFARS) provide DoD, Departmental, and Corps of Engineer guidance in conjunction with the Federal Acquisition Regulation.

Fences - Funding levels established by OSD and OSA for particular programs. Fences are otherwise known as ceilings or floors, the term refers to funding levels above or below which a program manager may not obligate funds.

Final Project Design (FPD) - (Code 6, 100% design) - Normally the final design directive for military construction projects, which authorizes full and complete design of projects up to the ready to advertise stage.

Foreign Areas - All areas outside the Unites States.

Gross Floor Area - The total area of all floors, including mezzanines, basements and penthouses as determined by the effective outside dimensions of the building. On-half area will be included for uncovered loading platforms, covered ground level or depressed loading facilities and covered but not inclosed passageways, porches, balconies and stairs.

Exterior uncovered stairs, uncovered stoops, paved terraces and all inclosed space having an average ceiling height of less than seven feet will be excluded.

Guidance Year (GY) - The year preceding the design year. It begins with the Army Guidance documents providing general instructions and the present policies of HQDA. Included are military construction programs and program dollar guidance for each MACOM's MCA and AFH programs.

Historic Preservation Plans (HPP) - Documentation required by AR 420-40 for all Army installations. HPP contain inventories, set priorities, establish goals and objectives, policies, procedures, and resource requirements for preservation of historic facilities and places on Army installations.

Improvement - Alteration, conversion, modernization, renewal, addition, expansion, or extension which is for the purpose of enhancing rather than repairing a facility or system associated with established facilities.

Incidental Improvement - Minor improvement made within the cost limitations of the Army Family Housing Operation and Maintenance Program.

Incremental Construction - The construction of a project in usable segments. For example, a project to completely upgrade the paving of an airfield could be broken into increments such as the runway itself, taxiway or parking apron. Each increment is complete and usable in itself, but the total project is not complete until all increments are completed and the total requirement is satisfied.

Installation - A fixed location together with its land, buildings, structures, utilities and improvements that is controlled and/or used by DOD elements.

Interim Facility Requirement - A short-term (3 years or less) requirement resulting from unforeseen events. The long-term requirement must be addressed by means of normal MILCON programming.

Lease - A real estate contract which provides for exclusive use of real property for a specified period of time.

License - A real estate instrument which grants no rights to real property, but which only authorizes an act on the property that would otherwise constitute a trespass.

Life Cycle Project Management (LCPM) - A management concept within the Corps of Engineers that assigns "cradle to grave" responsibility for a design and construction project, or project related action, to a single project manager.

Lost Design - Design work that must be discarded and redone prior to award of a construction contract. This may occur because of changes in the scope of a project, criteria revisions, weapons systems requirements, or changes for any other reason that invalidate complete parts of a design. "Lost design" is separate from "breakage" unless the design of a project is terminated before completion or the construction of the project is canceled. At that time, all costs including "lost design" are accounted for under "breakage". Design changes that do not result in increased design cost are not "lost design."

MACOM Five Year Program - A program that contains data from the guidance year and four succeeding fiscal years, as submitted by the major Army commanders and evaluated by HQDA. Included in the MACOM FYP are those mobilization group I projects that are funded, that is, programmed within the command's dollar guidance.

Maintenance - The work required to preserve and maintain a real property facility in such a condition that it may be effectively used for its designated functional purpose. Maintenance includes work done to prevent damage which would be more costly to restore than to prevent. It also includes work to sustain components.

Major Army Commander - The commander-in-chief, or commander, of a major Army command.

Major Construction - Construction projects having a funded cost in excess of the statutory cost limitations of minor construction projects that are, or are intended to be, authorized and appropriated under MILCON laws.

Major Facility - For the purposes of determining suitability for incremental construction, a major facility is any single facility costing more than $100 million. Examples include hospitals or large research facilities. The National Training Center at Fort Irwin, CA, by contrast, would not be a major facility because it is a collection of smaller projects.

Management Decision Package (MDEP) - A document prepared to describe, and show the budgetary and manpower requirements of a program, including incremental programs. A narrative describes all or a definite portion of the program, and a resource display identifies the manpower and total obligation authority associated with the program. The document is designed to focus justification by all components of the Army staff.

Master Plan or Base Comprehensive Plan - An integrated series of documents the present in graphic, narrative and tabular form the present composition of an installation and the plans for its orderly and comprehensive development in the future.

McKinney Homeless Assistance Act and Executive Order (EO) 12682 - Title V of the Stewart B. McKinney Homeless Assistance Act requires the Department of Housing and Urban Development (HUD) to screen federal buildings and real property described in surveys as underutilized, unutilized, or not put to optimum use, and to identify those facilities suitable for the homeless. Under EO 12682, DOD reports all unutilized, underutilized and excess properties that could be effectively utilized or renovated to serve as minimum security facilities for nonviolent prisoners, drug treatment facilities for nonviolent drug abusers, and facilities to assist the homeless. HUD makes the final determination on reported properties for homeless purposes.

MILCON Line Item Review - A conference attended by representatives of the Assistant Chief of Engineers, HQUSACE, the MACOM engineer staff, and USACE divisions and districts to review, on a line item basis, active design programs. The purpose is to identify any problems which may adversely impact the project's execution if not resolved in a timely manner.

Military Construction Program Data - Those documents that represent all unsatisfied facility requirements (except family housing) regardless of funding source. The data includes the MACOM Five Year Plan, which includes all mobilization Group I projects, the Long Range Construction Program, and the Mobilization Project List which includes all mobilization Group II and III projects.

Minor Construction - Those construction projects subject to the dollar limitation established by Congress in the Military Construction Authorization Act for the fiscal year in question. (10 U.S.C. 2805).

Mobilization Project - A project required solely or substantially to meet an installation's requirement to have the capacity to mobilize. All mobilization projects in the Army are grouped into three categories: Group I are those designed and constructed prior to the order to mobilize; Group II are those designed prior to mobilization, and Group III are those that are to be designed and constructed after the receipt of the order to mobilize.

Mobilization Troop Base Stationing Plan - The stationing plan for troops under mobilized conditions.

Mobilization Project Listing - All projects in mobilization Groups I, II and III.

Multi-Purpose Use - A real estate term that promotes maximum use of real estate, e.g., hay leases in parachute drop zones, recreational uses of buffer zones, and hunting and fishing in maneuver and training areas.

New Start - See AR 5-20 (Commercial Activities [CA]) for new start criteria, definitions, geographic application and dollar thresholds.

Nonreimbursable Work/Funds - Work accomplished for others for which payment is not made by the recipient, but by a central appropriation or other source of funds.

Non-Whole House Projects - An AFH project that addresses the maintenance, repair and/or improvement only of a specific component or components of a dwelling unit. Also referred to as a line-item improvement program (LIIP) project.

Obligation - A legal liability of the Government established as a result of an order placed, contract awarded, services received, and similar transactions during a given period requiring disbursements; and which, under the specified conditions of the transactions, will result in a valid charge against the appropriation or fund involved.

Operability changes - Unavoidable changes that are required in order to build a complete and operable facility. Such changes originate with unforeseen factors discovered during design and construction, i.e., changed site conditions after award of construction contracts, or design errors which must be corrected in order to make the facility complete and usable. Excluded from the operability category are all enhancement or elective changes, even though justified from efficiency of operations, maintainability, functional or aesthetic needs.

Operations and Maintenance, Army (OMA) (Real Property Maintenance Activity) - AMS Codes including the "J" Account, for operations and utilities, the "K" Account for maintenance and repair of real property, the "L" Account for minor construction and the "M" Account for engineering support.

Operations and Maintenance Engineering Enhancement (OMEE) - This is a USACE initiative that secures the services of the construction contractor to perform operations, maintenance and repairs for a period of one year, or possibly more, after the completion of a facility. Installation O&M funds are used to procure OMEE services. The concept began field trial during FY 90.

PAX System - The Programming, Administration Execution system which has a tele-processing capability available worldwide, providing up-to-the-minute information and a variety of computerized programs to support Army engineers executing their responsibilities. The DD Form 1391 Processor, the 1390 Processor, CAPCES system and the MYPLAN system are resident in PAX, which is sponsored by the Directorate of Military Programs, HQUSACE.

Pavement Maintenance Management (PAVER) System - This system is the pavement maintenance management system approved for optional Army-wide use. Installations can use this system in either a manual or automated mode to divide the pavement network into manageable sections for rating according to a standardized method, formulate maintenance strategies, identify maintenance and repair requirements, and, based on available resources, develop pavement projects.

Permits - Real estate instruments that are issued by one Department of Defense agency, or other federal agency, to another federal agency for the use of property.

Phasing of Construction - The process of breaking a complete project into sequential tasks, such as foundation, superstructure, exterior and interior finish, and site improvement. One "phase" without companion "phases" will not produce a complete and usable project. This term should not be confused with "incremental construction".

Planning, Programming, Budgeting and Execution System (PPBES) - An integrated system that establishes, maintains, and revises the Five Year Defense Program and the DOD budget.

Planning and Design Management System - A system designed to improve the delivery of new or remodeled facilities. This is accomplished thorough decentralized control, greater discipline of planning and programming processes, clear responsibility and authority assignment for management activities during the planning, programming, design, budgetary, and execution phases of the military construction program. The system does not apply to medical facilities.

Plant Materials - Trees, shrubs, vines, and/or ground covers. This term will not usually include seeding and sodding.

Post Acquisition Construction - Constructions projects performed on existing family housing which improve the structure, installed equipment, including ECIP projects, and auxiliary support facilities.

Primary Facility - The main facility or facility complex and items inside the 5-foot line of the facility, required to perform an essential mission or function.

Program Analysis and Resource Review (PARR) - An analysis of resource requirements submitted by selected major commands. Because the PARR furnishes information applicable to the budget year, first program year, and last 4 program years, it constitutes a substantive basis for preparing the Program Objective Memorandum (POM).

Program Budget Guidance (PBG) - Information regarding availability of dollar and manpower resources. PBG provides general guidance and expresses HQDA views on various programs and identifies programs to be included in the MDEP under the MCA and AFH appropriations.

Program Development Increment Package (PDIP) - PDIP numbers were the decision increment packages previous to MDEP. PDIP has been replaced by MDEP.

Program Objective Memorandum (POM) - A formal document submitted to OSD containing the Army proposals for resource allocation in consonance with program guidance. The POM describes all aspects of Army programs to increase the operational readiness of the total Army. It highlights forces, manpower, and material acquisition and also addresses the equipment distribution and logistics support required to meet the strategy and objectives specified by the Secretary of Defense.

Program Year (PY) - The year funds are made available for construction. It is the first year of the execution phase of each military construction program. It follows the budget year and is the current fiscal year.

Project Closure - A HQUSACE and USAF initiative to accomplish more timely return of excess project funds to the services. The goal of this initiative is to have financial close-out of each construction project occur within six months after substantial completion of the contract.

Project Formulation Control Data (PFCD) - The body of information produced in the formulation stage of MILCON projects. The PFCD includes the project development brochure or project book, a full DD Form 1391, supporting data, an approved site plan, and preliminary DDESB approval when required.

Project Management - The process whereby and individual is responsible for planning, organizing, coordinating, directing and controlling the combined efforts of functional staff and contract services to accomplish a project objective. It is the integrated management of a specific project on a systems basis.

Project, Minor Construction - A single undertaking at a military installation with an approved cost of $1.5 million or less. Each project must include all work needed to produce a complete and usable facility or improvement to an existing facility.

Real Property Facility - A separate building, structure, utility system, or improvement.

Real Property Inventory (RPI) - The reporting of real property assets that is required by Section 410 of Title IV, National Security Act of 1947, as amended (10 U.S.C. 2701). All services are required to develop qualitative and monetary records for annual reports to the President and to the Congress, for maintenance of facilities inventories for each service, for MILCON validation, and for response to stationing and master planning proposals.

Real Property Maintenance Activities (RPMA) - The term RPMA is used to describe the activities funded by the "J","K","L", and "M" accounts for operation and purchase of utility service, maintenance and repair of real property, minor construction, and other engineering support. These accounts represent the largest single portion of the installations' base operations budget.

Real Property Management System (RPMS) - The life cycle management process whereby military real property requirements are planned, programmed, acquired, operated, maintained and disposed of.

Reimbursable Work/Funds - Work or services performed for others, for which they make payment to the provider.

Related Furnishings and Equipment - Those items not to be included in the MILCON or family housing project costs, but to be identified during planning so that appropriate funds can be programmed for procurement and delivery of items so as not to delay full use of the facility upon completion of construction.

Relocatable Building - A building designed for the specific purpose of being readily moved, erected, disassembled, stored and reused. This includes all types of buildings designed to provide relocatable capabilities and building forms such as trailers (trailer-type buildings). Specifically excluded from this definition are building types and forms that are provided as an integral part of a mobile equipment item and that are incidental portions of such equipment components, e.g., communications vans or truck trailers.

Relocation - The movement of a building or structure that is either intact or disassembled, from one site to another. It includes movement of utility lines, but excludes relocation of roads, pavements, airstrips or similar facilities.

Renewal - A comprehensive project to completely renew, upgrade, modernize, renovate, or rehabilitate an existing facility by doing all required work, maintenance and repair plus improvement, at one time.

Repair - The restoration of a real property facility to such a condition that it may be effectively used for its designated purpose. Repair may be overhaul, reprocessing, or replacement of deteriorated components parts or materials. Correction of deficiencies in failed or failing components of existing facilities or systems to meet current Army standards and codes where such work, for reasons of economy, should be done concurrently with restoration of failed or failing components. Repair work may involve incidental increases in qualities or capacities.

Replacement - The complete reconstruction of a facility that has been destroyed or damaged beyond the point of economical repair. Replacement also refers to a new facility designed to take the place of an existing facility.

Roads and Parking - All roads, streets, and parking associated with a project, including integral curbs and gutters, traffic control devices, signs and sidewalks.

ROOFER - This system is an engineered management system for built-up roofing systems, providing the data needed to develop a cost-effective program for managing built-up roofing assets. The system allows for inventorying roof assets, development of roof plans, detection of roof problems, development of condition indexes, network analysis data, work requests to repair defects, a five year budget program, and a final report.

Segmented Housing Market Analysis (SHMA) - The analysis used to determine how adequate the available community housing assets are for various Army personnel. A SHMA is in direct compliance with Congressional and Department of Defense policy, which requires that the services exhaust local community housing assets before requesting approval for housing acquisitions. The SHMA gives a precise picture of the civilian community's ability to provide for the military, and helps the Army justify acquisition of housing units when the civilian community cannot provide support.

Select Committee (SELCOM) - The Army's senior committee that reviews, coordinates, and integrates PPBS actions. The committee may dispose an action on its own authority or recommend action to the Chief of Staff and Secretary of the Army. Among its specific functions, SELCOM considers and interprets guidance from the Secretary of Defense and Secretary of the Army and reviews overall Army policy, programs, and budget. The SELCOM employs the Strategy and Planning Committee, the Program Guidance and Review Committee, the Budget Preview Committee, and the Program Optimization and Budget Evaluation Steering Committee.

Selective Energy (SE) Systems - Selective energy systems are designed to provide most of the electricity and heating or cooling required by a facility, using an optimum base-loaded combination of on-site electrical generation and waste heat, while depending on off-site power to meet peak electrical demands.

Self-Compensating Project - A minor construction project that results in savings in maintenance and operation costs in excess of the project cost. The project must be over $300,000 and the savings must occur within three years after project completion.

Simplified Design Methods (SDM) - A system of design preparation that is being implemented throughout the Corps of Engineers to reduce the cost and time required for simple projects where only a few building trades are involved. SDM allows photos, sketches, handwritten design documentation, and letter size plans. Corps of Engineers Abridged Guide Specifications (CEAGS) is a companion initiative that provides abbreviated guide specs for simple construction and maintenance and repair projects.

Site Improvement - Site related construction items that are not considered an integral part of other supporting facilities such as walks, walls and fences, site furnishings, grading, etc.

Six Percent Statutory Fee Limitation - Limitation on fees to be paid under A-E contracts for the production and delivery of designs, plans, drawings, and specifications for construction projects. This limitation is imposed by 10 U.S.C. 4540, and is based on the estimated cost of construction. Examples of services which are not considered an integral part of the design and may be excluded from the A-E fee when determining compliance with the statute: initial site visits; field and topographic surveys, property, boundary, utility and right-of-way surveys; subsurface explorations and borings; feasibility, functional, economic studies and other investigations; flow guagings, model testing; preparation or verification of as-built drawings; preparation of general and development criteria; preparation of general and feature design memoranda; services of consultants where not specifically applied to the preparation of working drawings or specifications; preparation of environmental impact assessments, statements, and supporting data; title II services; models, renderings, or photographs of completed designs; reproduction of designs for review purposes; and travel and per diem in conjunction with excludable services (EFARS 36.605(101)).

Splitting - See "Incremental Construction."

Stovepipes - Functional and technical staff channels of communications between organizational levels supplement formal command and staff relationships. Often termed "stovepipes", functional channels provide a direct and highly responsive staffing path to transmit guidance and tasks and to effect staff coordination.

Superfund - An Environmental Protection Agency (EPA) program for the cleanup of hazardous and toxic waste sites nationwide. The Corps of Engineers is the execution agent for EPA in this program.

Supporting Facilities - Items of construction directly related to the primary facility such as utilities, communications and facilities outside the 5-foot line of the structure including storm drainage, unusual foundations, roads and parking, plant materials, site improvements, demolition, relocation, and recreational facilities.

Tables of Distribution and Allowances (TDA) - Authorization documents for non-combat, non-deployable units. Each document is unique for a particular unit (predominantly general support units) or organization.

Tables of Organization and Equipment (TOE) - Requirements guide for "type" units, usually deployable combat units, e.g. infantry, artillery or armor battalions.

The Army Plan (TAP) - The TAP provides a definitive basis for program action. It is prepared by the DCSOPS in coordination with the ARSTAF and major commands. It implements the decision by the Chief of Staff and Secretary of the Army as to the desired alternative for the objective force, discusses the threat and military strategy, and lays out what the Army wants to do in support of the mission and how it will build the objective force.

Third Party Financing (TPF) - In times of limited resources, this program offers an innovative approach toward providing the government with required facilities and services. TPF means that a party outside of the government may fund, construct, outlease, operate, maintain and repair a facility, or provide a complete service for the government. TPF should be considered for revenue-generating, non-mission critical facilities and services, provided that such an initiative is the most economical alternative.

Title II Services - An A-E contract may be structured to contain an option for "Title II" services. These services provide for assistance by the A-E to the Government during construction and may include visits to the construction site for inspection of the work or other assistance, review of shop drawings and other contract submittals, source inspection and test witnessing at a supplier's plant, or engineering and design.

Total Energy (TE) Systems - These systems are designed to provide all of the electricity and heating or cooling required by a facility. The electricity is generated on site and the waste heat is recovered and used for heating domestic hot water, tempering outdoor ventilation air, cooling with adsorption refrigeration, space heating, or producing process steam.

Total Obligation Authority (TOA) - A measure used by DOD which refers to the value of the direct Defense Program for each year. For example, if it is proposed to fund 10 MILCON projects at a cost of $1 million each, the total equals $10 million in TOA.

United States - The fifty states, the District of Columbia, and United States territories and possessions.

Usable Increment - The part of a proposed facility that, if the whole facility were not provided, could be put to use.

User-Requested Change - A change of an elective or enhancement nature as opposed to an operability nature that is originated by the using organization, installation, or MACOM. Changes relating to the incorporation of MACOM, installation or using unit criteria, mission changes, site changes, or facility use requirements are considered as user-originated changes, even though justified from efficiency of operations, maintainability, functional, or aesthetic preferences. The Corporate Group will act upon all user-originated MILCON funded changes.

U.S. Overseas - For purposes of MILCON and RPMA, these areas include Alaska, Hawaii, and U.S. territories and possessions.

U.S. Territories and Possessions - Outlying areas of the U.S., including Puerto Rico, Virgin Islands, Trust territory of the Pacific Islands, American Samoa, Wake and Midway islands, and Guam.

Whole-House Project - A comprehensive project for renewing, upgrading, modernizing, renovating, or rehabilitating a dwelling unit by doing all required work (maintenance and repair plus improvements) at one time. Normally, this method is used where a dwelling unit has either failed or failing systems and components, or where amenities are obsolete when compared with those found in contemporary housing. Also see "Renewal."

APPENDIX C

INFORMATION MANAGEMENT SYSTEMS

Air Force Automated Pricing Guide - A system, available to USAF project development and review personnel, that forecasts project costs based on historical pricing records and other conditions. The proponent for this system is HQUSAF/LEE.

Army Criteria Tracking System (ACTS) - A system, resident on PAX system, that provides a single source reference of space allowances, siting relationships, and other facilities criteria for use by the project programmer. The system combines data from the many space criteria documents published by the Army, while incorporating certain portions of the U.S. Army, Europe Facilities Planning Guide. The proponent for this system is the Installations Planning Division, Office of the Assistant Chief of Engineers, HQDA (DAEN-ZCI).

Army Defense Energy Information System (DEIS) (ADDS) - The DEIS is an automated engineering management system designed to collect and report energy consumption data for Army installations (including Army Reserves and National Guard) to support DA and DOD reporting requirements. ADDS will also provide management and analysis data to installation, MACOM and Army Energy managers. The ADDS was added to the PAX system in October, 1989. The proponent for this system is the Utilities Division, Directorate of Facilities Engineering, Engineering and Housing Support Center, Ft. Belvoir, VA. PAXID: EHSCFUN.

Army Facilities Components System (AFCS) - AFCS is a military engineering construction planning system for use in the theater of operations and other OCONUS contingencies requiring austere, temporary facilities. It provides standard designs, construction planning data for troop construction, bills of materials, and specifications to support contractor construction. The Theater Army Construction Automation Planning System (TACAPS) has been developed to provide MACOM and installation planners with an unclassified system for basing Army units in OCONUS contingencies. Using wartime planning criteria, facility requirements for each deployable unit in the Army have been developed to show specific AFCS designs, space and utilities requirements. The proponent of this system is the Military Engineering and Topography Division, Office of the Assistant Chief of Engineers (DAEN-ZCM).

Army Force Modernization Facilities Planning System (FPS) and Support Facility Annex System (SFA) -- FPS provides military planners with the means to compute facility space allowances for 40 category codes representing the most frequently used unit-driven facilities. Computations are based on the TOE or TDA for each organization examined, and facilities allowances are calculated using current Army planning criteria. SFA is an electronic library of reports for new Army material systems. Each SFA report describes a material system with its associated support items and equipment. It also gives facilities allowances for training, maintenance, storage and day-to-day operations. The FCS and SFA is available in the PAX system. Proponent is the Architectural and Planning Branch, Engineering Division, Directorate of Military Programs, (CEMP-EA) PAXID: FPSINFO.

Automated Army Stationing and Installation Plan (ASIP) - A system that provides unit and stationing information from HQDA to MACOMs and installations. This information serves as a basis for the Five Year Construction Program and for master planning. The system is interactive, permitting MACOM's and installations to make off-line review and comment to their current ASIP. Proponent is the Installations Planning Division, Office of the Assistant Chief of Engineers, HQUSACE (DAEN-ZCI).

Automated Review Management System (ARMS) - This system was originated by the Construction Engineering Research Laboratory, tested by the Sacramento District, and is being fielded throughout Corps of Engineers divisions and districts during the early 1990's. ARMS records and tracks project review comments and provides rapid feedback to originators, making it very difficult for a comment to be ignored or "get lost". Proponent is the Engineering Management Branch of the Engineering Division, Directorate of Military Programs, HQUSACE (CEMP-ES).

A-E/Construction Contractor Appraisal Support System (ACASS/CCASS) - A system that permits preparation and filing of contractor performance evaluations made during and after the performance period of each USACE contract. The purpose of the system is to encourage a high level of performance from A-E's and contractors who do business with the Corps of Engineers. Proponent is the Construction Division, Directorate of Military Programs, HQUSACE (CEMP-C).

Automated Management Construction Progress Reporting System (AMPRS) - An interactive tele-processing system, operational throughout the Corps of Engineers, that permits detailed tracking, cost accounting, and reporting of design and construction projects. Information generated by this system is used from area/resident engineer office level to Command Management Reviews conducted by the Chief of Engineers. Proponent is the Management Branch, Construction Division, Directorate of Military Programs, HQUSACE (CEMP-CM).

Computer-Aided Cost Engineering System (CACES) - An interactive system, currently operational throughout the Corps of Engineers, that allows the user to estimate project costs using an extensive file of the most current cost information. CACES is also available to installation master planners and MACOM programmers for their use in developing DD Forms 1391. Proponent is the Cost Engineering Branch, Engineering Division, Directorate of Military Programs, HQUSACE (CEMP-EC).

Computer-Aided Drafting and Design (CADD) Systems - These systems accomplish drawing, mapping, charting, and illustration tasks which have in the past been executed manually in a drafting room. In 1988, HQUSACE made a Corps-wide procurement of CADD equipment and support including Intergraph software, maintenance and training. The Corps contract provides an option for DEHs to buy equipment off the contract, provided that local DOIMs have approved equipment acquisition. DEHs may also procure reasonably priced PC-CADD systems that interface with the USACE district mainframe or minicomputer. Proponent is a users group jointly sponsored by the Engineering Division, Directorate of Military Programs, and the Engineering and Housing Support Center. Proponent At HQUSACE is Engineering Management Branch, Engineering Division, Directorate of Military Programs (CEMP-ES).

Construction Appropriation Programming, Control and Execution System (CAPCES) - This system, part of MILCON PAX, lets users manage and track individual projects in the Military Construction Program through the planning, programming, budget and execution phases. The System provides project and program status reports to Congress, OMB, OSD, Assistant Secretary of the Army, IL&E, and various DA, MACOM and USACE activities. A new subset called MOBPRO will perform the same function for mobilization projects. Proponent is the Programming and Execution Support Office, Directorate of Military Programs, HQUSACE (CEMP-P).

Construction Evaluation Retrieval System (CERS) - A system that records, for simple recall, data relating to design and completion evaluations, post-completion inspections, design criteria improvement recommendations, and construction transfer and warranty information. The system draws upon all the recorded design and construction errors which have occurred in the design of Corps projects and allows us to learn from our past mistakes. The Construction Evaluation Branch of the Huntsville Division Engineer is proponent.

Contracting Documents and Specifications on Compact Disks--Read Only Memory (CD/ROM) - Information services available to PC users provides up-to-date specifications, procurement and contracting policy to stay abreast of the constant changes that occur. The proponent for contracting documents is the Policy Branch, Construction Division, Directorate of Military Programs, HQUSACE (CEMP-CP). Proponent for specifications is the Architectural and Planning Branch, Engineering Division, Directorate of Military Programs, HQUSACE (CEMP-EA).

Corps of Engineers Management Information System (COEMIS) - A manpower and finance and accounting reporting system operational throughout the Corps of Engineers. Proponent is the Directorate of Resource Management, HQUSACE (CERM).

DD Form 1391 Processor - An interactive tele-processing system, part of MILCON PAX, that assists in the preparation and review of DD Forms 1391 for many construction programs. The main functions of this system are to assistance in preparing, editing, submitting and distributing DD Forms 1391 throughout the Army, calculating space allowances, estimating primary facilities costs, and providing a single source of official DD Forms 1391 for all organizations from the installation to the staff and secretariat level of DA. A companion system, the DD Form 1390 Processor, allows users to electronically prepare, review, accept and print out installation data in support of military construction. Proponent is the Programming and Execution Support Office, Directorate of Military Programs, HQUSACE (CEMP-P).

Design Criteria Information System (DCIS) - DCIS is an automated repository of design criteria envisioned to be most often used by the Army. Not all design criteria are in DCIS. The criteria documents in the system are the most current version available, and consist of either the original manuscript or updated editions where changes have been made. Users have the option to "browse" or "print" criteria 24 hours a day, seven days a week. The proponent for DCIS is the Architectural and Planning Branch, Engineering Division, Directorate of Military Programs (CEMP-EA) PAXID: DCIS1.

Desktop Resource Real Property (DR-REAL) - This is a PC-based Real Property Office automation program. It provides many automated tools for the completion and management of installation Real Property Office functions including assets accounting tools to help improve the data presently in HQIFS. It also provides a means to move the real property records into other computer applications, e.g., key control inventories, word processing, and spread sheet software. Proponent is the Planning Division, Directorate of Facilities Engineering, Engineering and Housing Support Center (CEHSC-FP-R) PAXID: EHSCRPMP.

Directive Network (DIRNET) - A system, part of MILCON PAX, that electronically issues a design directive to the Corps of Engineers division which will review and release the 1391 to the district simultaneously with the directive. DIRNET electronically ties HQUSACE to all divisions and districts as well as the MACOMs and installations. Once a directive is issued, it is instantly transmitted to all addressees for their information and action. DIRNET is used to issue Army, Air Force and DOD project directives. Proponent is the Project Management Division, Directorate of Military Programs, HQUSACE (CEMP-MA).

Economic Analysis Computer Package (ECONPACK) - This system provides generic analytic capabilities and standardized economic analysis methodology and calculations to support a wide range of capital investment categories. The system performs standard life-cycle cost calculations. A sensitivity analysis feature and graphics capability are included in the program. Mainframe and PC versions of ECONPACK are available. Proponent is the Programming and Execution Support Office, Directorate of Military Programs, HQUSACE (CEMP-P) PAXID: ECON01, ECON02.

Facilities Engineering Job Estimating System (FEJE) - A tri-service, minicomputer-based, interactive job estimating system designed to support job scoping and detailed estimating at the installation level. It computes work-hour requirements using engineered performance standards, and automatically produces work order documents, job phase calculations sheets and bills of materials. Proponent is the Systems Integration Directorate, Engineering and Housing Support Center, Ft. Belvoir, VA. (CEHSC-SS).

Facilities Engineering Supply System (FESS) - An automated inventory control and supply management system that supports installation-level DEH operations. The system has interactive capability with IFDEP, FEJE, and IFS. FESS provides a tool to improve supply operations management and inventory control, reducing delays on jobs awaiting materials because warehouses are more efficiently stocked and resupplied Proponent for this system is the Systems Maintenance Branch, Systems Integration Directorate, Engineering and Housing Support Center, Ft. Belvoir, VA.

Headquarters-Level Integrated Facilities System (HQIFS) - A family of automated engineering management systems that use data collected by installation level systems and other sources. HQIFS provides facilities and cost data for Army installations worldwide to SUBMACOM, MACOM, HQDA and above. The system operates on the PAX commercial remote access mainframe computer environment. Proponent is the Systems Integration Directorate, Engineering and Housing Support Center, Ft. Belvoir, VA. (CEHSC-SS) PAXID: EHSCSOS.

Headquarters-Level Integrated Facilities System, Backlog of Maintenance and Repair (BMAR) - This system will allow electronic submission of the quarterly DA Form 4954-R, which reports current backlog of maintenance and repair. MACOMs will be able to review and adjust the data reported by the installations. Proponent is the Systems Integration Directorate, Engineering and Housing Support Center, Ft. Belvoir, VA. (CEHSC-SS) PAXID: EHSCSOS.

Headquarters-Level Integrated Facilities System, Inventory and Resource Planning Module (IRP-ASSETS) - The Army wide real property inventory database. This system supports the DA staff and MACOMs in the areas of inventory, facilities planning and management. It satisfies DA reporting requirements for assets data for both peacetime and mobilization planning. Proponent is the Systems Integration Directorate, Engineering and Housing Support Center, Ft. Belvoir, VA. (CEHSC-SS) PAXID: EHSCSOS.

Headquarters-Level Integrated Facilities System Technical Data Reporting System (TDRS) - The TDRS consists of PC and PAX resident databases which support the entry, validation and use of the Technical Data Report, thereby producing the Annual Summary of Operations (Redbook). Proponent is the Systems Integration Directorate, Engineering and Housing Support Center, Ft. Belvoir, VA. (CEHSC-SS) PAXID: EHSCSOS.

Headquarters-Level Integrated Facilities System, Unconstrained Requirements Reporting (URR) - This system supports the URR reporting requirement, provides standard and ad hoc reports, adjusts the data to changing monetary conditions, and presents it for budgeting and budget review functions. Proponent is the Systems Integration Directorate, Engineering and Housing Support Center, Ft. Belvoir, VA. (CEHSC-SS) PAXID: EHSCSOS.

Housing Operations Management System (HOMES) - A standard Army Multi-command Management Information System that provides installation housing managers with automated support for housing referral, housing surveys, furnishings management, financial management, and unaccompanied personnel and transient billeting. HOMES is linked to Army Standard systems and to the IFS-M data base. Proponent for this system is the Systems Integration Directorate, Engineering and Housing Support Center, Ft. Belvoir, VA (CEHSC-SH).

Integrated Facilities Data Entry Process (IFDEP) - An interactive preprocessor for IFS that provides on-line data entry and retrieval for service orders and individual job orders. IFDEP creates IFS transactions on tape to update IFS-I. The system is designed to "front end" IFS-I, but it can stand alone and provide basic management information. In either mode, IFDEP provides basic management information interactively or thorough its menu of reports. Proponent for this system is the Systems Maintenance Branch, Systems Integration Directorate, Engineering and Housing Support Center, Ft. Lee, VA (CEHSC-SS-M).

Integrated Facilities System I (Batch) - Is the installation level management system of IFS. It is a multi-command, automated information and evaluation system that encompasses the life-cycle management of Army real property resources from conception through design, construction, operation, maintenance and disposal. It will be replaced by IFS-M. Proponent for this system is the Systems Maintenance Branch, Systems Integration Directorate, Engineering and Housing Support Center, Ft. Belvoir, VA (CEHSC-SS-M).

Integrated Facilities System, Increment II - An automated system that provides data and scenarios for master planning and stationing decision-making at all levels of command. The Army Stationing and Installations Plan (ASIP) module provides installation unit force structure data for the Five Year Defense Plan. The Stationing Analysis Model (SAM) is a part of this system. Proponent is the Systems Integration Directorate, Engineering and Housing Support Center, Ft. Belvoir, VA (CEHSC-SS).

Integrated Facilities System - Mini/microcomputer Architecture (IFS-M) - A redesign of IFS that expands the capability of the batch system and will replace IFS-I, IFDEP and FEJE. The system will operate and be maintained on a locally controlled mini/microcomputer network with telecommunications links to HQDA for upward reporting. The architecture is compatible with the Army Information Architecture (DA PAM 25-1). Proponent for this system is the Systems Integration Directorate, Engineering and Housing Support Center, Ft. Belvoir, VA (CEHSC-SS).

Job Order Contracting System (JOC) - An interactive system that gives DEH's the capability of pricing detailed task specifications for real property maintenance work. JOC develops, verifies, and updates construction proposals and manages construction contracts. Software use is restricted to those installations that have JOC contract capability. The system operates on the IBM PC or PC-compatible microcomputers. Proponent for this system is the Engineering and Housing Support Center, Ft. Belvoir, VA. (CEHSC-FS).

Mobilization Drawings (M-DRAWINGS) - Definitive designs for Army mobilization construction are on file at military support districts and divisions throughout the Corps of Engineers. Currently, designs are available for approximately 130 facility types. M-Drawing information is available to those having access to Intergraph CADD equipment and in hard copy from the division and district offices. Proponent is the Architectural and Planning Branch, Engineering Division, Directorate of Military Programs, HQUSACE (CEMP-EA).

Multi-Year Plan (MYPLAN) - This system is designed to provide automated methods for preparing, reviewing and approving the Five Year Program (FYP), the Long Range Construction Program (LRCP) for the POM. These data are maintained in common data fields in CAPCES, and in the 1391 Processor. Proponent is the Programming and Execution Support Office, Directorate of Military Programs, HQUSACE (CEMP-P).

Pavement Maintenance Management System (PAVER) - PAVER gives DEH's a decision making tool to enable cost effective maintenance for roads, streets, parking areas and airfields. PAVER records a systematic inspection of the pavement's surface distresses and calculates a numerical condition index. The index is used to develop maintenance priorities and strategies. Proponent is the Buildings and Grounds Division, Engineering and Housing Support Center, Ft. Belvoir, VA (CEHSC-FB-P).

Project Design and Construction (PDC) System, (USAF) - PDC is the computerized management information system used by the Air Force to track programming, design, and construction on all engineering projects. Data is maintained and updated by MAJCOM's, design and construction managers, and Headquarters, USAF. PDC uses menu driven report software and users may utilize simple reports to extract data in a format easy to analyze. Reports can be extracted by anyone with access to PDC. The system can be programmed to produce graphs, briefings, network with others to exchange data for tele-conferences, create executive reports, etc. AF/LEE is proponent for this system.

Military Construction Program Analysis and Execution System (MILCON PAX) - The Corps of Engineers Military Construction Management and Reporting System has been expanded to provide computer assistance to all engineers throughout the Army. PAX consists of many applications described elsewhere in this appendix to include the 1391 Processor, CAPCES, ECONPAK, ACTS, DCIS, PAXMAIL, RPLANS, FPS, and DIRNET. Primary proponent is the Programming and Execution Support Office, Directorate of Military Programs, HQUSACE (CEMP-P).

Programming, Administration and Execution (PAX) Electronic Mail System (PAXMAIL) - An electronic mail system tailored to operate in the military construction programming, administrative, and execution environment. The system has recently been redesigned to provide a faster, economical and versatile system for informal daily business transactions between any members of the Army engineer family. Proponent is the Programming and Execution Support Office, Directorate of Military Programs, HQUSACE (CEMP-P).

PCDUGOUT - A PC/mainframe integration system designed to allow transfer of applications and utilities to and from any user who has access to the PAX system. The system will provide a fully automated file transfer capability and an on-line newsletter addressing PAX techniques and applications. Proponent is the Construction Engineering Research Laboratory, Champaign, ILL (CECERL).

Real Property Planning and Analysis System (RPLANS) - An integrated automated master planning tool, incorporating aspects of the Force Modernization Facilities Planning System (FPS), that provides planners/programmers with the capability to efficiently calculate peacetime facility space allowances and compare them to available real property assets for a range of facility types. This multi-level system is to be a stand-alone user of IFS-M data. It is being fielded in the early 1990s at the installation level and, concurrently, as HQRPLANS at the MACOM and DA levels. The proponent is the Installations Planning Division, Office of the Assistant Chief of Engineers, HQUSACE (DAEN-ZCI).

Voice Activated Inspection System (VAIC) - The U.S. Army Construction Engineering Research Laboratory has developed an inspection support system that permits all types of inspectors and designers to make field observations on a hand held recorder, then to print final comments by using a personal computer equipped with a voice recognition system. Efficiency is increased by eliminating the need to write observations, thereby allowing greater focus on actual observation. Proponent is the Construction Engineering Research Laboratory, Champaign, IL. (CECERL).

APPENDIX D

MAJOR PROGRAM DEFINITIONS, LIMITS, PROCEDURES

Air Force Design Awards Program - This program was established in 1976 to recognize and promote design excellence as it relates to the natural and the built environment. No limit is set on the number or type of projects recognized and awarded each year.

Ammunition Storage, Explosive Facilities Construction Program - Managed by the Department of Defense Explosive Safety Board (DDESB). Designs and sites for all facilities involving storage and handling of explosives must be approved by DDESB. DDESB coordination is normally accomplished through User/Major Command channels as early as possible in the project design process.

Army Communities of Excellence Program (ACOE) - A program initiated by the Chief of Staff, U.S. Army, to foster pride, the fuel of excellent performance. The facilities implications of this program include improvements to existing facilities and related services, and provision of excellent new facilities, with the goal of supporting soldiers and their families and civilian employees with the best possible installations.

Army Environmental Auditing Program - This program is designed to help the installation commander make an assessment of his environmental program. Environmental auditing or compliance assessments provides the necessary information to organize, prioritize and direct the environmental program at each installation. Each installation is required to develop, and update annually, an Environmental Management Plan (EMP) which contains an external and internal audit procedures to monitor compliance problems and corrective actions.

Army Family Housing Renewal Program - A large percentage of family housing units in the Army are more than 30 years old. Living, storage areas and utility systems are wearing out and are functionally obsolete. The program goal is to provide a standard of living equal to the contemporary civilian community by renovating existing housing units.

Army Pollution Abatement Program (APAP) - A program directed by the Secretary of the Army to correct active violations of environmental requirements. An APAP project is a construction effort to correct active violations of the Clean Air Act, the Clean Water Act, the Resource Conservation and Recovery Act, the Comprehensive Environmental Response, Compensation and Liability Act, the Noise Control Act, the Toxic Substances Control Act, and the Archeological and Historic Preservation Act.

Army Prime Power Program (P3) - This program provides prime utility grade electric power generation, transmission and distribution equipment to commanders-in-chief of unified and specified commands. It trains personnel to install, test, operate, inspect, maintain and support Prime Power plants and transmission and distribution systems. Finally, it loans P3 assets to other military and civilian customers for special high priority electric power requirements such as major exercises, military construction or research and development projects, emergency or planned temporary outages, disaster relief, and nation-building missions. Proponent is the Engineering and Housing Support Center, Fort Belvoir, VA. (CEHSC-M).

Backlog of Maintenance and Repair (BMAR) and Deferred Maintenance and Repair (DMAR) - These classifications represent work that was required during a specific fiscal year, was programmed for accomplishment, but could not be performed due to insufficient resources. BMAR/DMAR is a recognized measurement of existing deficiencies in real property facilities and is used to justify RPMA and AFH maintenance and repair requirements.

Base Operations (BASOPS) - An aggregation of functional activities for operating and maintaining installations and for providing installation type support. This program part of the Operations and Maintenance Account of each service.

Base Realignment and Closure (BRAC) - A DOD program, precipitated by Public Law 100-526, Base Closure and Realignment Act, and Public Law 101-510, that consolidates defense activities at fewer installations, while disposing of those no longer essential to national defense.

Boiler Water and Condensate Chemistry Program - A DA program that requires periodic analysis of boiler water in Army power, heating and air conditioning plants. High horsepower plants submit monthly samples to the Engineering and Housing Support Center and low horsepower plants submit quarterly samples. Analysis results and treatment recommendations are returned to the installation. Training on proper boiler water treatment and cooling water treatment is available from CEHSC.

Chapel Construction Program - A MILCON sub-program managed by the Chiefs of Chaplains, various services. The chapel program includes construction of new chapels and religious education facilities, rehabilitation of existing buildings, and disposal of facilities that are no longer required. The Chief of Chaplains' representatives for the appropriate service must be consulted prior to any work on chapel facilities.

Commercial Activities (CA) Program - Commercial and industrial facilities that are Government-owned and operated, or government owned and contractor operated that provide a product or service used primarily by the Government. In cases where Government operating costs are carefully studied, and are found to exceed those of a potential contractor, commercial activities are converted to contractor operation.

Commissaries Construction Program - A MILCON sub-program managed by the U.S. Army Troop Support Agency, Ft. Lee, VA.

Clubs & Morale, Welfare and Recreational (MWR) Construction Program - A MILCON sub-program managed by the U.S. Army Community and Family Support Center. This program includes not only officers and enlisted persons' clubs, but a wide range of facilities, constructed by non-appropriated funds, for the direct benefit of service members and their dependents.

Coastal Zone Management (CZM) Program - The Coastal Zone Management Act (16 USC 1451 et. seq. requires all Federal actions affecting a State coastal zone must, to the extent practicable, be consistent with that State's approved coastal plan. State plans recognize the unique and environmentally fragile nature of coastal zones and prescribe actions to protect these areas. The installation is responsible for determining consistency with the plan and informing the State of its findings. Corps of Engineers districts offer assistance in the CZM program.

Corrosion Reduction Program - This program is designed to help the installation commander assess and enhance their own corrosion reduction program by providing on-site program evaluation and specific recommendations for improvements. Corrosion control is required for compliance with Army policy, and in some cases, Public Law regarding industrial water treatment for steam boiler systems protection of underground storage tanks, gas distribution systems and potable water tanks. In addition, all industrial water systems (i.e., cooling towers, chilled water and water heating systems) and all buried or submerged structures require corrosion control for economical operation and maintenance.

Dam and Bridge Safety Inspection Program - In response to several disasters in the 1970's, USACE began a rigorous inspection program of its own facilities and offered this service to supported installations. USACE has the capability to evaluate dams and bridges regardless of the age of the structure or background regarding its design and construction.

Defense Environmental Restoration Account (DERA) - The central DOD account used to fund certain IRP and FUDS projects.

Defense Environmental Restoration Program (DERP), which includes the Installation Restoration Program (IRP) and the Formerly Used Defense Sites (FUDS) Program - These programs require each DOD installation to inventory, manage and clean up all ordnance and hazardous and toxic waste sites. Focus is upon cleanup of contamination associated with past activities. IRP funds are funded through the DERA Account and are classified as operation and maintenance. Progress is tracked by the DOD Defense Environmental Restoration Program Management Information System (DERPMIS).

Design Criteria Feedback Program (DCFP) - This program, also called the "3078 Program" is active throughout USACE and requires immediate positive action to be taken by criteria proponents at HQUSACE, and immediate reply to originators, on criteria changes recommended by facilities users, MACOM engineers, districts and divisions.

Dining Facilities Construction Program - A MILCON sub-program managed by the U.S. Army Troop Support Agency, Ft. Lee, VA.

Directed programs (fenced programs) - Programs that have been ordered into a program by Departmental or higher authority. Money for these programs is usually set aside in the program guidance to be used if valid projects can be identified and construction can be awarded during the fiscal year that funds are available. Examples of directed programs are ECIP and APAP.

Energy Conservation Investment Program (ECIP) - The ECIP is a MILCON funded program for retrofitting existing Department of Defense energy systems and buildings to make them more energy efficient and provide substantial savings in operating costs. The ECIP will assist the Army in accomplishing the objectives of the National Energy Conservation Policy Act and the Department of Defense Energy plan.

Engineer Basing Program - This uses the Real Property Planning and Analysis System (RPLANS) to help planners at Army installations, MACOM's and HQDA with stationing, planning, programming and facilities utilization tasks. RPLANS provides automated, consistent facilities allowance calculations, an automated method for developing master planning TABs for installations, and a predictive model for estimating costs to maintain and operate facilities in support of various missions.

Fences - Funding levels established by the Office of the Secretary of Defense and the secretariats of each service for particular programs. Otherwise known as ceilings or floors, the term refers to funding levels above or below which a program manager may not obligate funds.

Future-Year Defense Plan (FYDP) - The FYDP provides a program that is consistent with current plans, resources, and budget objectives of the services. The FYDP is the basis for more detailed program and budget guidance developed by the services, that outlines the missions and levels of strength needed to meet estimated enemy threats.

Fish and Wildlife Program - An Army program that sells hunting and fishing permits to installation residents and to the public. This program allows for controlled population management, enjoyment of hunting and fishing sports, while providing the Army with modest funds to continue the fish and wildlife program.

Future-Year Defense Program (FYDP) - The official OSD publication that summarizes the approved plans and programs of DoD components. The FYDP contains data from the budget year, and the next four years' programs.

Floodplain Management Program - The objective of this program is to support comprehensive flood plain management planning at all appropriate governmental levels and, thereby, to encourage and guide these groups toward prudent use of the nation's flood plains. Executive Order 11988 requires each federal agency, and its installations, to evaluate the effects of its actions, and to avoid financing or issuing permits for construction in such flood prone areas unless no practicable alternatives are available. Information provided through this program includes flood hazard information as well as a full range of technical services and planning guidance on techniques for reducing flood damage and damage potential. Examples of services provided by USACE include evaluation, floodway determination, and determination of 50-year, 100 year and standard project flood outlines for floodplain areas in the United States.

Forestry Program (P7) - The forestry program is primarily funded with reimbursable funds realized from the sale of timber from Army installations. This timber sale program assists trainers who use the land by reducing timber stands for bivouac sites, artillery positions, drop zones and maneuver areas. Contract timber harvesting operations save dollars that would otherwise be spent on government removal of timber.

Homeowners Assistance Program (HAP) - A special relief program which provides financial assistance to those eligible military and civilian employee homeowners, serving at or near a military installation who suffer losses incident to the disposal of their homes caused by a drop in real estate values when such military installations are ordered closed or operations reduced.

Host Nation-Funded Construction Program - Any construction program providing facilities in direct support of DOD personnel or programs that is funded partially or totally by the host nation in which DOD personnel are stationed.

Installation Restoration (IR) - The IR program is authorized by the Defense Environmental Restoration Program and is consistent with the Comprehensive Environmental Response, Compensation, and Liability Act (CERCLA), and the National Contingency Plan. It identifies, evaluates and removes or cleans up past hazardous waste sites. Certain actions identified by this program may be eligible for funding by the Defense Environmental Restoration Account (DERA), while others are not; DERA funds are normally applied to those sites having the greatest actual or potential threat to human health, welfare, or the environment. IR is not limited to active installations. Sites on any property for which the Army is responsible under CERCLA are eligible, including third-party sites that were used to support Army activities.

Integrated Training Area Management (ITAM) Program - An Army program that integrates training requirements with environmentally sound land management practices and rehabilitates damaged training lands. It uses a Land Condition Trend Analysis (LCTA) to match land/landscape support capabilities with current and future training needs.

Joint Land Use Study (JLUS) Program - Urban sprawl near once rural installation boundaries has increased community involvement with on-installation training missions and activities. The Office of Economic Adjustment (OEA) sponsors CLUP to promote interaction between installations and adjacent communities to implement compatible land use patterns near military boundaries. Federal cost-sharing is available to communities taking part in this program.

Major Command Five Year Development Program - A program that contains data from the guidance year and four succeeding fiscal years, as submitted by the major Army commanders and evaluated at Departmental level. Included in Army MACOM FYDP are those mobilization construction projects that must be completed prior to M-Day and are programmed within the MACOM's dollar guidance.

McKinney Homeless Assistance Act and Executive Order (EO) 12682 - Title V of the Stewart B. McKinney Homeless Assistance Act requires the Department of Housing and Urban Development (HUD) to screen federal buildings and real property described in surveys as underutilized, unutilized, or not put to optimum use, and to identify those facilities suitable for the homeless. Under Executive Order 12682 DOD reports all underutilized, underutilized and excess properties that could be effectively utilized or renovated to serve as minimum security facilities for nonviolent prisoners, drug treatment facilities for nonviolent drug abusers, and facilities to assist the homeless. HUD makes the final determination on reported properties for homeless purposes.

Medical Facilities Construction Program - The Defense Medical Facilities Office (DMFO) is responsible for planning, development and execution of this program. DMFO requires submission of five years' worth of program documentation each fiscal year.

Military Construction Program (MILCON) - This term encompasses the Congressionally authorized and appropriated programs that provide the majority of facilities needed to meet mission requirements for Army and Air Force installations and includes family housing.

Military Construction, Army Reserve Components - Programs for the construction and rehabilitation of Reserve facilities exist in all three services. They are generally managed by the Director of Reserve Components, Department of Defense, with detailed management delegated to Chiefs of Reserve components in each of the services. The programs resemble MILCON for the active components in terms of process, budgetary procedures and workflow.

Mobilization Construction Program - Land acquisition or construction that is planned, programmed and executed in support of mobilization contingency missions. In the Army programming system, mobilization construction requirements are addressed in terms of three categories: construction that must be occupied or available by M-Day, construction that is completely designed and ready to award at M-Day, and construction for which design will not proceed until M-Day.

Operations and Maintenance Engineering Enhancement (OMEE) Program- This is a USACE initiative that secures the services of the construction contractor to perform maintenance on repairs for a period of one year, or possibly more, after the completion of a facility. The concept began field trial during FY 90.

Operation and Maintenance Funding, Army and Air Force - These programs, which exist in the Army, Air Force, and their reserve components, are primarily for the operation, preventative maintenance and repair of facilities, utilities and other improvements. Operations and maintenance funds are not programmed by project or discrete activity, but by category of expenditure to which funds will be applied, e.g., repair, utilities, management, minor construction, and engineer support.

Operation and Maintenance, Army, Air Force Reserve - Operations and maintenance funds for Reserve components facilities are used for the same purposes as are those for active components, but are subject to different funding limitations. These funds are managed by the Director of Reserve Components, Department of Defense, with detailed management delegated to the Chiefs of Reserve components in each of the services.

Outgranting Program - The real estate program that includes the granting of leases, easements, and licenses of Army-controlled real property for private purposes, and permits for intra- and inter-departmental purposes.

Permitting Program - The Corps of Engineers has responsibility for navigable waterways within the United States, and issues permits for various types of access and use.

Power Reliability Enhancement Program (PREP) - The mission of this program is to assure reliable, survivable utilities systems support for critical command, control, communications and intelligence (C3I) facilities.

Ranges, Army - Managed by the Department of the Army Ammunition, Ranges and Training Activity (DAART), and Huntsville Division USACE, for range standards and designs. This program was initiated in the early 1980's when new weapons systems rapidly overwhelmed range capability, and a new family of larger, more sophisticated ranges was required.

Real Property Management System - The life cycle management process whereby military real property requirements are planned, programmed, acquired, operated, maintained and disposed of.

Self-Compensating Project - A minor construction project that results in savings in maintenance and operation costs in excess of the project cost. The project must be over $300,000. The savings must occur within 3 years of project completion.

Sell and Replace Program - Sale of DoD property is used to generate construction funds to house activities relocated by the disposal action.

Shared Energy Savings (SES) Program - A DOD program that implements the provisions of Title VIII, Section 7201, Public Law 99-242 (42 U.S.C. 8287). An SES project is one where the contractor provides the design, fabrication, construction, financing, and operation and maintenance for energy saving devices and systems to be used by the government. The contractor receives a portion of the resulting energy cost savings and maintenance cost avoidances in return for the work.

Superfund - An Environmental Protection Agency (EPA) program for the cleanup of hazardous and toxic waste sites nationwide. The Corps of Engineers is the execution agent for EPA in this program.

Traffic Facilities Construction Program - Managed by the Military Traffic Management Command (MTMC), this program includes any traffic improvements programmed by installations for road or rail access. The Defense Access Highway Improvement Program is also monitored by MTMC.

Unspecified Minor Construction Program. ($300,000 to $1,500,000) Urgent minor construction guidance is issued annually, based on funds availability in a single budget line item. Unlike the MILCON and Family Housing programs, urgent minor construction projects are not specifically identified in the FYDP budgets or programs, but are submitted on an "as required" basis by each service to be met with such funds as are available.

NOTE: Statutory approval levels for the most common major programs are shown on the following figures. Figure D-1 depicts approval levels for Operations & Maintenance and MILCON Programs. Figure D-2 depicts approval levels for Family Housing Programs. Figure D-3 depicts approval levels through Troop Construction.

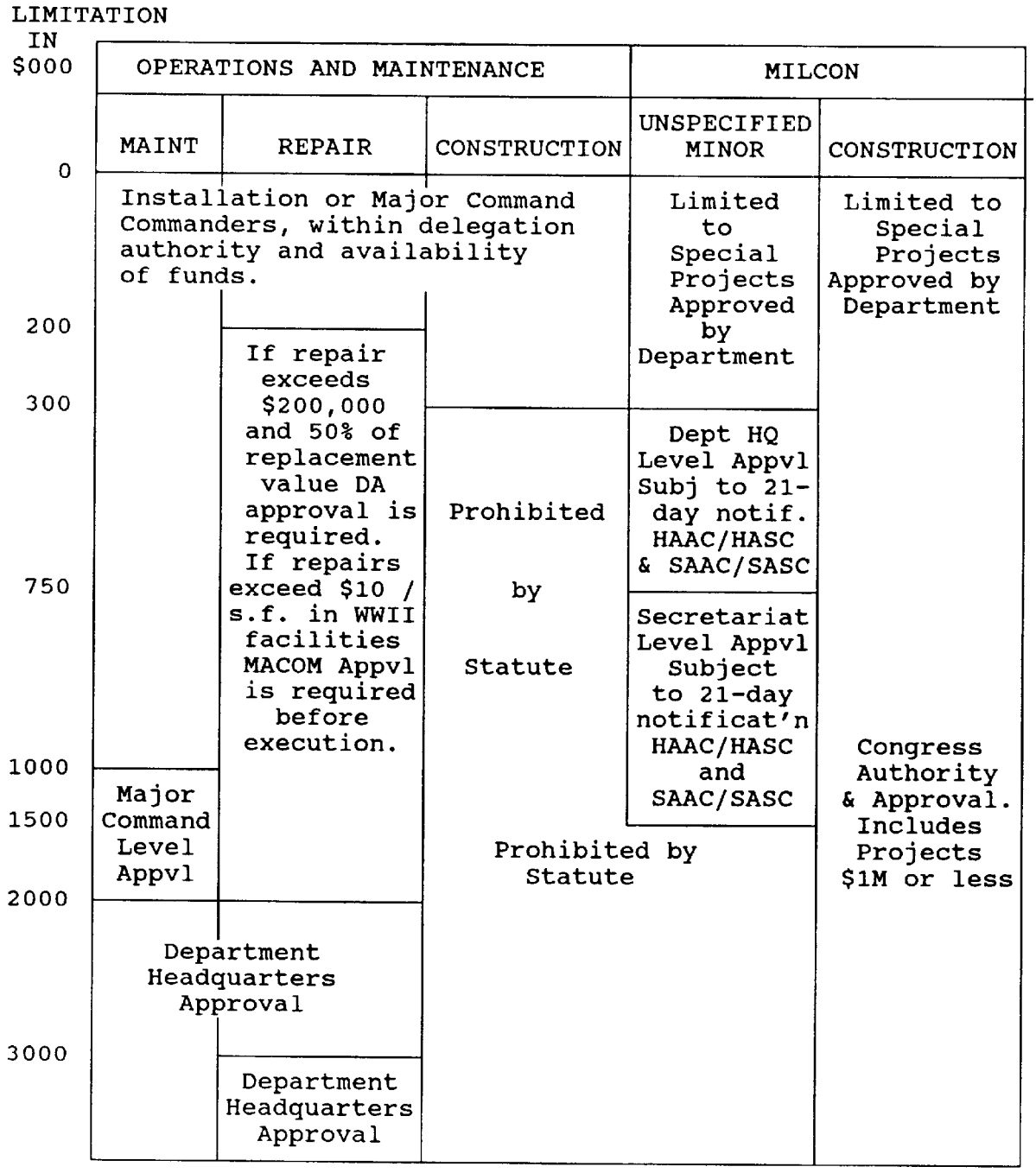


Figure D-1. Statutory Approval Levels of Various Programs

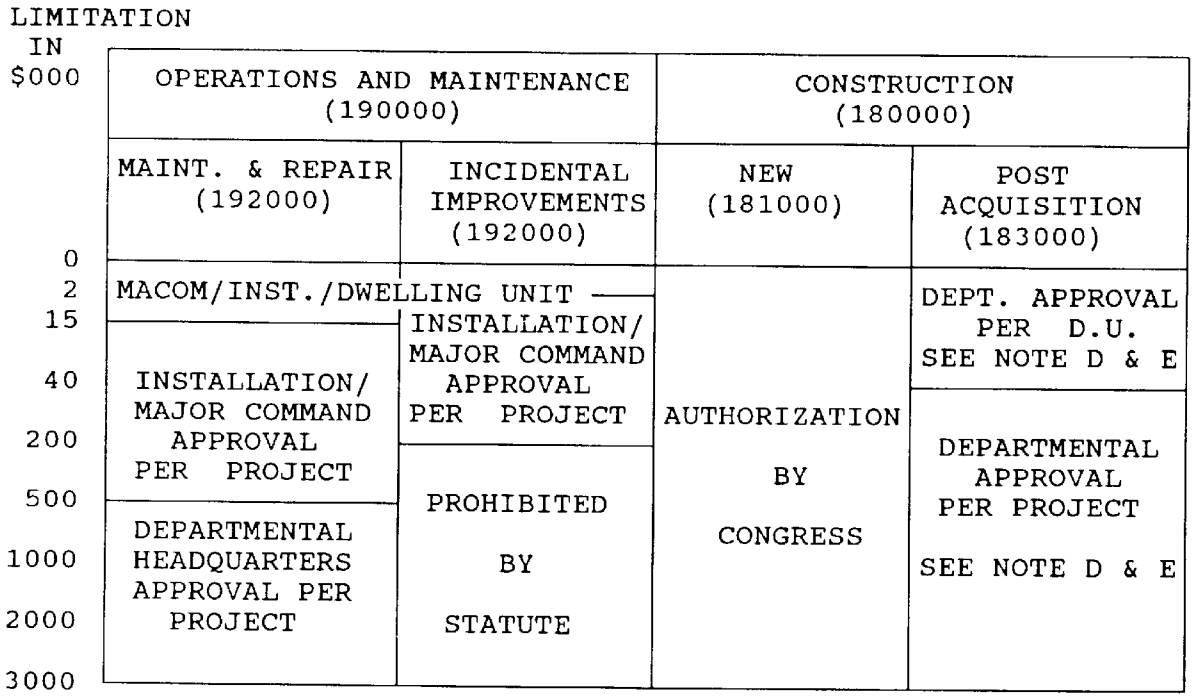


Figure D-2. Family Housing Statutory Approval Levels.

NOTES:

(A) Congress approves maintenance for general officers quarters of $25K or more per dwelling unit in a FY. For GOQ approved by Congress, Department can approve maintenance increases up to $5,000. The Secretariat approves combined O&M for GOQ of $25K or more per dwelling unit in an FY.

(B) Installation or Major Command commanders are limited to $15K per non-GOA dwelling unity for major M&R work within a FY. For non GOQ, major M&R greater than $15K per dwelling unit within a FY requires Congressional notification.

(C) Installation or Major Command commanders are limited to $2K per dwelling unit ($5K per dwelling unit when necessary for an exceptional family member) within a FY and $200K per project. Secretariat can approve up to $40K adjusted by area cost factors per dwelling unit for exceptional cases.

(D) Initial annual program is authorized and appropriated by Congress based on projects submitted in the Family Housing Budget. Department has authority for reprogramming of funds up to $40K per dwelling unit ($35K absolute for foreign source dwelling units) (adjusted by area cost factor) and $1.5M or 20%, whichever is less, for projects over $1.5M. Note GOAs will not be included in BP 183000 reprogramming.

(E) Congress must approve, individually, projects for foreign source dwelling units whose improvement and major maintenance and repair work over a three year period exceeds $35K (absolute).

LIMITATION IN $000	COST CATEGORIES (SEE NOTE A)		TRAINING
	FUNDED (SEE NOTE B)	UNFUNDED (SEE NOTE C)	MISSION FUNDS (P2) (SEE NOTE D)
0	OPERATIONS AND MAINTENANCE FUNDS MAY BE USED FOR PROJECT COSTS	NOTE: NO APPV'L. LIMIT, HOWEVER COSTS ARE RECORDED AS PROJECT DOCUMENTATION	NOTE: NO LIMIT, BUT MUST BE AVAILABLE FUNDS AND MUST RELATE DIRECTLY TO EXERCISE MUST BE REPORTED TO OSD IF OVER $100K. NOT RECORDED AS PROJECT DOCUMENTATION
300	MINOR MILITARY CONSTRUCTION		
1,500	MILCON CONGRESSIONAL APPROVAL		

Figure D-3. Projects Accomplished by Military Organizations (Troop Units).

NOTES:

(A) Project costs are directly relatable to construction of complete and usable facilities.

(B) Materials/supplies, travel per diem, equipment maintenance, transport of supplies and materials, installed capital equipment, and COE overhead costs.

(C) Troop labor, equipment depreciation, planning and design.

(D) Cost of supplies, Class I rations, Class III POL, Class IV repair parts, Class V ammo, and other costs necessary for training unit.

APPENDIX E

FINANCIAL MANAGEMENT

GENERAL.

The financial planning and management of the armed services begins with the Planning, Programming, Budgeting and Execution System (PPBES) that was established by the Department of Defense in the early 1960's. The objective of this system is to articulate the strategy, size, structure and equip the military force, set programming priorities, allocate resources and ensure readiness of the total force.

PPBES is an evolutionary process rather than a static system. While a single PPBES cycle is theoretically divided into three distinct phases for planning, programming and budgeting, the reality of the process is far more complex. The length of a single cycle is such that at least three separate cycles run concurrently at all times.

Generally speaking, the operations planners of each service are responsible for the planning phase and for providing resource allocation priorities as guidance to program and appropriation directors.

Programming is the responsibility of the program analysis and review activity of each service. This activity provides the interface between the military staff and the secretariat of the each service.

Budgeting and manipulation of funds is the responsibility of the comptroller of each of the services.

Various senior level committees within each of the services are responsible for influencing and evaluating PPBES. These committees determine how each service will configure forces, resources and missions to meet Defense Guidance, and how resources will be allocated and suballocated to achieve desired configurations.

The Defense portion of the President's Budget is formulated by the above process. Authorizations and appropriations by Congress are based on review of the President's Budget, and upon many detailed reviews preceding its actual formulation.

Other funds in the services that are not appropriated by the Congress are generated by the following sources:

a. Surcharges made upon, and fees collected from, goods and services purchased by service members and their families.

b. Deduction of housing allowance funds from pay in exchange for service-provided housing.

c. Contributions.

d. Dues paid for membership in various service clubs.

e. Donations made to activities such as organizational associations or museums.

f. Reimbursements and penalty payments.

g. Foreign Military Sales.

Appropriated funding flows from the General Fund to the services. The services apportion these funds to their major commands and functions based on earlier budgetary justification and planning. Certain of these funds are "fenced" by Congress and may be applied only to certain programs. MILCON and associated Planning and Design, represent "fenced" programs. Funds may not be spent for other purposes. However, appropriations for many other programs are more flexible, and may be moved by the services from one sub-program to another based on mission exigencies and changes in Defense posture.

Funding flow within the services is generally from higher headquarters to lower, with specified amounts of discretionary management authority delegated to each level. Some programs retain a portion of the total amount at higher headquarters to meet management expenses, fund special actions, meet unforeseen requirements, or offer incentives to encourage funding from other sources.

BASOPS AND REAL PROPERTY MAINTENANCE FUNDS.

The real property maintenance activities (RPMA) program is big business, consuming approximately 51 percent of an average installation's base operations (BASOPS) budget. In the Army, worldwide RPMA involves the maintenance of over 1 billion square feet of building space and acreage equivalent to that of the combined areas of Connecticut, Massachusetts and Rhode Island.

RPMA funding accounts include categories for operation of utilities, maintenance and repair of real property, minor construction, and engineering support. The engineering support category accounts for the majority of funds sent by installations to Corps of Engineers districts for various services.

Most of the dollars to finance these functions come from the operations and maintenance (O&M) appropriations of each service. In addition to these direct dollars, reimbursable funds are earned by providing RPMA services to certain customers, the largest of which is the family housing appropriation.

Measurements used to manage the RPMA account include the Annual Recurring Requirements (ARR) which is the annual amount of money needed to sustain and preserve real property to adequately support assigned missions. Another measurement is the Backlog of Maintenance and Repair (BMAR) that records the amount of maintenance and repair work remaining at the end of the fiscal year. Deferred maintenance and repair is a similar measure applied to family housing facilities.

DEH / BCE FUNDING RELATIONSHIPS.

DEH/BCE and USACE funding for other-than-MILCON support is handled in two general ways. The most common method is for the supported installation to send Operations and Maintenance dollars to USACE divisions or districts for specific services. Documents used to transmit funds from installations to USACE subordinate commands are called Intra-Army Orders (IAO) for reimbursable services, and are processed through comptroller, or resource management channels. This method depends upon programming and budgetary planning by the supported installation and its major command. Although Operations and Maintenance funds are "earmarked" specifically for various programs at Departmental Headquarters, amounts may be transferred between programs to meet other expenses at the installation. Therefore, the DEH/BCE must play actively in the installation budget process to ensure retention of facilities engineering funds, including those used to purchase USACE support.

A second, more limited, method is HQUSACE-managed and distributed operations and maintenance funds "earmarked" for specific programs. Documents transmitting these funds from HQUSACE to divisions and districts are called Funding Authorization Documents (FADS). Services provided by to installations are totally or partially nonreimbursable when this method is used.

The installation support program at operating subordinate commands receives a modest amount of nonreimbursable funding to initiate projects and provide immediate response to requests for support. Real estate business operations, master planning, mobilization master planning and installation support books for Army installations are other programs that are partially, or totally, funded by nonreimbursable means. It is essential that division and district engineers inform supported installations of these funds, and encourage DEH/BCE participation in the budget formulation process.

APPENDIX F

CORPS OF ENGINEER CENTERS OF EXPERTISE AND LABORATORIES

Refer to ER 1110-3-109, Corps-Wide Centers of Expertise Assigned to Divisions and Districts, for a more detailed description of this subject area. Although DEHs and BCEs can contact these organizations directly, it is recommended that they first coordinate with their supporting MSC or district to obtain services from centers of expertise and laboratories.

Centers of expertise, and their mission areas, are listed and defined as follows:

Technical Center of Expertise (TCX). A TCX is defined as a division or district organization element which currently possesses a demonstrated, credible, technical capability in a specialized subject area applicable to the Army's military function, that can be of beneficial use to other Corps field offices. This recognized capability can be resident in a single person or be the collective capability of an organizational unit. The service to be rendered by a TCX to an FOA are advisory only, unless specifically requested to be otherwise by the FOA seeking assistance.

TCX Mission Area.	Assigned Center	HQUSACE Proponent
Desalinization Plants	Transatlantic Division	CEMP-ET
Desert Facilities	Transatlantic Division	CEMP-ET
Energy Performance Standards and Energy Analysis	South Atlantic Division	CEMP-ET
Renewable Forms of Energy	Southwestern Division	CEMP-ET
Subsurface Exploration	Mobile District	CEMP-ET
Aircraft Hanger Fire Protection	Transatlantic Division	CEMP-ET
Central Boiler Plants	Huntsville Division	CEMP-ET
Heating, Ventilating and Air Conditioning (HVAC) Control Systems	Savannah District	CEMP-ET

TCX Mission Area.	Assigned Center	HQUSACE Proponent
Interior Design	Omaha District	CEMP-EA
Energy Engineering Analysis Program (EEAP)	South Atlantic Division	CEMP-ET
Underground Heat Distribution Systems (UGHDS)	Missouri River Division	CEMP-ET
Superfund/Hazardous Waste Cleanup	Missouri River Division	CEMP-ET

Mandatory Centers of Expertise (MCX). A MCX is defined as a division or district organizational element which currently possesses a demonstrated, credible, technical capability in a specialized subject area that is of beneficial use to other Corps field offices, and whose utilization by various other USACE FOA has been mandated by HQUSACE by regulation.

MCX Mission Area.	Assigned Center	HQUSACE Proponent
Energy Monitoring and Control Systems (EMCS)	Huntsville Division	CEMP-ET
Intrusion Detection Systems	Huntsville Division	CEMP-ET
Protective Design	Missouri River Division	CEMP-ET
Army Range Program / Selected Indoor Training Facilities	Huntsville Division	CEMP-EA
Tactical Vehicle Wash Facilities	Louisville District	CEMP-ET
Transportation Systems	Missouri River Division North Pacific Division South Atlantic Division	CEMP-ET
Expansive Soils	Fort Worth District	CEMP-ET

Design Centers. A design center is a specified Corps field office which is assigned a singular technical mission that is permanent and Corps-wide in scope. The designated office is to be considered the "lead activity" in a specialized area where capability needs to be concentrated for maximum effectiveness, economy, and/or efficiency.

Mission Area.	Assigned Center	HQUSACE Proponent
Medical Facilities	Medical Facilities Design Office	CEMP-EM
Mobilization (M) Design	Huntsville Division	CEMP-EA

Technical Management Center. A technical management center is a specified Corps field office which is assigned a primary management responsibility for a particular program, and is authorized by separate correspondence from HQUSACE.

Mission Area.	Assigned Center	HQUSACE Proponent
Area Oriented Depots	South Pacific Division Sacramento District	CEMP-MA
Strategic Defense Initiative Strategic Defense Command	Huntsville Division	CEMP-MG
Chemical Demilitarization Facilities	Huntsville Division	CEMP-MA
Production Base Support - Ammunition Plants	Huntsville Division	CEMP-MG
Mobilization Master Planning for AMC & MTMC Installations	North Central Division	CEMP-EA

Centers of Standardization (COS). A COS is a USACE division or district organization selected by the USACE Facilities Standardization Committee to be the supporting USACE design agency for developing a Department of the Army (DA) standard design package(s) for a specific facility type.

HQUSACE

COS Mission Area.	Assigned Center	Proponent
Army Reserve Centers	Louisville District	CEMP-EA is the proponent for all standards
Aviation Maintenance Hangers	Huntsville Division	
Barracks Modernization	Fort Worth District	
Basic Trainee Barracks	Tulsa District	
Battalion Headquarters	Sacramento District	
Bowling Alleys	Louisville District	
Brigade Headquarters	Sacramento District	
Central Issue Facilities	Seattle District	
Chapels/Family Support Centers	Omaha District	
Child Development Center Facilities	Huntsville Division	
Company Administration and Supply	Savannah District	
Criminal Investigation Division Command Facilities	Omaha District	
Enlisted Personnel Dining Facilities	Norfolk District	
Fire Stations	Huntsville Division	
Flight Simulators	Mobile District	
General Purpose Warehouse	Seattle District	
Information Systems Warehouses	New York District	
NCO Academies	Fort Worth District	
Physical Fitness Facilities	Huntsville Division	

COS Mission Area.	Assigned Center	HQUSACE Proponent
Tactical Vehicle Maintenance Facilities	Savannah District	CEMP-EA is the proponent for all standards
Troop Issue Subsistence Activities	Norfolk District	
Unaccompanied Enlisted Personnel Housing	Savannah District	
Unaccompanied Officer Personnel Housing	Tulsa District	
Youth Activity Centers	Little Rock District	

Laboratories. Research and Development Laboratories are operated by the Corps for the purpose of research, development and testing of new engineering concepts and systems, or testing and evaluation of existing engineering and geo-technical features.

USACE Laboratories: Several laboratories provide services Corps-wide and to many other customers. These laboratories are listed as follows:

U.S. Army Engineer Topographic Engineering Center, CETEC, Telegraph and Leaf Roads, Fort Belvoir, VA, 22060-5546.

U.S. Army Cold Regions Research Laboratory, CECRL, 72 Lyme Road, Hanover, NH, 03755-1290.

U.S. Army Waterways Experiment Station, CEWES, 3909 Halls Ferry Road, Vicksburg, MS, 39180-6199.

U.S. Army Construction Engineering Research Laboratory, CECER, P.O. Box 4005, Champaign, IL, 61824-4005.

Division and District Laboratories: Each division and most districts operate geo-technical testing laboratories. In addition to supporting division and district accomplished projects, these laboratories are available to the DEH/BCE for their locally accomplished projects. The laboratories can also perform various testing and measurement operations, such as those needed for compliance with state and local environmental laws and regulations.

Separate Field Operating Activities. There are several USACE field operating activities (FOA) whose missions include support to the DEH/BCE community. These FOA's are listed as follows:

U.S. Army Engineering and Housing Support Center, CEHSC, Building Number 2593, Fort Belvoir, VA, 22060-5515.

U.S. Army Toxic and Hazardous Materials Agency, CETHA, Building Number E4460, Aberdeen Proving Ground, MD, 21010-5401.

APPENDIX G

U.S. AIR FORCE PROJECT MANAGERS GUIDELINES

The following list of project management guidelines was extracted from the U.S. Air Force Project Manager's Guide for Design and Construction, (USAF/LEE, June 1989). It depicts guidance that Headquarters, Air Staff provides to their "young, less-experienced" design and construction managers in their field offices. It is important that district project managers review these guidelines to develop an understanding of the Air Force manager's perspective and priorities.

1. Scope is the Major Command's responsibility. Bring conflicts to the Major Command's attention.

2. A field design instruction to the Design Agent authorizing them to proceed with design. Nothing happens without it!

3. Review the 2807 PDC screens and follow up at the end of this period if a revised Air Force Design Instruction has not been issued.

4. Furnish the Design Agent with a good project description, critical need dates, and any special expertise required.

5. Design excellence is a prime goal for all Air Force projects.

6. The project manager chairs the pre-design conference.

7. The Air Force considers the functional and visual aspects of design as essential as the electrical, mechanical and structural systems in terms of a total integrated facility design.

8. Ensure Comprehensive Interior and Structural Interior Design requirements are included in the Requirements and Management Plan (RAMP) and communicate exceptional requirements to the Design Agent.

9. Ensure the A-E understands the Base Architectural Compatibility Guidelines are part of the design criteria.

10. Encourage the designer and user to ask questions at the pre-design conference.

11. Check with the appropriate security personnel for types of systems available, and their uses.

12. Review the RAMP page by page, paragraph by paragraph.

13. Track design progress closely and obtain justification for any slippage.

14. A good comment is a good comment, no matter who makes it!

15. The importance of conscientious early review cannot be overemphasized.

16. Comparison of the cost estimate with the cost plan and the Air Force Automated Pricing Guide is key to future design development or changing the budget.

17. Success as project manager during design hinges on the ability to get the appropriate decision power applied early to correct deviations from the cost plan.

18. Conservative estimating and excessive contingencies are often reasons for high cost estimates.

19. Challenge the Design Agents to set demanding performance periods.

20. The bid documents must establish the order of acceptance of alternative bid items. This avoids any perception of juggling alternative bid items to favor a particular contractor.

21. The pre-construction conference is not the time to discuss potential change requests.

22. If you have a problem and do not get a quick resolution, elevate the concern and ask for help.

23. It is imperative that data in the Project Design and Construction (PDC) System be correct and current.

24. Extended overhead can add considerable cost to a project when construction completion is delayed through no fault to the contractor.

25. Manage changes to prevent building fifty year mistakes.

26. What is hard, and therefore where you need to focus your attention with the Construction Agent, is to put a price tag on pending and potential changes and claims without final decisions by the contracting officer.

27. When responsibility is not quickly determined, have the Construction Agent unilaterally direct the contractor and/or designer to correct the deficiency and establish responsibility and payment later.

28. Joint Occupancy (contractor and user) can be a useful tool, but use it judiciously.

29. The Resident Construction Manager (Resident Engineer) is most able to facilitate bringing together the right people, at the right time, to address the right issues.

30. The target closeout period is four months after physical completion of the line item. Although the Air Force goal is to reduce the closeout time, you should not financially close a project with outstanding construction and design deficiencies.

31. Don't leave the facility user stranded.

32. While estimates are essential information for predicting and tracking costs, your management is what controls costs and brings a project in on budget.

APPENDIX G

U.S. AIR FORCE PROJECT MANAGERS GUIDELINES

The following list of project management guidelines was extracted from the U.S. Air Force Project Manager's Guide for Design and Construction, (USAF/LEE, June 1989). It depicts guidance that Headquarters, Air Staff provides to their "young, less-experienced" design and construction managers in their field offices. It is important that district project managers review these guidelines to develop an understanding of the Air Force manager's perspective and priorities.

1. Scope is the Major Command's responsibility. Bring conflicts to the Major Command's attention.

2. A field design instruction to the Design Agent authorizing them to proceed with design. Nothing happens without it!

3. Review the 2807 PDC screens and follow up at the end of this period if a revised Air Force Design Instruction has not been issued.

4. Furnish the Design Agent with a good project description, critical need dates, and any special expertise required.

5. Design excellence is a prime goal for all Air Force projects.

6. The project manager chairs the pre-design conference.

7. The Air Force considers the functional and visual aspects of design as essential as the electrical, mechanical and structural systems in terms of a total integrated facility design.

8. Ensure Comprehensive Interior and Structural Interior Design requirements are included in the Requirements and Management Plan (RAMP) and communicate exceptional requirements to the Design Agent.

9. Ensure the A-E understands the Base Architectural Compatibility Guidelines are part of the design criteria.

10. Encourage the designer and user to ask questions at the pre-design conference.

11. Check with the appropriate security personnel for types of systems available, and their uses.

12. Review the RAMP page by page, paragraph by paragraph.

13. Track design progress closely and obtain justification for any slippage.

14. A good comment is a good comment, no matter who makes it!

15. The importance of conscientious early review cannot be overemphasized.

16. Comparison of the cost estimate with the cost plan and the Air Force Automated Pricing Guide is key to future design development or changing the budget.

17. Success as project manager during design hinges on the ability to get the appropriate decision power applied early to correct deviations from the cost plan.

18. Conservative estimating and excessive contingencies are often reasons for high cost estimates.

19. Challenge the Design Agents to set demanding performance periods.

20. The bid documents must establish the order of acceptance of alternative bid items. This avoids any perception of juggling alternative bid items to favor a particular contractor.

21. The pre-construction conference is not the time to discuss potential change requests.

22. If you have a problem and do not get a quick resolution, elevate the concern and ask for help.

23. It is imperative that data in the Project Design and Construction (PDC) System be correct and current.

24. Extended overhead can add considerable cost to a project when construction completion is delayed through no fault to the contractor.

25. Manage changes to prevent building fifty year mistakes.

26. What is hard, and therefore where you need to focus your attention with the Construction Agent, is to put a price tag on pending and potential changes and claims without final decisions by the contracting officer.

27. When responsibility is not quickly determined, have the Construction Agent unilaterally direct the contractor and/or designer to correct the deficiency and establish responsibility and payment later.

28. Joint Occupancy (contractor and user) can be a useful tool, but use it judiciously.

29. The Resident Construction Manager (Resident Engineer) is most able to facilitate bringing together the right people, at the right time, to address the right issues.

30. The target closeout period is four months after physical completion of the line item. Although the Air Force goal is to reduce the closeout time, you should not financially close a project with outstanding construction and design deficiencies.

31. Don't leave the facility user stranded.

32. While estimates are essential information for predicting and tracking costs, your management is what controls costs and brings a project in on budget.

APPENDIX H

FORMS FOR INSTALLATION SUPPORT MANAGEMENT

Evaluation and Feedback Process. USACE policy regarding evaluation and feedback for Installation Support is summarized as follows:

a. USACE subordinate commands will annually ask installation engineers at each supported Army and Air Force installation to evaluate the quality, cost-effectiveness and timeliness of Installation Support services. A simple evaluation form, such as the sample included in this appendix (Figure H-1), will be used for this evaluation. The evaluation forms should be distributed to all supported installations simultaneously. The evaluation process should be accomplished during the first or second quarter of each fiscal year.

b. After the installation has completed the evaluation form and returned it to the district a detailed review of the responses will be conducted. This review will be conducted by supervisory personnel one organizational level above the Installation Support Coordinator and should consist of the following:

(1) Evaluate submitted/completed forms for substance.

(2) Contact installation engineers to acknowledge receipt of completed evaluation.

(3) Identify any high or low ratings, or exceptionally positive or negative remarks.

(4) Evaluate other routine comments.

(5) Extract data to generate trends related to Installation Support service.

(6) Evaluate trends to identify organizational strengths and weaknesses.

c. The analysis, along with completed evaluation forms, should be personally reviewed by the district commander and other appropriate management staff within the district. After this review, the following actions should occur:

(1) Discuss comments with district project managers, construction managers, field offices, and other district personnel as appropriate.

(2) Contact or visit the installation engineer to confirm any exceptionally positive or negative comments.

(3) Take appropriate management action in the district to improve Installation Support services, and inform installation engineers of actions that will be taken.

d. The result of this survey will be forwarded by districts to their MSC for evaluation of general trends and satisfaction levels regarding Installation Support services being provided. The MSC-level analysis will be forwarded annually, as an executive summary to the district analysis, to HQUSACE, CEMP-CI, Washington D.C. 20314-1000 with a courtesy copy to CEHSC, CEHSC-FM, Fort Belvoir, VA 22060-5516.

e. The results of the annual evaluation will also serve as a basis for conferences or visits with key management personnel from the supported installation.

f. USACE subordinate commands may also develop a customer satisfaction survey form for individual projects or support actions. These forms should be used with discrimination, or as a random sample, since completing one for every project or action may create a burden on the installation engineer staff. A sample format for evaluation of individual projects/support actions (Figure H-2), and a sample format for "quick feedback" (Figure H-3) for more streamlined customer evaluations, are also included in this appendix.

Project Status Reporting. USACE subordinate commands should provide project status information to supported installations at least quarterly. For reimbursable funded projects, monthly status reporting may be more appropriate. Project status reports can be furnished to the installation through a variety of methods. Using Automated Management Progress Reporting System (AMPRS) or Project Management Information System (PROMIS) print-outs are methods which take advantage of an existing data base. Some districts use reports generated with a personal computer, or an information paper/fact sheet format, tailored to the installations needs. Regardless of which format is used, the district must coordinate with the installation to determine what data they deem important for reporting purposes. Sample status reporting formats are depicted at Figure H-4 through Figure H-6. These samples are simply guides, depicting typical items of interest to the installation.

Installation Support Request Form. A sample (blank) Installation Support Request format is at Figure H-7 of this appendix.

INSTALLATION SUPPORT EVALUATION
FOR
RATING OVERALL SUPPORT

Dear Installation Engineer:

Your comments and opinions are essential as we strive to improve Installation Support services to your installation. If any aspect of our service was particularly good or bad, please use the "REMARKS" and "ADDITIONAL COMMENTS" sections to highlight your evaluation.

CORPS DISTRICT BEING EVALUATED : _____

INSTALLATION : _____

YOUR NAME/TITLE : _____

PERIOD OF SERVICE BEING EVALUATED : FROM: _____ TO: _____

RATING OF CORPS INSTALLATION SUPPORT SERVICES:

KEY : PLEASE RATE EACH PRACTICE AND SERVICE LISTED BELOW.
UTILIZE A RATING RANGE OF 5 FOR EXCELLENT AND 1 FOR POOR.
PROVIDE A RATING IN EACH OF THE FOLLOWING CATEGORIES :
Q - QUALITY C - COST EFFECTIVENESS T - TIMELINESS

DISTRICT PRACTICES :	Q	C	T	REMARKS
RESPONSIVENESS				
COURTESY				
COMMUNICATIONS				
FACILITY USER SATISFACTION				
DISTRICT SERVICES :				
A-E CONTRACTING / SELECTIONS				
PROGRAMMING				
PLANNING AND STUDIES				
ENVIRONMENTAL / NATURAL RESOURCES				
DESIGN AND REVIEW				
CONTRACTING				
CONSTRUCTION MANAGEMENT				
CONSTRUCTION QUALITY				
CONSTRUCTION CONTRACTORS				
TURNOVER OF CONSTRUCTION				
O & M OF CONSTRUCTED FACILITIES				
WARRANTY PROGRAM				
AREA/RESIDENT ENGINEER SUPPORT				
TRAINING AND INTERN PROGRAM				
AUTOMATION SUPPORT				
FINANCIAL MANAGEMENT				
REAL ESTATE				
OFFICE OF COUNSEL				
PUBLIC AFFAIRS				
SAFETY AND OCCUPATIONAL HEALTH				
CORPS CENTERS OF EXPERTISE				
CORPS LABORATORIES				

ADDITIONAL COMMENTS : _____

Figure H-1. SAMPLE FORMAT-ANNUAL INSTALLATION SUPPORT EVALUATION

INSTALLATION SUPPORT EVALUATION
FOR
INDIVIDUAL SUPPORT ACTION

Dear Installation Engineer:

Your comments and opinions are essential as we strive to improve Installation Support services to your installation. If any aspect of our service was particularly good or bad, please use the "REMARKS" and "ADDITIONAL COMMENTS" sections to highlight your evaluation.

TYPE OF SUPPORT ACTION : _____ PLANNING _____ DESIGN _____ STUDY _____ CONTRACTING _____ CONSTRUCTION _____ OTHER (DESCRIBE)

PROJECT : _____

PROJECT START DATE : _____ COMPLETION DATE : _____

PROJECT COST : DESIGN: _____ CONSTRUCTION: _____

OTHER (DESCRIBE): _____

INSTALLATION : _____

YOUR NAME/TITLE : _____

RATING OF CORPS INSTALLATION SUPPORT SERVICES:

KEY : PLEASE RATE APPROPRIATE PROJECT ACTION LISTED BELOW.
UTILIZE RATING RANGE OF 5 FOR EXCELLENT AND 1 FOR POOR.
PROVIDE A RATING IN EACH OF THE FOLLOWING CATEGORIES :
Q - QUALITY C - COST EFFECTIVENESS T - TIMELINESS

	Q	C	T	REMARKS
RESPONSIVENESS				
COURTESY				
COMMUNICATIONS				
PLANNING / PROJECT DEVELOPMENT				
A-E CONTRACTING / SELECTIONS				
ENVIRONMENTAL / NATURAL RESOURCES				
USE OF PAST LESSONS LEARNED				
CONTRACTING				
CONSTRUCTION MANAGEMENT				
CONSTRUCTION QUALITY				
CONSTRUCTION CONTRACTORS				
TURNOVER OF CONSTRUCTION				
O & M OF CONSTRUCTED FACILITIES				
WARRANTY PROGRAM				
AREA/RESIDENT ENGINEER SUPPORT				
TRAINING AND INTERN PROGRAM				
AUTOMATION SUPPORT				
FINANCIAL MANAGEMENT				
REAL ESTATE				
OFFICE OF COUNSEL				
PUBLIC AFFAIRS				
SAFETY AND OCCUPATIONAL HEALTH				
CORPS CENTERS OF EXPERTISE				
CORPS LABORATORIES				

ADDITIONAL COMMENTS : _____

Figure H-2. SAMPLE FORMAT-INDIVIDUAL INSTALLATION SUPPORT EVALUATION

INSTALLATION SUPPORT
QUICK FEEDBACK
EVALUATION

Please help us maintain high standards of support for you by answering each of the following questions:

1. Contract/Facility/Project/Support Action Title: _____

2. Installation/Base: _____

3. Project/Support Action Type: ____ Planning ____ Studies ____ Design ____ Contracting ____ Construction ____ Other (Describe Other): _____

4. How would you rate the quality of service of district personnel at the time of:

	EXCL	GOOD	AVG	FAIR	POOR	N/A
Initial response of district?	____	____	____	____	____	____
Scoping/determining work?	____	____	____	____	____	____
Explanation of scheduling requirements and changes?	____	____	____	____	____	____
Financial arrangements?	____	____	____	____	____	____
Planning and/or design?	____	____	____	____	____	____
Coordination of work with you?	____	____	____	____	____	____
Performance of contractor?	____	____	____	____	____	____
Resolution of problems?	____	____	____	____	____	____
Delivery on schedule?	____	____	____	____	____	____
Timely correction of deficiencies?	____	____	____	____	____	____
Delivery of transfer and as-built drawings?	____	____	____	____	____	____
Ensuring operability and maintainability?	____	____	____	____	____	____
Warranty support?	____	____	____	____	____	____

Additional comments, suggestions or questions: _____

_____

_____

Figure H-3. SAMPLE FORMAT-QUICK FEEDBACK

PROJECT STATUS REPORT ENGINEERING SUPPORT SERVICES			
FY:	PROJECT TITLE:		
PROJECT NUMBER:	CONTRACT NUMBER:		
ACCOMPLISHED BY:			
CONTRACT COST:	TOTAL PROJECT COST:		
PROJECT MANAGER:	PHONE:		

SPECIFIC PROJECT MILESTONES:	ORIGINAL	CURRENT	ACTUAL
CRITERIA AND FUNDING RECEIVED			
PRE-NEGOTIATION CONFERENCE			
A-E NTP / STUDY START			
PRELIMINARY SUBMITTAL DUE			
PRELIMINARY REVIEW COMMENTS DUE			
PRELIMINARY REVIEW CONFERENCE			
FINAL SUBMITTAL DUE			
FINAL REVIEW COMMENTS DUE			
FINAL REVIEW CONFERENCE			
CORRECTED FINAL SUBMITTAL DUE			
CORRECTED FINAL TO INSTALLATION			
A-E PERFORMANCE EVALUATION COMPLETE			
PERCENT (%) COMPLETE TO DATE			

CURRENT PROBLEMS / ISSUES:
ITEMS OF INTEREST:

Figure H-4. SAMPLE FORMAT-ENGINEERING SERVICES STATUS REPORT

PROJECT STATUS REPORT DESIGN SERVICES			
FY:	PROJECT TITLE:		
PROJECT NUMBER:	CONTRACT NUMBER:		
DESIGNED BY:			
DESIGN COST:	PROGRAMMED AMOUNT:		
PROJECT MANAGER:	PHONE:		

SPECIFIC PROJECT MILESTONES:	ORIGINAL	CURRENT	ACTUAL
CRITERIA AND FUNDING RECEIVED			
PRE-NEGOTIATION CONFERENCE			
A-E NTP / DESIGN START			
PRELIMINARY (35%) DESIGN DUE			
PRELIMINARY REVIEW COMMENTS DUE			
PRELIMINARY REVIEW CONFERENCE			
FINAL DESIGN START			
FINAL DESIGN DUE			
FINAL REVIEW COMMENTS DUE			
FINAL REVIEW CONFERENCE			
CORRECTED FINAL DESIGN DUE			
BCO REVIEW COMPLETE / R.T.A.			
ADVERTISEMENT DATE			
BID OPENING DATE			
CONSTRUCTION CONTRACT AWARD DATE			
CONSTRUCTION PERFORMANCE PERIOD			
CONSTRUCTION START			
CONSTRUCTION COMPLETE			
A-E PERFORMANCE EVALUATION COMPLETE			
ESTIMATED CONSTRUCTION COST			
PERCENT (%) COMPLETE TO DATE			

CURRENT PROBLEMS / ISSUES:
ITEMS OF INTEREST:

Figure H-5. SAMPLE FORMAT-DESIGN SERVICES STATUS REPORT

PROJECT STATUS REPORT CONSTRUCTION SERVICES			
FY:	PROJECT TITLE:		
PROJECT NUMBER:	CONTRACT NUMBER:		
CONTRACTOR:			
AREA OFFICE:	POINT OF CONTACT:		
RESIDENT OFFICE:	POINT OF CONTACT:		
CONSTRUCTION MANAGER:	PHONE:		

SPECIFIC CONTRACT MILESTONES:	ORIGINAL	CURRENT	ACTUAL
CONTRACT AWARD DATE			
CONSTRUCTION CONTRACT AMOUNT			
CONTRACT DURATION (in Cal Days)			
ISSUE NOTICE TO PROCEED			
PRE-CONSTRUCTION CONFERENCE			
CONSTRUCTION START			
FINAL INSPECTION / ACCEPTANCE			
BENEFICIAL OCCUPANCY DATE			
O&M MANUALS AND TRAINING COMPLETE			
WARRANTY PERIOD EXPIRATION DATE			
PROCESS DD1354 / AS-BUILTS COMPLETE			
PERCENT (%) COMPLETE TO DATE			
CONSTR COST AS A % OF THE PROG AMT			

CURRENT PROBLEMS / ISSUES:
ITEMS OF INTEREST:

Figure H-6. SAMPLE FORMAT-CONSTRUCTION SERVICES STATUS REPORT

INSTALLATION SUPPORT REQUEST

INSTALLATION:	PROJECT NUMBER:
PROJECT TITLE:	
TYPE OF WORK: ___ PLANNING ___ ENVIRONMENTAL ___ STUDY ___ DESIGN ___ CONSTR MGMT ___ REAL ESTATE ___ A-E CONTRACT SELECTION ___ OTHER	
CURRENT WORKING ESTIMATE: _____ BASIS OF ESTIMATE: _____ DATE PREPARED: _____	
DESCRIPTION OF WORK/SERVICE REQUIRED: PLEASE BE SPECIFIC ! SPECIAL CRITERIA/DESIGN REQUIREMENTS:	
PROJECT AUTHORIZATION: _____ DD 1391 _____ DA 4283 _____ OTHER	
CONSTRUCTION AGENT: _____ DISTRICT _____ INSTALLATION	
CRITICAL NEED DATES: SERVICE COMPLETE: _____ DESIGN START: _____ COMPLETE: _____ CONSTRUCTION CONTRACT AWARD: _____ CONSTRUCTION START: _____ COMPLETE: _____	
AVAILABILITY OF AS-BUILT DRAWINGS:	
AMOUNT OF START-UP DESIGN FUNDS ATTACHED:	
INSTALLATION PROJECT MANAGER: _____ TELEPHONE: (COM'L) _____ (DSN) _____ FACSIMILE: _____ OFFICE SYMBOL: _____	

INSTALLATION ENGINEER OR AUTHORIZED REPRESENTATIVE

SIGNATURE TITLE DATE

Figure H-7. SAMPLE FORMAT-INSTALLATION SUPPORT REQUEST

Department of Defense

Directive for INSTALLATION MANAGEMENT

–Defense-wide Application of the Model installation Management Approach–

PURPOSE
This Directive establishes the DoD installation management policy.

APPLICABILITY
The provisions of this Directive apply to the Office of the Secretary of Defense, the Military Departments, the Organization of the Joint Chiefs of Staff, and the Defense Agencies (hereafter referred to as "DoD Components").

POLICY
The Commanding Officer of an installation is responsible for accomplishing the mission assigned to the installation, and should be delegated broad authority to decide how best to accomplish the mission, and is accountable for all resources applied to the mission.

Headquarters staff activities shall be directed toward facilitating any installation commander's ability to accomplish the mission. Regulations that limit installation commanders' freedom to do their jobs are contrary to the basic DoD installation management policy, and shall be cancel led or revised. Exceptions should be rare.

Except where required to preserve essential wartime support capability, or constrained by law or federal regulation, installation commanders shall be free to purchase goods and services wherever they can get the combination of quality, responsiveness, and cost that best satisfies their requirements.

Unless prohibited by law, a share of any resources saved or earned at an installation should be made available to the installation commander to improve the operations and working and living conditions at the installation.

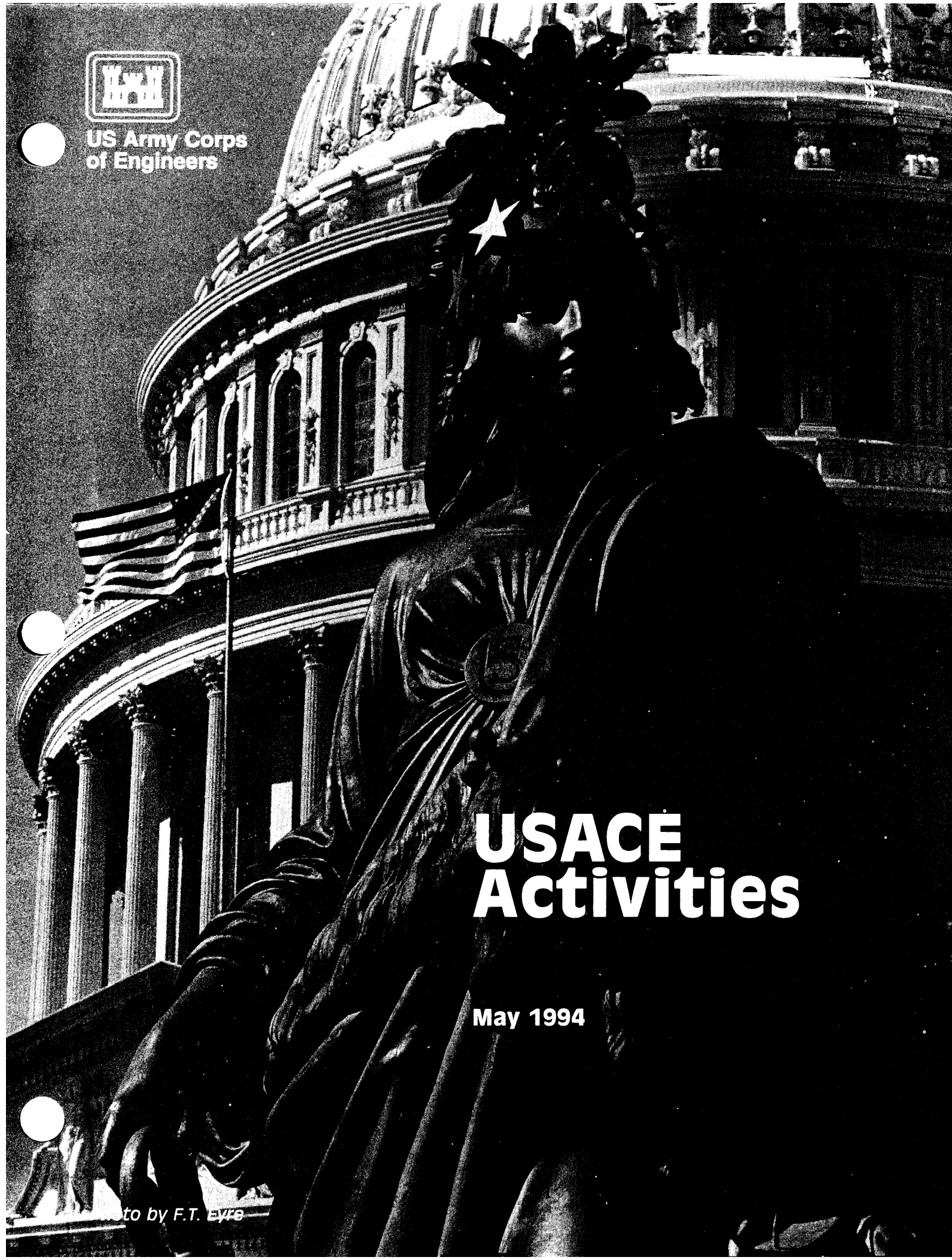
RESPONSIBILITIES
Heads of DoD components shall ensure that all regulations for which they are responsible comply with the policies contained in this Directive. The DoD Inspector General shall review and report compliance with these policies.

EFFECTIVE DATE AND IMPLEMENTATION
This Directive is effective immediately. Forward one copy of implementing documents to the Assistant Secretary of Defense (Acquisition and Logistics) within 120 days.

September 4, 1986
Date

William H. Taft
Deputy Secretary of Defense

EXCELLENT INSTALLATIONS - THE FOUNDATION OF DEFENSE



US Army Corps of Engineers

USACE Activities

May 1994

Photo by F.T. Eyre

FOR GENERAL INFORMATION . . . CALL:

202-272-0660

AREA CODE & TELEPHONE NUMBER

	DUTY HOURS	NON-DUTY HOURS
General Information	202-272-0660	
Personnel Locator**	202-272-0359	
EMERGENCY OPERATION		
HQUSACE Emergency Operations Centers	202-272-1001 202-272-0251	703-697-0218
HQDA Army Operations Center		703-697-0218*
DUTY OFFICER HQUSACE/OCE	202-272-1001 DSN 285-1001	
ALL OTHER TIMES		703-697-0218*

TO MINIMIZE TELEPHONE CHARGES, CALL SHOULD BE PLACED AS FOLLOWS:

1. DSN
2. WATS
3. DIRECT DIALING
4. OPERATOR ASSISTED CALLS

NOTES: PERTAINING TO DIVISIONS AND DISTRICTS

1. Performs military and civil works construction.
2. Performs civil works construction.
3. Performs military constructions.
4. Performs military and civil works real estate activities.
5. Performs civil works real estate only.
6. Performs military real estate functions.
7. Performs construction and related engineer programs for the U.S. and foreign governments in the Middle East, Africa Southwest Asia, and South Asia.
8. Provides real property maintenance in the National Capitol Region.
9. Provides Engineering Design Support for hydroelectric projects throughout the Corps, including modernization and rehabilitation.

✶ Amy Operations Center (AOC) will connect callers to the HAUSACE OCE Duty Officer.

✶✶ To reach person whose extension is not known.

✶✶✶ Answering services.

This Activities List was prepared by the Integration and Programs Office, Directorate of Information Management HQUSACE; it will be updated semiannually in accordance with ER (1-1-141).

Requests from non-government entities for copies of this Activities List should be submitted in writing, to HQUSACE, Office of Chief Counsel, CECC-ZA, citing the Freedom of Information Act.

ORGANIZATION	TELEPHONE NUMBERS DUTY HOURS	NON-DUTY HOURS	OFFICER IN CHARGE OFFICE HOURS

HEADQUARTERS AND NATIONAL CAPTIAL REGION ORGANIZATIONS

HEADQUARTERS, CECG

Mail and Office Location: COMM/FTS 202-272-0001
HQ, US Army Corps of Engineers DSN 285-0001
20 Massachusetts Avenue N.W.
Washington, DC 20314-1000
Executive Fax: 202-272-1683+
Executive Corpsmail: CECS

LTG Arthur E. Williams

Core Time
0830-1530 ET
Flexitime
0700-1730 ET

ENGINEER INSPECTOR GENERAL, CEIG

Mail/OffIce Location: COMM/FTS 703-355 -2572/2573
US Army Corps of Engineers DSN 345-2572/2573
Engineer Inspector General (CEIG)
Kingman Building
7701 Telegraph Road
Alexandria, VA 22310-3863
Executive Fax: 703-355-7389
Executive Corpsmail: CEIG

COL George C. Clarke

Core Time
0830-1530 ET
Flexitime
0700-1730 ET

US ARMY HUMPHREYS ENGINEER CENTER SUPPORT ACTIVITY, CEHEC

Mail and Office Location: COMM 703-355-2214 703-355-2220
7701 Telegraph Road FTS 385-2214 DSN 345-2214
Alexandria, VA 22310-3860 FTS 385-2200** FTS 385-2220
Executive Fax: 703-355-0188
Executive Corpsmail: John J. Quinn, Jr.

John J. Quinn, Jr.
Director

Flexitime
0700-1800

Safety and Occupational Health Office:
Mail and Office Location: COMM 703-355-2246
U.S. Army Corps of Engineers DSN 345-2246
Humphreys Engineer Center Support Activity
Safety and Occupational Health Office
7701 Telegraph Road
Alexandria, VA 22310-3860
Executive Fax: 703-355-2005

USACE PUBLICATIONS DEPOT, CEHEC-IM-PD

Mail and Office Location: 301-436-2063
2803 52nd Avenue DSN 296-2063
Hyattsville, MD 20781-1102

0730-1600 ET

+ Executive Fax and corpsmail: are for executive office communication only, and are not to be used for distribution to subordinate elements.

MAJOR SUBORDINATE COMMANDS AND SUBORDINATE COMMANDS

US ARMY ENGINEER DIVISION, HUNTSVILLE, CEHND

Mail Address:
P.O. Box 1600
Huntsville, AL 35807-4301
Office Location:
106 Wynn Drive North
Huntsville, AL 35805-1957
Note: 1
Executive Fax: 205-955-4766
Executive Corpsmail: CEHND-DC-DE

COMM/FTS 205-955-5460 205-880-2822
DSN 645-5460** DSN 645-5463
DSN 645-5460

COL Robert D. Brown III

Core Time
0830-1530 CT
Flexitime
0700-1700 CT

US ARMY ENGINEER DIVISION, LOWER MISSISSIPPI VALLEY, CELMV

Mail Address:
P.O. Box 80
Vicksburg, MS 39180
Office Location:
1400 Walnut Street
Vicksburg, MS 39180
Notes: 2 & 5
Executive Fax: 601-634-7084
Executive Corpsmail: CELMV-DE

601-634-5750
601 -634-5000**

BG Eugene S. Witherspoon

Core Time
0900-1545 CT
Flexitime
0700-1745 CT

LMVD Laboratory Location:
Mail and Office Location:
3909 Halls Ferry Road
Vicksburg, MS 39180
Soil Testing Facility 601-634-2122
Concrete and Materials Testing 601-634-3277
Other 601-634-3111

BG Eugene S. Witherspoon

US ARMY ENGINEER DISTRICT, MEMPHIS CELMM

Mail Address:
167 North Main Street Room B202
Memphis, TN 38103-1894
Office Location:
Comer of Front & Poplar Streets
Memphis, TN
Note: 1
Executive Fax: 901-544-3792
Executive Corpsmail: CELMM-DE

COMM/FTS 901-544-3221 901-785-6055
901 -544-3005**

COL Theodore C. Fox III

Core Time
0730-1600 CT
Flexitime
0700-1745 CT

ORGANIZATION	TELEPHONE NUMBERS DUTY HOURS	NON-DUTY HOURS	OFFICER IN CHARGE OFFICE HOURS

US ARMY ENGINEER DISTRICT, NEW ORLEANS, CELMN

Mail Address:
P.O. Box 60267
New Orleans, LA 70160-0267
Office Location:
Foot of Prytania and Leake Avenue
New Orleans, LA 70118
Note: 2
Executive Fax: 504-862-1785
Executive Corpsmail: CELMN-DE

COMM/FTS 504-862-2204 504-862-2365
504-865-1121**

COL Kenneth G. Clew

Core Time
0900-1530 CT
Flexitime
0700-1730 CT

Waterborne Commerce Statistics Center 504-862-1404 504-738-7027
Mail Address:
P.O. Box 61280
New Orleans, LA 70161-1280
Office Location:
Foot of Prytarnia at Leake Avenue
New Orleans, LA 70118
Executive Corpsmail: CEWRC-NDC-CE

David L. Penick, Director

0745-1615 CT

US ARMY ENGINEER DISTRICT, ST. LOUIS, CELMS

Mail and Office Location:
1222 Spruce Street
St. Louis, MO 63103-2833
Note: 2 & 5
Executive Fax: 314-331-8770
Executive Corpsmail: CELMS-DE

COMM/FTS 314-331-8010
DSN 555-8010
314-33 1-8000**
DSN 555-8000**

COL Thomas C. Suermann

Core Time
0900-1515 CT
Flexitime
0630-1745 CT

US ARMY ENGINEER DISTRICT, VICKSBURG, CELMK

Mail and Office Location:
2101 North Frontage Road
Vicksburg, MS 39180-5191
Note: 2 & 5
Executive Fax: 601-631-5296
Executive Corpsmail: CELMK-DE

COMM/FTS 601-631-5010 601-631-5000
601-631-5000**

COL Stanley G. Phernambucq

Core Time
0800-1645 CT

US ARMY ENGINEER DIVISION, MISSOURI RIVER, CEMRD

Mail and Office Location:
12565 West Center Road
Omaha NE 68144
Note: 1 & 4
Executive Fax: 402-221-7379
Executive Corpsmail: CEMRD-XO

COMM/FTS 402-221-7200 402-221-7216
402-221-7214**

COL John E. Schaufelberger

Core Time
0900-1530 CT
Flexitime
0630-1800 CT

MRD Laboratory Location
Mail and Office Location:
420 South 18th Street
Omaha, NE 68102-2586

402-444-4300

COL John E. Schaufelberger

US ARMY ENGINEER DISTRICT, KANSAS CITY, CEMRK

Mail Address: COMM/FTS 816-426-3201 816-796-7405
700 Federal Building 816-426-3896**
Kansas City, MO 64106-2896
Office Location:
601 East 12th Street
Kansas City, MO 64106-2896
Note: 1 & 4
Executive Fax: 816-426-2730
Executive Corpsmail: CEMRK-IM-SC

COL Richard H. Goring

Core Time
0915-1515 CT
Flexitime
0630-1800 CT

US ARMY ENGINEER DISTRICT, OMAHA, CEMRO

Mail and Office Location: COMM/FTS 402-221-3900 402-221-4148
215 North 17th Street 402-221-3020**
Omaha, NE 68102-4978
Note: 1
Executive Fax: 402-221-3029/3030
Executive Corpsmail: CEMRO

COL Michael S. Meuleners

Core Time
0830-1530 CT
Flexitime
0700-1730 CT

US ARMY ENGINEER DIVISION, NORTH ATLANTIC, CENAD

Mail and Office Location: COMM/FTS 212-264-7101 212-425-3934
90 Church Street 212-264-7102**
New York, NY 10007-2979
Note: 1
Executive Fax: 212-264-9498
Executive Corpsmail: CENAD-EX

BG Paul Y. Chinen

Core Time
0900-1500 ET
Flexitime
0700-1730 ET

US ARMY ENGINEER DISTRICT, BALTIMORE AND SUPERVISOR OF BALTIMORE HARBOR, CENAB

Mail Address: COMM/FTS 410-962-4545
P.O. Box 1715 410-962-9232**
Baltimore, MD 21203-1715
Office Location:
City Crescent Building
10 South Howard Street Room 11000
Baltimore, MD 21201
Note: 1 & 4
Executive Fax: 410-962-7516
Executive Corpsmail: CENAB-DE

COL J. Richard Capka

Core Time
0800-1630 ET
Flexitime
0700-1730 ET

US ARMY ENGINEER ACTIVITY, CAPITAL AREA, CENAC (DCSEN, MDW)

Mail Address: COMM/FTS 703-696-6400
ATTN: ANMY-PW DSN 226-6400
Fort Meyer, VA 22211-5050
Office Location:
Building 305
Fort Meyer, VA 22211-5050
Note: 8
Note: Operation Control transferred to MDW
Executive Fax: 703-696-6422

LTC Robert H. Candido

0730-1600 ET

ORGANIZATION	TELEPHONE NUMBERS DUTY HOURS	NON-DUTY HOURS	OFFICER IN CHARGE OFFICE HOURS

US ARMY ENGINEER DISTRICT, NEW YORK AND SUPERVISOR OF NEW YORK HARBOR, CENAN

Mail and Office Location: COMM/FTS 212-264-0100 201-433-6110
Jacob K. Javits Federal Building 212-264-0102**
New York, NY 10278-0090 DSN 144-796-0100
Note: 1 & 4 DSN 144-796-0200**
Executive Fax: 212-264-0614
Executive Corpsmail: CENAN-DE

COL Thomas A. York

Core Time
0800-1700 ET
Flexitime
0630-1800 ET

US ARMY ENGINEER DISTRICT, NORFOLK AND SUPERVISOR OF NORFOLK HARBOR, CENAO

Mail and Offfice Location: COMM/FTS 804-441-7601 804-441-7500***
Waterfield Building 804-441-7717**
803 Front Street
Norfolk, VA 23510-1096
Note: 1
Executive Fax: 804-441-7719
Executive Corpsmail: CENAO-DE

COL Andrew M. Perkins

Core Time
0630-1630 ET
Flexitime
0700-1730 ET

US ARMY ENGINEER DISTRICT, PHILADELPHIA, CENAP

Mail and Office Location: COMM/FTS 215-656-6501 215-656-6756
Wanamaker Building 215-656-6515**
100 Penn Square East
Philadelphia, PA 19107-3390
Note: 1
Executive Fax: 215 656-6899
Executive Corpsmail: CENAP-DE

LTC Richard F. Sliwoski

Core Time
0900-1545 ET
Flexitime
0700-1745 ET

US ARMY ENGINEER DIVISION, NEW ENGLAND, CENED

Mail and Office Location: COMM/FTS 617-647-8220 508-772-6288
Frederick C. Murphy Federal Bldg. 617-647-8111**
424 Trapelo Road
Waltham, MA 02254-9149
Note: 1
Executive Fax: 617-647-8821
Executive Corpsmail: CENED-DE

COL Brink P. Miller

Core Time
0900-1530 ET
Flexitime
0700-1800 ET

Environmental Laboratory Location: 508-928-4238
476 Coldbrook Road
Hubbardston, MA 01452-9743

COL Brink P. Miller

US ARMY ENGINEER DIVISION, NORTH CENTRAL, CENCD

Mail Address: COMM/FTS 312353-6310 708-432-7279
111 North Canal Street 312-353-6385**
Chicago, IL 60606-7205
Office Location:
Comer of Washington and Canal Streets
Chicago, IL 60606
Note: 2 & 5
Executive Fax: 312-353-5233
Executive Corpsmail: CENCD-EO

COL Richard W. Craig

0730-1700 CT

ORGANIZATION	TELEPHONE NUMBERS DUTY HOURS	NON-DUTY HOURS	OFFICER IN CHARGE	OFFICE HOURS

US ARMY ENGINEER DISTRICT, BUFFALO, CENCB

Mail and Office Location: COMM/FTS 716-879-4200
1776 Niagara Street 716-879-4104**
Buffalo, NY 14207-3199
Note: 2
Executive Fax: 716-879-4195

COL Walter C. Neitzke

Core Time
0900-1500 ET
Flexitime
0630-1730 ET

US ARMY ENGINEER DISTRICT, CHICAGO, CENCC

Mail and Office Location: COMM/FTS 312-353-6400 312-353-4009
111 North Canal Street, Suite 600 312-353-6401**
Chicago, IL 60606-7206
Note: 2 & 4
Executive Fax: 312-353-1271
Executive Corpsmail: CENCC

LTC David M. Reed

Core Time
0800-1630 CT
Flexitime
0700-1730 CT

US ARMY ENGINEER DISTRICT, DETROIT, CENCE

Mail Address: COMM/FTS 313-226-6762 313-226-5789
P.O. Box 1027 DSN 346-5763 DSN 346-5789
Detroit, MI 48231-1027 313-226-6413**
Office Location: DSN 346-5763**
McNamara Federal Building FTS 700-753-6000
477 Michigan Avenue
Detroit MI 48226
Note: 2
Executive Fax: 313-226-6009 FTS 700-753-6181
Executive Corpsmail: CENCE-XO

COL Brian J. Ohlinger

Core Time
0800-1630 ET
Flexitime
0700-1730 ET

US ARMY ENGINEER DISTRICT, ROCK ISLAND, CENCR

Mail and Office Location: COMM/FTS 309-794-5224 319-328 4707***
Clock Tower Building 309-794-4200**
P.O. Box 2004 DSN 793-3446
Rock Island, IL 61204-2004
Note: 2
Executive Fax: 309-794-5181
Executive Corpsmail: CENCR-DE

COL Albert J. Kraus,
[COL Charles S. Cox, effective 28 July 1994]

Core Time
0730-1630 CT
Flexitime
0630-1730 CT

US ARMY ENGINEER DISTRICT, ST. PAUL, CENCS

Mail and Office Location: COMM/FTS 612-290-5200
Department of the Army
St. Paul District Corps of Engineers
Army Corps of Engineers Centre
190 5th Street East
St. Paul, MN 55101-1638
Note: 2
Executive Fax: 612-290-5256
District Fax: 612-290-2256
Executive Corpsmail: CENCS-DE

COL James T. Scott

Core Time
0900-1530 CT
Flexitime
0700-1730 CT

US ARMY ENGINEER DIVISION, NORTH PACIFIC, CENPD

Mail Address: COMM/FTS 503-326-3700
P.O. Box 2870 503-326-6021**
Portland, OR 97208-2870
Office Location:
220 N.W. 8th Avenue, Room 206
Portland, OR 97209-3589
Note: 1 & 4
Executive Fax: 503-326-7323
Executive Corpsmail: CENPD-EA

MG Ernest J. Harrell

0730-1615 PT

NPD - Materials Laboratory Location:
Mail and Office Location: COMM/FTS 503-665-4166
1491 N.W. Graham Avenue
Troutdale, OR 97060-9503
Executive Fax: 503-665-0371

Timothy J. Seeman, Director

0730-1615 PT

HYDROELECTRIC DESIGN CENTER, CENPD-PE-HD

Mail Address: COMM 503-326-3835
P.O. Box 2870 503-326-6021**
Portland, OR 97208-2870
Office Location:
220 N.W. 8th Avenue, Room 309
Portland, OR 97209-3589
Note: 9
Executive Fax: 503-326-7340
Executive Corpsmail: CENPD-EN-HD

Vacant

0730-1615 PT

US ARMY ENGINEER DISTRICT, ALASKA, CENPA

Mail Address: COMM/FTS 907-753-2504 907-753-2515
P.O. Box 898 907-753-2504** DSN 317-552-2164
Anchorage, AK 99506-0898 DSN 317-552-5233
Office Location:
Building 21-700
Elmendorf Air Force Base, AK 99506
Note: 1 & 4
Executive Fax: 907-753-2526
Executive Corpsmail: CENPA-DE

COL John W. Pierce
[LTC(P) Peter A. Topp, effective 12 July 1994]

Core Time
0730-1600
Flexitime
0630-1800

Special Note for **Alaska District:** During power outages, the following is the only operable number: DSN 317-552-5233 or 907-552-5233 (commercial)

US ARMY ENGINEER DISTRICT, PORTLAND, CENPP

Mail Address: COMM 503-326-6000
P.O. Box 2946 503-326-6021**
Portland, OR 97208-2946
Office Location:
333 SW First Avenue, Tenth Floor
Portland, OR 97204-3945
Note: 2 & 5
Executive Fax: 503-326-3102
Executive Corpsmail: CENPP-DE

COL Charles A.W. Hines
[COL Timothy L. Wood, effective 14 July 1994]

Core Time
0730-1615 PT
Flexitime
0630-1800 PT

ORGANIZATION	TELEPHONE NUMBERS DUTY HOURS	NON-DUTY HOURS	OFFICER IN CHARGE OFFICE HOURS

US ARMY ENGINEER DISTRICT, SEATTLE CENPS

Mail Address: COMM/FTS 206-764-3690 206-764-3742***
P.O. Box 3755 206-764-3742**
Seattle, WA 98124-2255
Office Location:
4735 East Marginal Way South
Seattle, WA 98134-2385
Note 1 & 4
Executive Fax: 206-764-6544
Executive Corpsmail: CENPS-DE

COL Walter J. Cunningham

Core Time
0730-1600 PT
Flexitime
0630-1800 PT

US ARMY ENGINEER DISTRICT, WALLA WALLA, CENPW

Mail and Office Location: COMM/FTS 509-522-6506 509-522-6730
Building 602, City-County Airport 509-522-6427**
Walla Walla, WA 99362-9265
Note: 2 & 5
Executive Fax 509-522-6259
Executive Corpsrnail: CENPW-DE

LTC James Weller

Core Time
0700-1600 PT
Flexitime
0630-1800 PT

US ARMY ENGINEER DIVISION, OHIO RIVER, CEORD

Mail Address: COMM/FTS 513-684-3002
P.O. Box 1159 513-684-3002** 513-589-3600
Cincinnati, OH 45201-1159
Office Location:
550 Main Street
Cincinnati, OH 45201-1159
Note: 1
Executive Fax: 513-684-2085
Executive Corpmail: CEORD-DE

MG Albert J. Genetti, Jr.

Core Time
0730-1600 ET
Flexitime
0630-1800 ET

ORD Laboratory
Mail and Office Location: 513-589-3600
11275 Sebring Drive
Cincinnati, OH 4524-2714
Note: 1
Executive Fax: 513-589-3619
Executive Corpsmail: CEORD-PE-GL

MG Albert J. Genetti, Jr.

Core Time
0730-1600
Flexitime
0630-1800

US ARMY ENGINEER DISTRICT, HUNTINGTON, CEORH

Mail and Office Location COMM/FTS 304-529-5395 304-529-5253
502 8th Street 304-529-5211**
Huntington, WV 25701-2070 DSN 366-6451
Note 2 & 5
Executive Fax: 304-529-5591
Executive Corpsmail: CEORH-DE

COL Earl Richardson

Core Time
0800-1645 ET

ORGANIZATION	TELEPHONE NUMBERS DUTY HOURS	NON-DUTY HOURS	OFFICER IN CHARGE OFFICE HOURS

US ARMY ENGINEER DISTRICT, LOUISVILLE, CEORL

Mail Address:
P.O. Box 59
Louisville, KY 40201-0059
Office Location:
Federal Building
600 Dr. Martin L. King, Jr., Place
Louisville, KY 40202
Note: 1 & 4
Executive Fax: 502-582-5475
Executive Corpsmail: CEORL-DE

COMM/FTS 502-582-5601
502-582-5629**

502-774-3514

COL Herbert F. Harback
[COL Ralph Gricco, effective Jane 1994]

Core Time
0730-1615 ET
Flex-time
0630-1730 ET

US ARMY ENGINEER DISTRICT, NASHVILLE, CEORN

Mail Address:
P.O. Box 1070
Nashville, TN 37202-1070
Office Location:
Estes Kefauver Federal Building and
Courthouse Annex
110 9th Street South
Nashville, TN 37203-3863
Note: 2 & 5
Executive Fax: 615-736-2052
Executive Corpsmail: CEORN-DE

COMM/FTS 615-736-5626
615-736-5626**

615-736-5626

LTC John D. Norwood

Core Time
0830-1430 CT
Flexitime
0600-1800 CT

US ARMY ENGINEER DISTRICT, PITTSBURGH, CEORP

Mail and Office Location:
Room 1828
William S. Moorhead Federal Building
1000 Liberty Avenue
Pittsburgh, PA 15222-4186
Note: 2 & 5
Executive Fax: 412-644-4093
Executive Corpsmail: CEORP-DE

COMM/FTS 412-644-6800
412-644-6800**
DSN 245-3185
DSN 245-3186

412-366-7758

COL Richard B. Polin

0730-1600 ET

US ARMY ENGINEER DIVISION, PACIFIC OCEAN, CEPOD

Mail and Office Location:
Building 230
Ft. Shafter, HI 96858-5440
Note: 1
Executive Fax: 808-438-8387
Executive Corpsmail: CEPOD-DE

COMM/FTS 808438-1500
808-438-1331**
DSN 315-438-1500

808-423-4020

BG Ralph V. Locurcio
[BG Henry Miller, effective July 1994]

0730-1600 HT

US ARMY ENGINEER DISTRICT, FAR EAST, CEPOF

Mail Address:
Far East Unit #l5546
APO AP 96205-0610
Office Location:
Seoul, Korea
Note: 3
Executive Fax: 011-82-2-822-265-8440

011-82-2-270-7300
DSN 721-7300
011-82-2-270-7360**
DSN 721-7360**

011-82-2-270-7400
DSN 721-7400

COL Robert N. Martin

0800-1700 KST

ORGANIZATION	TELEPHONE NUMBERS DUTY HOURS	NON-DUTY HOURS	OFFICER IN CHARGE OFFICE HOURS

US ARMY ENGINEER DISTRICT, HONOLULU, CEPOH

Mail and Office Location: 808-438-1069 808-423-4020 LTC M. Bruce Elliott
Building 230 808-438-1331**
Ft. Shafter, HI 96858-5440 DSN 315-438-1069 0730-1600 HT
Note: 1
Executive Fax: 808-438-8351
Executive Corpsmail: CEPOH-DE

US ARMY ENGINEER DISTRICT, JAPAN, CEPOJ

Mail Address: 011-81-3117-63-3025 DSN 263-5854 COL Mark M. Schnabel
Unit 45010 DSN 263-3025
APO AP 96343-0061 DSN 263-4887 Core Time
Office Location: 0830-1530
Building 250, Camp Zama Flexitime
Zama-shi, Kanagawa-ken 228 Japan 0700-1800
Note: 3
Executive Fax: 011-81-0462-53-9461
Executive Corpsmail: CEPOJ-DE

US ARMY ENGINEER DIVISION, SOUTH ATLANTIC, CESAD

Mail and Office Location: COMM/FTS 404-331-6711 BG Roger F. Yankoupe
Room 313 404-331-6716** **[BG Ralph V. Locurcio,**
77 Forsyth Street, SW **effective October 1994]**
Atlanta, GA 30355-6801
Note: 1 & 4 Core Time
Executive Fax: 404-331-1269 0730-1630 ET
Executive Corpsmail: CESAD-DE Flexitime
0645-1745

SAD Laboratory Location: 404-421-5296
611 South Cobb Drive DSN 925-5296
Marietta, GA 30060 404-421-5296** BG Roger F. Yankoupe
Lab Fax: 404-421-4977 **[BG Ralph V. Locurcio,**
Corpsmail: CESAD-EN-FL **effective October 1994]**

0730-1615 ET

US ARMY ENGINEER DISTRICT, CHARLESTON, CESAC

Mail Address: COMM/FTS 803-727-4344 803-556-1867 LTC George H. Hazel
P.O. Box 919 803-727-4299**
Charleston, SC 29402-0919 Core Time
Office Location: 0830-1530 ET
L. Mendell Rivers Federal Building Flexitime
334 Meeting Street 0700-1700 ET
Charleston, SC 29403-6479
Note: 2
Executive Fax: 803-7274801
Executive Corpsmail: CESAC-DE

ORGANIZATION	TELEPHONE NUMBERS DUTY HOURS	NON-DUTY HOURS	OFFICER IN CHARGE OFFICE HOURS

US ARMY ENGINEER DISTRICT, JACKSONVILLE, CESAJ

Mail Address: COMM/FTS 904-232-2241
P.O. Box 4970 904-232-2234**
Jacksonville, FL 32232-0019
Office Location:
400 West Bay Street
Jacksonville, FL 32202-4412
Note: 2
Executive Fax: 904-232-3430
Executive Corpsmail: CESAJ-DE

COL Terrence C. Salt
[COL Terry L. Rice, effective August 1994]

Core Time
0900-1530 ET
Flexitime
0700-1730 ET

US ARMY ENGINEER DISTRICT, MOBILE CESAM

Mail Address: COMM/FTS 205-690-2511 205-690-2495
P.O. Box 2288 205-690-2528** DSN 457-2495
Mobile, AL 36628-0001 DSN 457-2511
Office Location:
109 Saint Joseph Street
Mobile, AL 36602-3630
Note: 1 & 4
Executive Fax: 205-690-2424
Executive Corpsmail: CESAM

COL Robert H. Griffin

Core Time
0830-1500 CT
Flexitime
0630-1715 CT

US ARMY ENGINEER DISTRICT, SAVANNAH, CESAS

Mail Address: COMM/FTS 912-652-5226 912-652-5822
P.O. Box 889
Savannah, GA 31402-0889
Office Location:
Juliette Gordon Low Building
100 West Oglethorpe Avenue
Savannah, GA 31402-0889
Note: 1 & 4
Executive Fax: 912-652-5222
Executive Corpsmail: CESAS-DE

COL Wayne W. Boy

Core Time
0830-1545 ET
Flexitime
0700-1715 ET

US ARMY ENGINEER DISTRICT, WILMINGTON, CESAW

Mail Address: COMM/FTS 910-251-4501 910-791-7315
P.O. Box 1890 910-251-4000** 910-259-7344
Wilmington, NC 28402-1890
Note: 1
Office Location:
69 Darlington Avenue
Wilmington, NC 28403
Executive Fax: 910-251-4185
Executive Corpsmail: CESAW-DE

COL Robert J. Sperberg

Core Time
0730-1615 ET
Flexitime
0645-1730 ET

US ARMY ENGINEER DIVISION, SOUTH PACIFIC, CESPD

Mail and Office Location: COMM/FTS 415-705-1414 415-705-1414**
630 Sansome Street Room 720 415-705-2405**
San Francisco, CA 94111-2206
Note: 1
Executive Fax: 415-705-1465
Executive Corpsmail: CESPD-XA

BG Milton Hunter

0745-1630 PT

SPD Laboratory Location:
Mail and Office Location: 415-332-3374
25 Liberty Ship Way 415-556-1245
P.O. Box 37
Sausalito, CA 94965-1768

James Z. Bedford

0700-1700

US ARMY ENGINEER DISTRICT, LOS ANGELES, CESPL

Mail Address: COMM/FTS 213-894-5300 213-894-3440
P.O. Box 2711 213-894-5320**
Los Angeles, CA 90053-2325
Office Location:
300 North Los Angeles Street
Room 6130
Los Angeles, CA 90012-3375
Note: 1 & 4
Executive Fax: 213-894-2175
Executive Corpsmail: CESPL-DE

COL Robert L. VanAntwerp
[COL Michael R. Robinson, effective July 1994]

Core Time
0730-1630 PT

US ARMY ENGINEER DISTRICT, SACRAMENTO, CESPK

Mail and Office Location: COMM/FTS 916-557-7490 916-452-1535***
1325 J Street 916-557-51OO**
Sacramento, CA 95814-2922
Note: 1 & 4
Executive Fax: 916-557-7859
Executive Corpsmail: CESPK-DE

COL John N. Reese

0745-1630 PST

US ARMY ENGINEER DISTRICT, SAN FRANCISCO, CESPN

Mail Address: COMM/FTS 415-744-3021 415-744-3021***
211 Main Street 415-744-3020**
San Francisco, CA 94105-1905 DSN 586-2379
Office Location:
Comer of Howard and Main Streets
San Francisco, CA
Note: 2
Executive Fax: 415-744-3310
Executive Corpsmail: CESPN-DE

LTC Leonard E. Cardoza

0700-1700 PT
Core Time
0800-1630 PT
Flexitime
0600-1800 PT

US ARMY ENGINEER DIVISION, SOUTHWESTERN, CESWD

Mail and Office Location: COMM/FTS 214-767-2502 — COL James P. King
1114 Commerce Street 214-767-2500**
Santa Fe Building, Room 404 — 0730-1630 CT
Dallas, TX 75242-0216
Note: 1
Executive Fax: 214-767-6499
Executive Corpsmail: CESWD-ZA

SWD Laboratory Location: 214-767-2502 — COL James P. King
4815 Cass Street
Dallas, TX

US ARMY ENGINEER DISTRICT, ALBUQUERQUE, CESWA

Mail Address: COMM/FTS 505-766-2732 505-275-5882 — LTC Gary R. Burroughs
P.O. Box 1580 505-766-2681**
Albuquerque, NM 87103-1580 — 0730-1600 MT
Office Location:
517 Gold Avenue, SW
Albuquerque, NM 87102
Note: 1 & 4
Executive Fax: 505-766-1993
Executive Corpsmail: CESWA-DE

US ARMY ENGINEER DISTRICT, FORT WORTH, CESWF

Mail Address: COMMFTS 817-334-2300 817-421-4209 — COL Joseph G. Graf
P.O. Box 17300 817-334-2150**
Ft. Worth, TX 76102-0300 — 0745-1630 CT
Office Location:
819 Taylor Street
Ft. Worth, TX 76102-0300
Note: 1 & 4
Executive Fax: 817-334-3311
Executive Corpsmail: CESWF-DE

US ARMY ENGINEER DISTRICT, GALVESTON, CESWG

Mail Address: COMM/FTS 409-766-3001 409-766-3899 — COL Robert B. Gatlin
P.O. Box 1229 409-766-3899**
Galveston, TX 77553-1229 — 0730-1615 CT
Office Location:
Jadwin Building
2000 Fort Point Road
Galveston, TX 77550
Note: 2 & 6
Executive Fax: 409-766-3951
Executive Corpsmail: CESWG-DE or CESWG-IM

ORGANIZATION	TELEPHONE NUMBERS DUTY HOURS	NON-DUTY HOURS	OFFICER IN CHARGE	OFFICE HOURS

US ARMY ENGINEER DISTRICT, LITTLE ROCK, CESWL

Mail Address: COMM/FTS 501-324-5531 501-988-5099 COL David R. Ruf
P.O. Box 867 501-324-5551**
Little Rock, AR 72203-0867 Core Time
Office Location: 0745-1630 CT
700 West Capitol, Room 7530 Flexitime
Little Rock, AR 72201 0715-1730 CT
Note: 1
Executive Fax: 501-324-6968
Executive Corpsmail: CESWL-ZA

US **ARMY ENGINEER DISTRICT, TULSA, CESWT**

Mail and Office Location: COMM/FTS 918-669-7201 COL Otis Williams
1645 South 101 East Avenue 918-669-7366**
Tulsa, OK 74128-4629 Core Time
Note: 1 0745-1630 CT
Executive Fax: 918-669-7207 Flexitime
Executive Corpsmail: CESWT-DE 0645-1730 CT

US ARMY ENGINEER DIVISION, TRANSATLANTIC, CETAD

Mail Address: COMM/FTS 703-665-4073 703-869-2314 COL Anthony V. Nida
P.O. Box 2250 703-665-4019**
Winchester, VA 22604-1450 DSN 265-XXXX Core Time
Office Location: 0830-1500 ET
261 Prince Frederick Drive Flexitime
Winchester, VA 22602 0630-1730 ET
Note: 7
Executive Fax: 703-665-3621
Executive Corpsmail: CETAD-DE

US ARMY ENGINEER DISTRICT, EUROPE, CETAE

Mail Address: 011-49-69-1515001 011-49-69-1515047 COL John M. Gates
Unit # 25727 DSN 320-5001 011-49-69-1515234
Attn: CETAE-DE DSN 320-7660** 0730-1730 CET
APO AE 09242
Office Location:
Luebecker Strasse 31
Building #31, Room 302
60323 Frankfurt/Main Germany
Note: 3
Executive Fax: 011-0049-69-5964733
Executive Corpsmail: CETAE-DE

BOARDS AND COMMISSIONS

COASTAL ENGINEERING RESEARCH BOARD, CECRB

Mail and Office Location:
3909 Halls Ferry Road
Vicksburg, MS 39180-6199

601-634-2513
601-636-3111**

601-634-2485

COL Bruce K. Howard

Core Time
0900-1530 CT
Flexitime
0700-1530 CT

Members

MG Stanley G. Genega, President
COL Bruce K. Howard, Executive Secretary
BG Paul Y. Chinen
BG Ralph V. Locurcio
BG Roger F. Yankoupe
Dr. Paul D. Komar
Dr. Robert G. Dean
Dr. Edward K. Noda

MISSISSIPPI RIVER COMMISSION, CEMRC

Mail Address (President):
P.O. Box 80
Vicksburg, MS 39181-0080
Office Location:
1400 Walnut Street
Vicksburg, MS 39181-0080
Note: 2 & 5
Executive Fax: 601-634-7084
Executive Corpsmail: CELMV-DE

601-634-5750
601-634-5000**

601-636-6771

BG Eugene S. Witherspoon

Core Time
0900-1545 CT
Flexitime
0700-1745 CT

Members

BG Eugene S. Witherspoon (President Designee)
Mr. Sam E. Angel
Mr. R. D. James
Mr. Frank H. Walk
BG Gerald E. Galloway, Jr.
COL Walter S. Tulloch, Secretary

RADM, J. Austin Yeager, Designee
MG Albert J. Genetti, Jr., Designee

BOARD OF CONTRACT APPEALS, CEBA

Mail Address:
HQUSACE (ATTN: CEBA)
Washington, DC 20314-1000
Office Location:
Casimir Pulaski Building, Room 2103
20 Massachusetts Avenue N.W.
Washington, DC 20314-1000

202-272-0369
DSN 285-0369

301-989-0870

Wesley Jockisch, Chairman

0745-1615 ET

ORGANIZATION	TELEPHONE NUMBERS DUTY HOURS NON-DUTY HOURS	OFFICER IN CHARGE OFFICE HOURS

LABORATORIES

US ARMY TOPOGRAPHIC ENGINEERING CENTER, CETEC

Mail Address: 7701 Telegraph Road Alexandria, VA 22310-3864 Office Location: 7701 Telegraph Road Building #2592, Room L-1A Alexandria, VA 22310-3864 Executive Fax: 703-355-3154 Other Fax: 703-355-3176 Executive Corpsmail: CETEC-ZA	703-355-2600 703-355-2626 DSN 345-2600 DSN-345-2626 703-355-2602** DSN 345-2602**	Waker E. Boge, Director LTC Louis R. DeSanzo, Commander & Deputy Director Core Time 0730-1600 ET Flexitime 0600-1800 ET

ENGINEER STRATEGIC STUDIES CENTER, ESSC

Mail and Office Location: 7701 Telegraph Road Casey Building #2594 Alexandria, VA 22310-3803 Executive Fax: 703-355-2503 Executive Corpsmail: CETEC-ES	703-355-2373 DSN 345-2373 703-355-2373**	Jill M. Davis, Director 0800-1630 ET

US ARMY COLD REGIONS RESEARCH, and ENGINEERING LABORATORY, CECRL

Mail and Office Location: 72 Lyme Road Hanover, NH 03755-1290 Executive Fax: 603-646-4278/4448 Executive Corpsmail: CECRL-EO	COMM 603-646-4200 603-646-4450 603-646-4100**	COL Palmer K. Bailey, Commander Core Time 0900-1500 ET Flexitime 0600-1800 ET

US ARMY ENGINEER WATERWAYS EXPERIMENT STATION, CEWES

Mail and Office Location: 3909 Hails Ferry Road Vicksburg, MS 39180-6199 **Note: 1** Executive Fax: 601-634-2388 Executive Corpsmail: CEWES-ZA/CEWES-ZB	COMM 601-634-2664 601-634-2513 601-636-3111**	Dr. Robert W. Whalin, Director COL Bruce K. Howard, Commander Core Time 0900-1530 CT Flexitime 0700-1730 CT

US ARMY CONSTRUCTION ENGINEERING RESEARCH LABORATORY, CECER

Mail Address: P.O. Box 9005 Champaign, IL 61826-9005 Office Location: 2902 Newmark Drive Interstate Research Park Champaign, IL 61821-1076 Executive Fax: 217-373-7222	217-373-7201 217-352-6511 217-352-6511**	**No New Replacement As of 5/94,** Director LTC David Rehbein, Commander 0600-1800 CT

ORGANIZATION	TELEPHONE NUMBERS DUTY HOURS	NON-DUTY HOURS	OFFICER IN CHARGE OFFICE HOURS

FIELD OPERATING ACTIVITIES

US ARMY CENTER FOR PUBLIC WORKS, CECPW

Mail and Office Location:
7701 Telegraph Road
Alexandria, VA 22310-3862
Executive Fax: 703-355-3926
Executive Corpsmail: CECPW-ZA

703-355-2300
DSN 345-2300

703-805-2499
DSN 655-2499

Edward T. Watling, Director

Core Time
0900-1500 ET
Flexitime
0630-1700 ET

US ARMY MARINE DESIGN CENTER, CEMDC

Mail and Office Location:
Wanamaker Building
100 Penn Square East
Room 630 South
Philadelphia, PA 19107-3390
Fax: 215-656-6868

215-656-6850

William F. Gretzmacher, Director

0800-1645 ET

US ARMY HUMPHREYS ENGINEER CENTER SUPPORT ACTIVITY, CEHEC

SEE PAGE ONE FOR ADDRESS, TELEPHONE NUMBERS, AND POCs.

US ARMY CORPS OF ENGINEERS WATER RESOURCES SUPPORT CENTER, CEWRC

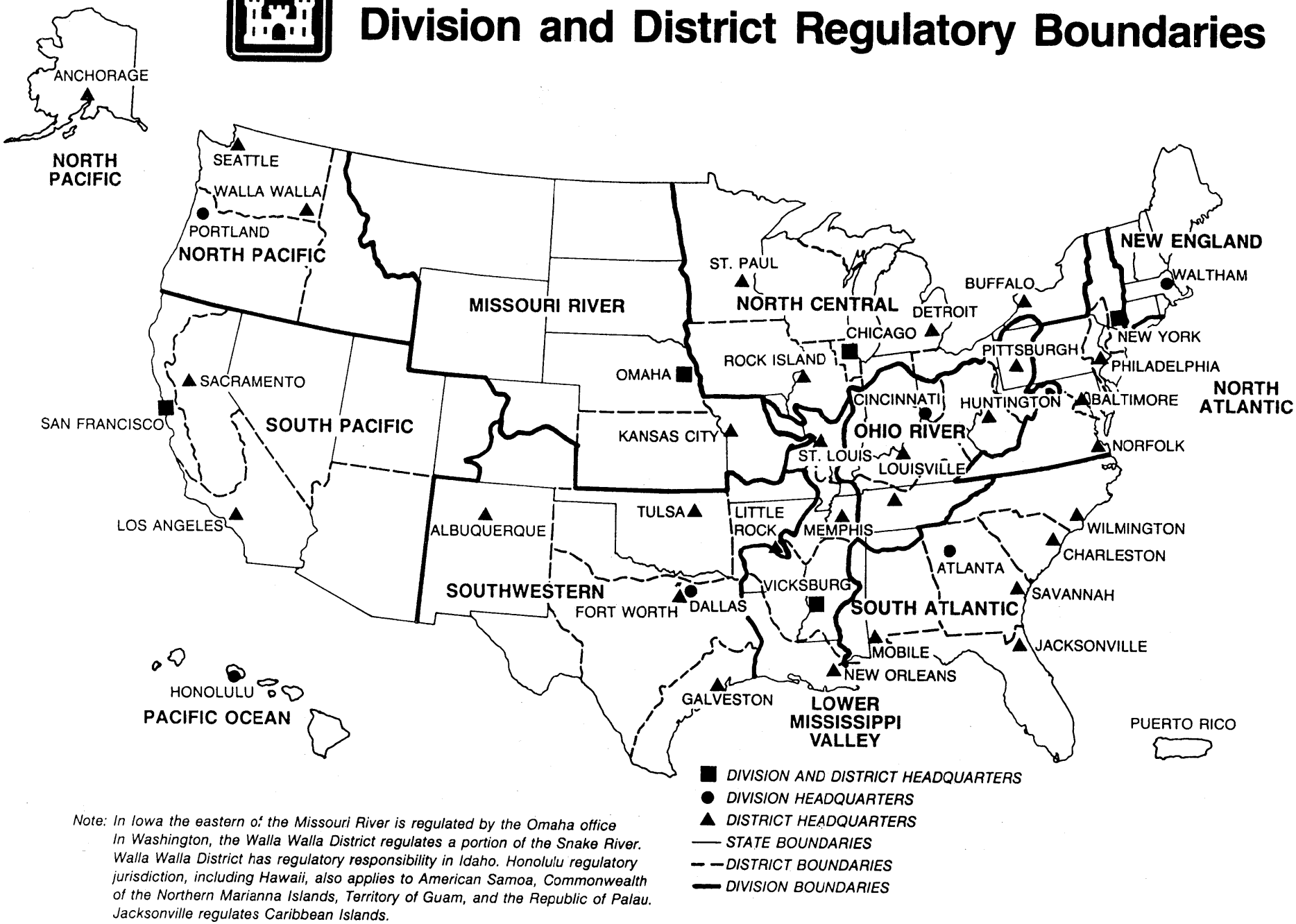
Mail and Office Location:
Humphreys Engineer Center
7701 Telegraph Road
Alexandria, VA 22310-3868
Executive Fax: 703-355-3171
Executive Corpsmail: CEWRC

703-355-2250
DSN 345-2250
703-355-2252**

Kenneth H. Murdock, Director

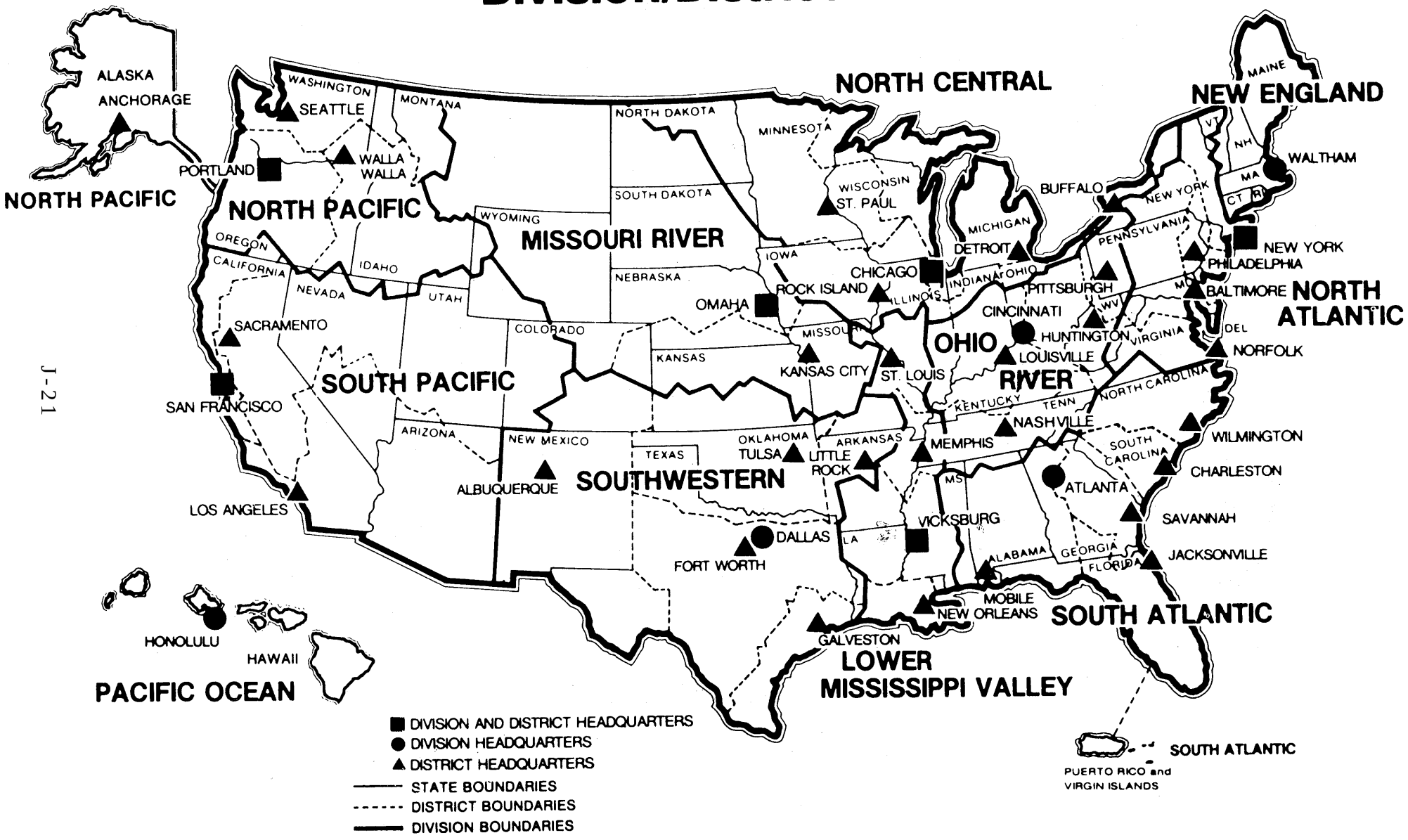
Core Time
0900-1500 ET
Flextime
0630-1700 ET

Division and District Regulatory Boundaries

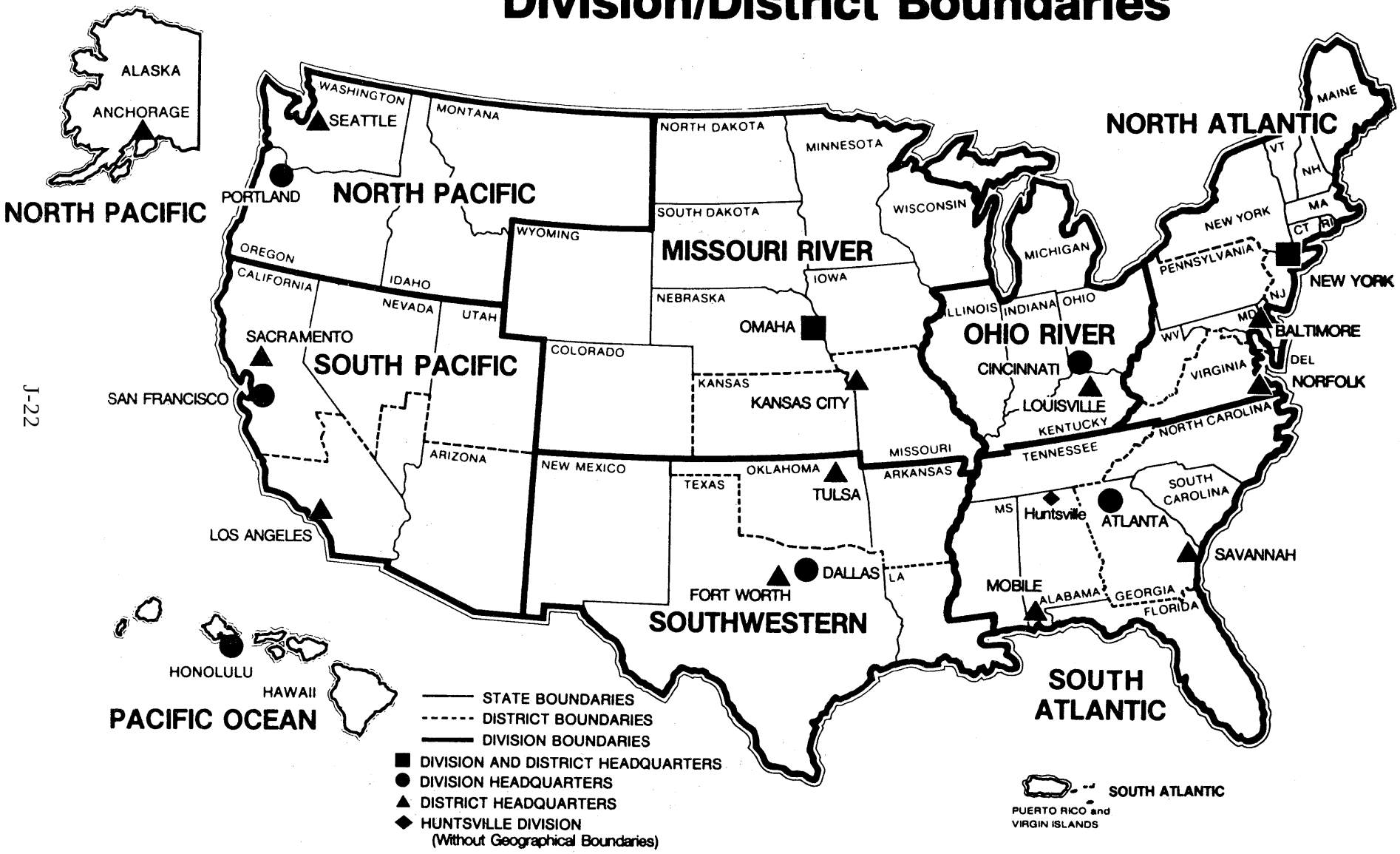


Note: In Iowa the eastern of the Missouri River is regulated by the Omaha office In Washington, the Walla Walla District regulates a portion of the Snake River. Walla Walla District has regulatory responsibility in Idaho. Honolulu regulatory jurisdiction, including Hawaii, also applies to American Samoa, Commonwealth of the Northern Marianna Islands, Territory of Guam, and the Republic of Palau. Jacksonville regulates Caribbean Islands.

Civil Works
Division/District Boundaries

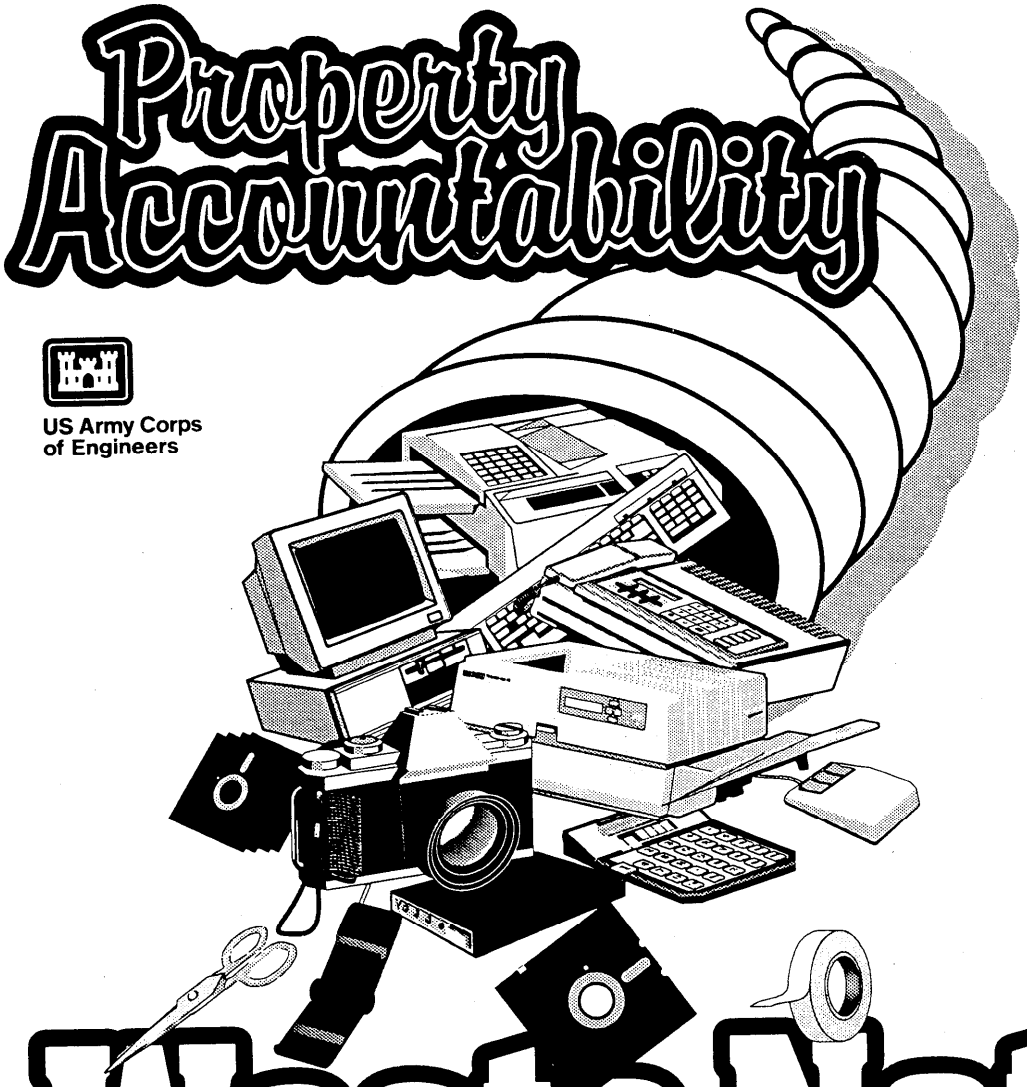


Military Construction
Division/District Boundaries



Property Accountability

US Army Corps of Engineers



Waste Not Want Not

☆ U.S. GOVERNMENT PRINTING OFFICE: 1994 - 301-317 - 814/17654

APPENDIX K

AR 420-10, Facilities Engineering, Management of Installation Directorates of Engineering and Housing

The latest version of AR 420-10, dated 2 July 1987, was undergoing a major update/revision when this pamphlet was published. Users of this pamphlet should replace this page with the revised version of AR 420-10, when it is published.

AR 420-10 is significant in that it contains the basic Department of Army guidance governing the USACE Installation Support Program. Therefore, it should be filed within this pamphlet binder as a primary reference document.