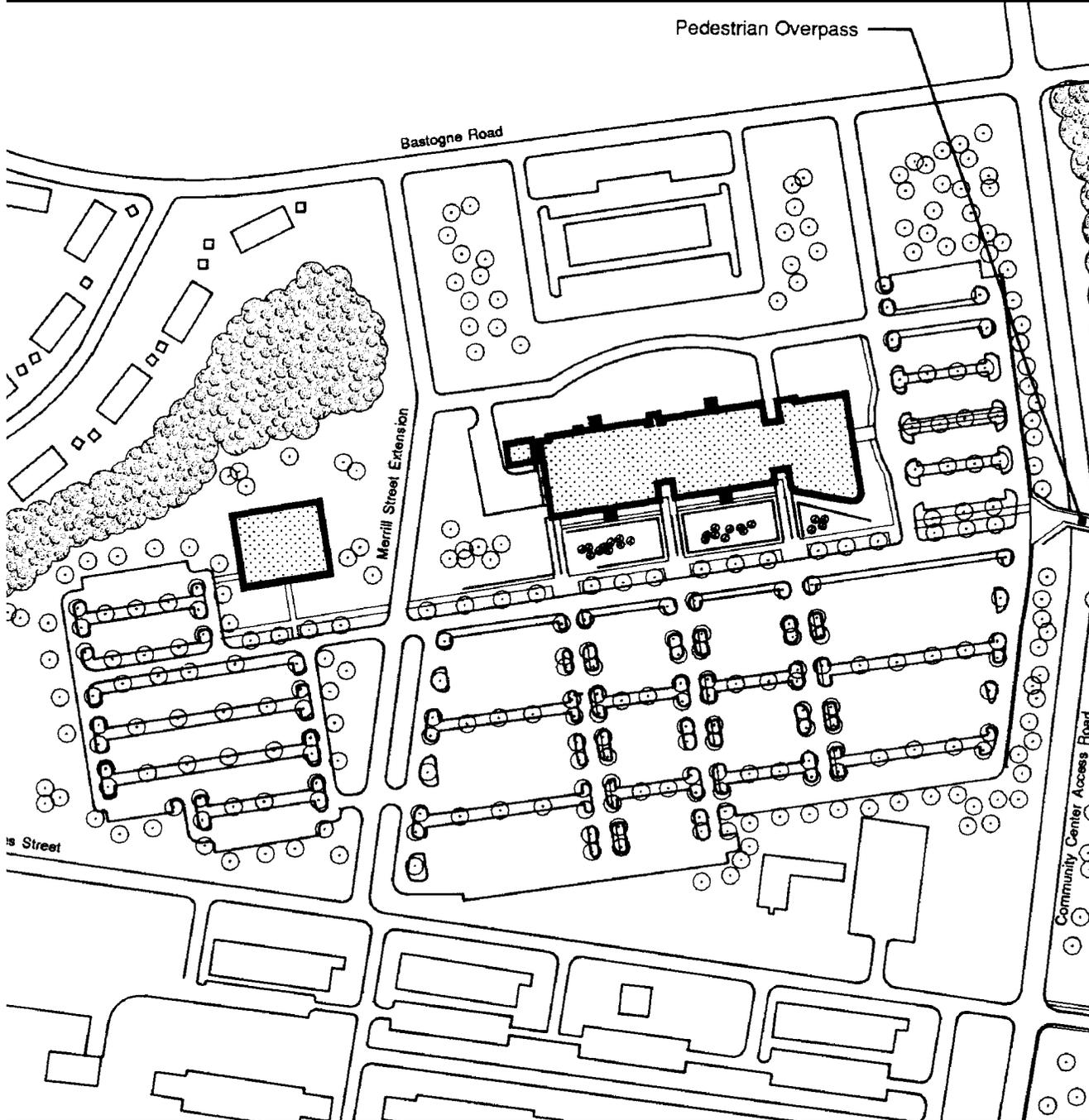


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US Army Center for Public Works



THE DPW/DEH REFERENCE BOOK



The DPW/DEH Reference Book is a publication of the Customer Relations/Public Affairs Office,
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INTRODUCTION

From the Director, US Army Center for Public Works

The 1996 edition of the DPW/DEH Reference Book reflects the dramatic changes that those of us in the public works business have faced in recent years.

During this period the US Army Center for Public Works has pressed on with its traditional focus on providing technical support to you, the Directors of Public Works for the Army's changing installations. The drawdown of the Army after the end of the Cold War has hit DPWs hard, reducing your staffs by 30-40 percent and threatening your ability to provide, maintain and operate quality living and working facilities. The Center leverages the expertise of its in-house staff with A-E contracts to provide a wide variety of technical services to DPWs and fill the gap caused by downsizing.

During fiscal year 1995, the Center began to focus our efforts and resources to assist the DPW community in meeting the challenges of change and adapting to the new environment governed by downsizing and diminishing manpower and dollar resources. We moved aggressively to more businesslike operations, responding to the restructuring occurring within the public works business, and taking steps to ensure the Center continues to support the Army as it moves toward its vision of Force XXI and Installations XXI.

In the DPW/DEH Reference Book, you will find a variety of information on everything from family housing to the environment to business operations. The subject entries acquaint you with laws, regulations and other requirements that you must fulfill, and give you points of contact at CPW, in the Office of the Assistant Chief of Staff for Installation Management (ACSIM), at the Army Environmental Center, or for other proponents. We hope you find the information useful as you take on the responsibilities of your installation's Director of Public Works.

Remember, our mission is to be your public works center of expertise, dedicated to installation support and to excellent, customer-driven service. Installation support is our fundamental purpose. Our vision is to be a premier force-multiplier for the Army's public works business.

And you are our most important customer. Our best wishes go with you.



EDWARD T. WATLING, P.E.

Director

US Army Center for Public Works

GUIDANCE FOR NEWLY ASSIGNED DPW/DEHS

Before you arrive at the installation to which you have been assigned, send the following questionnaire to your Deputy DPW/DEH. Answers to these questions will help you get up to speed on the situation you will meet up on arriving at your new job.

DEPUTY DIRECTOR, ENGINEERING AND HOUSING

Please provide the following to me as soon as possible:

GENERAL ORGANIZATION

- DPW/DEH organizational chart (with names of current occupants).
- Installation organization chart.
- Information on Army Communities of Excellence (ACOE) Program.
- Copy of TDA.
- Copy of contract if under Commercial Activities.
- Status of utilities privatization initiatives.
- Information on Job Order Contracting (JOC) Program.
- Copies of performance plans for GS-12s and above.
- Current FY training plan for DPW/DEH employees.
- List of recurring maintenance and repair contracts.
- Results of most recent IG inspection.
- Copies of contracts for custodial and refuse services.
- Copies of letters of delegation of project approval authority (to include housing).

HOUSING

- 5-year plans for each set of General Officer Quarters.
- 5-year plan for other quarters (if available).
- Housing area maps with current FY projects marked with cost per dwelling, number of dwellings, and estimated start and completion dates.
- Current year budget by account.
- Next fiscal year projected budget.
- Troop furniture inventory by type and age (if available).
- Last annual General Officer Quarters cost report and current FY quarterly reports.

ENGINEERING PLANS AND SERVICES

- Military construction, Army (MCA) and base closure projects list for next 5-year period.
- Project map (OMA Funds) for current/next FYs with location, cost, and estimated start and completion dates.
- Master plan maps (future development).

ENGINEER RESOURCE MANAGEMENT

- Current FY budget by account (J, K, L, M, H, and Environment).
- Annual Work Plan/Resource Management Plan.
- Commitment/Obligation Plan.

ENERGY CONSERVATION

- Program information (to include minutes of last Energy Council meeting, charts, award program, and MACOM goals).

ENVIRONMENT

- Copy of most recent 1383 report.
- Status of notices of violation (NOVs).
- Status of Underground Storage Program.
- Status of Asbestos Program (has survey been completed).
- Status of Lead Based Paint Program.
- Copy of Spill Prevention and Protection Plan.
- Last Copy of Environmental Compliance Assessment and Status of Endangered Species. If OCONUS, Status of Major Areas of Concern to Host Country Officials.

THE DPW/DEH REFERENCE BOOK

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USACE AND DPW/DEH SUPPORT

SUBJECT: Architect/Engineer (A-E) Indefinite Delivery Contracts (IDC)

POLICY:

- FAR, Part 36.
- DFAR, Part 236.
- AFAR, Part 36.
- EFARS, Part 36.
- EP 715-1-4, 1 Jul 94.
- ER 715-1-15, Time Standards for the Architect-Engineer Contracts, 1 Aug 94.

GUIDANCE:

The Architect-Engineer Contracting course sponsored by HQUSACE and administered by the U.S. Army Engineering and Support Center, Huntsville, provides thorough training in A-E contracting negotiations and procedures.

A-E contracts supplement the in-house engineering and design capabilities of DPW/DEH and district organizations. IDC are a flexible form of A-E contracts appropriate for DPW/DEH operations.

IDC are appropriate when the delivery schedule and scope of effort of A-E services required by the installation are not fully known in advance. That is, the amount, general location, type of services, and overall duration of required services are known at time of award, but the specific project scopes and schedules are not known. Individual delivery orders for specific projects are scoped, negotiated, and issued during the IDC performance period.

The maximum allowable dollar value of A-E IDC contracts is \$750,000 per year with a maximum dollar value of \$150,000 per delivery order. IDC have a term of one year and may have an additional one-year option period.

The Corps of Engineers is the contracting agent for acquiring A-E services within the Army. Installation contracting officers may be named as ordering officers for the purpose of issuing delivery orders.

A-E contracts are acquired through the use of negotiated acquisition techniques, using preselection (optional) and selection boards to determine the most technically qualified firm for the work. A-E contracts are not acquired on the basis of lowest price (sealed bidding). A-E contract policy is in accordance with the Brooks Act (PL 92-582).

Because of the complexity of the negotiated acquisition process, establishing A-E contracts requires about six months

lead time. The acquisition process includes synopsis in the Commerce Business Daily, preselection (optional) and selection boards, proposal submission and evaluation, audit, negotiation, and award.

Statute prohibits A-E expenditures in excess of six percent of the estimated construction cost (ECC) of the project. This six percent limit applies only to the production of design plans and specifications (primary design services) and does not include studies, investigations, reproduction services, and other secondary costs.

Qualified DPW/DEH personnel may be appointed as contracting officer's representative (COR) for administering A-E IDCs. CORs are accountable to the contracting officer and may only administer the contract within their appointment and the existing terms of the contract.

The Corps operates and manages a formal system of evaluating A-E performance, the A-E Contract Administration Support System (ACASS). CORs inspect, evaluate, and accept A-E services.

TIPS:

- Ensure that new A-E IDC requirements (or an option year to an existing IDC) are identified and formally requested at the supporting USACE district far enough in advance to allow adequate time to acquire this special type of contract.
- An installation should have more than one A-E IDC to support the DPW/DEH program adequately. Stagger the performance periods of these contracts so that they do not expire at the same time.
- Have DPW/DEH engineering personnel participate on district preselection and selection boards during the A-E selection process.
- Ensure that DPW/DEH personnel administering A-E contracts are fully qualified and trained—through both formal contract training courses and refreshers, as well as close contact with district personnel who acquire and administer A-E contracts.
- Ensure that DPW/DEH personnel do not instruct A-Es to begin work before the contract or delivery order has been formally awarded, or to start new work after the contract performance period has expired.
- Establish formal procedures and responsibilities for acquiring and administering A-E contracts by negotiating a memorandum of understanding (MOU) between the installation and the district. Pay special attention in the MOU to planning responsibilities and administrative lead times needed for acquiring contracts and processing delivery orders.

- Track the processing and payment of invoices to avoid late payment penalties. Also ensure that the COR adequately documents contract execution and keeps district personnel informed of the contractor's performance.
- Notify districts as soon as possible if any standard contract policy requirements must be waived. Be sure there is adequate justification to support such a request.
- Installation DPWs/DEHs may be able to use existing district IDCs. Contact your supporting district for details.
- The roles and responsibilities for administering A-E IDCs may vary with the DPW/DEH and district involved. For instance, the DPW/DEH may fully scope, discuss, inspect, accept, and pay for the A-E services for each delivery order, with only oversight and formal placement of orders by the district contracting officer. Alternatively, the DPW/DEH may want the district to scope, negotiate, inspect, and accept the services for the DPW/DEH and will reimburse the district for the costs. Discuss the various options, their costs, advantages, and disadvantages with the district engineer staff.
- Remember that the DPW/DEH COR cannot waive or change the established terms and conditions of the basic contract. These actions can only be taken by the district contracting officer. Also, the COR may not issue delivery orders to the contractor. However, an installation contracting officer may be authorized by the Corps contracting officer to issue orders.
- Ensure that DPW/DEH personnel provide the district complete interim and final evaluations of A-E contractor performance.
- Coordinate any issues involving the enforcement of A-E responsibility with the supporting district staff.
- For further reference, contact the supporting district and obtain a copy of EP 715-1-4.

PROPONENT OFFICE: CEMP-ES

POC NAME: Don Evick

POC TELEPHONE: 202-761-1053, DSN 763-1053

SUBJECT: Corps of Engineers Cost of Doing Business

POLICY:

- ER 415-1-16, Fiscal Management, 30 Sep 93.
- Corps of Engineers Brochure, "Construction Management, The Value Added by the Corps of Engineers," undated.

- EP 420-1-1, Installation Support Handbook, 31 Jan 92.

GUIDANCE:

USACE provides military planning, design, construction, real estate, environmental, and other support to the Army, Air Force, and other DoD organizations.

Funding is a key point to understand when discussing the services provided by the Corps of Engineers. The Corps is funded differently from most other organizations and installations. The Corps is only allocated OMA funds to pay for military operations at USACE headquarters and Division offices, as well as the military portion of district rent and postal expenses. All other costs (the vast majority) for executing military work at the district are recouped through direct and indirect charges to projects. This is very similar to the financial structure of DoD activities using the Defense Business Operating Fund (DBOF).

Direct project charges are made primarily by personnel in the technical divisions (engineering, construction, project/program management, and real estate). These charges pay the salaries of personnel working directly on projects, as well as the specific materials and equipment required for a project.

Indirect project charges are made through overhead charges on direct labor. These include pay for the district administrative and support offices (resource management, human resources, counsel, logistics, etc.), departmental costs of the technical divisions that are not readily identifiable to a specific project (employee training, utilities, equipment, office supplies, etc.), and fringe benefits paid to all government employees.

Services provided by the Corps include the following:

- **Construction Management:** Customers are generally charged a flat Supervision and Administration (S&A) rate for these services. This charge pays for services such as contract administration, quality assurance, project management, cost management, safety management, and on-site interface between the customer and the contractor during construction. The fiscal year 96 rates are as follows:

CATEGORY OF WORK	CONUS RATE	OCONUS RATE
Military Construction (MILCON)	5.7 percent	6.5 percent
Operations and Maintenance (O&M)	7.0 percent	8.5 percent
Defense Environmental Restoration (DERP)	8.0 percent	8.5 percent

- **Design Management:** Customers are charged on an actual cost basis. The services provided for the charges include design preparation, acquisition/management of A-E work, and technical review.

- **Other Services:** The Corps provides a variety of professional services and studies. This includes work in areas such as environmental support, real estate, contracting, planning, and research and development. These services are charged on an actual cost basis.

CRITICAL ISSUES:

- USACE installation support services are an HQDA officially assigned mission for districts and an officially authorized support option for Army installations.
- Installations remain responsible for work classification, and administrative and technical approval of reimbursable work accomplished by the district.
- Districts are responsible for communicating their capabilities to supported installations, and keeping current on installation needs.
- The Corps is continually monitoring its cost of doing business and seeking efficiencies. This includes actions which benefit customers, such as the lowering of S&A rates in fiscal year 1996.

TIPS:

- Get to know the district's capabilities and constraints.
- Plan and allocate time and resources to meet lead times at both districts and installations.
- Emphasize proper work scoping, scheduling, cost estimating, and establishment of criteria. A good start is essential to a successful project.
- Be sure that the districts clearly communicate the composition and source of their charges for provided services.
- Districts should have in place an effective formal customer feedback system.

PROPONENT OFFICE: CEMP-CM

POC TELEPHONE: 202-761-4736, DSN 763-4736

SUBJECT: Engineering and Construction Safety and Occupational Health Programs

POLICY:

- AR 385-10, The Army Safety Program, 23 May 88.
- AR 385-40, Accident Reporting and Records, 30 Mar 90.
- Engineer Manual 385-1-1, USACE Safety and Health Requirements Manual, Oct 87.

- Federal Acquisition Regulation clause 52.236-13, Accident Prevention.
- EP 420-1-1, Installation Support Handbook, Chapter 9, 31 Jan 92.

GUIDANCE:

Safety is of the highest priority for all engineering and construction activities, whether the activity is being carried out by Government forces or by contract; in an office environment or on a construction site; for major new construction projects or for routine operation and maintenance activities. Safety must be planned and managed as an integral part of each job.

Members of both the installation and district teams are responsible for integrating the following principles into all their plans, programs, decision processes, operations, and activities:

- Accidents are an unacceptable impediment to Army missions, readiness, morale, and resources. Accident prevention will be aggressively pursued.
- Decision makers at every level shall use risk management to preclude unacceptable risk to personnel and property. As prescribed by EM 385-1-1, Accident Prevention Plans for each project and Activity Hazard Analyses for each major phase of construction shall be prepared and utilized.
- Acquisition of materials, equipment, facilities, and systems shall maximize use of engineering design to preclude or control unacceptable risks.
- Life cycle safety shall be fully considered in the acquisition, use, and disposal of chemicals and hazardous materials, so as not to compromise public health and safety.
- Action shall be taken expeditiously to correct nonconformities with mandated standards, workplace deficiencies, hazards, and accident causes.
- Performance standards for military and civilian managers and supervisors shall include accident prevention and occupational health responsibilities as a rating element. The actual contributions (positive or negative) to safety and health by managers or supervisory personnel shall be considered in formal performance evaluations for Army civilian and military personnel.

CRITICAL ISSUES:

- Commanders, managers, and supervisors are responsible for ensuring the full and effective implementation of the Army safety and occupational health programs.
- Effective policies and training programs are required to provide a safe and healthful workplace and environment.

- Engineering and construction activities managed by installations and districts include a large number of operations that have a high degree of hazards to both humans and property. Standard operating procedures are necessary to foster safe practices and procedures for engineering and construction-related activities.
- Providing a safe and healthful workplace and environment is essential to cost-effective management.
- Commanders, managers, and supervisors must monitor workplaces and practices to ensure adherence to established procedures and the prompt correction of unsafe acts and conditions.
- Accidents must be investigated to determine causes and prevent recurrences.
- Procedures must be in place to fund and fix hazards on a “worst-first” basis using risk assessment codes.
- EM 385-1-1 applies to all Army construction operations in accordance with the Federal Acquisition Regulation (FAR). This EM implements 29 CFR 1926 which also applies to all (excepting military-unique) construction activities.
- OSHA and other non-Army regulatory or consensus safety and health standards apply to military-unique equipment, systems, operations, or workplaces, in whole or in part, insofar as practicable.
- In workplaces overseas — where the Status of Forces Agreement requires that U.S. Armed Forces comply with host country law that prescribes different safety standards — the latter standards take precedence if they are stricter. If host country law is less strict or nonexistent, Army requirements apply.
- Personnel of different Army, DoD, other Federal, or private organizations who work at an Army installation are governed by the host installation safety standards. Conflicts concerning safety standards should be resolved by the host installation commander.
- Federal and State OSHA inspections of contractor workplaces will be accomplished according to DoDI 6055.1 and 29 CFR 1960.

TIPS:

- Develop an effective partnership with safety offices to reduce risks and preclude accidents.
- Ensure that professional safety, occupational health, fire prevention, environmental protection and injury compensation staffs work in close coordination on matters of mutual concern.

- Consider developing a local memorandum of understanding between installation and supporting USACE district organizations to ensure that safety and occupational health responsibilities are addressed.
- Ensure that safety officials have proper access to commanders and senior managers on safety matters within the installation and district engineering organizations.
- Utilize project Accident Prevention Plans and Activity Hazard Analyses to identify and control project hazards.
- Ensure that practices and procedures to minimize accident risk are incorporated into work requests, scope definitions, cost and schedule estimates, engineering plans and specifications, design reviews, contract provisions, work plans, quality control and assurance plans and activities, as well as training plans.
- Hold scheduled on-the-job safety meetings at least once a month for all supervisors on a construction project to review past activities and plan for upcoming activities. Field foremen should conduct on-the-job safety meetings for all workers at least once weekly.
- Consider safety performance in contractor performance evaluations for both construction and architect-engineering contractors.

PROPOSER OFFICE: Safety and Occupational Health Office (CESO)

POC TELEPHONE: 202-761-8691, DSN 763-8691

SUBJECT: Installation Support Handbook and Training Course

POLICY:

- AR 420-10, Chapter 6, 2 Jul 87.
- SACE EP 420-1-1, Installation Support Handbook, 31 Jan 92.

GUIDANCE:

Given the challenges of today’s operating environment, installations and USACE supporting organizations need to form effective partnerships. One of the keys to achieving such partnerships is to ensure that team members from both the installation and USACE organizations know the installation support mission.

EP 420-1-1 provides comprehensive information on policies and procedures regarding installation support services. The handbook covers such support services as Planning and Pro-

gramming, Environmental, Real Estate, Architect-Engineer, Engineering, Construction Management, and Special Support.

USACE Major Subordinate Commands and districts may also include a supplement explaining unique features of their organization and mission.

As a companion to the handbook, HQUSACE has developed a Proponent-Sponsored Engineer Corps Training (PROSPECT) course on Installation Support that covers the following areas:

- Missions, Functions and Organizational Structure of the Directorate of Public Works/Directorate of Engineering and Housing.
- Missions, Functions and Organizational Structure of a USACE District.
- The Total Installation Support Organizational Structure.
- Team Building.
- Installation Support Authorities, Policies and Procedures.
- Statutory and Regulatory Constraints and Definitions of Reimbursable Funded Programs/Activities.
- Planning, Engineering Studies, Environmental and Support for Others.
- Architect-Engineer Contract Support.
- Design Execution and Project Management.
- Construction Execution and Construction Contract Management.
- Customer Service and Sensitivity.

The course also includes eight case studies that pose real-world problems for students to resolve in a group setting.

CRITICAL ISSUES:

The Installation Support Basic course is the first course offered through the PROSPECT program that concentrates on the reimbursable-funded programs that installations and Engineering/USACE accomplish. The course is designed for a 50-50 mix of installation and USACE personnel.

TIPS:

- Obtain copies of EP420-1-1 through the USACE Publications Depot, 2803 52nd Ave., Hyattsville, MD 20781-1102.
- Enroll in the Installation Support Basic course by responding to the annual training needs survey conducted each January by the Corps of Engineers, U.S.

Army Engineering and Support Center, Huntsville, or send a completed DD Form 1556 to the Huntsville Training Division Registrars Office (CEHND-RG).

- You can also arrange to have the training conducted on-site, at your installation or activity by contacting the U.S. Army Engineering and Support Center, Huntsville Registrar Office. For this alternative to be cost-effective, 30 students are necessary.

PROPONENT OFFICE: CEMP-CM

POC NAME: Robert Wycoff

POC TELEPHONE: 202-761-4351, DSN 763-4351

SUBJECT: MILCON Design Review Process

POLICY: ER 1110-345-100, dated 15 Feb 94, Design Policy for Military Construction.

GUIDANCE:

General. Prior to use for construction, designs will be given an independent review to verify overall design quality. The extent of this review should be commensurate with the complexity of the project and is not intended to be a detailed check, which is the responsibility of the designer. Guidance concerning design review as part of an overall quality control plan is contained in ER 1110-1-12. All design reviews will be accomplished using the Automated Review Management System (ARMS).

Level of Review. Designs prepared by private A-E firms will normally be reviewed by the supporting district office. In-house designs should be reviewed by a district's highly qualified, interdisciplinary, in-house team specifically selected based on the project's technical requirements. The use of Technical Centers of Expertise and Centers of Standardization for project reviews is strongly encouraged (ER 1110-3-109). To facilitate the design release process during the programming cycle, and to ensure the timely submission of pre-concept control data, only a single level of review will be required for the concept design.

Special/Mandatory Design Reviews. In accordance with ER 1110-3-109 and other related guidance, certain projects, or portions of projects require special design review procedures or reviews by Mandatory Centers of Expertise (MCX):

- The Utility Monitoring and Control System MCX shall review all designs of UMCS, Energy Monitoring and Control Systems (EMCS), Supervisory Control and Data Acquisition (SCADA) Systems, and all other computer based monitoring and control systems which sense and control the physical environment in real time for all divisions and districts.

- All designs for HTRW projects will be reviewed by the HTRW MCX.
- All project design submittals for electronic security systems including intrusion detection systems of six or more zones must be reviewed by the Intrusion Detection Systems MCX.
- The Protective Design MCX will review all electromagnetic shielding projects. Special design review procedures are required for protective design, including conventional blast-resistant design and ammunition facility design, in accordance with AR 385-60.
- All project designs for Army ranges will be reviewed by the Army Range and Training Land Program MCX.
- All transportation projects will be reviewed by the Transportation Systems MCX.

Special or Complex Designs. Specialized or complex designs, or projects that contain compressed schedules, shall receive added quality assurance attention. Each specialized or complex design shall be reviewed by professionals with the appropriate expertise either from a center of expertise, from the in-house staff, by A-E contract, or from another USACE activity. Each supporting district command must have a technical plan for managing specialized or complex projects. This plan should include all design review discipline requirements regarding scheduling, cost and quality; shall be part of the overall project management plan; and must be performed in a highly efficient manner.

Construction Cost Estimates. Preparation, review, and approval of construction cost estimates will be as described in ER 1110-1-1300 and ER 1110-3-1300. All estimates prepared by A-E firms will be reviewed and validated by the cost estimating element of the DPW/DEH, design district or division. Estimates prepared by in-house personnel will be reviewed in accordance with established procedures. The quality and integrity of cost estimates will not be compromised in order to meet completion deadlines or imposed budget requirements.

Review and Approval by HQUSACE. Drawings, specifications, and cost estimates will not be submitted to HQUSACE except when required by specific regulations, design instructions, or design directives. Approval by HQUSACE or higher echelon, where required, does not relieve the designing or reviewing office (DPW/DEH, district, or division) of responsibility for analysis and review by its own staff to ensure the adequacy of design and agreement with current criteria, policies, standards, and directives.

CRITICAL ISSUES:

- Timely, accurate, integrated design reviews involving all customers are the key to this process.

- The total design quality management process will refocus design review on the quality of the design being produced.
- It is essential that the A-E understand the contractual responsibilities of providing quality work.
- The Corps A-E Responsibility Management Program and new improvements in evaluating contract A-Es will help obtain better products and services for USACE and its customers.
- The Automated Review Management System (ARMS) will track all comments and provide information regarding their disposition or action taken, thereby solving the problem of lost, inadvertently omitted, or disregarded comments.

TIPS:

- Remember that DPW/DEH design reviews should involve maximum participation, not only by A-E personnel, but also by those who will provide utilities support and operate and maintain the facility. Encourage as many DPW/DEH personnel as possible to attend the Military Design Review course.
- Insist that the prospective occupant of the project — the true customer — participate in all design reviews.
- Conduct DPW/DEH design reviews as informal meetings or workshops. Avoid passing review documents through the organization in serial order. Obtain enough copies to furnish one to each division and office. Thoroughly explain the design, because many customers and maintenance personnel may not understand design drawings.
- Encourage supporting districts to press for early ARMS implementation. DPWs/DEHs should request software and training on this system from their supporting districts.
- DPW/DEH reviews should focus on the following:
 - Operability and maintainability.
 - Adherence to local safety and fire protection codes, procedures, and regulations.
 - Mechanical and electrical systems.
 - Environmental, historical, and archeological considerations and compliance.
 - Compatibility with the installation design guide.
 - Adherence to guidelines set forth in the project development brochure.

- Compatibility of the finishes and materials with installation stockages.
- Compatibility with existing hardware systems.
- Spare parts and components requirements, especially OCONUS.
- Requirements for contractor-performed, installation-funded operation and maintenance support.
- Connection to existing utilities.
- Adequacy and sufficiency of site improvements, including parking.
- Contractor plant and staging area requirements.
- Operations and maintenance training requirements.
- Project phasing requirements.
- Relocation scheduling and interim-use facility requirements.
- Demolition and disposal requirements.
- OPA-funded and communications requirements.
- Related operations and maintenance projects.

PROPONENT OFFICE: CEMP-EA

POC TELEPHONE: 202-761-0438, DSN 763-0438

SUBJECT: Military Construction, Army (MCA) Programming Documents

POLICY: AR 415-15, 30 Aug 94.

GUIDANCE:

The DD Form 1391 for each MILCON project, with special requirements paragraphs, forms its budgetary foundation, scoping limit, and basis for justification to the Congress. The 1391 should be based on detailed coordination with the prospective facility occupant to develop functional requirements. Functional requirements and user coordination are shown in the project development brochure. DD Forms 1391 should be prepared so that they can be easily understood by someone with no Army or MILCON background. Costs and scope must be carefully calculated before the document is finalized. Cost data should be checked by the supporting USACE division or district. Badly needed projects may be deferred or canceled because of poorly prepared 1391s.

CRITICAL ISSUES:

Poorly prepared DD Forms 1391 can delay technical review, require rewriting, and often cause otherwise good projects to be canceled or deferred. The Major Subordinate Commands (MSC) Engineering Division, and the Construction Requirements Review Committee (CRRC) review and validate the 1391 carefully and issue Code 1, 2 or 3 only if satisfied that the requirement is justified, technically correct, and that the DD Form 1391 will withstand the scrutiny of the Assistant Secretary of the Army and congressional committees.

The problem of poor-quality documentation is compounded by late submittals. HQUSACE has implemented divisional-level technical review of DD Forms 1391 starting with fiscal year 1995 MCA projects (Quickstart).

TIPS:

- Remember that the DD Form 1391 is a programming document, not a design document.
- Do not make construction details too confining.
- Leave design to the architect/engineer or in-house designer.
- Avoid superfluous information.
- Do not create a new form in the 1391 processor if you only need to revise the 1391, and do not resubmit DD Forms 1391 with insignificant changes — use PAXmail to request changes.
- Avoid improper cost estimates by using the costing information available on the 1391 processor, along with cost change information provided in Engineering Improvement Recommendation System (EIRS) bulletins.
- If in doubt on cost, have your supporting USACE division or district review it for you.

PROPONENT OFFICE: CEMP-MC

POC NAME: John Sheehey

POC TELEPHONE: 202-761-0577, DSN 763-0577

SUBJECT: Military Construction (MILCON) Cost Estimates

POLICY: AR 415-15, 30 Aug 94.

GUIDANCE:

The DD Form 1391 for each MILCON project, with special requirements paragraphs, forms the budgetary foundation, scoping limit, and basis for justification to the Congress. The Secretariat, the Office of Management and Budget, and Congress review the cost estimates. Along with the project scope, cost data are fixed once the project is authorized by Congress, and cannot be changed without Congressional approval. The initial cost estimated is prepared using the DD 1391 Processor System. The system contains cost information needed to prepare the estimate and has capabilities for automatic computation of area cost factor adjustments, size factor adjustment, and escalation. The cost information is updated annually and distributed through the Engineering Improvement Recommendation System (EIRS) bulletin. The supporting USACE division or district, on a reimbursable basis, will develop specific project cost estimates for programming or budgetary purposes.

CRITICAL ISSUES:

Because cost data are used to set the program limit for MILCON projects, it is imperative that the estimate reflect the total project need. The estimate must be developed accurately, taking into account all cost factors that may affect the total cost of the project. Good estimates will allow the Army to stretch its MILCON dollars to buy as many facilities as possible. If an estimate made in the early process is seriously in error on the high side, it can result in a needed and worthwhile project being rejected, or in the allocation of excessive money to a project which takes money away from deserving projects and invites waste and extravagance. Conversely, if an estimate is seriously in error on the low side, it can result in the construction of an inadequate facility or in money being wasted on a fruitless design.

TIPS:

- Use TM 5-800-4 as a guide in preparing DD 1391 cost estimates.
- If in doubt on cost, have your supporting USACE division or district check it for you.
- All support facilities, utilities, site preparation, unusual features, etc., must be identified and adequately quantified and costed.
- Do not use Lump Sum quotes. Lump sum entries cannot serve as an adequate basis for programming costs.
- Use appropriate category codes and units of measure as specified in AR 415-28.

- Use correct area cost factor, inflation, and size relationship factors.
- Carefully analyze costs for modernization, rehabilitation or renovation. The project cost estimate must be supported with an economic cost analysis.
- For facility additions, use the unit cost for new construction. Consider and include any renovation costs associated with the addition.
- Identify costs for building information systems. Consult your local DOIM for requirements and costs.
- Use latest and applicable rates for contingencies and Supervision, Inspection and Overhead (SIOH).

PROPONENT OFFICE: CEMP-EC

POC NAMES: Robert Wong and Miguel Jumilla

POC TELEPHONE: 202-761-1241/1359, DSN 763-1241/1359

SUBJECT: Project Turn Over Procedures

POLICY: ER 415-345-38, Transfer and Warranties, 31 Jan 93.

GUIDANCE:

The transfer by USACE of construction to the DPW/DEH will be simultaneous with the acceptance of the construction from the contractor. Transfer to the DPW/DEH will include only those facilities that have been completed according to contract requirements (or substantially completed with minor deficiencies which will not interfere with the designed use of the facilities). USACE will execute transfer documents and furnish warranty information to the DPW/DEH at the time of facility transfer.

CRITICAL ISSUES:

During the transfer, DPWs/DEHs should expect the USACE area/resident engineer to furnish the following:

- Advance written notice of the joint inspection.
- Real property list.
- Operating and maintenance manuals.
- Equipment warranty list.
- All warranty documents, test results, keys, and training.
- Ensure currency of as-built drawings.

- Joint inspection by the contractor, USACE, DEH, and facility user.
- Signed transfer documents, DD Form 1354, which include all design and construction costs for the completed facility.

TIPS:

- Remember that warranty enforcement often requires that designated items not be serviced by DPW/DEH personnel. However, it is essential that the DPW/DEH perform all routine maintenance (i.e., belts, filters, lubrication, etc.) to maintain the integrity of the warranty.
- Review operating and maintenance manuals furnished by USACE for completeness and adequacy.
- Insist upon thorough operations and maintenance training of maintenance personnel. Send the right people to be trained.
- Be sure that completion transfer data, including real property and equipment lists, are complete.
- Monitor deficiencies to ensure timeliness and adequacy of corrections.
- Insist that final as-built drawings be turned over as soon as possible.
- Follow up with the district regarding the final DD Form 1354.
- Ensure that construction costs are cleared from construction-in-progress (CIP) accounts at the district.
- Request a copy of the above-referenced ER from the supporting district.
- Establish a Memorandum of Understanding (MOU) between the DPW/DEH and the USACE construction agent.

PROPONENT OFFICE: CEMP-CP

POC TELEPHONE: 202-761-1265, DSN 763-1265

SUBJECT: Systems Operation and Maintenance Documentation and As-Built Drawings

POLICY:

- ER 25-345-1, Systems Operation and Maintenance Documentation, 31 Jan 91.

- ER 415-345-38, Transfers and Warranties, 31 Jan 93.

GUIDANCE:

The efficient operation and effective performance of maintenance on complex facilities systems and subsystems require adequately prepared operations and maintenance documentation, together with properly trained DPW/DEH operations and maintenance personnel. This requires USACE and DPW/DEH interface throughout project inception, programming, design, execution, and post-construction. The requirements for systems-oriented operations and maintenance manuals when projects are programmed is described in AR 415-15. The following systems operations and maintenance documentation is required in ER 25-345-1:

- Technical Concept Narrative.
- Systems Operations and Maintenance Manual, which contains:
 - Index.
 - Functioning description of the system.
 - Operating instructions.
 - Maintenance instructions.
 - Repair instructions.
 - Trouble-shooting instructions.
 - Safety considerations.
 - Spare parts list.
 - Special tools.
- Master Equipment List.
- Training Plan.

CRITICAL ISSUES:

To effectively manage complex new facilities such as sewage treatment plants, major medical facilities, and large heating and cooling plants, the USACE district and DPW/DEH staff must adequately plan, budget, and staff for facility transfer. This is best done through early coordination throughout the planning, programming, design, and construction phases.

TIPS:

- Where practical, the DPW/DEH should use the Operation and Maintenance Engineering Enhancement (OMEE) program during the crucial transition period. For certain types of projects, the OMEE program allows the construction contractor the option of operating and main-

taining the facility during the warranty period, which is generally one year. The supported installation must provide OMA funds to support OMEE. The funds must be identified during the planning and programming phases. The U.S. Army Engineering and Support Center, Huntsville, is the technical center of expertise for this program.

- Identify the need for systems-oriented operations and maintenance manuals on the DD Form 1391 and the project development brochure for the project.
- Expect the supporting division or district to furnish as-built drawings of completed facilities within 30 days following facility turn-over. Make follow-up requests to the supporting office if this standard is not met.

PROPONENT OFFICE: CEMP-CE

POC TELEPHONE: 202-761-8652, DSN 763-8652

SUBJECT: USACE Centers of Expertise

POLICY:

- USACE Engineering Regulation (ER) 11110-09, 15 Jul 92.
- USACE Engineering Circular (EC) 5-1-49, 15 Apr 95.
- USACE Engineering Pamphlet 420-1-1, Installation Support Handbook, Appendix F, 31 Jan 92.

GUIDANCE:

USACE has established engineering centers of expertise within its command. Each center has a current, demonstrated technical capability in a specialized area related to engineering and construction of military facilities. The centers are a source of specialized skills that may be of benefit to installation engineering and housing organizations. These centers are designated and assigned to specific USACE commands in ER1110-3-109 and EC 5-1-49.

There are four basic categories of centers within USACE. These are:

- **Mandatory Centers of Expertise (MCX).** An MCX is a command or organization that has been approved by HQUSACE as having a unique or exceptional technical capability in a specialized subject area that is beneficial to other USACE commands. USACE Commands are mandated to use the designated services rendered by the MCX by regulations or other authorized policy documents. Services provided will be on a reimbursable basis or through a dedicated funding source. Currently there are seven designated MCXs:

- ARMY RANGE AND TRAINING LAND PROGRAM, U.S. ARMY ENGINEERING AND SUPPORT CENTER, HUNTSVILLE (CEHND).
- HAZARDOUS, TOXIC & RADIOACTIVE WASTE, Missouri River Division (CEMRD).
- INTRUSION DETECTION SYSTEM, U.S. Army Engineering and Support Center, Huntsville (CEHND).
- ORDNANCE & EXPLOSIVE WASTE, U.S. Army Engineering And Support Center, Huntsville (CEHND).
- PROTECTIVE DESIGN, Omaha District (CEMRO).
- TRANSPORTATION SYSTEM, Missouri River Division (CEMRD).
- UTILITY MONITORING & CONTROL SYSTEM, U.S. Army Engineering and Support Center, Huntsville.

- **Technical Centers of Expertise (TCX).** A TCX is a command or organization that is designated by HQUSACE as having expertise and/or exceptional technical capability in a specialized subject area that is beneficial to other USACE commands. The design services or technical assistance rendered by TCX to USACE commands are advisory. Services provided will generally be on a reimbursable basis. Currently there are 13 designated TCXs:

- AIRCRAFT HANGAR FIRE PROTECTION, Transatlantic Programs Center (CETAD).
- AUTOMATED REVIEW MANAGEMENT SYSTEM FOR ENGINEERING DESIGN, Sacramento District (CESPK).
- DEMAND SIDE MANAGEMENT, U.S. Army Engineering and Support Center, Huntsville (CEHND).
- HEATING, VENTILATING, AND AIR CONDITIONING CONTROL SYSTEMS, Savannah District (CESAS).
- INTERIOR DESIGN, Omaha District (CEMRO).
- MECHANICAL ENERGY SYSTEMS, Mobile District (CESAM).
- OPERATION AND MAINTENANCE ENGINEERING ENHANCEMENT, U.S. Army Engineering and Support Center, Huntsville (CEHND).
- PRESERVATION OF HISTORIC STRUCTURES AND BUILDINGS, Seattle District (CENPS).
- RESIDENT MANAGEMENT SYSTEM, Los Angeles District (CESPL).

- SANITARY ENGINEERING, Mobile District (CESAM).
- SEISMIC MITIGATION & HAZARDS REDUCTION, North Pacific Division (CENPD).
- SHARED ENERGY SAVINGS, U.S. Army Engineering and Support Center, Huntsville (CEHND).
- THIRD PARTY CONTRACTING FOR ENERGY OR FUEL, U.S. Army Engineering and Support Center, Huntsville (CEHND).

■ Centers of Standardization (COS). A COS is a USACE command organization selected by the USACE Facilities Standardization Committee (ER15-1-25) to develop and monitor the use of Department of the Army standard design packages for specific Army facility types. The COS also provide technical support for their assigned facility type(s) on an as-needed reimbursable basis to other design agencies. Listed are the designated COS and the facility type(s) assigned to them:

- U.S. ARMY ENGINEERING AND SUPPORT CENTER, HUNTSVILLE (CEHND): Child Development Centers, Fire Stations, Hazardous Material Storage Facilities, Physical Fitness Facilities, Youth Activity Centers.
- LOUISVILLE DISTRICT (CEORL): Army Reserve Centers/National Guard Armories, Bowling Centers (RFP).
- NORFOLK DISTRICT (CENAO): Classroom 21 Facilities, Criminal Investigation Command Field Operations Facilities, Enlisted Personnel Dining Facilities, Family Housing (RFP), Information Systems Facilities, Troop Issue Subsistence Activity.
- OMAHA DISTRICT (CEMRO): Army Chapels, Chapel Family Life Centers, Religious Education Facilities, Small Site Chapels.
- SACRAMENTO DISTRICT (CESPK): Brigade and Battalion Headquarters Facilities, Two-story Battalion Headquarters Facility.
- SAVANNAH DISTRICT (CESAS): Company Operations Facilities, Military Entrance Processing Stations, TOE/TDA Maintenance Facilities, Unaccompanied Enlisted Personnel Housing.
- SEATTLE DISTRICT (CENPS): Central Issue Facilities, General Purpose Warehouses.
- TULSA DISTRICT (CESWT): Basic Trainee Barracks, Unaccompanied Officer Personnel Housing, Visiting Officers Quarters.
- TRANSATLANTIC PROGRAMS CENTER (EUROPE), CETAE: Facilities in Europe.

- PACIFIC OCEAN DIVISION (CEPOD): Facilities in Japan and Korea.

■ Support Centers (SC): A SC is a portion of a Corps research laboratory or a command that is designated by HQUSACE as having a state-of-the-art competence in a specified subject area. The SC will provide support or other services to USACE commands, generally on a reimbursable basis. Currently there are ten designated SCs:

- A-E CONTRACT ADMINISTRATION SUPPORT SYSTEM, North Pacific Division (CENPD).
- BUILDING LOAD ANALYSIS & SYSTEM THERMODYNAMICS, Construction Engineering Research Laboratory (CECER).
- CONSTRUCTION CONTRACT APPRAISAL SUPPORT SYSTEM, North Pacific Division (CENPD).
- COST ENGINEERING SUPPORT CENTER, U.S. Army Engineering and Support Center, Huntsville (CEHND).
- MICRO PAVER SUPPORT CENTER, Construction Engineering Research Laboratory (CECER).
- NATURAL, CULTURAL, AND ENVIRONMENTAL GIS APPLICATIONS ON MILITARY INSTALLATIONS, Construction Engineering Research Laboratory (CECER).
- PROJECT MANAGEMENT INFORMATION SYSTEM DEVELOPMENT CENTER, Waterways Experiment System (WES).
- RAILER ENGINEERING MANAGEMENT SYSTEM SUPPORT CENTER, Construction Engineering Research Laboratory (CECER).
- ROOFER SUPPORT CENTER, Construction Engineering Research Laboratory (CECER).
- TRI-SERVICE CADD/GIS TECHNOLOGY CENTER, Waterways Experiment Station (CEWES).

CRITICAL ISSUES:

- Most services are reimbursable.
- Commands, field operating agencies, and laboratories may request the services of a center by letter, memorandum of agreement, or other document. The request will outline the required scope of support, provide funding for reimbursable services, and indicate schedule constraints.

TIPS:

- Although installation engineering and housing organizations may contact centers of standardization directly, it is recommended that they first coordinate with their supporting USACE division or district.
- Advance planning of requests for support helps ensure timely response.
- DA standard design packages, where applicable, are mandatory for use for MILCON projects. Also, the information contained in the standard design packages can help installations when they prepare their MILCON project documentation.
- USACE centers of standardization are responsible for monitoring the technical sufficiency and functional/user sufficiency of the standard design packages they develop. Therefore, installations should provide feedback on user satisfaction and operability/maintainability aspects of standard designs to the assigned district.

PROPONENT OFFICE: CEMP-E

POC TELEPHONE: 202-761-4439, DSN 763-4439

SUBJECT: USACE Installation Support Program

POLICY:

- AR 420-10, Chapter 6 and Appendices E&F, 2 Jul 87.
- AR 10-87, MACOM Missions and Functions, 11 Mar 88.
- EP 420-1-1, Installation Support Handbook, 31 Jan 92.

GUIDANCE:

USACE support comes through a combination of direct-support and general-support districts, labs, and other field operating agencies such as the US Army Center for Public Works (USACPW). USACE's installation support services augment the installations' internal capabilities, with both specialized and general support to engineering, environmental, and housing missions. Basic procedures for this support are defined in AR 420-10, chapter 6, and EP 420-1-1.

A key point in understanding and using installation support services is funding. Installations must reimburse the district for most services, because districts are not bulk-funded as are most DPWs/DEHs. The cost of district personnel, equipment, and travel must be recouped through fees and overhead charges applied against the project work that is performed.

The districts offer a variety of real property engineering, construction, planning, environmental, and housing-related services, because the district can access the rest of the Corps or contract for the required support. Some typical services include planning; engineering, environmental, and economic analyses and studies; project design, contracting, and construction management support; architect/engineering (AE) contracting and administration; real estate services, interior design; environmental clean-up support; project development, documentation and feasibility analyses; engineering graphics automation support; environmental permitting; and training.

CRITICAL ISSUES:

- USACE installation support services are an HQDA officially assigned mission for districts, and an officially authorized support option for Army installations.
- Most services are reimbursable.
- Installation support services are meant to supplement, not supplant, the installation's internal resources.
- Installation funds transferred to the district via a Military Interdepartmental Purchase Request maintain the constraints of their appropriation.
- Installations remain responsible for work classification and administrative and technical approval of reimbursable work accomplished by the district.
- Districts are responsible for communicating their capabilities to supported installations and keeping current on installations' needs and customer satisfaction.

TIPS:

- Ensure effective teamwork, planning, and communications to foster a successful installation-district support relationship.
- Assess the effectiveness of installation support relationships periodically.
- Get to know your district's capabilities and constraints. Help your district understand your needs.
- Review the district's installation support procedures to become familiar with Corps policies, procedures and capabilities.
- Plan and allocate time and other resources to meet lead times at both districts and installations.
- Package a series of smaller jobs when economical and feasible. This helps minimize overhead expenses for installations, districts, and contractors.

- Installations are responsible for work definition, master planning approval, work classification and approval, and project funding.
- Remember that MILCON policies and procedures are generally not applicable to reimbursable installation support work. Therefore, tailored support is critical.
- Emphasize proper work scoping, scheduling, cost estimating, and establishment of criteria. A good start is essential to a successful project conclusion.
- Districts should have in place an effective formal customer feedback system that continuously assesses the installations' satisfaction with support purchased from the district.
- Be sure that districts clearly communicate the composition and source of their charges for provided services. With the exception of RPMA construction management services (which are reimbursed at a flat rate of either 7 percent CONUS or 8.5 percent OCONUS), USACE fees for design and engineering services will vary by job, by individual district, and by year, since charges are usually applied on an actual (at-cost) expense basis.
- Be sure that adequate procedures are in place at both the district and the installation to transfer, monitor, and account for reimbursable orders placed by the installation. In order to comply with fiscal laws and fiscal regulations, districts must have funds prior to providing installation support services.
- Document roles, relationships, and responsibilities for complex or sensitive support relationships in a Memorandum of Understanding (MOU).
- Installation and district staff members should participate in each others' key forums, such as master planning board meetings, AE selection boards, installation support conferences, technical reviews, and training events.
- Review project turnover procedures to improve the transition of projects from design to construction, and from construction to operations.
- Ensure that district area and resident engineer staff maintain close contact with the DPW/DEH engineering, plans and services staff. Encourage area or resident engineer offices to attend the weekly DPW/DEH staff meeting.
- Both installation and district personnel should be very familiar with applicable policies in AR 420-10, procedures in EP 420-1-1, and should receive formal training via the Installation Support Basic course from U.S. Army Engineering and Support Center, Huntsville.

PROPONENT OFFICE: CEMP-CM

POC NAME: Robert Wycoff

POC TELEPHONE: 202-761-4351, FAX 202-761-4797, DSN 763-4351

SUBJECT: USACE Project Management

POLICY:

- Implementation Letter to USACE divisions and districts, 1 Feb 90.
- Chief of Engineers Guidance Letter, 5 Feb 90.
- ER 5-7-1 (FR), Project Management, 30 Sep 92.

GUIDANCE:

Project management is a management system that revolves around a single point of contact, the project manager, who has the authority and management tools necessary to manage a project from design to construction completion within the constraints of budget, schedule, and quality. The benefits of project management include project management continuity, a written project management plan (PMP), increased accountability, improved communications with the customer and users, earlier documented changes, and focusing total USACE resources on the project.

The project manager works from the PMP prepared at the beginning of the project to assess the project's status in terms of what was scheduled, what is actual, and what can be forecast as a result of the current status. The forecast addresses any change to time and cost schedules for design and construction.

CRITICAL ISSUES:

The management process begins when the district receives a directive authorizing the design of a project. A project manager is assigned to the project, which remains under the district's control, generally until the project is closed out and the warranty period expires. The project manager is authorized to task technical and support elements to provide the support needed to execute the project. Each office provides information on costs and scheduling to enable the project manager to develop a written management plan detailing all project design and construction management activities, including objectives, acquisition methods, milestones, and costs. This plan is thoroughly coordinated with all parties, including the customer and user. The project manager makes decisions concerning budget status, schedule and quality, and provides an ongoing history of the project's design and construction.

TIPS:

- Be an active participant in developing project management plans for each project designed or constructed on the installation. The customers/users expectations and commitments are documented here.
- Have your supporting district provide you copies of their implementing policies for project management.
- Ensure that the district project manager provides you a copy of the management plan for each project.

PROPONENT OFFICE: CEMP-MP

POC TELEPHONE: 202-761-8994, DSN 763-8994

SUBJECT: Warranty of Construction

POLICY: ER 415-345-38, Transfer and Warranties, 31 Jan 93.

The DPW/DEH should contact the contractor, vendor, or manufacturer directly to correct any defects covered by a warranty, unless procedures have been modified by a local memorandum of understanding (MOU).

GUIDANCE:

If initial efforts to resolve the problem with the contractor are unsuccessful, the DPW/DEH should contact the supporting USACE division or district for further action. If the defect is the responsibility of the contractor, initial efforts to obtain correction must be made through the avenues provided by the construction contract.

At four and nine months after transfer, the facility user, DPW/DEH, and USACE will perform joint inspections to identify any warranty defects. Warranty procedures for typical defects are set forth in ER 415-345-38.

CRITICAL ISSUES:

Neither acceptance of a facility by the Government nor the end of the warranty period ends the contractor's, manufacturer's, or the supplier's liability for latent defects.

TIPS:

- Ensure that the proper personnel represent the DPW/DEH and the facility user at any follow-up warranty inspections.
- Remember that DPWs/DEHs and district contracting officers must pursue remedies when latent defects are discovered after the specific warranty period. Seek assistance and guidance from the local district in determining if defects are latent.
- Ensure that contractors respond in a timely manner to warranty complaints and follow-up actions.
- Maintain a log of warranty calls and inspections.
- Ensure that joint warranty inspections are comprehensive and thorough.
- Insist that the supporting district pursue warranty claims in a timely manner.

PROPONENT OFFICE: CEMP-CP

POC TELEPHONE: 202-761-1265, DSN 763-1265



HUMAN RESOURCES MANAGEMENT

SUBJECT: The Army Civilian Training, Education and Development System (ACTEDS)

POLICY: AR 690-950, Civilian Personnel Career Management, 8 Sep 88.

GUIDANCE:

ACTEDS plans are:

- A sequential, progressive, and systematic approach to civilian training, education and development, which parallels the military training program.
- Career Program (CP)-specific, to include CP-18, engineers and scientists, resources and construction (R&C); and CP-27, housing management.
- For all employees of series covered by a CP.
- Descriptions of a recommended core of technical and managerial training, developmental assignment, and on-the-job experience.
- Descriptions of required supervisors', managers', and CP managers' counseling and mentoring responsibilities.
- The final authority for determining CP functional and leader development training, as well as development requirements and priorities.

CRITICAL ISSUES:

Implementation of ACTEDS is a joint responsibility among CP managers, supervisors, careerists, and the CPO/HRMO.

Funding. HQDA will centrally fund:

- DA interns.
- Generic supervisory, managerial, and leadership training.
- Army Management Staff College.
- Career Programwide competitive programs.
- Senior Service Colleges.
- DA-sponsored Fellowship Programs.

Activities must plan to resource all training not provided centrally.

CP-18 and CP-27 will use ACTEDS plans to establish ACCES (Army Civilian Career Evaluation System) and SKAP (skills, knowledge, abilities, and personal characteristics) panel evaluation criteria.

TIPS:

CP-18 and CP-27 functional chief's representative (FCR) has distributed hard copies of ACTEDS plans for Engineers and Scientists Resources and Construction (R&C), as well as for Housing Management, to all MACOMs and operating CPOs/HRMOs, and through functional channels.

PROPONENT OFFICE: CECPW-FT

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SUBJECT: Army Teletraining Network (TNET)

POLICY: Army Training Support Center contract with Oklahoma State University.

GUIDANCE:

TNET is an interactive system that can support interactive video, graphics, and computer-based teletraining technologies. TNET's Network Control Center is managed by the US Army Training Support Center at Ft. Eustis. TNET is primarily designed to support institutional training courses, but is suitable for temporary requirements such as informational briefings and conferences.

TNET's two-way audio, two-way video capability is similar to the Defense Commercial Telecommunications Network (DCTN) video-teleconference (VTC) studios commonly used by many TRADOC, FORSCOM and AMC installations. TNET enables the instructor and students at multiple sites (maximum 16 sites) to see and hear each other. Some of the advantages of TNET are that it is designed simply enough to be instructor operated and does not require a studio. It is dedicated to training and is not limited to just a few hours of broadcast or the problems associated with being "bumped" by a "higher priority" installation's command and control meeting with their MACOM or DA.

There are currently over 100 TNET sites at Army and Air Force Bases within CONUS, which can be connected to over 130 additional DCTN VTC sites through connectivity at Ft. Lee or Ft. Knox. TNET can also be connected to over 100 Satellite Education Network (SEN) sites. SEN offers one-way video with two-way interactive audio over phone lines.

USACPW's Professional Development and Training Division located in Alexandria, VA, has recently leased a TNET system in an effort to lower costs for training CONUS-based Directorate of Public Works employees.

TIPS:

- Submit requests for TNET training support as early as possible to allow for maximum TNET scheduling flexibility.
- Designate a downlink site facilitator to serve as the on-site administrative and training liaison between USACPW and the students.
- To obtain more information on leasing a TNET system contact the US Army Video Teletraining Network at 804-878-5475.

PROPONENT OFFICE: CECPW-FT

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SUBJECT: Civilian Career Development Opportunities

POLICY:

- AR 690-950, Chapter 1-3, 11, 8 Sep 88.
- AR 690-400, Chapter 410.
- AR 690-400, Chapter 413.

GUIDANCE:

Training and development opportunities can be categorized into four basic methods: on-the-job training (OJT), formal classroom instruction, developmental assignments, and self-development. Although not typically considered training, OJT is used extensively, especially for interns. Most other training needs can be met by short-term courses. However, to keep up with management, as well as technical and scientific advancements, some long-term training and developmental programs must be provided.

Employee reassignment for development within an organization proves most advantageous for both the individual and the organization. The employee gains a broadened background by working in more than one specialty area, while the organization benefits from increased diversity. Coordinating developmental assignments between two organizations is equally effective for the employee; however, it often is more difficult to orchestrate.

Self-development is an independent voluntary effort initiated and conducted by an employee. Employees should be encouraged to take advantage of correspondence courses, opportunities for study at nearby colleges and universities, planned reading activities, and participation in professional

organizations (such as the Society of American Military Engineers and the Professional Housing Management Association).

Three primary types of training and development (technical, functional, and managerial) exist within these four methods. Employees assigned to engineer and scientist (resources and construction) (CP-18) and housing management (CP-27) are most prevalent in the DPW/DEH community. Several common sources of training for these DPW/DEH personnel are listed below:

■ Technical training:

- U.S. Army Engineering and Support Center, Huntsville's Proponent Sponsored Engineer Corps Training (PROSPECT).
- Air Force Institute of Technology (AFIT), Wright-Patterson AFB, Ohio.

■ Functional training:

- USACPW (Housing and Management).
- PROSPECT (commercial activities, quality assurance, real property, master planning).

■ Manager and executive training and development:

- PROSPECT (Human Resources Management courses I-IV).

■ Office of Personnel Management (Executive Seminar Centers in Lancaster, PA, Oakridge, TN, and Denver, CO).

■ DA Long-Term Training (competitive, university training, developmental assignments, Senior Service College) Engineering and Housing Advanced Studies Program (competitive, long-term, sponsored by Corps for DPW personnel).

■ Army Management Staff College (competitive, 14 weeks).

■ Civilian Leadership Training (intern leadership developmental course; leadership, education, and development; and organization leadership for executives).

■ Personnel Management for Executives.

CRITICAL ISSUES:

Time constraints are imposed on the nomination and selection process for long-term training and development assignments.

TIPS:

Remember that the training and development branch of the CPO/HRMO maintains announcements of current training course offerings and information on available academic programs.

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SUBJECT: Civilian Career Management System (CMS)

POLICY: AR 690-950, Civilian Personnel Career Management, Chapters 1-3, 11, 8 Sep 88.

GUIDANCE:

The CMS helps manage approximately one-fourth of Army civilian employees. The CMS meets DA staffing needs in professional, technical, and administrative jobs common to most activities. The three major components of CMS are planned intake, career referral, and career development. The Career Program Manager (CPM) plays an integral role in each of these components. Within the DPW/DEH, the most prevalent Career Programs (CPs) are engineer and scientist (CP-18) and housing management (CP-27). Typically, the deputy DPW/DEH and housing manager are the installation CPMs for CP-18 and CP-27, respectively.

Planned Intake. Staff issues are projected and replacement needs determined for each Career Program through forecasting techniques. Many of these needs are met through intake of experienced personnel in positions GS-9 and above. The remaining DA-wide Career Program staffing needs are met by the intern program through planned intake of entry-level personnel (GS-5/7) with high potential.

Career Referral. DA has determined that establishing a centralized inventory of candidates for key vacancies has some advantages over announcing each of these positions individually under local Merit Promotion and Placement procedures. Mandatory central referral provides candidates for jobs at specific grade levels (usually the GS-13 level and above for CP-18 registrants and at the GS-11 level and above for CP-27 registrants) and ensures an adequate number of high-quality candidates, provides adequate opportunities for advancement, encourages mobility, and meets Affirmative Action requirements. To be considered for positions at mandatory referral levels, candidates must have current, active registration in the appropriate Career Program inventory, which consists of submitting the appropriate career appraisal forms to the centralized referral activity. Procedural requirements vary by Career Program. Each Career Program publishes directives and regulations that describe the documents to be submitted, suspense dates for submission, and provisions for updating or renewing registration. CP-18 uses the SKAP registration system, and CP-27 uses the ACCES registration system.

Career Development. Training and development are vital parts of career management. At each stage in a civilian career, training and development assignments improve job performance and build qualifications for career advancement. Training and developmental assignments ensure that employees gain the knowledge, skills, and abilities needed to advance and to perform successfully at successive grade levels.

CRITICAL ISSUES:

The CPMs at the installation and MACOM levels can provide useful information and guidance.

TIPS:

- Be sure all employees have individual training plans that structure training and development to meet their career goals and support Army needs.
- Be sure that IDPs are prepared for personnel at all grade levels to provide broad-based, quality training and development.
- Remember that only those who maintain current, active registration in the appropriate Career Program inventory will be considered for positions at mandatory referral levels.
- Be sure that employees have immediate access to AR 690-950 to plan and discuss their career development with their immediate supervisors and CPMs.

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SUBJECT: Civilian Performance Plans and Appraisals

POLICY:

- AR 690-400, Chapter 4302.
- AR 672-20.
- DA Pam 690-400.
- Various MACOM and local civilian personnel issuances.

GUIDANCE:

The performance appraisal of the civilian employee is as important to the organization and the career of the employee

as the Officer Efficiency Report (OER) and Enlisted Efficiency Report (EER) are to the Army mission and the individual officer and enlisted service member. In fact, the Total Army Performance Evaluation System (TAPES) emulates the military system.

The TAPES consists of two components, the Base System and the Senior System.

BASE SYSTEM OVERVIEW:

- Applies to Wage Leaders, Wage Grade, and Wage Supervisors/GS-08s and below.
- **Responsibilities** (formerly called Elements) and performance standards apply to all employees and are printed on the forms. All Responsibilities are critical.
- **Players:**
 - **Ratee.** Person who is rated.
 - **Rater.** Usually first-line supervisor.
 - **Intermediate Rater.** (Former Reviewing Official). This person is between the Rater and the Senior Rater.
 - **Senior Rater.** Person who approves performance plans and performance ratings and writes about potential.
- **Counseling Checklist (DA Form 7223-1).** Form which tells the Rater when and how to counsel, and which the Rater and Ratee use to write down the main points made during counseling. When this information is written on the form and the Ratee and Raters have initialed and dated it, the Counseling Checklist and the position description become the Performance Plan.
- **Performance Counseling.** Conducted within 30 days of the beginning of the rating period, again at the midpoint of the rating cycle, and any other time as required.
- **Performance Evaluation Report (DA Form 7223)** - The form on which the Ratee is rated — either for a Special or an Annual Rating.

SENIOR SYSTEM OVERVIEW:

- Applies to Wage Supervisors and GS-09s and above.
- DA-wide performance standards preprinted on form.
- Individual performance objectives serve as critical job elements as defined in 5 CFR 430.
- **Terms/Roles for Ratee and Rating Chain:**
 - **Ratee.** Initiates objectives, lists accomplishments.
 - **Rater.** Defines mission, mentors and evaluates.

- **Intermediate Rater.** Reviews/approves Objectives and ratings or resolves disagreements with Rating Chain. Makes bullet comments on performance.
- **Senior Rater.** Reviews/approves Objectives and objectives ratings or resolves disagreements/overrides Rater(s); comments on performance and potential.
- **The Support Form (DA Form 7222-1)** is a working document on which the Ratee and the Rater document performance objectives and accomplishments.

- **Performance discussion** communicates mission and goals, establishes objectives, gets/provides feedback on performance and career goals — all to facilitate organizational and individual success and to develop the Ratee. Initial objectives — setting discussion and documentation required within 30 days from beginning of each rating period; later discussion required at least at the midpoint of rating period.
- **The Evaluation Report (DA Form 7222)** summarizes major duties, displays and provides space to assess adherence to DA values, provides block checks to summarize Objectives Ratings, uses a reduced bullet narrative format, provides all Raters space for comment, and allows Senior Rater to focus on potential.

CRITICAL ISSUES:

- Develop meaningful, measurable, and understandable performance standards, responsibilities, and objectives that contribute to overall DPW/DEH mission accomplishment.
- Make performance appraisal a continuous process, not just once a year when the formal written appraisal is required.

TIPS:

- Employees should participate in setting performance standards, responsibilities, and objectives. This is a good basis for discussion and provides mutual understanding.
- Have the employee provide a list of accomplishments on which to base the final appraisal.
- As the DPW/DEH who manages supervisors — remember how you expect to be appraised, and remember also that you get your work accomplished through others.
- Do not hesitate to confer with the Labor and Management Employee Relations Branch of your servicing CPO/HRMO for assistance in developing performance standards, responsibilities, and objectives, and evaluating performance.

PROPOSER OFFICE: Local CPO/HRMO, MACOM Civilian Personnel Directorate, and ASA (M&RA), CPMD.

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SUBJECT: Housing Career Development

POLICY:

- AR 690-950, 31 Aug 87. (Draft revision out for review Jun 95).
- AR 600-3, 18 Oct 89.
- DA PAM 690-43, 18 Aug 89.

GUIDANCE:

The Army Civilian Training, Education, and Development System (ACTEDS) plan for Housing careerists documents a structured, progressive, and sequential approach to employee development. The ACTEDS plan outlines specific knowledge, skills and abilities, work assignments and formal training from entry- to senior-level positions. The plan provides a career progression “road map” that combines training, operational assignments, and self-development to systematically enhance individual performance and potential.

CRITICAL ISSUES:

- Develop a Master Training Plan (MTP) for Housing Management (CP-27) personnel to ensure cross training and promote the “One Stop” Customer Service concept. Utilize the CP-27 ACTEDS Plan and PERSCOM Training catalog to identify available training opportunities, such as Developmental Assignments, University training, Exchange Programs, and the Training With Industry program.
- Provide support for the 301-1101-1173 bridge for housing personnel at the GS-5 thru GS-7 levels.
- Support the Army Civilian Career Evaluation System (ACCES) by encouraging careerists in grades GS-09 through GS-15 to register in the PERSCOM centrally managed career referral system. All GS-11 through GS-15 positions are filled via the central career referral system.

TIPS:

- Make sure the ACTEDS plan — the basis for housing careerists and housing support personnel’s MTP — is used as guidance for preparing the Individual Development Plans. Training plans should ensure individuals attend training at the prescribed stages of their careers.
- Encourage the use of available management tools such as ACTEDS, the PERSCOM Training Catalog and DA PAM 690-43 to promote employee development.

PROPONENT OFFICE: Army Housing Division (DAIM-FDH)

POC NAME: Joyce M. Reb

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SUBJECT: Human Resources Management

POLICY:

- 5 and 10, USC.
- Federal Personnel Manual.
- Department of Defense Instructions.
- Army Regulations (690 series).
- MACOM and local personnel issuances.

GUIDANCE:

Each DPW/DEH has a servicing Human Resources Management Office/Civilian Personnel Office (HRMO/CPO). Normally, the HRMO/CPO is located on the installation and is an Army activity. Sometimes, however, the HRMO/CPO is located away from the installation and may belong to another service or even another Federal agency. Services provided by the servicing HRMO/CPO include:

- Recruitment and Placement.
- Position Management and Classification advice and assistance.
- Career Management.
- Training and Development.
- Labor Relations.
- Management-Employee Relations.
- Technical Services.

TIPS:

- Work very closely with members of the HRMO/CPO staff assigned to support your organization. Treat them as allies, not adversaries. These staffs today are trained to be responsive to your needs and to try to find ways of supporting what you consider necessary to accomplish your mission.
- Attempt to get key members of the HRMO/CPO staff (Staffing Specialist and Position Classification Specialist) collocated into the DPW/DEH organization. Even though they will still work for the HRM/CP Officer, they

will become very knowledgeable of the DPW/DEH organization, its mission, and its people. The difference in support will be significant.

PROPONENT OFFICE: CECPW-FT

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SUBJECT: Intern Program

POLICY:

- AR 690-950, Civilian Personnel Career Management, 8 Sep 88.
- MACOM and Local Civilian Personnel Issuances.

GUIDANCE:

DA funds and authorizes MACOMs and installations to hire interns to be trained to meet future DPW/DEH staffing needs. The primary positions covered by the intern program in the DPW/DEH are engineers and scientists and housing management specialists, although interns for such positions as budget analysts and inventory management specialists may be assigned to the DEH organization.

CRITICAL ISSUES:

- Interns should be positively recruited. Contacts should be developed with college and university placement offices, as well as job fairs. An individual intern training plan should be prepared for each intern and should take into account the specific education and experience required for the target position.
- As a minimum, every intern in the DPW/DEH, regardless of background, should attend the DPW/DEH Management Course and the Intern Leadership Course. Interns should be rotated through the various DPW/DEH functional areas and receive meaningful assignments to prepare them for future full performance. Intern performance must be evaluated frequently (at least semiannually) to provide feedback and ensure that deficiencies are corrected in a timely manner.

TIPS:

- Take an active interest in the interns. Meet with them periodically.
- An intern training plan is required, regardless of the funding source, and remains in effect until the intern

reaches the target grade. Review the plan personally — doing so lets your supervisors know that you are interested in the intern program and helps ensure that the program is running smoothly.

- Remember that the intern is a trainee and not just “free labor.”
- Remember also that the intern program is designed to meet DA, and DPW/DEH corporate needs, not just the needs of the installation to which the intern is assigned.
- Review intern performance appraisals to ensure that they have been conducted and to get an idea of how the interns are progressing.
- Remember that an organization-wide commitment is needed to make the intern program successful.

PROPONENT OFFICE: Career Program Functional Chiefs, Engineers and Scientists (Resources and Construction) - Chief of Engineers, and Housing Management - Assistant Chief of Staff, Installation Management, ASA (M&RA)/CPD, and MACOM Engineer and Civilian Personnel Directorate.

POC NAME: Jack Spittal

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SUBJECT: Planning and Real Property Training Programs & Professional Development

POLICY:

- AR 210-20, Master Planning for Army Installations, Mar 92.
- AR 405-45, Inventory of Army Military Real Property, Mar 82 (Interim Draft Regulation, Jun 95).

GUIDANCE:

Master planning. This PROSPECT course is designed to introduce real property master planning to military master planners at Army installations and at Corps of Engineers district offices. The course is designed to make planners more effective by providing them with the information they need to operate within the Army Real Property Master Planning system. During fiscal year 1995, two sessions were held with 70 students.

Specific course objectives are to:

- Present the planning process/methodology in general and how it is applied to the Real Property master Planning system.

- Show the role and relationship of real property planning to the Army's Planning, Programming, Budgeting and Execution System (PPBES).
- Explain the structure of the Army and its installations, and how and where the facility fits into it.
- Explain where and how to find the information needed to make decisions.
- Emphasize that planning for any complex system requires teamwork and coordination.

Real Property. This PROSPECT course is designed as a series of briefings to provide the students an overview of the Army's Real Property Management mission. Three sessions were held during fiscal year 1995, with 105 students trained.

Course Objectives are to:

- Define the Army Responsibility for Real Property Management.
- Explain the Army Space Management Goals.
- Describe the Army investment in Real Property.
- Identify the role of the Directorate of Public Works/Directorate of Engineering and Housing in Real Property Management.
- To identify the role of the Space Utilization Specialist in Real Property Management.

American Planning Association (APA). APA is a professional, non-profit association of community planners that is open to all who have an interest in the field. While the Master Planning and the Real Property courses give the prospective community planner fundamental knowledge concerning the practice of the profession on military installations, the APA provides this planner the framework within which this knowledge may be applied. The American Institute of Certified Planners (AICP) is APA's national professional institute. AICP's prime mission is the professional development and certification of its members as a means to the ongoing improvement of the profession and the practice of community planning. AICP, however, also establishes professional standards and ethics for community planners, sets their educational requirements, and serves as an advocate for the profession. It is primarily through the Federal Installation Planning Division (FIPD) of APA that the US Army Center for Public Works (USACPW) lends its expertise to AICP in applying these high standards to community planners on military installations. Through FIPD, USACPW also forms a partnership with the other military services in pursuit of these standards.

The annual APA convention provides the platform from which to pursue this partnership. The convention also pro-

vides a unique training opportunity, in which planners from federal, state, and local governments — as well as those from the private sector — can exchange ideas. The 1996 convention will be held in March in Orlando, FL.

CRITICAL ISSUES:

- Installations must maintain a professional level of proficiency in both the planning and the real property arenas, with new personnel being enrolled in the PROSPECT courses.
- All installation planners and all military community planners should join the APA to foster an open dialog with planners at other levels of government, as well as with those in the private sector.

TIPS:

- For questions on regularly-scheduled, PROSPECT courses, call Beverly Dunlap or Betty Pruitt (205-722-5822) of the Registrar's Office, US Army Engineering Division, Huntsville.
- Call the proponent POC's to schedule off-cycle course sessions, or to tailor a course to your particular needs.
- To inquire about membership in the APA or the AICP, call (202) 872-0611, or write the American Planning Association (APA) at 1776 Massachusetts Ave.; Washington, DC 20036.

PROPONENT OFFICE: Directorate of Facility Management, Planning and Real Property Division, CECPW-FP

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HOUSING

SUBJECT: Community Homefinding, Relocation and Referral Services

POLICY: AR 210-50, Installation Housing Management, 24 Apr 90.

GUIDANCE:

This regulation is currently being updated and will include a technical note on all the services that soldiers and their families can expect from Community Homefinding, Relocation and Referral Services (CHRRS) (formerly Housing Referral Services).

The update will discuss PCSHOUSE EXPRESS, a software program that provides soldiers and their families housing relocation information on their next duty station prior to permanent change of station (PCS). All housing offices are required to use this program.

The update will also discuss housing relocation assistance, which provides counseling to soldiers on the procedures for purchasing and selling homes. Soldiers will not be advised to purchase but will be given essential information concerning the real estate process. Soldiers will learn that they have choices and can make informed decisions.

CRITICAL ISSUES:

Soldiers are required to report to the Housing Office upon arrival at their new duty station. Few soldiers and their families are assigned immediately to Government quarters, so they need off-post accommodations. Trained CHRRS staff are able to provide assistance. Prior to PCS, CHRRS will furnish soldiers and their families with a copy of PCSHOUSE EXPRESS and advice on housing relocation at the new duty station. It is imperative that all soldiers process in and out of the CHRRS Office.

TIPS:

- Ensure that the CHRRS office is properly staffed and trained to provide all services required to accomplish the mission.
- Ensure that office space is suitable for personal counseling, accessible by handicapped, is clearly identifiable, and has a waiting room with TV and magazines, with an area where children can play in view of the parents. CHRRS is usually the first office the soldier will visit, and first impressions are lasting ones, setting the pattern of what can be expected from the DPW/DEH staff during the soldier's tour.

PROPONENT OFFICE: Directorate of Army Housing (DAIM-FDH)

POC NAME: Tom Moore

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SUBJECT: Deferred Maintenance and Repair (DMAR)

POLICY:

- AR 210-50, Installation Housing Management, 24 Apr 90.
- AR 420-16, Facilities Engineering Reports, Command Budget Estimate (Schedule 48).

GUIDANCE:

DMAR denotes maintenance and repairs (excluding incidental improvements) that were included in the previous fiscal year annual work plan (AWP) but could not be executed because of insufficient funds.

CRITICAL ISSUES:

Unfinanced requirements of maintenance and repair (improvements cannot be included) will be recorded as DMAR when the following conditions are met:

- They are valid requirements and have been included in the AWP.
- They remain unfinanced in the reported fiscal year.
- The scope of the project is reasonable and could be accomplished if funded.
- Projects are prioritized by MACOM-developed criteria.
- Where installation DMAR equals or exceeds 20 percent of its annual maintenance and repair requirements, an on-site visit by a higher headquarters is conducted to validate projects.

TIPS:

- Establish an accurate method for inspecting family housing and be able to validate the requirements.
- Delete from backlog lists those projects that have been completed (including M&R accomplished as part of the whole neighborhood revitalization) and those quarters scheduled for disposal.
- Update cost estimates for DMAR projects, accounting for inflation, fluctuating exchange rates, and any other important economic factors.
- Record all repair work that must be accomplished; show need, current working estimate, date, and estimator's name in the project folder.

PROPONENT OFFICE: Directorate of Facilities and Housing, OACSIM (DAIM-FDH-F)

POC NAME: Mike Ash/Tim Ketchum

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SUBJECT: Family Housing Congressional Reporting Thresholds

POLICY:

- MILCON Authorization and Appropriation Acts.
- AR 210-50, Installation Housing Management, 24 Apr 90.
- AR 210-13, Installation General and Flag Officer's Quarters (GFOQ) and Installation Commander's Quarters (ICQ) Management, 31 Mar 91.

GUIDANCE:

The funding thresholds in the cited regulations have been established by congressional committees to maintain congressional program oversight and funding control in critical management areas.

CRITICAL ISSUES:

Family housing improvement threshold (statutory). The statutory limit for improvements, including concurrent maintenance and repair, is \$50,000 per dwelling unit (DU) as adjusted by the area construction cost index (ACCI) for the location involved at the time of contract award. For improvements to accommodate the handicapped, the statutory limit is \$60,000 per DU, as adjusted by the ACCI. A statutory waiver is required to exceed these thresholds.

Improvements to overseas family housing units (administrative). The threshold on improvements to overseas units is \$35,000 (absolute limit; not subject to ACCI adjustment). If improvements scheduled for a specific DU exceed \$35,000 over three years, total funding should be requested in one year. The justification should identify all improvements and major maintenance work that has been done over the past three years, as well as that planned for the following years. Normal notification is through the budget submit. Out-of-cycle requests require congressional notification through the Office of the Assistant Secretary of the Army (I,L&E), and a 21-day waiting period.

GFOQ maintenance and repairs (administrative). Obligations for all maintenance and repair (excluding operations) on each GFOQ are limited to \$25,000 per fiscal year unless specifically included in the budget justification. Normal notification is through the budget submit. Out-of-cycle requests require prior congressional approval. Unless projects are emergencies, out-of-cycle submittals are restricted to once per year and must be signed by the Secretary of the Army.

Emergencies such as storm or fire damages that cause the funding threshold to be exceeded require immediate congressional notification through OASA; the 21-day waiting period does not apply. GFOQ combined operations and maintenance costs of more than \$50,000 per fiscal year/unit (M&R may not exceed \$25,000) require OASA approval.

Maintenance and repair projects, Non-GFOQ (administrative). Obligations for all major maintenance and repair (including incidental improvements) for non-GFOQs are limited to \$15,000 per DU per fiscal year. Congressional approval is required to exceed this limit. Normal notification is through budget submit. Out-of-cycle requests for emergency requirements to include fire burnouts require congressional notification through OASA (I,L&E) and a 21-day waiting period.

TIPS:

- Funding thresholds are not absolute limits, but they require documentation showing why they should be exceeded.
- Develop your plan of work, coordinate with users, and be able to execute it as planned.
- If projects will exceed the funding thresholds, request approval at the time of the annual budget justification.
- Avoid delaying contract award; do not wait until you receive your bids to request approval.
- Keep copies of all approvals in project files.

PROPOSER OFFICE: Army Housing Office, OACSIM, DAHM-FDH-F

POC NAMES AND TELEPHONE:

- Improvements: Dick Hentz, CIV 703-355-7517, DSN 345-7517.
- GFOQs: Brenda Wilson, CIV 703-355-3981, DSN 345-3981.
- Maintenance and Repair: Tim Ketchum, CIV 703-355-7514, DSN 345-7514.

SUBJECT: Family Housing Revitalization

POLICY:

- AR 210-50, Installation Housing Management, 24 Apr 90.
- N 210-50-1, Whole Neighborhood Revitalization Planning Guide, May 93.

GUIDANCE:

The Army has established a comprehensive program of whole-house/whole neighborhood revitalization for family housing. The goal is to bring housing up to comparable new construction standards and accomplish concurrently the deferred maintenance and repair. This revitalization initiative considers safety, habitability, durability, functional requirements, energy efficiency, and utility infrastructure, while improving neighborhood amenities and support facilities. If, on the basis of a life-cycle analysis, revitalization of the existing housing is not determined to be the best alternative, replacement housing will be considered. To establish a uniform method of determining funding requirements, the Army has developed a whole neighborhood revitalization assessment guide for use in preparing project submittals.

CRITICAL ISSUES:

Housing to be revitalized must be for units that have a long term requirement, and supported by a housing survey that considers on- and off-post assets. The total funding necessary to upgrade existing family housing to current construction standards must be established for each installation. The revitalization program uses basic construction criteria for family housing that are applicable to all Services. The assessment of existing housing, using the whole neighborhood planning guide, will initiate detailed housing studies by housing areas and project submissions. The Army plan is to develop a Funding Program to systematically eliminate the backlog of revitalization. The installation and the MACOM will identify, estimate, validate, and prioritize revitalization projects. Revitalization documents must show all costs incurred to upgrade housing, including a logical phasing of work. If revitalization is not cost-effective, replacement housing should be pursued.

TIPS:

- Use the Army Family Housing Whole Neighborhood Planning Guide to assess, inspect, and document work required for the entire housing area.
- Ensure that the inventory being revitalized is supported by a current housing survey. Ensure that condition assessment uses information from the housing office and maintenance shop — be sure to use their knowledge and records.
- Ensure that project documents (DD Forms 1391) will correct any housing deficiencies identified.
- Ensure that the supporting Engineer District develops a contract that can achieve the scope of work and provide housing that meets the needs of the occupants.
- If housing cannot be revitalized for within 70 percent of the replacement cost, then request demolition and replacement of the housing.

PROPONENT OFFICE: Army Housing Division, Facilities and Housing Directorate, OACSIM (DAIM-FDH-F)

POC NAME: Dick Hentz

POC TELEPHONE: 703-355-7517, DSN 345-7517

SUBJECT: Furnishings Management

POLICY:

- AR 210-50, Installations Housing Management, 24 Apr 90.
- AR 210-13, General/Flag Officer's Quarters (GFOQ) and Installation Commander's Quarters (ICQ) Management, 31 May 91.
- Common Table of Allowances (CTA) 50-909, Field and Garrison Furnishings and Equipment, 1 Jun 89.
- Common Table of Allowances 50-970, Expendable/Durable Items, 21 Sep 90.
- Unit Supply Update #13 (includes ARs 210-2 and 735-5), 31 Jan 92.
- United States Army Interior Design Manual For Single Soldiers.

GUIDANCE:

The provision of housing furniture and equipment varies widely between the Continental United States (CONUS) and outside the Continental United States (OCONUS).

CONUS:

AFH. Only kitchen appliances are authorized IAW CTA 50-909, Table 45. Exceptions to this policy are:

- Carpet and drapes are authorized in entertainment areas of quarters for installation commanders in the grade of colonel and general officers.
- Special command positions are authorized special amenities (see AR 210-13).
- Certain command sergeants major are authorized carpeting and drapes in entertainment areas of quarters and a freezer and second refrigerator.
- Excess furnishings may be offered to family housing occupants.

UPH (Initial Issue). This includes bachelor housing furnishings for any new construction or major renovation projects

using MCA funds. Identify furnishing requirements in the project's DD Form 1391. The Army Housing Division, Facilities and Housing Directorate, OACSIM (DAIM-FDH-F) has responsibility for programming and budgeting the necessary OMA funds to furnish these facilities. Furnishings will be identified and centrally procured, with the OACSIM and the installation FMO working together, using newly developed specifications to establish furniture requirements.

UPH (Replacement). This includes UPH furnishings authorized by CTAs 50-909 and 50-970 to replace old/worn out furniture and equipment being used in troop barracks, senior enlisted quarters and officer quarters. This area of furnishings has been "severely neglected" in the past during preparation of the Commanders Budget Estimate (CBE). Similar to the Initial Issue program, MACOMs have the option to earmark funds and participate in a centrally managed replacement furnishings program. For details call POC.

OCONUS:

AFH Family housing support varies from full furniture support to limited support. The type of support depends on the authorized administrative weight allowance for specific areas.

UPH (Initial Issue) CONUS procedures apply.

UPH (Replacement) CONUS procedures apply. Also, furnishings support is authorized in private housing for unaccompanied soldiers OCONUS in the grade of E-7 and above. Other unaccompanied soldiers may receive furniture support if government-controlled facilities are not available.

CRITICAL ISSUES:

The accountability system for housing furnishings distribution is often inadequate. Both GAO and Army Audit Agency have reported unsatisfactory findings in many cases. However, automation will increase control and improve services (HOMES Furnishings subsystem has been deployed to all installations previously scheduled).

Housing furnishings procedures are scattered throughout a number of documents and are difficult to find. TN 210-50-03 (an OACSIM pamphlet) has been published and distributed to all installations.

The Army has established new standards, changing policy to allow commanders more flexibility in selecting furnishings (Note 42 to CTA 50-909) and is changing specifications to improve the quality of furnishings.

TIPS:

- Maintain tight control and accountability of property. Use HOMES to improve management.
- Carefully inspect furniture and equipment upon initial delivery and when returned for reissue.

- Develop annual and long-range plans for repairing and replacing furnishings, and coordinate requirements with installation activities. Budget accordingly.
- FMO is key to the entire AFH/UPH furnishings operation. Ensure FMO is aware of and involved in all aspects of furnishings from budgeting to requisitioning, to issuing and accountability.

PROPOSER OFFICE: Army Housing Division (DAIM-FDH)

POC NAMES and TELEPHONE:

- AFH: Joe Baranowski 703-355-7512, DSN 345-7512
- UPH: Joyce Reb 703-355-7625, DSN 345-7625
- GFOQ: Brenda Wilson 703-355-3981, DSN 345-3981

SUBJECT: General Officer Quarters Management

POLICY: AR 210-13, General/Flag Officer's Quarters (GFOQ) and Installation Commander's Quarters (ICQ) Management, 31 May 91.

GUIDANCE:

This regulation prescribes policies, procedures, and management responsibilities for furnishing, operating, maintaining, repairing, and improving representational quarters — that is, housing occupied by general officers and installation commanders in the grade of colonel. The regulation addresses effective stewardship of these highly visible quarters, while emphasizing the occupants' special needs. It also mandates a long-range maintenance plan for each unit. The following significant changes were included in the latest revision:

- Simplification of the quarterly obligation report.
- Increased delegation of authority for MACOM approval from \$25,000 to \$50,000 O&M per GFOQ/ICQ for each fiscal year, provided the congressional maintenance and repair limitation of \$25,000 is not exceeded.
- Increased MACOM/installation authority to provide and replace amenities.

CRITICAL ISSUES:

Congressional interest continues to focus on the management of GFOQs/ICQs. Congressional oversight has increased awareness of the cost of doing business and encourages application of the "prudent landlord" concept. Reduced financial resources make careful management increasingly important. Many of the GFOQs/ICQs are historic buildings, presenting a

part of our national heritage; as such, they should be maintained and preserved for future generations. Careful planning will ensure that maintenance and repair are done when needed.

TIPS:

- As soon as possible after the arrival of a GFOQ/ICQ resident, set up a briefing with the new occupant. This briefing should cover reporting requirements, congressional funding limitations, programmed work, and long-range plans for the quarters.
- Encourage occupant involvement in the management of GFOQs and ICQs.
- Remember that good record keeping is a key to timely and prudent programming of major component replacements and recurring maintenance.

PROPONENT OFFICE: Directorate of Army Housing (DAIM-FDH-M)

POC NAME: Brenda Wilson

POC TELEPHONE: 703-355-3981, DSN 345-3981

SUBJECT: Historic Family Housing Management

POLICY:

- National Historic Preservation Act of 1966, as amended.
- Historic Family Housing Study and Survey.
- AR 210-50, Installation Housing Management, 24 Apr 90.
- AR 420-40, Historic Preservation, 15 Apr 84.
- Secretary of the Interior's Standards for Rehabilitation, 1983.

GUIDANCE:

Army family housing facilities that are registered as national or state historic places, are contributing structures within a historic district, have been determined eligible or are potentially eligible for registration, must be maintained in accordance with the above policy. Stewardship of historically significant facilities imparts a responsibility to the managing installation and to the occupants. Decisions on use, operations, and maintenance should consider those characteristics that contribute to the quarters' historic significance.

CRITICAL ISSUES:

Work that may affect historically significant housing must be coordinated with the applicable state historic preservation office (SHPO). This office extends to the state level the authority of the Advisory Council on Historic Preservation (ACHP) for Federal projects. The state office and council prepare reviews that focus on the effect of rehabilitation on a historic resource.

The effects are measured against the Secretary of the Interior's standards for rehabilitation and are categorized as having impact, adverse impact, or no impact. Impact items are evaluated individually (that is, they may be inherently undesirable, but because of circumstances, unavoidable). The goal is to minimize impacts of any kind. Adverse impacts are serious and breach the historic fabric; no-impact items are of interest, but affect the historic fabric only peripherally.

TIPS:

- Identify facilities that come under the National Historic Preservation Act.
- Determine the character-defining features in the quarters, and establish a procedure for selecting replacement materials.
- As part of the review process, establish a programmatic agreement with the SHPO, the ACHP, and the installation.
- Consider repairing building components, rather than completely replacing them.
- Develop contract specifications for the specific project rather than a generalized specification for a group of facilities that may be difficult to administer.
- Repairs or alterations that affect historically significant structures normally require an environmental assessment in accordance with AR 200-2.

PROPONENT OFFICE: Directorate of Facilities and Housing, OACSIM, (DAIM-FDH-F)

POC NAME: Tim Ketchum

POC TELEPHONE: 703-355-7514, DSN 345-7514

SUBJECT: Housing Management Regulations

POLICY: AR 210-50, Installation Housing Management, 24 Apr 90.

GUIDANCE:

AR 210-50 is under revision with publication scheduled during the first quarter of fiscal year 1996. The revision includes the combining of AR 210-13, 31 May 91, and AR 210-50, 24 Apr 90. The revised regulation provides policies, procedures, and responsibilities for managing family housing, GFOQs, unaccompanied personnel housing, guest housing, housing referral, and housing furnishings. Each chapter covers a function applicable to each of the four types of housing: family, GFOQ, UPH, and guest.

CRITICAL ISSUES:

Housing programs are highly visible and closely watched by Congress, the Office of Management and Budget (OMB), DoD, and Army leadership. Because housing affects readiness and morale of soldiers, the Army Family Housing appropriation is one of the most scrutinized appropriations managed by the Army. Statutory and administrative limitations require close management by the housing manager and DPW.

TIPS:

- Ensure that the housing manager position is filled by a professional housing management officer.
- Ensure that the housing manager is provided with the staff and organization (AR 5-3) necessary to perform the mission.
- Ensure close coordination between the housing and facilities management sections of the DPW to minimize administrative and engineering downtime and maximize occupancy.
- Become personally involved in the management of housing and know the regulatory requirements of the program.

PROponent OFFICE: Army Housing Division, OACSIM (DAIM-FDH)

POC NAME: Dean Stefanides

POC TELEPHONE: 703-355-2401, DSN 345-2401

SUBJECT: Housing Operations Management System (HOMES)

POLICY: AR 210-50, Installation Housing Management, 24 Apr 90.

GUIDANCE:

HOMES was developed to:

- Improve the quality and range of housing services to soldiers and their families.
- Improve the quality of Army life and help retain valuable Army personnel.
- Support housing management personnel at all levels to deliver more comprehensive and innovative services more quickly and efficiently.
- Reduce direct and avoidable cost.

By early fiscal year 1990, HOMES had saved the Army \$63.4 million and avoided even greater expenditures.

CRITICAL ISSUES:

The Army must do more with less. HOMES offers enhanced, up-to-date housing information, operations, resource management, and planning capabilities that can reduce budgeted costs and achieve cost avoidances, while sustaining and improving operations. HOMES can help achieve these and the following objectives:

- Accurately tracking and documenting housing requirements and deficits.
- Properly managing quarters downtime to reduce waiting time for soldiers and Army families.
- Providing efficient, one-stop housing application processing.
- Reducing issuance of statement of nonavailability for off-post housing.
- Running billeting operations more efficiently and using transient quarters effectively.
- Quickly and accurately tracking available family housing.
- Improving accountability and control of quarters, furnishings inventories, and other areas of housing management.
- Improving credibility for planning, programming, and budgeting.

TIPS:

- Ensure that housing personnel are thoroughly trained and encouraged to use HOMES and its capabilities.
- Using HOMES, quarters inspectors can enter status and projected quarters availability dates based on daily inspections. Engineer Technicians can daily confirm and update status and availability date with Engineer Resources Management Division (ERMD) and report quarters that exceed AR 210-50 guidelines.
- Assignments & Terminations (A&T) clerks should not enter projected availability dates on status screens, they should read only.
- Installations, MACOMS, and headquarters can use HOMES to gather information and generate reports. Ensure that the automated data bases are established and maintained and operations closely coordinated to realize maximum benefits.

PROPONENT OFFICE: Assistant Chief of Staff for Installation Management (ACSIM), Directorate of Facilities and Housing, Army Housing Division (DAIM-FDH)

POC NAME: Dallis Mayo

POC TELEPHONE: 703-355-7506, DSN 345

SUBJECT: Leased Housing

POLICY: AR 210-50, Housing Management, 24 Apr 90.

GUIDANCE:

The leasing program provides for acquisition of privately owned quarters for assignment as Government quarters to military families. AFH (P1940) funds pay rent and operations and maintenance costs of leased housing. AR 210-50, change 12, states policies, responsibilities, and procedures for administering and executing both foreign and domestic housing leasing programs and lists the criteria that must be met before the Army may enter into a lease.

CRITICAL ISSUES:

Successful leasing requires early identification and justification of leasing needs and programming for sufficient funds (P1940). Statutes limit the number of leases and annual cost per unit. Contracts with single lessors for large numbers of units require special documentation and notice to Congress by HQDA.

TIPS:

- Obtain lease authorizations before pursuing the lease option. The number of family housing unit leases is limited by 10 USC 2828. Lease authorizations are provided to MACOMs by HQDA and are used when there is a shortage of adequate family housing on or near a military installation.
- Include the following lease costs in reports on unit costs for compliance with statutory limitations: basic shelter rent, maintenance (when not provided by the lessor), maintenance and repair of Government-owned furnishings, utilities (when not provided by the lessor), and services such as refuse collection, if separately contracted.
- Domestic family housing leases may not exceed \$12,000 per unit for rent, operations, and maintenance unless prior approval and "high-cost" domestic lease authorization has been received.
- Foreign high-cost leases may not exceed \$20,000 per unit, as adjusted for budget year currency fluctuation, unless prior approval and "high-cost" domestic lease authorization has been received. Costs include rent, operations, maintenance, and services.

PROPONENT OFFICE: Army Housing Division (DAIM-FDH-M)

POC NAME: Jean Holmes

POC TELEPHONE: 703-355-7711, DSN 345-7711

SUBJECT: Lodging (Transient Housing) Management

POLICY:

- AR 210-50, Installation Housing Management, 24 Apr 90.
- AR 215-1, MWR Update #16, 10 Oct 90 (Contains ARs 215-1, 215-2, 215-3, 215-4).
- DoD 7000.14-R, Vol 13, App A, NAF Policy and Procedures (Army), Aug 94.

GUIDANCE:

Provide appropriated fund support for lodging facility new construction, renovation, maintenance and repair, and day-to-day operating costs except for housekeeping services and personal care items (amenities) for guests.

Emphasize providing prompt, courteous service and facilities similar to those found in moderately priced commercial hotels and motels. (Specific Army Lodging Standards to

meet this guideline will be distributed to installations by early 1996.)

Ensure guest service charges are sufficient to cover authorized guest support costs (housekeeping and amenities), other operating costs and needed improvements, when appropriated funds are not available, and to achieve break-even operations.

Exercise adequate internal controls to prevent waste, fraud, and mismanagement.

Manage facility use and assignment procedures to maximize facility occupancy.

Ensure facility decor and the types and quality of furnishings are appropriate for lodging facilities. (Specific design standards for facility decor and furnishings will be published and distributed in a Hospitality Design Guide in mid-1996).

CRITICAL ISSUES:

- Strict funds control procedures must be established to ensure NAF revenues generated from TDY customers are used only to support TDY lodging facilities.
- Nonappropriated fund guest service charges must be established in accordance with regulatory guidance. Guest services, personal care items (amenities), and furnishings should be adequate for guest needs, but not extravagant.
- Installation lodging facilities must receive periodic engineering evaluations to determine short- and long-range maintenance and renovation requirements, and must be identified in the DPW annual work plan.

TIPS:

- The Army Lodging Strategic Plan provides the direction of Army Lodging in business operations, employee development, financial management, and facility management. MACOMs and installations should develop appropriate management action plans as elements of the strategic plan apply at their level.
- Plan to stay one night in TDY facilities periodically to get the customer's perspective of the operation.
- The DPW should be involved in the command NAF budget and performance reviews.

PROPONENT OFFICE: Directorate of Army Housing (DAIM-FDH-U)

POC NAME: Deborah Martin

POC TELEPHONE: 703-355-7505, DSN 345-7505

SUBJECT: Policies for Satisfying Housing Requirements

GUIDANCE:

The housing policy set in AR 210-50, Installation Housing Management, 24 Apr 90, was changed so that new construction of family housing may not exceed 90 percent of needs, but the commander of installations with an unaccompanied personnel housing (UPH) deficit can still program new construction up to 95 percent of the UPH needs. This change is reflected in the upcoming update to AR 210-50.

CRITICAL ISSUES:

- The Army Audit Agency (AAA) audits all new construction projects proposed for submission in the budget. Past audits were critical of installation data used as input to the Army's requirements process.
- To relieve the burden on data collection at the installation level, an automated process using centralized Army, DoD, and US CENSUS data bases was developed. This process is called Econometric Modeling and is applicable only in the 50 states. It analyzes supply and demand factors to determine if there is a need for additional housing in the area.
- For foreign areas, a housing market analysis approach is the appropriate tool. Additionally, this approach can be used in US areas where econometric modeling may not reflect the true character of the local housing market, due to constraints. Examples of constraints are construction moratoria, zoning restrictions, major relocations of economic activities in or out of an area, or any other factors that may have the potential to impact a housing market.

TIPS:

- If the validated housing deficit is 1,000 family units, and future strengths are not going to change, the commander can program for 900 families.
- If there is a current deficit and expected increase in strength, the commander can program for 90 percent of the increase — for example, the commander can program for 90 families, although 100 more are expected.
- If there is a UPH requirement for 1,000 people, the commander can program for 950 people.

PROPONENT OFFICE: Army Housing Division, ACSIM

POC NAME: Jim Tarlton

POC TELEPHONE: 703-355-7500, DSN 345-7500

SUBJECT: Unaccompanied Personnel Housing (UPH) Management

POLICY: AR 210-50, Installation Housing Management, 24 Apr 90.

GUIDANCE:

This regulation includes the policy guidance and procedures for prudent management of UPH. The DPW/DEH must become familiar with the regulation and ensure compliance of program management and oversight to ensure proper living conditions for unaccompanied soldiers.

CRITICAL ISSUES:

The following critical UPH management areas require DPW/DEH involvement:

- Close coordination with troop commanders to ensure adequate maintenance and repair of UPH facilities, full use of troop housing, adequate housing for all unaccompanied soldiers, and sufficient quantities of furniture that is in good condition and with replacement budgeted in the H account.
- Maintaining accurate and current UPH real property records.

- Ensuring that UPH conversion and diversion actions follow policy and are properly documented.
- Ensuring that the UPH H account is adequately funded in the OMA budget.
- Ensuring that programs for UPH new construction and modernization are supported by valid requirements.

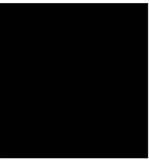
TIPS:

- Require close coordination among the housing manager or UPH manager and the troop commanders.
- Visit UPH facilities regularly to ascertain their proper use and condition.
- Give the unaccompanied soldier the same priority as the accompanied soldier.
- Ensure that UPH standard design packages are used.
- Keep the commander informed on UPH matters.

PROPOSER OFFICE: Army Housing Division (DAIM-FDH-U)

POC NAME: Barbara Koerner

POC TELEPHONE: 703-355-7507, DSN 345-7507



AWARDS

SUBJECT: Army Firefighter of the Year Award

POLICY: AR 420-90, Fire & Emergency Services (to be published).

GUIDANCE:

The DA Firefighter of the Year Award is applicable to all Army fire departments worldwide.

Parameters of evaluation:

- Restrict candidates to positions up to and including crew chiefs and lead fire fighters.
- Limit evaluation period to calendar year.
- Basis for nomination may include combinations of:
 - A single act or deed which clearly saved a life.
 - Sustained fire fighting.
 - Fire prevention.
 - Volunteer work (on- or off-post).
 - Any exceptional service warranting HQDA recognition.

Nominating procedures:

- Send entries through the installation's respective MACOM to HQDA (ACSIM), ATTN: DAIM-FDF-B, 7701 Telegraph & Leaf Roads, Alexandria, VA 22315-3800.
- Entry narrative will not exceed two double-spaced typewritten pages.

CRITICAL ISSUES:

Submission deadline is 1 May. The Fire Fighter of the Year receives his/her award at the Joint DoD Worldwide Fire & Emergency Services Training Session and International Association of Fire Chiefs (IAFC) Conference in September. This individual is also eligible for the DoD Fire Fighter of the Year Award beginning in 1996.

TIPS:

- Contact your local PAO for help in nominating a firefighter for this award.
- Any firefighter who received special recognition at your installation during the current rating period should also be nominated for this award.

PROPONENT OFFICE: HQDA (ACSIM), ATTN: DAIM-FDF-B, 7701 Telegraph & Leaf Roads, Alexandria, VA 22315-3800.

POC NAME: Bruce A. Park, P.E., Chief of Fire & Emergency Services

POC TELEPHONE: 703-355-0174, DSN 345-0174, FAX 703-355-0197

POC email: parkbr@pentagon-acsim3.army.mil.

SUBJECT: Awards Program (DPW)

POLICY:

- AR 420-10, Chapter 7, Management of Installation DEH, 2 Jul 87.
- TN 420-10-01, Chapter 11, DEH Annual Awards Program, Nov 91.
- AR 210-50, Installation Housing Management, Chapter 7-42 and Appendix F, 24 Apr 90.
- AR 11-27, Chapter 9-6 d.(4).
- DoD Instruction 4700.2.
- AR 200-1, Para 12-12c.

GUIDANCE:

Recognition under the DPW/DEH Annual Awards Program is available for seven individual and two corporate award categories. Individual award categories include:

- The William C. Gribble Jr., DPW/DEH Executive of the Year.
- The DPW/DEH Engineering, Plans, and Services Executive of the Year.
- The DPW/DEH Engineer, Resources Management Executive of the Year.
- The DPW/DEH Housing Executive of the Year.
- The DPW/DEH Operations and Maintenance Executive of the Year.
- The DPW/DEH Support Executive of the Year.
- The DPW/DEH MACOM Support Executive of the Year Award.

Corporate award categories:

- The Installation Support Program of the Year.
- The Facilities Engineering, Housing and Environmental Management Support Contractor of the Year Award.

Eligibility criteria differ for each award. TN-420-10-01, Appendices J through R, outlines the criteria for each award. Nominations are prepared in accordance with TN 420-10-01, Appendix S. The awards are presented in mid-December during the Worldwide DPW/DEH Training Conference.

CRITICAL ISSUES:

Time constraints are imposed on the nomination and selection process to ensure that winners are chosen in time for recognition during the Worldwide DPW/DEH Training Conference.

TIPS:

Plan ahead to allow enough time for a good write-up. Excellent employees and services are worth it.

PROPONENT OFFICE: CECPW-FT

POC NAME: Jack Spittal

POC TELEPHONE: 703-355-7594, DSN 345-7594, PAXID, CPWFT

FAX 703-355-7541

POC email: Jack.A.Spittal@cpw01.usace.army.mil

SUBJECT: Department of the Army Lodging Operation of the Year Award

POLICY: AR 210-50, Installation Housing Management, Appendix F.

GUIDANCE:

The DA Lodging Operation of the Year Award (LOYA) program is an annual Army competition established to recognize and promote excellence within the transient lodging program's operations standards and customer service. LOYA is applicable to active Army installations and activities worldwide that operate transient housing facilities.

Installations compete in categories based upon the size of their operations, and are judged in:

- Facility management.
- Human resource management.
- Financial management.
- Safety and security management.
- Supply and inventories management.
- Guest services.

MACOMs may submit nominations in one or all competition categories. ACSIM, USACFSC and MACOM representatives review nominees, evaluating compliance with:

- Statutory, regulatory and competition requirements.
- Application of prudent management techniques.
- Efficient utilization of available resources.
- Customer service effectiveness.

CRITICAL ISSUES:

Competition timelines have been revised to allow lodging activities sufficient time to adequately prepare the competition submission package and presentation. The 1995 LOYA competition will begin in March.

Competition categories have been reconfigured for the 1995 competition year to achieve a more equitable distribution of installations. Competition categories now include small (1-39 units), medium (40-99 units); large (100-499 units); and super (500-plus units).

TIPS:

Interested lodging activities should contact prior nominees and winners to discuss their competition experiences and gain insight into the process.

PROPONENT OFFICE: Army Housing Division, (DAIM-FDH-U)

POC NAME: Michelle Burk

POC TELEPHONE: 703-355-2117, DSN 345-7511



PLANNING AND REAL PROPERTY

SUBJECT: The Army Stationing and Installation Plan (ASIP)

POLICY: AR 5-18 Army Stationing and Installation Plan (ASIP)

GUIDANCE:

The ASIP contains the official base line population data for installation planning and programming. It provides the force to be supported for **all** active Army installations worldwide. The data are extracted from other official sources such as the Structure and Manpower Allocation System (SAMAS), The Army Authorization Documents System (TAADS), the Army Training Requirements and Resources System (ATRRS), and MACOM input. Non-Army tenant data are included. MACOMs verify the data every six months. The ASIP is the only acceptable data base for use in determining MCA construction based on population requirements, and is critical to installation closure and realignment analyses.

CRITICAL ISSUES:

- The ASIP is critical to conducting planning exercises — for example, determining facility requirements, preparing the installation master plan, analyzing force relocations, determining base closure candidates, and implementing facility discipline policies.
- The ASIP is used to validate construction requirements and prepare DD Form 1390. HQDA reviews project validity based on this document.
- The ASIP provides general information for congressional exhibits and briefings at all levels.
- MACOMs and installations must seriously review the ASIP when requested in order for the ASIP to accurately reflect the known force structure.

TIPS:

- Use the ASIP when justifying MCA projects.
- Use the ASIP for facility assignments and space utilization. It provides the capability of assigning facilities based on requirements, not unit desires.

PROPONENT OFFICE: Office, Assistant Chief of Staff for Installation Management, DAIM-FDP-P, 600 Army Pentagon, Washington DC 20310-0600

POC NAME: MAJ Michael D. Costigan

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POC Internet email: costigan@pentagon-acsim.army.mil

SUBJECT: Capital Investment Strategy (CIS)

POLICY: AR 210-20, Master Planning for Army Installations.

GUIDANCE:

CIS is a component of the installation Real Property Master Plan (RPMP). It is the commander's plan for investing in real property to satisfy the total validated requirement. It documents the thought and decision process behind a good RPMP which satisfies near- and long-range installation real property requirements.

CIS contains a zero-based property requirement analysis for each appropriate major facility type and considers all alternatives to solve inadequacies and deficits. The alternatives may include construction and other management actions intended to achieve an affordable plan for each appropriate major facility type. CIS integrates these individual plans and summarizes and priorities the commander's investment strategy without regard to funding source.

CIS is resource-constrained but not time-constrained, so it is feasible within MACOM-provided funding. CIS covers actions extending from the present until the requirement is satisfied. The full extent of resources necessary is therefore highlighted.

CIS organizes a facilities strategy by describing systematically how to satisfy real property inadequacies or deficits. It helps market resource requirements by clearly describing the orderly investment necessary. It is useful to all staff elements because it relates functional areas to real property problems and indicates how to solve them.

CIS is a MACOM and installation real property management tool. It should reflect the level of detail required to properly justify installation developmental programs. It need not be any more complicated than MACOM or installation commanders wish. At a minimum, however, it should address critical installation requirements.

CRITICAL ISSUES:

CIS has resource implications other than just MILCON. It must be integrated into the DPW's development of the Resource Management Plan to ensure that non-MILCON alternatives are or can be resourced, and that improper allocation of resources — such as spending Real Property Management (RPM) or Maintenance and Repair or Mobilization Component (MR/MC) resources on unneeded facilities — is minimized.

PROPONENT OFFICE: Plans Division, Office of the Assistant Chief of Staff for Installation Management, DAIM-FDP ZCI-P

POC NAME: Greg Brewer

POC TELEPHONE: 703-693-4583, DSN 223-4583

SUBJECT: Electronic Dissemination of Planning and Real Property Management Information

POLICY: AR 25-1.

GUIDANCE:

Downsizing and an accelerated rate of change have forced the Army into increased use of electronic media to distribute critical management information. Army master planners and real property managers can no longer rely on the traditional publications distribution process alone.

USACPW provides several electronic media for keeping installations informed:

- The VISIONS newsletter is published approximately every other week. It is sent (preferably) by electronic mail to every Army master planner and real property management officer. It is also on the USACPW Home Page on the World Wide Web, USACPW's Data Distributions System (DDS) and the PAX System Planner's Bulletin Board.
- The Real Property Master Planning Forum on the DDS provides an easily accessible file library for reference material, minutes, studies and applications. These include relevant Army Regulations, the Master Planning Instructions, current HQDA-produced Essential Facilities Requirements charts, VISIONS reference files, Real Property Reference Data (the "Green Book"), Steering Committee minutes and the Army Stationing and Installation Plan.
- The USACPW World Wide Web Home Page carries critical, or high-use documents. Planned enhancements will provide a direct link to the DDS.

USACPW also assists in the distribution of several important planning support resources.

- The Construction Criteria Base (CCB) CD-ROM contains a complete library of current regulations and engineer guidance. It also contains an increasing number of special purpose analysis models and tools, including PC Econpack.
- The Tri-Service Spatial Data Standards (TSSDS) provide the approved data element description for use in installation geographic information systems (GIS). The TSSDS is now published in a CD-ROM based interactive program.

CRITICAL ISSUES:

Some DPWs have not extended e-mail connectivity to the master planner or real property office.

The Internet World Wide Web has becoming increasingly important for sharing information within the planning community. Many master planners do not yet have official access to this critical tool.

Master Planners and real property offices have often had low priority for equipment modernization and training. Documents that require only a few minutes with Internet or high-speed modem connection can not practically be transmitted through older modems. Planners must have CD-ROM capability to use the CCB, or Tri-Service Spatial Data Standards.

TIPS:

- Assure continuity of VISIONS delivery by providing e-mail address change to CECPW-FP.
- Provide e-mail access to master planner and real property office.
- Provide full Internet access to master planner and GIS manager.
- When full Internet capabilities are not feasible, assure that master planner, or real property officer has high speed modem access.
- Provide the master planner with access to a CD-ROM equipped workstation.

PROPOSER OFFICE: Directorate of Facility Management, Planning and Real Property Division, CECPW-FP, Ft. Belvoir, VA

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SUBJECT: Environmental Aspects of Master Planning

POLICY:

- AR 210-20, Master Planning for Army Installations.
- AR 200-1, Environmental Protection and Enhancement.
- AR 200-2, National Environmental Policy Act (NEPA).
- AR 200-3, Natural Resources — Land, Forest and Wildlife Management.
- AR 420-40, Historic Preservation..

GUIDANCE:

In order to comply with AR 200-2, AR 210-20 requires:

- Incorporation of environmental plans listed in AR 200-1.
- Incorporation of natural and cultural resource plans required by AR 200-3 and AR 420-40 in the master plan.
- An environmental analysis of the plan.

The installation master plan provides a tool for the management and orderly development of real property resources (land, facilities, and infrastructure) to accomplish assigned and projected missions. It should point out when proposals conflict with other functions, organizations, or the law. It is a way to generate proactive environmental actions and management by indicating environmental constraints and sensitive areas, and by providing a narrative analysis of installation capabilities. The plan is also the environmental tie to surrounding local communities.

CRITICAL ISSUES:

The environmental overlay will indicate environmentally sensitive areas such as wetlands, flood plains, landfills, hazardous and toxic materials areas, endangered species habitats, and historical features. It is also the foundation for assessing the environmental impact of the installation master plan. The required environmental documentation of the master plan should address the plan's environmental impacts. However, project-specific environmental documentation must still be developed for each project.

TIPS:

- Integrate environmental concerns into the master planning process.
- Avoid potential environmental problems by developing good environmental planning through the installation master plan.
- Consider the environmental consequences of any decisions that are made. Commanders, DPWs, and their employees can be — and have been — held legally responsible for violating environmental law.

PROPONENT OFFICE: HQDA, Office of the Assistant Chief Staff for Installation Management, DAIM-FDP

POC NAME: Ann Engelberger

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SUBJECT: Facilities Utilization

POLICY:

- AR 405-70 provides policy on space allowances and standards.
- Specific design criteria are available on the PAX system through the Army Criteria Tracking System .
- Army policy requires maximum utilization of existing facilities using validated space requirements.

GUIDANCE:

Reduced budgets and force structure require the Army to reduce its facilities base. Facilities discipline includes:

- Validating facility requirements.
- Making full use of existing space, based on valid requirements.
- Disposing of unneeded facilities.

Facilities requirements are determined on the basis of approved force structure, authorized strengths from the Army Stationing and Installation Plan, and standard space criteria as defined in the sources listed above.

CRITICAL ISSUES:

Commanders must manage the use of space wisely and within validated requirements. They must consolidate activities into the best facilities, dispose of unneeded facilities, and concentrate resources on the proper maintenance of a reduced-facilities base. Generally, unit integrity is not a sufficient reason to underutilize facilities or retain those which are no longer needed.

TIPS:

- Take advantage of US Army Engineering and Support Center, Huntsville's RPMA courses.
- Keep an accurate real property inventory data base to allow immediate recognition of utilization problems, unneeded facilities, and facility shortfalls.
- Avoid sprawling into unused space.
- Do not retain facilities because of possible future requirements.

PROPONENT OFFICE: HQDA, Office of the Assistant Chief of Staff for Installation Management , DAIM-FDP-P

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SUBJECT: Geospatial Data & Systems (GDS) Support Center

POLICY: AR 210-20, Master Planning for Army Installations.

GUIDANCE:

Geographic Information Systems (GIS) are becoming increasingly essential master planning tools, within the Army as well as in the surrounding communities. The importance of this technology will increase even more with the introduction of the Real Property Management Tool (RMAT) Installation Support Module (ISM).

GDS technology is complex and expensive; installations often have not received full value for their investment, due to implementation problems. While installation assistance is available from numerous vendors and developers, as well as from the Tri-Service CADD/GIS Support Center and from Corps of Engineers Districts, these agencies are not postured to provide immediate assistance or recommend solutions to Army installation planning problems.

USACPW has responded to this need by organizing a GDS support activity to address immediate requirements, evaluate and recommend solutions, and enhance user peer support. The mission for this center includes:

- Evaluating Commercial-Off-the-Shelf (COTS) software to see if it can help the DPW perform the planning and real property management mission.
- Test proposed applications in an operational (on-site) environment.
- Support a master planning and real property GIS user group. USACPW has participated in the formation of an installation user group (“Team GD&S”), and uses its distribution media to educate, inform and share solutions to mutual problems.
- Collect and prioritize GIS development issues. Coordinate with related system developers. Advise ACSIM and the Tri-Service Center on critical issues affecting GIS use for master planning, real property management, and space management.
- Provide direct assistance in resolution of an implementation problem (as a reimbursable service).

CRITICAL ISSUES:

GIS hardware and application software are rapidly changing, becoming less expensive, easier to use, and more pervasive. The Army’s ability to get full value for its investment will be contingent on common solutions and data standards.

TIPS:

- Provide CECPW-FP with your GIS POC. CECPW-FP maintains an installation GIS POC database that can help identify potential assistance.
- Forward GIS lessons learned and critical issues to CECPW-FP.
- Ensure that your GIS POC has full access to VISIONS, the DDS and other USACPW distribution media.

PROPONENT OFFICE: Directorate of Facility Management, Planning and Real Property Division, CECPW-FP, Ft. Belvoir, VA

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SUBJECT: Joint Land Use Studies

POLICY: DoD Instruction 3030.2, Community Planning and Impact Assistance, 25 May 83.

GUIDANCE:

A Joint Land Use Study (JLUS) — formerly Comprehensive Land Use Planning (CLUP) — is a land use planning and zoning study that is done mutually and cooperatively between an installation and local community. The process provides for maintaining private property land values and community development options, while supporting continued installation military missions and operations. Installation planning cannot be done in a vacuum; the concerns and interests of local communities must be considered.

No installation can consider itself isolated, nor can planners ignore the surrounding communities. Evolving Army missions, equipment, and operations cause annoyances to those communities. Disregarding them can ultimately lead to unwanted limitations on future installation operation, such as changes in flight patterns, range uses, or levels of military activities that adversely affect private property. Army Reserve centers suffer from the same problem. JLUS can remedy some of these problems.

Steps in a JLUS include:

- Identifying possible land use conflicts.
- Completing Installation Compatible Use Zone (ICUZ) or Air Installation Compatible Use Zone (AICUZ) studies, and share the results with local communities.

- Defining compatible land uses.
- Eliminating or mitigating operation annoyances.
- Establishing a planning dialogue with local communities.
- Determining compatible land use zoning through cooperative agreements.

JLUS results include:

- Compatible land uses that accommodate community growth and installation missions.
- Future installation viability.
- Channels for future dialogue.
- Good neighbor relations.

The JLUS process takes between one and five years because it may take as long as two years for communities to agree to the process and request a grant application.

The DoD Office of Economic Adjustment (OEA) sponsors the JLUS program to help local communities fund comprehensive plan development to resolve perceived community-versus-installation land use incompatibilities. Additional information is available from HQDA, DAIM-FDP, Rm. 1E667, Pentagon, Washington, DC 20310-2600.

CRITICAL ISSUES:

To conduct a successful JLUS there must be community consensus on:

- The need for the study.
- Organization of the study group.
- Scope of work.

Each local governing body within the JLUS area will have its own agenda, but all must be willing to agree to the final study recommendations.

PROPONENT OFFICE: HQDA, Office of the Assistant Chief of Staff for Installation Management, DAIM-FDP

POC NAME: Ann Engelberger

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SUBJECT: Mobilization Master Planning

POLICY:

- AR 210-20, Master Planning, 30 July 1993.
- Army Mobilization and Operations Planning and Execution System (AMOPES).
- FM 100-17.
- Corps of Engineer Master Planning Instructions, 9 May 1993.

GUIDANCE:

Each installation with a mobilization mission is required to establish a mobilization plan. The plan should portray the existing physical composition of each mobilization installation, provide for an orderly, comprehensive development to support its mobilization missions, and be adaptable to total mobilization.

The Real Property Master Plan contains a Mobilization Component IAW AR 210-20, which identifies the installation's facility and infrastructure requirements to meet its deployment missions. The Mobilization Component should be an input to the installation's mobilization plan and support the installation's mobilization planning strategy. It should develop plans to allocate existing facilities and acquire additional facilities to support mobilization missions, functions, and tasks.

CRITICAL ISSUES:

The Mobilization Component is a plan for providing the minimum facilities that are required to support a specific, quantified mission — a mission which is executed over a specific and relatively short period of time. Phase I planning assumes time and funding constraints will curtail new construction, and should assume that situations in the Reconstitution (Phase II) will be sufficiently grave to obviate most construction funding.

An important issue is the relationship between installation mobilization master planning and peacetime planning. The mobilization master plan is a component of the installation master plan. Locations for mobilization activities and projects must not conflict with the peacetime plan, and the same planning process should be used to formulate a facility management strategy.

TIPS:

- Focus the plan on the mobilization mission, limitations of the physical and financial resources to support the mission, and recommendations to overcome the limitations.

- Encourage installation staff to coordinate their input into the planning document (both in peacetime and mobilization scenarios) to improve the document's overall strength. Planners must relate the installation's infrastructure and facilities capabilities to the organization's installation operational mobilization plan.
- Recapture of vacated space from deploying units requires coordination and detailed planning.
- Plan for unique storage situations, such as POV's and personal items of deployed troops.
- Coordinate mobilization plans with supporting District Engineer office.
- Remember that the success of any plan is contingent on the support of the installation community.
- Hold quarterly planning meetings with the major installation management staffs and include mobilization planning on the agenda.

PROPONENT OFFICE: Plans Division, Assistant Chief of Staff for Installation Management, (DAIM-FDP)

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SUBJECT: Real Property Accountability (RPA)

POLICY:

- AR 415-28, Category Code Regulation (Draft, effective Feb 95).
- AR 405-45, Inventory of Army Military Real Property, (interim policy, June 95).
- AR 420-17, Chapters 4 and 5, Real Property and Resource Management, 13 Dec 76.
- AR 405-XX, Management of Real Property, Aug 92 (Draft).
- TN 405-80-02, Executive Summary of Real Property, 12 Feb 92.
- TN 405-80-03, Reporting of Real Property Inventory, 15 Nov 94.

GUIDANCE:

The RPA maintains records of real property on both a quanti-

tative and monetary basis, and establishes and maintains an up-to-date and accurate real property inventory.

CRITICAL ISSUES:

- An accurate real property inventory data base supports installation, major command, and higher headquarters initiatives.
- Current real property information supports congressional inquiries, as well as base closure and realignment decisions.
- An up-to-date real property inventory also supports new projects and in-house projects by DPW/DEH and districts.

TIPS:

- Review and update real property inventory prior to quarterly Integrated Facilities System submissions.
- Check critical fields and specific category codes for accuracy.
- Establish a good working relationship with in-house DPW/DEH offices, installation, districts, and higher headquarters by coordinating efforts.

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SUBJECT: Real Property Master Planning

POLICY: AR 210-20, Master Planning for Army Installations.

GUIDANCE:

Real property master planning is a combined effort of the real property and master planning professionals at the installation. Through this team effort, the Real Property Master Plan (RPMP) can be developed and maintained to ensure the efficient management, acquisition, accountability, and disposal of real property. This plan establishes the installation commander's vision and future direction for development and use of land, facilities, and infrastructure.

The RPMP analyzes facility requirements from the garrison and tenant activities, higher headquarters, and the surround-

ing communities. This plan forms the foundation for an excellent installation, and acts as the framework for allocating limited RPM resources for operations, maintenance and repair of real property. All facility management decisions (including space utilization and construction) should be analyzed with the RPMP in mind.

The RPMP consists of four components:

- The Long-Range Component (LRC).
- The Capital Investment Strategy (CIS).
- The Short-Range Component (SRC).
- The Mobilization Component (MC).

The LRC documents capabilities, constraints, and opportunities. All other components are developed from the LRC. The CIS summarizes the status of the real property support for installation missions and links the real property inadequacies and shortfalls described in the LRC to the projects listed in the SRC. The SRC supports the Army planning strategies over the six-year Program Objective Memorandum (POM) period. It implements the CIS by identifying specific projects for real property management and development. The MC supports the mobilization strategy of the installation. The RPMP also reflects information and conditions expressed in other contributing plans and documents, such as the traffic management plan, safety plan, natural and cultural resources plans, etc.

To comply with the National Environmental Policy Act (NEPA), the RPMP must be assessed as a decision document. Done as an umbrella environmental assessment for the installation, the RPMP EIS can serve as the foundation for all other environmental assessments and documentation required by the installation.

CRITICAL ISSUES:

It is important that the commander and staff fully understand the planning process and actively advocate the RPMP.

It is critical that the RPMP documents the total investments, from all fund sources, in real property on the installation.

The RPMP should be developed in conjunction with the installation's environmental management program. The plan should identify sensitive and hazardous areas (wetlands, hazardous waste area, archaeological sites, and endangered species habitats). Both the environmental and the planning offices should be involved in defining long-term installation development.

TIPS:

- Ensure team approach to facility management and development (master planning, real property, environmental, installation activities).

- Cross-train real property, master planning, and environmental personnel to appreciate each others' goals and objectives.
- Schedule at least semiannual briefings with the command staff to discuss the RPMP and to gain command support for the planning process. Show how to use the plan to solve short-term facility management issues as well as meet long range goals. Relate planning to the overall facility strategy that the DPW/DEH has formulated.
- Schedule a series of RPMP briefings with major installation unit commanders and organization directors. Use maps and drawings to show the plan as a living tool. Meet in an informal setting. Encourage dialogue — two-way communication is essential.
- Discuss long-term goals and immediate issues. The RPMP should relate the installation's long-term goals to funding strategies for MCA, OMA and NAF.
- Market the RPMP to the community. Use the Public Affairs Office and Installation and local newspapers. Allow local community participation in RPMP development. It is a good source of ideas and possible solutions to RPMP shortfalls.

PROponent OFFICE: Directorate of Facilities Management, Planning & Real Property Division, CECPW-FP

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SUBJECT: Real Property Planning Board (RPPB)

POLICY: AR 210-20, Master Planning for Army Installations.

GUIDANCE:

All installations are required to have an RPPB comprising representatives of the command, operational, engineering, and planning interests — including tenant activities. Local community involvement is also encouraged. The RPPB will deliberate formally at least semiannually, and hold additional meetings as needed.

The RPPB advises the installation commander on a wide range of comprehensive planning issues such as:

- Priorities, future plans, and plan amendments.
- Long-range policies, strategies, and programs.

- Short-range development projects.

The board is required to recommend formal approval for:

- All components of the RPMP.
- Each fiscal year construction and major M&R program.
- Installation architectural and design themes.
- RPMP funding requirements.
- Other items within the scope of the RPPB charter, as designated by the installation commander.

CRITICAL ISSUES:

The RPPB must act on the entire range of comprehensive planning issues, including land use and long-range facilities development issues, transportation, utilities, environmental and natural resources, installation design guidelines, and various other operational elements. A specific charter, bylaws, or standard operating procedures must be developed for the RPPB to establish its responsibility in overall installation management.

The RPPB recommends site approval, which includes siting of new facilities, additions to existing facilities, replacement of a facility at the same location, and changes in facility use.

The RPPB reviews and recommends priorities for both the long- and short-range facility development projects. RPPB membership must ensure that these priorities comply with the approved installation RPMP.

TIPS:

- Recommend creation of a working planning board (comprising representatives of the various RPPB organizations) to evaluate, at a working level, facility management (space and planning) initiatives. The group can be more involved in the facility resource priority process for MCA, nonappropriated funds, AFH, and OMA to ensure that resources comply with the installation planning goals and objectives. It can also be used as a sounding board for privatization issues.
- Recommend expanding RPPB responsibilities to include space utilization issues and facility resource decisions. Integrating space utilization into the RPPB goals will bring the planning process to bear on short-term facility reassignments. Integrating facility resource decisions into the RPPB will bring the process to bear on real property maintenance strategy. The RPPB could develop funding strategies of OMA, nonappropriated funds, and MCA that relate to the installation's long-term development goals.
- Establish an RPPB board room consisting of a large conference table and a floor-to-ceiling map showing the

entire installation; also provide such audiovisual equipment as a slide projector, overhead projector, or video display. Some installations have three-dimensional models of the installation for use as planning tools.

PROPONENT OFFICE: Directorate of Facilities Management, Planning Division & Real Property Division, CECPW-FP

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SUBJECT: Real Property Planning and Analysis Systems (RPLANS and HQRPLANS)

POLICY:

- AR 210-20.
- AR 405-45.
- AR 405-70.
- AR 415-15.
- AR 415-28.

GUIDANCE:

The Army's need for an automated tool to support planning and stationing has moved from very important to critical over the past few years, in light of the studies now being done on changing the size and shape of the Army. RPLANS and its MACOM- and DA-level counterpart, HQRPLANS, are already being applied to the planning and stationing initiatives that will shape the future — and the very existence — of Army installations.

CRITICAL ISSUES:

RPLANS is an automated master planning tool that will enable planners and programmers to calculate peacetime facility space allowances readily and efficiently, and compare space allowances to available real property assets for a wide range of facilities. The systems draw on a number of data bases and work with IFS, IFS-M, or the desktop reference for real property data.

Installation-level RPLANS supports a variety of DEH operational needs and planning activities, including preparation of the Tabulation of Existing and Required Facilities (TERF), construction program development, stationing analysis, unit and organization facility requirements analysis, unit and

organization facility requirements analysis and utilization, and functional area assessments.

HQRPLANS is valuable in reviewing the real property impacts of a wide range of stationing actions and force structure changes. It can also assist in reviewing existing facility situations, validating MCA programming, projecting replacement and revitalization costs, and assessing impacts of policy changes.

TIPS:

- Make every effort to ensure that data used by RPLANS and HQRPLANS are as accurate as possible. The data must be based on IFS, IFS-M, Desktop Resource for Real Property Management (DR REAL), and other real property data systems, Construction Appropriations Programming, Control and Execution System (CAPCES), and the Army Stationing and Installation Plan (ASIP).
- Obtain USACPW and USACE assistance in establishing programs to review, evaluate, and correct these data bases. The accuracy of these data bases may determine the future of many Army installations.

PROPONENT OFFICE: DAIM-FDP-P/CECPW-FM

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SUBJECT: Water Resource Planning

POLICY:

- AR 200-1, Environmental Quality: Environmental Protection and Enhancement, Apr 90.
- AR 210-20, Master Planning for Army Installations, Mar 92.
- AR 420-46, Facilities Engineering Water Supply and Wastewater, Apr 91.

GUIDANCE:

The installation master plan provides a tool for the management and orderly development of real property resources (land, facilities, and infrastructure) to accomplish assigned and projected missions. When it defines master planning policy for the Army, AR 210-20 (Master Planning for Army Installations) also requires the incorporation of the environmental plans listed in AR 200-1 (Environmental Quality: Environmental Protection and Enhancement). One of these

is the Water Supply Plan. AR 420-46 (Facilities Engineering Water Supply and Wastewater) requires a Comprehensive Water Resources Management Plan, as well as DPW/DEH participation in regional water resource planning organizations and DPW/DEH maintenance of the data necessary to justify state water rights for an installation. These requirements of regulations have now been given an additional sense of urgency by passage of The National Energy Policy Act of 1992 (PL 102-486 dated 24 October 1992).

CRITICAL ISSUES:

The get-well policy prescribed by PL 102-486 means that installations need to:

- Evaluate past water usage.
- Forecast water requirements.
- Plan for water supply in emergencies: evaluate water conservation measures; plan for drought contingencies; and comply with Federal, State, and local standards and regulations.

Use a single system to achieve these goals — that's one of the recommendations made by the Army Science Board and endorsed by the Assistant Secretary of the Army for Research, Development, and Acquisition. IWRAPS (Installation Water Resources and Planning System) is the recommended system. The IWRAPS model is based on RPLANS and — when you consider the gallons per square foot per day of usage for various category codes — can save an installation money on its utility bills and infrastructure investment. IWRAPS can also improve an installation's standing in the "Care of the Environment" portion of the Army Communities of Excellence competition. As employed at White Sands Missile Range, Ft. Bliss, Holloman Air Force Base, Ft. Hood, and Ft. Carson, IWRAPS can also provide a data base accurate enough to take to court for justification of an installation's water allocation.

TIPS:

- Integrate operational and maintenance concerns with longer-range siting/planning concerns.
- Integrate the Water Supply Plan and the Comprehensive Water Resource Management Plan with the Capital Investment Strategy called for under the latest version of AR 210-20.
- Consider the environmental consequences of any water resource decisions that are made, and avoid potential environmental problems by developing good environmental planning — which includes water resource planning — through the installation master plan.

PROPONENT OFFICE: Directorate of Facilities Manage-

ment, Real Property Planning and Management Division, CECPW-FP, Ft. Belvoir, VA

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SUBJECT: World War II (WWII) Temporary Buildings

POLICY:

- WWII temporary buildings are any temporary building constructed in CONUS between 1939 and 1947, inclusive, irrespective of the materials used to construct the temporary building.
- Dispose of all WWII temporary buildings not required to meet mission needs.
- WWII temporary buildings are not exempt from regulations governing space criteria or use.
- The guidance below is a revision to the current AR 420-10, and was included in DAIM-FD message DTG 231905Z JAN 95, Subject: Interim change to AR 420-10.
- The rules governing WWII temporary buildings also apply to Army Reserve temporary buildings. Reserve requirements for facilities must be taken into consideration in evaluating current mission needs. Future enhancements for Reserve Component requirements for training will be considered in the total installation mission.

GUIDANCE:

All work on WWII temporary buildings will be governed by requirement for facilities use, economics, and good engineering judgment. Repair and/or alteration work can only be accomplished on WWII temporary buildings where:

- Buildings are required to satisfy existing mission shortfalls, and existing permanent, semi-permanent, or improved WWII temporary buildings are not available in the same facilities category, or in another category which can be converted or diverted to meet the space needs the

WWII temporary building would provide. WWII temporary buildings will not be renovated to satisfy Base Realignment and Closure actions, unit stationing or realignments, new unit activations, or other projected missions.

- The mission requirement for the WWII temporary building is programmed to continue for a minimum of ten years (i.e., replacement construction is not programmed within ten years), and the condition of the facility is such that the building is anticipated to remain serviceable, and in good condition.
- A life-cycle cost analysis indicates that it is more economical to repair or alter the WWII temporary building than to either construct new buildings (of similar construction, such as a temporary pre-engineered structure), or obtain mission services from other than Army sources. Life cycle costs will include all requirements necessary to satisfy existing functional requirements, including life safety codes, access to handicapped, environmental compliance, etc.
- The WWII temporary building has not been identified for demolition.
- The installation commander must approve repair or alteration work in excess of \$20 per square foot. This authority cannot be redelegated.

CRITICAL ISSUES:

WWII temporary buildings are substandard by construction design. Army policy is directed toward disposal of such buildings. Action must be initiated to dispose of unneeded buildings and those which are uneconomical to repair.

TIPS:

- Review space utilization of permanent facilities and relocate out of WWII temporary buildings.
- Dispose of WWII temporary buildings that do not meet the need or economic justifications for retention.

PROPOSER OFFICE: Plans Division, Office of the Assistant Chief of Staff for Installation Management, DAIM-FDP-P

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ENVIRONMENTAL AND NATURAL RESOURCES

SUBJECT: Base Realignment and Closure (BRAC) Environmental Issues

The Base Realignment and Closure Act (BRAC) Public Law 100-526 (Oct 24, 1988) established the commission that selected the first round of installations for closure in 1989. The BRAC Public Law 101-510 (Nov 5, 1990) established three additional rounds for 1991, 1993, and 1995. The four BRAC rounds have identified 80 Army installations that are to be closed or partially closed. The laws set mandatory closure of installations not later than six years after approval of the individual BRAC list.

The Community Environmental Response Facilitation Act (CERFA), Public Law 102-426 (Oct 19, 1992) establishes new procedures aimed at expediting the transfer of excess land at BRAC installations for other uses. On 2 Jul 1993 the President announced the five-part Fast Track Process to implement CERFA and speed the transfer of installations closed under the BRAC process. Fast-track cleanup is one of the five major Fast-Track elements and aims to remove needless delays while protecting human health and the environment.

The cornerstone of the environmental Fast-Track cleanup process is full and open coordination with the EPA, State and local officials, and members of the community. The Fast-track Environmental cleanup process includes:

- Appointment of a BRAC Environmental Coordinator (BEC) at major closing installations who acts as the Army key person for environmental issues.
- Establishment of a BRAC Cleanup Team at closing DoD installations which have property available for transfer. Each BCT is comprised of a representative from the installation (usually the BEC), a representative from the state environmental regulatory agency and a representative from the EPA regional office.
- Establishment of a Restoration Advisory Board (RAB) at closing installations. The RAB is composed of representatives from the installation, local community, and other interested parties. It is intended to bring together people who reflect diverse interests, provide stakeholders with a voice, and provide the opportunity for the public to participate in the review of cleanup documents.
- Environmental actions at BRAC installations begin with the conducting of an environmental baseline survey (EBS) to identify the environmental condition of the property to be transferred, and with the development of a BRAC Cleanup Plan (BCP) that serves as a strategy for environmental cleanup. The BCP must be coordinated with the local Community's Reuse Plan to ensure that the extent and type of contamination does not conflict with the planned reuse. Additional environmental studies may be required before restoration of contaminated land and facilities begins.

The Fast-track process does not relieve the installation Commander from the requirement to comply with applicable environmental laws. Therefore, all BRAC environmental actions must be planned so as to comply with all existing laws, including the National Environmental Policy Act, the National Historic Preservation Act, the Endangered Species Act, and the Clean Water Act.

The Installation and MACOM are responsible for all environmental actions at BRAC installations. The US Army Environmental Center (USAEC) and the US Army Corps of Engineers provide support and oversight to this important MACOM mission.

PROPONENT OFFICE: USAEC-BCD

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SUBJECT: Current Program Status, Implementation Plan for the National Environmental Policy Act (NEPA) of 1969, PL 91-190

POLICY:

- PL 91-190.
- Executive Order 12114, Environmental Effects Abroad of Major Federal Actions.
- AR 200-2 (being revised).
- DoDD 6050.1 (being restructured/revised).

GUIDANCE:

NEPA goals are to foster and promote the general welfare and to create and maintain conditions under which people and nature can exist in productive harmony and fulfill the social, economic, and other requirements of present and future generations. U.S. actions overseas are governed by Executive Order 12114.

The Army will:

- Ensure the wise use of natural resources on Army land by matching military mission requirements with the ecological compatibility of the land and natural resources.
- Integrate environmental considerations into the decision-making process.
- Recognize worldwide and long-range environmental problems and, where consistent with national security

and foreign policy, support programs to protect the quality of the world environment.

NEPA is not a program; it is a management process that is implemented by regulations and a planning and controlling methodology for implementing actual programs. NEPA consists of public participation, interdisciplinary study, full disclosure, and due consideration of all significant environmental impacts of major Federal actions.

The responsibility for satisfying the procedural requirements of NEPA rests with the project proponent. For Army activities, determining the proponent can be complicated. Actions frequently cut across MACOMs, involve several installations, or are tasked to the Army by another entity (e.g., DoD), and willing proponents may not exist. Occasionally, the Army office tasked with an analysis and preparation of an environmental document is the potential loser in the decision (for example, base closure). This is not generally a significant consideration, as all Federal agencies are, ultimately, the primary proponents and critics of their own actions. A certain conflict of interest is an integral part of the NEPA process.

The Office of the Director of Environmental Programs (ODEP), under the Assistant Chief of Staff for Installation Management, is the HQDA proponent for NEPA and is responsible for developing implementing guidance.

The spirit of NEPA and the utility of the NEPA process are often diluted by:

- Premature political considerations.
- Overly-optimistic expectations of what an environmental analysis can and should do at a single time.
- General misunderstanding of the role of NEPA vis-a-vis other environmental statutes and processes.
- Difficulties in monitoring the implementation of plans and their individual components. Often, this involves tracking a plan through the protracted and tortuous Federal budgeting process.
- Lack of long-term continuity in programs and projects from personnel turnover.
- Having to react too quickly to budget reductions, force structure changes, and base closures in response to changing threats.
- The fact that Army decision makers and staff are not intimately involved in the NEPA process. Often, the environmental analyses and documents of large projects are contracted to private firms through a USACE district and division; the resulting bureaucracy dilutes the critical thought necessary for good understanding of the issues and impacts. The Army does not take adequate ownership of the process or product.

The scope of environmental concerns is becoming more global. The global commons, impacts to and by foreign countries, and international issues such as population growth, global warming, and acid rain will receive more interest from governments and national environmental organizations than the local, direct impacts of projects. Individual projects will still have to battle local interests and the not-in-my-backyard mentality, but these tend to be driven more by social pressures than significant environmental impacts. Emphasis will be on conflict resolution and strengthening public and private sector advocacy for a project. Meaningful public involvement will be increasingly important and yet more difficult to acquire, because issues involve high technology and complex natural and social systems.

TIPS:

The following actions should be initiated or continued in order to manage projects and programs better through environmental planning:

- AR 200-2 is being revised. The list of categorical exclusions will be greatly expanded and approval of EISs will be delegated (ODEP).
- NEPA requirements are being embedded into program Army Regulations such as master planning, training ranges, and acquisition. A process is currently being developed to ensure adequate NEPA documents for acquisition. (ODEP and proponent).
- Encourage decision makers to be more directly involved in the management of the NEPA process; reduce layers of preparation and review. (ODEP through AR 200-2).
- Track plan implementation and monitor important environmental components to ensure the goals and objectives of the plan are being met.

PROPONENT OFFICE: ODEP

POC NAME: Tim Julius

POC TELEPHONE: 703-697-1765, DSN 227-1765

SUBJECT: Defense Environmental Restoration Program

POLICY: AR 200-1, Chapter 9, 23 Apr 90.

GUIDANCE:

The Defense Environmental Restoration Program is responsible for cleaning up contamination that has resulted from past practices at Army (and other DoD) installations, at both active and formerly active defense sites.

CRITICAL ISSUES:

The guidance outlines the Army's program for complying with the requirements of the Comprehensive Environmental Response, Compensation and Liability Act (CERCLA), commonly referred to as the Superfund Act, as amended by the 1986 Superfund Amendments and Reauthorization Act (SARA).

Funding, known as the Defense Environmental Restoration Account (DERA), is "fenced" at DoD and managed by the Assistant Chief of Staff for Installation Management (ACSIM).

Requirements should be identified to the MACOM in the RCS 1383 report for inclusion in the budget. Requirements must consider the relative risk the cleanup site poses to human health and the environment.

Existence of contamination that affects the health of installation personnel or the migration of contamination off-post must be reported expeditiously through Command channels to the Office of the Director Environmental Programs.

Stakeholder participation (e.g., regulators, communities, etc) is required in the cleanup process.

TIPS:

- Cooperate and work with the regulators and the public to make the cleanup process go more smoothly.
- Inform the MACOM of any old disposal sites that are discovered.

PROPONENT OFFICE: Office of the Director Environmental Program, Readiness Division, DAIM-ED-R

POC NAME: COL Jack Wood

POC TELEPHONE: 703-697-2828, DSN 227-2828

SUBJECT: Endangered Species Management on Army Lands

POLICY:

- The Endangered Species Act (ESA) of 1973, PL 100-478 requires all Federal departments and agencies to carry out programs to conserve endangered and threatened species, and their critical habitat.
- 16 USC 1531 et seq. Endangered Species Act of 1973, as amended.
- AR 200-3, Chapter 11, Feb 95.

- AR 200-2, Dec 88.
- Technical Note 420-74-2, Nov 89 (To be revised or rescinded).
- Technical Note 420-74-1, Aug 89 (To be revised or rescinded).

GUIDANCE:

In consultation with the Department of the Interior's Fish and Wildlife Service and the Department of Commerce's National Marine Fisheries Service, the Army must, as appropriate, ensure that its actions do not jeopardize endangered or threatened species or result in the destruction or adverse modification of critical habitat. The Army is required under the law to use its authorities and programs to carry out programs for the conservation of listed species. Army policy requires installations to prepare Endangered Species Management Plans (ESMP) to comply with the law, and to ensure their military mission requirements are fully addressed.

Threatened and endangered species conservation will take precedence over all other natural resources management programs and initiatives, and will be properly reflected in the installation's ESMP, Integrated Natural Resources Management Plans (INRMP), Master Plans, and other relevant policies and guidelines set forth in AR 200-3, as well as Army Guidelines for the Management of Red-Cockaded Woodpeckers on Army Installations, June 1994. This is not to imply that Army installations must be managed as endangered species reserves. It does mean, however, that in developing and implementing natural resources plans, if there is a conflict between threatened and endangered species management and, for example, forest management, endangered species management prescriptions will rule out incompatible components of installation forest management plans.

CRITICAL ISSUES:

Because land is a scarce commodity, it is increasingly difficult for the Army to meet its training and readiness needs. Endangered species add one more limitation to land use. Although Federal agencies are allowed some discretion in meeting Section 7 requirements under ESA, courts may direct agencies to undertake management action on lands under their control. The Army can determine its own fate with regard to endangered species management by including realistic conservation measures on installation ESMPs.

CONSULTATION:

- Statute 16 USC SS 1536(a)(2): "Each Federal agency shall, in consultation with and with the assistance of the Secretary, insure that any [agency] action authorized, funded, or carried out by such agency...is not likely to jeopardize the continued existence of any endangered species or threatened species or result in the destruction or adverse modification of [critical] habitat of such

species... In fulfilling the requirement of this paragraph each agency shall use the best scientific and commercial data available.”

- Statute 16 USC SS 1536(d): “After initiation of consultation required under subsection (a)(2) of this section, the Federal agency and the permit or license applicant shall not make any irreversible or irretrievable commitment of resources with respect to the agency action which has the effect of foreclosing the formulation or implementation of any reasonable and prudent alternative measures which would not violate subsection (a)(2) of this section.”

PENALTIES:

There are civil and criminal penalties for persons who knowingly violate the ESA.

TIPS:

- Initiate early, informal consultation with the FWS and NMFS, as appropriate.
- Ensure endangered species management prescriptions are identified early, coordinated among appropriate elements at the installation, and reflected in ESMPs, INRMPs, Master Plans, and other planning and decision documents.
- Determine which species are likely to be found on the installation, and use that information to set priorities for installation-specific inventories and management actions.
- Alert commanders and planners of the potential for future endangered species problems. Remember that gathering endangered species information for its lands puts the Army in a good position to deal with the demands placed on it by proponents of endangered species conservation.
- Identify endangered species habitat in the installation master plan.
- Be aware that actions affecting endangered species and their habitat may require environmental (NEPA) documentation in accordance with AR 200-2.
- Identify resource requirements in the RCS-1383 Report.

PROPONENT OFFICE: DAIM-ED-R

POC NAME: Phil Pierce

POC TELEPHONE: 703-693-4635, DSN 223-4635

SUBJECT: Environment, Pollution Prevention, Control and Abatement Report, RCS 1383 (OMB A-106)

POLICY:

- Executive Order 12088, Federal Compliance with Pollution Prevention Control Standards, 13 Oct 78.
- OMB Circular A-106. Reporting Requirements in Connection with Prevention, Control and Abatement of Environmental Pollution at Existing Federal Facilities, 31 Dec 74.
- OMB Circular A-11, Preparation and Submission of Budget Estimates, Jul 93.
- AR 200-1, Environmental Protection and Enhancement, 23 Apr 90.
- 10 USC 2706, Annual Reports to Congress.

GUIDANCE:

Executive Order (EO) 12088 directs the head of each Executive Agency to ensure sufficient funds for compliance with environmental laws/regulations, and to submit to the Director of the Office of Management and Budget (OMB) an annual plan for funding all prevention, control, and abatement projects necessary to meet environmental standards. The RCS-1383 Report, along with the supporting RCS-1383 data base, is designed to fulfill the requirements of EO 12088 by identifying and documenting all project requirements and resources needed to execute the Army's Environmental Program. This submission is used by OMB to determine the adequacy of the Army's environmental budget request.

The RCS-1383 Report is central to the effective programming and planning of resources needed for the Army's Environmental Program. The RCS-1383 Report is used to assist in program development and budget formulation at all echelons. It provides the basis for developing the Program Management Objective (POM), the President's Budget, and related submissions. It is used by Headquarters to validate MACOM budget estimates to ensure adequate finding for compliance and mission needs; to track project execution and monitor performance; and to prioritize requirements and allocate resources resulting from Congressional, OSD, and Army decisions. In addition, the RCS-1383 Report provides critical input to the Installation Status Report, Part II of which is the principal mechanism for Commanders to evaluate environmental performance.

An automated program for preparation of the RCS-1383 Report can be obtained from Commander, US Army Environmental Center, Attn: SFIM-AEC-EC, Aberdeen Proving Ground, MD 21010-5401.

CRITICAL ISSUES:

The key role of the RCS-1383 Report in allocating scarce resources necessitates accurate documentation of program requirements. It is critical to properly classify and document project requirements and provide realistic budget estimates. In fact, the credibility of the Army's Environmental Program depends largely on the quality of the data in the RCS-1383 Report.

Congress and OSD are demanding more detailed data in the budget development and review process. The annual Environmental Quality Report to Congress now requires a project list of all Class I and Class II requirements. These projects will come from the MACOM/installation RCS-1383 Reports. A line item scrutiny of the environmental budget is expected.

TIPS:

- Environmental program managers at command level have a responsibility to ensure that funds are requested only for valid requirements, and that the available resources are used effectively and efficiently.
- The RCS-1383 Report should not be prepared by the environmental staff alone. It is essential to coordinate with other command resources, such as:
 - Resource management.
 - Planning, training and mobilization.
 - Construction and other engineering support.
- Project requirements in the RCS-1383 Report need to be properly classified, documented, and consistent with environmental health risks, missions needs, regulatory obligations, and funds availability.

PROPONENT OFFICE: Office of Director of Environmental Programs (DAIM-ED)

POC:

- NAME: Sharon Bucci
- TELEPHONE: 703-697-1765; DSN 227-1765
- NAME: James Briggs
- TELEPHONE: 410-671-1683; DSN 584-1683

SUBJECT: Environmental Compliance Assessments

POLICY:

Draft AR 200-1, 16 Oct 95.

GUIDANCE:

The Army's Environmental Compliance Assessment System (ECAS) is a HQDA centrally funded program designed to conduct environmental compliance assessments for all Active Army, Army Reserve and Army National Guard installations and facilities. Environmental compliance assessments assist installation commanders to attain, sustain and monitor compliance with applicable Federal, state and Army environmental regulations. There are two types of assessments, external and internal. External assessments are conducted on a three year cycle by a team of independent assessors not associated with the installation. For Army Reserve, Army National Guard, and Army Materiel Command installations, external assessments are conducted on a four-year cycle.

The Army is using the September 1995 DoD audit protocol, entitled "The Environmental Assessment and Management (TEAM) Guide" to conduct the assessments. The TEAM Guide is supplemented by Active Army, Army Reserve, Army National Guard, and state specific protocol manuals.

Internal assessments are conducted annually by installation staff. However, the annual ISR will fulfill the internal assessment requirement for installations that are required to file the Installation Status Report, Part II, Environment.

CRITICAL ISSUES:

Installations must develop a management and funding plan (referred to as the "Installation Corrective Action Plan") to correct the deficiencies identified in external assessments. This plan should be reviewed and updated annually to track the installation's progress in correcting its deficiencies.

Funding requirements must be identified in the OMB A-106/1383 Report and budgeting process.

TIPS:

A series of eight Environmental Compliance User's Guides have been developed to assist installation personnel in conducting internal assessments. These guides are written for specific operational areas, such as Motor Pool and Vehicle Maintenance Areas. These guides are available from AEC at the phone number listed below.

PROPONENT OFFICE: USAEC, Environmental Compliance Division

POC NAME: Tom Sweet

POC TELEPHONE: 410-671-1229, DSN 584-1229

SUBJECT: Environmental Compliance, Conservation & Pollution Prevention

POLICY: AR 200-1.

GUIDANCE:

The Environmental Compliance, Conservation, & Pollution Prevention efforts encompass Army responsibilities, policies, and procedures for promoting environmental quality by complying with environmental laws and regulations, preserving natural and cultural resources, and preventing pollution. Environmental standards for OCONUS commands are documented in the Overseas Environmental Baseline Guidance Document or Final Governing Standards. The environmental program must consider and mitigate environmental consequences of all actions, protect health and sensitive environments, minimize release of contaminants, and ensure that operations and training can take place without interference. The Army Plan and MACOM Program & Budget Guidance-Vol I, state the Army policy for funding environmental program requirements:

- Fund actions to correct deficiencies and achieve compliance (Class I).
- Fund to comply with new standards before compliance deadlines (Class II).
- Fund proper hazardous waste management.

Commands must document environmental program requirements in the DD-1383, Environmental Pollution Prevention, Control and Abatement Plan (1383 Report). The 1383 Report provides data needed to build program and budget requests at all command levels, and develop workplans for execution. It is a key supporting document in the Planning, Programming, Budgeting and Execution (PPBES) process. At HQDA, the 1383 Report is used for review and analysis of funding requirements.

CRITICAL ISSUES:

The Army and its personnel are legally obligated to comply with environmental standards specified in Federal, State, and local laws, as well as implementing regulations. State and Federal regulatory agencies are empowered to bring enforcement actions at military installations. Army personnel have been investigated, prosecuted, fined, and even convicted of criminal violations of environmental laws.

TIPS:

- Successful environmental management depends on leadership commitment, an adequate and properly trained environmental staff, integration with all missions, environmental awareness throughout the command, and a focus on prevention.

- Become familiar with the installation commander's responsibilities described in AR 200-1 and The Commander's Guide to Environmental Compliance.

PROPONENT OFFICE: Director of Environmental Programs, Office of the Assistant Chief of Staff (Installation Management).

POC NAME: Michael McCarley

POC TELEPHONE: 703-695-0089, DSN 225-0064

SUBJECT: Environmental Training

POLICY:

Senior Army leaders, DA and DoD Inspectors General, and others have asserted that neither environmental staff nor soldiers and civilians are adequately trained to perform their jobs in compliance with environmental regulations. In some cases installations receive Notices of Violation for noncompliance because personnel have not been properly trained. Army policy on regulatory compliance is found in:

- AR 200-1.
- AR 200-2.
- AR 420 series.
- U.S. Code of Federal Regulations, Titles 29, 32, 40, 49, and others.

GUIDANCE:

Some types of environmental training are specifically required by Federal statutes and regulations. Among these are:

- Annual training for hazardous waste managers and handlers.
- Annual training for five levels of hazardous substance spill responders.
- Annual training for hazardous site cleanup managers, investigators, and cleanup crews.
- Training for asbestos inspection, maintenance, and removal/disposal. Similar requirements for lead-based paint and other lead contamination.
- Certification for water and wastewater treatment plant operators in some states.
- Certification of restricted pesticide applicators.

In other cases, no regulation mandates training, but compliance is difficult without instruction in proper procedures. General environmental awareness training is appropriate for key staff members, including members of the Environmental Quality Committee. Environmental staff require technical and managerial training for relevant environmental programs. Military service members and civilian personnel outside the environmental office require awareness or technical training as appropriate to their positions or assignments. For example, AR 200-1 specifies the Directorate of Logistics has specific hazardous materials/waste management responsibilities that require training. Installation environmental managers should recommend training for both environmental staff and others to ensure compliance. In some cases, environmental managers must arrange or provide training in local or state procedures.

The Army Environmental Training Master Plan, signed by the Director of Environmental Programs (DEP) and the Director of Training at HQDA on 17 Dec 92, created the Army's strategy for identifying and correcting environmental awareness and training shortfalls for the entire Army. Both the U.S. Army Environmental Training Center (USAEC), as agent for the DEP, and the U.S. Army Engineer School, as agent for Headquarters, U.S. Army Training and Doctrine Command (TRADOC), have been heavily involved in execution of that strategy. USAEC has produced for the DEP a series of overall Army training recommendations for various environmental programs (which TRADOC will be developing and executing). USAEC has also established, with support from the Army Corps of Engineers, an Environmental Training Support Center (ETSC) in Huntsville, AL, to provide environmental training program assistance to USAEC and the DEP, and to provide support to the field through a training materials repository and assistance service. The Engineer School and a TRADOC schools working group have been addressing integration of environmental issues into the entire military schools system. All actions associated with executing the strategy are oriented towards ensuring the right training is provided to the right people at the right stages of their jobs or careers.

Among the products currently available (end fiscal year 1995) from these various sources and others are the following:

From the **U.S. Army Engineer School—general environmental awareness for soldiers** [telephone: 314-563-4122, DSN 676-4122, for information]:

- Environmental training support packages (TSPs)/video integrated into leader development courses at TRADOC schools.
- Training Circular 5-400, "Unit Leader's Guide to Environmental Stewardship," and a related TSP/video for use at units, via TASCs.
- Three correspondence courses for soldiers of various ranks.

From the **Environmental Training Support Center** in Huntsville [telephone: 205-722-5883 for information]:

- *Defense Services Directory of Environmental Training* on computer disk (all sources) or paper (government sources only).
- Video-based "Introduction to Hazardous Waste" course.
- DoD natural & cultural resources awareness videotape.
- Installation assistance on development of environmental awareness products for Integrated Training Area Management (ITAM) program.
- Response to queries on environmental training and training materials.
- A repository for installations to make their good training ideas available to the rest of the Army.

Environmental courses:

- Army Logistics Management College (ALMC), Ft. Lee, VA — Basic Environmental Staff Course, National Environmental Policy Act Implementation Course, and hazardous waste training.
- Center for Environmental Initiatives and Hands-On Training, Ft. Sill, OK — skill-based regulatory training on such topics as hazardous waste, site cleanup, spill response, asbestos, and lead-based paint.
- Training Directorate, Huntsville, AL, ("PROSPECT" program) — restoration, wetlands, and other technical courses.
- Specialized environmental training for limited audiences: **medical community** — Army Center for Health Promotion and Preventive Medicine, Aberdeen Proving Ground, MD; **ammunition community** — U.S. Army Defense Ammunition Center & School, relocating to McAlester AAP, OK; **safety specialists** — U.S. Army Safety Center, Ft. Rucker, AL; **pesticide applicator certification** — U.S. Army Medical Department Center & School, Ft. Sam Houston, TX).

The ETSC *Defense Services Directory of Environmental Training* contains addresses and telephone numbers of all training sources.

CRITICAL ISSUES:

The U.S. Environmental Protection Agency, Department of Transportation, and Occupational Safety and Health Administration have issued a variety of regulations mandating environmental and related safety & occupational health training, documentation, and updated job descriptions for certain civilian and military personnel and operations. Most often these involve hazardous materials. State regulations may also apply. Noncompliance can lead to Notices of Violation or Compliance Orders.

Untrained employees risk accidents, health damage, lessened productivity, and environmental cleanup costs, and may not be prepared to conduct operations involving hazardous materials in accordance with legal requirements. Untrained environmental staff, as well as other soldiers and civilians, may be ill-prepared to deal with the management requirements of natural and cultural resource protection laws such as the Endangered Species Act, or to take advantage of environmental risk avoidance through pollution prevention. In some cases noncompliance risks public mistrust, mission constraints, and civil fines or criminal prosecutions.

Proactive installations have already moved to develop an overall environmental training plan which addresses these multiple requirements, seeking to avoid duplication among the actual training obtained. Revised AR 200-1 will require such a plan, encouraging format/content flexibility; however, at minimum the plan should ensure all supervisors/commanders know which of their employees/soldiers need training and how to get it. AR 200-1 also will adopt a practice from successful installations, requiring appointment of environmental compliance officers at organizations and units. Rank/grade and organizational level will be discretionary. As specified by the Army's Director of Training, TRADOC has established an Installation Environmental Trainer Course which will be the basis for installation train-the-trainer programs for the these environmental compliance officers. In fiscal year 1996 USAEC will issue general guidance on installation environmental training requirements and plans, as well as updated recommendations on environmental staff training requirements.

TIPS:

- Ensure training mandated by regulation is obtained and proper records kept. Participate in development of installation training plan. Assign organizational compliance officers within DPW organizations, and require their participation in appropriate training. Conserve installation resources by integrating health, safety, and fire training as appropriate with environmental training programs, and by incorporating train-the-trainer techniques.
- Coordinate with Civilian Personnel and Directorate of Plans, Training and Mobilization to establish training records and job descriptions that meet regulatory requirements.
- Ensure environmental staff receive mandatory regulation-based training as well as training recommended by HQDA or MACOMS. Make sure environmental staff are also trained in program management, supervisory skills, service contracting, programming and budgeting.

PROPONENT OFFICE: Director of Environmental Programs (DAIM-ED), in the office of the Assistant Chief of Staff for Installation Management.

POC NAME: Susan Thomas, Army Environmental Center

POC TELEPHONE: 410-671-1682/1685, DSN 584-1682/1685

SUBJECT: Fish and Wildlife Management

POLICY:

- 16 USC 670 et seq., Conservation Programs on Military Installations (Sikes Act), as amended.
- 16 USC 1531 et seq., Endangered Species Act of 1973, as amended.
- DoDD 4700.4, Natural Resources Management Program, 24 Jan 89. (Under revision).
- DoDI 1015.2, Operational Policies for Morale, Welfare, and Recreation Activities, 17 Mar 85.
- AR 200-3, Natural Resources - Land, Forest, and Wildlife Management, Feb 95.
- AR 215-2, The Management and Operation of Army Morale, Welfare and Recreation Programs.

GUIDANCE:

Installation commanders are required to develop and implement Integrated Natural Resources Management Plans (INRMP) that provide for coordination with the U.S. Fish and Wildlife Service and State wildlife agencies to manage fish and wildlife resources. Wildlife habitat is managed to protect and enhance threatened and endangered species, protect the health of both humans and wildlife, maintain wildlife populations within carrying capacities, maintain the ecosystem and biodiversity, and provide opportunities for recreation — consistent with carrying out our primary military mission and responsibilities.

CRITICAL ISSUES:

- Where hunting and fishing are a significant aspect of the fish and wildlife management program, fees should be charged to provide for all, or a major portion, of funds required to operate the program, as set forth in AR 200-3, Chapter 6 and 7. Fee budget and support information will be provided annually (RCS: ENG-303) in accordance with instructions provided by CERM-B.
- A professional natural resources management staff, including a biologist, must be available where significant sensitive fish and wildlife resources are located.
- An ecologically sound Fish and Wildlife Management Plan based on mission and environmental stewardship requirements must be maintained and integrated into the installation's INRMP.

TIPS:

- Coordinate recreational aspects of fish and wildlife management with MWR activities.

- Maximize use of hunting and fishing fees to support fish and wildlife resources management.
- Identify resource requirements, beyond those available from fees or appropriate to RPMA, in the RCS-1383 Report.

PROPONENT OFFICE: DAIM-ED-R

POC NAME: Phil Pierce

POC TELEPHONE: 703-693-4635 DSN 223-4635

SUBJECT: Historic Property Management

POLICY: AR 420-40, 15 Apr 84.

GUIDANCE:

All actions at the installation that may affect historic and archeological properties must be reviewed with the State historic preservation office (SHPO) and, in most cases, with the Advisory Council on Historic Preservation.

Failure to go through this legally required review process places construction, repair, maintenance, tactical training, timber sale, or other building or ground-disturbing activity in jeopardy of being slowed, altered, or halted. At the completion of the review process, the Army can decide how to manage the property.

CRITICAL ISSUES:

The Army takes pride in the historic places on its installations. The National Historic Preservation Act of 1966 mandates identification of the historic and archeological properties and protection of these properties to the maximum extent possible.

Archeological sites must be protected from vandalism, looting, and removal of historic materials. Removing archeological material without a permit from the district engineer is illegal under the Archaeological Resources Protection Act of 1979.

TIPS:

- Identify an installation historic preservation officer (usually in the environmental office).
- Charge that officer with reviewing all actions that may affect historic and archeological places in the cantonment, on the ranges, and in recreational and leased areas.
- Allow time and resources to do the job. The less information available about the significance of the historic properties or the potential impact of an action or mission, the longer the review process with the SHPO and the advisory council will take.

- Work closely with the MACOM historic preservation officer, who has the technical expertise to assist you.
- Ensure that documentation meets AR 420-40 requirements.
- Identify resource requirements in the RCS-1383 Report.

PROPONENT OFFICE: DAIM-ED-R

POC NAME: Chuck Wright

POC TELEPHONE: 703-693-4635, DSN 223-4635

SUBJECT: Outleasing for Agricultural and Grazing Purposes

POLICY:

- 16 USC 670 et seq., Conservation Program on Military Installations (Sikes Act), as amended.
- 10 USC 2667 (d), Outleasing for Grazing and Agriculture on Military Lands, as amended.
- DoDD 4700.4, Natural Resources Management Program, 24 Jan 89.
- AR 405-80, Granting Use of Real Estate.
- AR 200-3, Natural Resources—Land, Forest, and Wildlife Management.

GUIDANCE:

Military lands can be examined to determine what areas, if any, can be made available for outlease. Areas required to support the military mission may also be outleased for agricultural purposes. However, here there must be documentation that the outleasing activity will not compete with mission activities in space, and that excess natural resource capacity allows for joint use. Outleasing provides economic support to the local community. Revenues generated from lease receipts are deposited in a central Army account and can be used for natural resources management activities.

CRITICAL ISSUES:

- An Agriculture-Grazing Activity Plan should be integrated into the Integrated Natural Resources Management Plan.
- Supplement O&M maintenance funds with lease receipts.
- Coordinate outleasing with mission uses.

TIPS:

- Identify annually, in accordance with policy guidance provided by DAIM-ED-R, requirements for use of funds derived from lease proceeds.
- Identify requirements in the RCS-1383 Report.

PROPONENT OFFICE: DAIM-ED-R (Program Manager: SFIM-AEC-ECN)

POC NAME: Vic Diersing (Program Manager: Bill Woodson)

POC TELEPHONE: 703-693-4635 (Program Manager: [410] 612-7080)

SUBJECT: Pest Management Program

POLICY: AR 420-76, Pest Management, 3 June 86.

GUIDANCE:

Properly administered pest management operations conserve and protect property, natural resources and health to promote Army quality of life and mission objectives. However, the pesticides used to control weeds and other pests must meet increasingly stringent government requirements for safe storage, use, disposal and record keeping. In recognition of these problems, DoD pollution prevention and pest management policy objectives would significantly reduce pesticides for pest control by the end of the decade, favoring more integrated approaches to pest management (IPM) that offer long-term and cost-effective control strategies with lower risks of environmental contamination.

CRITICAL ISSUES:

Training/Supervision. Installation pest control personnel, to include NAF employees, must become fully trained and administratively supported to select and employ pest control strategies that meet Army mission needs and government environmental requirements. This will require them to rely less on routine applications of pesticides and to coordinate more with other DPW disciplines, and with environmental and resource managers, to plan and execute effective pest control strategies. Pest control supervisors and contract quality assurance evaluators must become more aware of government and DoD requirements to ensure regulatory compliance and to protect installation investments from substandard and environmentally hazardous practices.

Contracting. Installation pest control services increasingly are being contracted in favor of in-house capabilities. Scopes of Work (SOW) for these contracts often encourage needless

pesticide applications, and are without incentives to employ effective IPM alternatives to pesticide-heavy approaches to control. Contracting Officers and installation pest management supervisors must work more closely to prepare contract SOWs, as well as other contracting mechanisms that promote DoD pollution prevention and pesticide reduction goals and objectives. Guidance for cost-effective IPM approaches for buildings and other government property is provided in several of the Technical Information Memoranda (TIM) published by the Armed Forces Pest Management Board (AFPMB).

Pesticide Storage Facilities. The potential for environmental contamination from spills, fires or other unintended pesticide releases can be reduced substantially if pesticides are stored and mixed in properly designed facilities. Guidance for the design of such facilities is provided by the AFPMB in one of its TIM series publications.

TIPS:

- Treat all pest control (and especially weed control) problems as potential environmental pollution and resource management problems. Solutions to such problems may require more expertise than your pesticide applicators can provide.
- Ensure that facilities to store and mix pesticides meet OSHA and EPA standards for hazardous materials.
- Make sure that installation NEPA documents adequately address potential environmental impacts from pest control operations.
- Define your pest management assets broadly, to include resource and property managers, environmental advisors and contract quality assurance evaluators, and ensure that they have been appropriately trained to discharge their share of installation pest management responsibilities.
- Identify pest management-related resourcing requirements in RCS-1383 Reports under as many pollution prevention and resource management categories as possible, and not just under "FIFRA."
- Encourage installation pest control staff to work closely with MACOM, CHPPM and AFPMB pest management professionals for guidance on IPM and other pesticide-free approaches to pest control.

PROPONENT OFFICE: SFIM-AEC-ECN

POC NAME: Dr. Steven Bennett, or MACOM Pest Management Consultant

POC TELEPHONE: 410-671-1273; DSN 584-1273; FAX 584-1680.

SUBJECT: Timber Management on Army Lands

POLICY:

- 10 USC 2665, Conservation.
- PL 98-407, Administration of Forest Management PGM, Aug 84.
- PL 99-561, Sikes Act, Oct 86.
- DoDD 4700.4, Natural Resources Management Program, Jan 89.
- DoDI 7310.5, Account Procedures for DoD Forestry PGM, Mar 91.
- AR 200-3, Natural Resources - Land, Forest, and Wildlife Management.

GUIDANCE:

Military lands can be examined to determine what areas, if any, can be made available for commercial timber management (and other wood products) activities. However, there must be documentation that the activity will not compete with mission activities in space and that excess natural resource capacity allows for joint use. Timber products provide economic support to the local community.

CRITICAL ISSUES:

- A Timber Allotment Activity Plan should be integrated into the Integrated Natural Resources Management Plan.
- Compliance with endangered species guidance takes precedence over timber management guidance.

TIPS:

- Manage the installation forest vegetation to fulfill mission requirements, comply with law, and meet conservation objectives (maintain water quality, stable soils, and native biodiversity).
- Document and keep the installation command group and EQCC (or equivalent) apprised of potential conflicts with mission activities.
- Communicate and work closely with local communities, private conservation groups, and other Federal agencies responsible for natural resources management.

PROPONENT OFFICE: DAIM-ED-R (Program Manager: SFIM-AEC-ECN)

POC NAME: Vic Diersing (Program Manager: Bill Woodson)

POC TELEPHONE: 703-693-4635 (Program Manager: [410] 612-7080)

SUBJECT: Training Land Management

POLICY:

- AR 200-3, Natural Resources-Land, Forest and Wildlife Management, 28 Feb 95.
- TC 25-1, Training Land, 30 Sep 91.
- AR 210-21, Army Ranges and Training Land Program, 21 Nov 90.

GUIDANCE:

When determining the amount of land required to conduct mission activities, both doctrinal requirements for executing mission objective and the capacity of the natural resources to sustain mission objectives must be considered.

Training lands must be evaluated for their adequacy to support mission requirements and readiness. Good land management is essential for sustained training. Without a full knowledge of what is being managed (endangered species, wetlands, highly erodible soils), and the current condition of these resources (already affected sites, underutilized lands, location of durable sites), the training program is subject to excessive impacts, needless land repair costs, loss of training land, and litigation.

CRITICAL ISSUES:

If sufficient land is not available for conducting mission activities, the training experience will be inadequate and the natural resource base will be degraded, resulting in noncompliance and litigation.

TIPS:

- Implement the Integrated Training Area Management (ITAM) Program.
- Inventory all training lands to determine the distribution and extent of sensitive lands (endangered species, wetlands, and archaeological sites), fragile lands (highly erodible soils), and durable lands.
- Annually monitor natural resource conditions to ensure that they are not degrading from overutilization.
- Identify resource requirements not appropriate to RPMA in the RCS-1383 Report.

PROPONENT OFFICE: DAIM-ED-R

POC NAME: Chuck Wright or Victor E. Diersing

POC TELEPHONE: 703-693-4635, DSN 223-4635

SUBJECT: Wetlands Protection and Management on Army Lands

POLICY:

- Clean Water Act of 1977, 33 USC 1344, as amended.
- Executive Order 11990, Protection of Wetlands, 24 May 1977.
- EPA 404(b)(1) Guidelines for Specification of Disposal Sites for Dredged or Fill Material, 40 CFR 230.
- US Army Corps of Engineers Permit Regulations for Controlling Certain Activities in Waters of the United States, 33 CFR Parts 320 through 330.
- AR 200-3, Natural Resources - Land, Forest, and Wildlife Management, dated Feb 95.
- Technical Note No. 420-74-5, Wetlands Protection and Management, dated 1 Mar 1991.

GUIDANCE:

The Army must conduct its military mission and manage installations in full compliance with Section 404, which permits requirements and other wetlands protection, conservation, and restoration requirements, as expressed in legislation, Executive Orders, and Army policy.

CRITICAL ISSUES:

Installations are responsible for ensuring that wetlands resources and their functions are protected and restored. Legal requirements to protect, conserve and restore the Nation's wetlands and their functions have increased in recent years. This trend is expected to continue. Therefore, Army policies on the protection, conservation, restoration, and management of its wetland resources can also be expected to continue.

Corps of Engineers districts are charged with administering the Section 404 (wetlands) permit program. Close and early

coordination should be developed with the appropriate Corps district when proposed installation activities are likely to affect wetlands. Failure to obtain proper 404 permits is a violation of Federal law and may result in individual civil and criminal charges. It could also adversely affect the installation mission and result in environmental litigation and adverse publicity for the Army.

The Army installation, not the Corps district, is responsible for obtaining State permits (e.g., Section 401 (b) certification) for activities affecting wetlands.

TIPS:

- Inventory, map, and assess the quality of installation wetlands.
- Ensure that wetlands information is included in Integrated Natural Resources Management Plans and Master Plans, and is considered during the early planning stages of project development.
- Avoid adverse impacts to wetlands.
- Minimize unavoidable impacts to wetlands.
- Compensate (mitigate) for any significant remaining losses, consistent with established Army policy. Consider establishing a wetlands mitigation bank if large-scale development that will require mitigation is planned in the future.
- Coordinate early and often with appropriate Corps districts concerning wetlands matters, including emerging changes in Federal and State wetlands protection requirements.
- Identify resource requirements in the RCS-1383 Report.

PROPONENT OFFICE: DAIM-ED-N

POC NAME: Phillip C. Pierce

POC TELEPHONE: 703-693-4635, DSN 223-4635



BUSINESS MANAGEMENT

SUBJECT: \$500,000 Project Lists and Approvals

POLICY:

- Army Budget Requests require reporting to Congress.
- Maintenance and Repair Projects that exceed \$500K.
- AR 420-10, Management of Installation Directorates of Engineering and Housing, 2 Jul 87.
- AR 415-35, Minor Construction, Emergency Construction, and Replacement of Facilities Damaged or Destroyed, 15 Sep 83.
- DA PAM 420-8, Facilities Engineering Management Handbook, Change 1, Chapter 9, Project Definition and Work Classification for Repair, Maintenance, and Construction, 15 Mar 85.

GUIDANCE:

The above budget calls require MACOMs to report any major repair project and associated OMA construction that must be accomplished simultaneously, if the total funded cost exceeds \$500,000 for each fiscal year budget submission.

CRITICAL ISSUES:

Army installations will continue to be required to identify maintenance, repair, and associated construction work where the total funded cost exceeds \$500,000 per undertaking.

TIPS:

- Refer to AR 420-10, which defines maintenance and repair.
- Refer to AR 415-35, which defines construction.
- Refer to DA PAM 420-8, which provides examples of work classification and project scope.
- Do not use the terms “upgrade,” “renovate,” “rehabilitate,” or “install” in submissions that refer to maintenance or repair work.

PROPONENT OFFICE: Resource Integration Office, ACSIM

POC NAME: Raquel Sneed

POC TELEPHONE: 703-695-7174, DSN 225-7174

SUBJECT: Activity Based Costing (ABC)

POLICY: Letter, ACSIM to MACOMS, 16 Sep 94, SAB.

GUIDANCE:

The ACSIM and Chief, Facilities and Housing Directorate, have endorsed use of ABC at all DPWs.

The ABC concept, developed in the last 5-7 years by U.S. industry, is a key ingredient to the major reengineering of corporations that has taken place in the last five years. It has become an especially important tool for decision makers, since it provides management information not previously available from traditional accounting systems.

USACPW developed and tested a simplified ABC methodology from October 1992 to March 1994 at six DPWs. The tests showed that DPWs did not know the actual costs of services provided to their customers and were probably losing reimbursable income by charging rates that were too low. They also showed ABC to be an effective and relatively simple way to identify full costs of services to customers and to develop unit costs — including overhead — that could be used in developing the rates to charge reimbursable customers.

ABC was also useful in helping identify potential business process improvements and raising cost consciousness of managers, as installation managers cope with reduced resources and the need to reevaluate existing methods of doing business.

ABC has been identified by the Vice President’s National Performance Review as a key tool for all government offices to consider. Additionally, ABC results can provide a useful method to help the Army comply with the 1993 Government and Results Act, and can help move the Army closer to compliance with the principles of the CFO Act.

The USACPW ABC concept is applied using a PC-based model, along with interviews of DPW managers, using appropriate cost information obtained from IFS-M, STANFINS, and STARCIPS. ABC is an excellent complement to existing fiduciary accounting systems — until standard DoD financial management systems are developed that can provide better management accounting information.

The USACPW approach is applicable to all BASOPS activities, and is being considered for worldwide use based on the USACPW ground work — using Ft. Campbell as the ABC Center of Excellence — with extension to all of XVIII Airborne Corps installations to be completed by 1 Oct 96. USACPW is also providing support to the Marine Corps.

CRITICAL ISSUES:

- Once ABC is fully implemented, managers will have a valuable new kind of financial information available that is easy for managers to understand and use.

- ABC is not another entire accounting system. It is generally applied only 1-4 times a year, and is not another drain on scarce DPW manpower.
- Many functional managers believe that ABC use — since it was developed by functional managers to serve functional managers — should remain in functional channels, rather than migrate to the financial management community.

TIPS:

USACPW has developed an ABC Project Team Course to train installation DPW business teams to accomplish ABC themselves.

PROPONENT OFFICE: Business Improvement Division, CECPW-FB, US Army Center for Public Works, 7701 Telegraph Road, Alexandria, Virginia, 22315-3862

POC NAME: Beth Marty

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SUBJECT: Army Family Housing (AFH) Appropriation Management

POLICY:

- AR 1-1, Planning, Programming, Budgeting, and Execution System , 30 Jan 94.
- AR 37-100-95, Financial Administration - The Army Management Structure (AMS), 1 Oct 94.
- AR 210-50, Installation Housing Management, 24 Apr 90.

GUIDANCE:

The AFH Appropriation is a separate appropriation within the Military Construction (MILCON) Act passed by Congress and signed by the President each year. As a separate appropriation, AFH may only be used to fund products and services in support of on-post family housing, Government leased quarters, and authorized furnishings support for overseas private leases.

The PPBES allows for orderly and efficient use of AFH resources. DPWs have the opportunity through the year to adjust their AFH program to create a balanced and effective family housing operation. However, because AFH resources are frequently inadequate, the plan of work should be prioritized as follows:

- Discover and eliminate health and safety problems in quarters and family housing neighborhoods.
- Provide minimum essential operations and services to family housing customers.

- Provide essential maintenance and repairs (M&R) necessary to keep units open.
- Fund a reduced leasing program that provides commanders some flexibility during drawdowns, base realignments and closures (BRACs), etc.
- Revitalize with investment and major M&R only existing inventory that is scheduled for retention in mid- to long-range plans.
- Eliminate the programmable family housing deficit, but look to the local community first.

CRITICAL ISSUES:

There are not enough funds programmed in the AFH account through the POM years to properly maintain and revitalize the existing housing stock. Consequently, DPWs should close or demolish inventory that is excess to requirements or uneconomical to maintain, and spend scarce resources on those units that are scheduled for retention.

Beginning in fiscal year 1996, AFH O&M is being distributed Armywide based on a formula that uses occupancy and BAQ/VHA rates to determine "earnings." This Business Occupancy Program (BOP) is designed to encourage higher occupancy rates and empower housing managers to directly influence the amount of resources they receive. While this program rewards superior performance in the field, it does not make additional funds available to DA. Therefore, commanders need to articulate AFH needs or shortfalls when they meet with MACOM commanders in order to "tell the AFH story" to the Army leadership during Commanders' Conferences and other visits to DA.

TIPS:

- Minimize between-occupant downtime to increase the percent of occupancy and resulting earnings without decreasing the quality of services and facilities.
- Be aware of your earnings. Get an explanation of any discrepancy between what you believe you've earned and your FAD.
- Reprogram within AFH O&M subaccounts (except into leasing) as necessary to meet installation family housing needs.
- Plan/program whole-neighborhood revitalizations versus piecemeal improvements to get priority for AFH investment dollars.

PROPONENT OFFICE: DAIM-FDH

POC NAME: Rick Turpyn

POC TELEPHONE: 703-355-8382, DSN 345-8382

SUBJECT: Backlog of Maintenance and Repair (BMAR)

POLICY:

- BMAR fiscal year 1995 Year-End Report will be the final report in accordance with AR420-16, Facilities Engineering Reporting requirement.
- Fiscal year 1996 BMAR data will be received through the Installation Status Reporting (ISR) Process.
- AR 420-16, Facilities Engineering Reports, 30 Sep 87 (in revision, expected publication Jun 96).
- AR 420-10, Management of Installation, Director of Public Works (DPW) (in revision, expected publication May 96).
- AR 420-6, DPW Resources Management, Sep 78 (in revision, expected publication Jul 96).
- Congressional direction will continue as provided previously (projects aged four years and older must be dropped and reassessed).
- BMAR at BRAC and Conventional Forces Europe (CFE) action installations will be dropped at the time of determination that the installation will be closed. Continued recording as an unfinanced requirement is allowed and reported as such in the Planning, Programming, Budgeting Execution System (PPBES), but not as BMAR.

GUIDANCE:

The BMAR comprises those M & R projects that were scheduled on the Annual Work Plan (AWP) to be started (funds obligated) during the fiscal year, but that remained unfinanced at the end of the fiscal year.

CRITICAL ISSUES:

An unfinanced M & R project can be recorded as BMAR only if it meets the following conditions:

- It was included in the AWP (caution: the AWP has a project listing, but not all the projects are scheduled during the fiscal year).
- The AWP-scheduled project remains unfinanced at the end of the fiscal year.
- The project is less than four years old (if the project is four years old, it should be reevaluated for its need and accordingly rescheduled or dropped).

TIPS:

- Record in the project folder all repair work that must be completed. If necessary, use an additional sheet of paper to identify the need, the factors used to determine the current working estimate, the date, and the contact per-

son's name. Put in the AWP if it must be accomplished that fiscal year.

- If a project cannot be done in its entirety, break it into phases and put the first phase into the AWP; if it remains unfinanced at end of the fiscal year, record it as BMAR. Subsequent phases should be recorded as unfinanced until the fiscal year planned.

PROPOSER OFFICE: DAIM-ZR, Office of the Assistant Chief of Engineers.

POC TELEPHONE: 703-695-7180, DSN 225-7180

ACTION OFFICE: US Army Center for Public Works, Facilities Management and Planning Division

POC TELEPHONE: 703-355-2145, DSN 345-2145;

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SUBJECT: Commercial Activities (CA), OMB A-76

POLICY:

- OMB Circular A-76 and Supplement, Aug 83.
- AR 5-20, Commercial Activities Program, Oct 86.

GUIDANCE:

The CA program is based on a long-standing national policy that the Government will rely on the private sector for goods and services when it is proper and economical to do so. CAs provide commercial-type products or services. Governmental functions are intimately related to the public interest so that performance is by Government employees.

Governmental functions include Army management and direction, as well as those activities performed exclusively by military personnel subject to deployment.

Cost comparison studies for CAs are conducted to establish the cost of in-house versus contract performance of required work. A performance work statement (PWS) is prepared, documenting the work that must be accomplished. The PWS describes the tasks, time constraints, and acceptable quality levels. The PWS does not specify how to perform these tasks, but does describe the work that must be accomplished by the function under study, accurately and in detail.

A management study should be performed to analyze the existing organization and operation and to determine the most economical and efficient way to accomplish the necessary work in-house. The management study develops an organizational structure for accomplishing the work, known as the most efficient organization (MEO). The MEO is used in the cost comparison as the basis for the Government cost of operation.

Concurrently with the development of the PWS and MEO, a quality assurance surveillance plan (QASP) is developed. The QASP outlines how the government will inspect, observe, test, document, sample, and evaluate contractor performance. The QASP develops and implements procedures to ensure that the Government is getting the contracted services or goods.

On the basis of the MEO and the PWS, the Government prepares its in-house bid and solicits bids from private industry. The solicitation includes the PWS, which provides a common standard for comparing Government and contract costs. After selecting the contractor with the most advantageous bid, the cost of contracting is compared with the cost of in-house operation. To be selected as more cost effective, contractor cost must be at least 10 percent less than the in-house cost. This cost differential accounts for the intangible costs of transition to contract operations and the temporary decrease in productivity during the competition.

If the cost competition shows in-house operation to be more cost-effective, the solicitation is canceled; if it is decided to contract out, the activities are transferred to commercial operation.

CRITICAL ISSUES:

Whatever the outcome of the CA review, the DPW/DEH will continue to be responsible for the same areas and activities for which it was responsible when the study commenced. All study team members must realize that future operations, whether accomplished by contract or in-house, must be addressed properly. Meeting this goal requires complete cooperation and maximum contribution from each team member. Such commitment will ensure that the functional needs of the DPW/DEH are heeded, that contractual requirements are met, and that the proposed MEO can continue operations while allowing the in-house work force to be competitive.

When developing the MEO, a cost reduction of between 25 and 30 percent is required to be truly competitive with the private sector. The PWS must be clear, complete, and definite in expressing the minimum needs of the Government. Inaccuracies and ambiguities cause the greatest number of disagreements between the Government and the contractor. A comprehensive QASP is needed to evaluate contractor performance. QASPs assist managers by establishing controls that reduce the potential for loss, waste, or mismanagement of Government resources.

TIPS:

- Develop a comprehensive PWS. A well-written PWS that clearly defines the type and amount of work to be performed will help minimize the cost of contract operations.
- Staff the study team with experts. A well-staffed team is essential to developing a competitive MEO.
- Use innovative techniques. A seemingly unorthodox approach may be just what is needed to solve a difficult managerial problem.

- Design multiskilled positions, such as combining the separate duties of carpenters, painters, plumbers, and electricians into a maintenance mechanic position. This approach gives management added flexibility in scheduling work and managing operations.
- Develop a method for collecting and presenting workload data for the PWS, including a method for retrieving workload data from automated engineer systems (Integrated Facilities System).
- Save time and resources by reviewing CA studies performed by similar organizations.
- Select and train Source Selection Evaluation Board (SSEB) members early. It is important that the SSEB evaluate contractor bids in a timely and effective manner.
- Develop a detailed transition plan when converting to an MEO or contract, and hold weekly in-progress reviews to monitor transition status.
- To ensure a smooth transition from an in-house to a contract operation, make sure key contractor personnel are hired and are on site early enough to avoid delays in operation.

PROPOSER OFFICE: Assistant Chief of Staff for Installation Management

POC TELEPHONE: 703-614-3084; DSN 224-3084

SUBJECT: Contract Administration

POLICY:

- FAR Part 42, Contract Administration, 20 Jan 86.
- OMB Circular A-76 and Supplement, Aug 83.
- DA PAM 715-15, Service Contract Administration, 18 Mar 86.
- AR 5-20, Commercial Activities Program, 20 Oct 86.

GUIDANCE:

Contract administration is the effective management of a contract to ensure that the government receives the contracted supplies and services and that all terms and conditions of the contract are honored. The Directorate of Contracting (DOC) has overall responsibility for contract administration, but DPW functional managers have major roles in the total effort of contract administration. The components of good contract administration include workload data, effective quality assurance and quality control plans, sufficient trained staff to monitor the contract, and a contract administration plan that is coordinated among contractor personnel, DPW, DOC, resource management, and other installation personnel.

CRITICAL ISSUES:

Effective contract administration requires the following:

- An accurate, identified requirement or work load.
- Selection of the proper contract type.
- A well-developed and executed contract administration plan, quality assurance surveillance plan (QASP), and contractor's quality control plan (enforced as a part of the contract requirements).
- DPW personnel trained in contract administration.

TIPS:

- Have a well-prepared contract administration plan and QASP. Both are essential to getting the staff required to administer the contract effectively.
- Have an accurate, complete work-load projection. This is required prior to obtaining a fixed-price type contract in which fixed unit or task pricing is not practical.

PROPONENT OFFICE: Management Branch, Facilities Management and Planning Division, CECPW-FM, Directorate of Public Works

POC NAME: Michael Organek

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SUBJECT: USACPW Data Distribution System and WWW Home Page

POLICY: Provide an electronic bulletin board and Worldwide Web home page for USACPW Policy Guidance, Information Documents, and News of Interest to the DPW Community.

GUIDANCE:

Telecommunications supplement other channels of informal communication and provide a rapid means of access to official publications. Also, it allows people to quickly obtain news, guidance, and publications in electronic form for partial or complete local printing. The Data Distribution System (DDS) takes the form of an electronic bulletin board, with open message forums, file libraries, SOPs, policy guidance, job announcements, etc. The WWW home page offers ftp file libraries, connectivity to the DDS and the Executive Information System (EIS), and links to other sources of information.

CRITICAL ISSUES:

- Provides 24-hour-a-day telephone and Internet access, so that the system is always available.

- Provides a medium for open discussion, both vertical and lateral, of problems, solutions, and issues.
- Provides an electronic source from which documents may be retrieved by customers throughout the Army.

TIPS:

- Encourage functional users of DPW and Housing support systems to frequently scan the forums and file libraries that pertain to their functions.
- Exploit the open forums to make the views and needs of your installation part of on-going policy discussions.
- Look to the DDS and WWW home page as convenient sources if a USACPW publication does not reach you through regular channels.
- Look for drafts of upcoming directives. Your comments may make them better.

PROPONENT OFFICE: CECPW-FM

POC NAME: John L. Giefer

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DDS MODEM TELEPHONE: 703-428-7471; Telnet IP 160.147.90.240

SUBJECT: Hotline Assistance

POLICY: Provide rapid response to customer problems through the telephone Hotline.

GUIDANCE:

The US Army Center for Public Works offers a variety of DPW work management support services to help installation DPWs better manage and operate their organizations. Hotline support is available in the areas of real property, work estimating, job cost accounting, customer service, supply, business practices, tech data, contracts, contract administration, engineered performance standards (EPS), computer based instruction (CBI), structured query language (SQL), the Data Distribution System, QUASIMS, and Job Order Contracting (JOC).

CRITICAL ISSUES:

- Policy/guidance interpretations.
- Advice on automation methods.
- Functional assistance with automated systems.
- Procurement/contracting guidance.

- Contracts/statements of work documents review.
- Resolution of contract administration problems.
- Query writing assistance.
- Correction of data base errors, utility billing and setup training.

TIPS:

- Pick up the phone and call us. The JOC/Contracts Hotline number is (703) 428-6358, DSN 328. The Functional Hotline number is (703) 428-7397, DSN 328.
- Contact the Hotline for help with defining the functional areas and issues of interest, and any problems you are now experiencing. Please provide as much background information as possible.

PROPONENT OFFICE: CECPW-FM

POC NAME: Deanna Devier

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SUBJECT: HQ/MACOM Executive Information System (EIS)

POLICY:

- AR 420-10, Management of Installation Directorates of Engineering and Housing, 2 Jul 87 (revision currently being staffed).
- AR 25-1, Army Information Resources Management Plan, Nov 88.
- AR 25-3, Army Life Cycle Management of Information Systems, Nov 89.

GUIDANCE:

The US Army Center for Public Works (USACPW) has developed a prototype HQ/MACOM Executive Information System (EIS) for decision makers at all levels to access available information from a variety of facility-related databases. The EIS currently displays management information related to Army real property and Real Property Maintenance Activity (RPMA) costs. Data analysis is provided in both graphical and tabular form for multiple layers of data. Summarized data at the Headquarters, Department of Army (HQDA), level can be displayed at underlying levels for further analysis (e.g. MACOM, Prime Installation, Subordinate Installation). The

HQ/MACOM EIS provides a user-friendly tool for managers to access current on-line data from multiple sources in a timely manner. Future EIS development will provide users with an Ad-hoc query capability, historical data, geographic capability, and a trend analysis tool.

CRITICAL ISSUES:

- The installations must fully utilize IFS-M for EIS to capture accurate and consistent data for Headquarters/MACOM decision makers.
- EIS requires specific hardware and software to implement. Data is accessed via direct Internet or modem connection to an dual-pentium processor residing at USACPW.
- EIS provides all users with one source for facility data.

TIPS:

- Full use of IFS-M will eliminate the requirement to manually report facility data to HQDA.
- EIS can be used for planning, decision making and problem solving and to prepare briefings and reports.

PROPONENT OFFICE: CECPW-FM

PROPONENT NAME: Linda W. Smith

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SUBJECT: IFS-M Computer Based Instruction

POLICY: Support Installation IFS-M Functional Training Needs.

GUIDANCE:

IFS-M and IFS-M Supply users at installations often need training support. Computer Based Instruction (CBI) provides the installation Directorate of Public Works with a flexible training resource that can be tailored to the needs of your personnel. The CBI is on CD-ROM disks — a CD-ROM reader (drive) and a sound card are required. The CBI uses voice as well as sight to impart instruction, and is interactive.

CRITICAL ISSUES:

- Provide newly assigned personnel with a tool to learn basic skills necessary to do productive work with the system, while waiting for the more intensive training provided by classroom instruction.

- Provide experienced users of the system with a tool to efficiently review infrequently used functions and to preview system changes in new SCP baselines.
- Optimize the effectiveness of classroom instruction by minimizing the time spent on very basic skills.

TIPS:

- Load the CBI on a machine that is in a convenient location, separate from the immediate work environment.
- Make CBI part of each Individual Development Plan, when it is appropriate to the job.
- Encourage newly assigned personnel to train with the CBI as soon as possible after commencing work. Allow them enough time away from their desks to complete blocks of instruction without interruption.
- Ensure that those scheduled to attend classroom functional training complete the appropriate blocks of CBI before they depart for classroom training, as a prerequisite to the formal training.

PROPONENT OFFICE: CECPW-FM

POC NAME: John L. Giefer

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SUBJECT: Installation Executive Information System (I-EIS)

POLICY: To provide the tools necessary to make good business decisions.

GUIDANCE:

DPWs are swamped with data and burdened with automated systems that usually don't talk to each other and often fail to provide useful information for managers and decision makers.

CRITICAL ISSUES:

- Acts as a database viewer.
- Can access dissimilar databases on multiple systems (Oracle, Foxbase, Informix, etc.), merging and synthesizing the data into a single presentation.
- Performs data analysis, to include formula computations, statistical analysis, trend analysis, etc.

- Presents information graphically, in tabular and in narrative forms.
- Allows "drilldown" to levels of increasing detail.
- Can act as an automated Review and Analysis, presenting management-level performance indices and decision-making data.

TIPS:

- Ensure that all cost data is entered into IFS-M.
- Maximize the use of standard task codes for service orders and SOOs.
- Maximize the use of standard program indicator codes.
- Ensure that all data — especially cost, execution, contract and real property — are "clean."

PROPONENT OFFICE: CECPW-FM

POC NAME: William R. Sugg, III

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SUBJECT: Integrated Facilities System-Mini/Micro (IFS-M)

POLICY:

- AR 25-1, Army Information Resources Management Plan, Nov 88.
- AR 25-3, Army Life Cycle Management of Information Systems, Nov 89.

GUIDANCE:

The IFS-M is the system of record for DPW work management requirements. All new automation requirements deemed necessary by a DPW must be compatible with IFS-M at the data element level, and should be accomplished by or coordinated through the US Army Center for Public Works (USACPW).

CRITICAL ISSUES:

IFS-M is the DPW's central data base and is integrated into the installation, Military Communities Installation Support Model, and U.S. Army, Europe, community automation system.

DPW efforts to develop automated systems by contract or through Army labs should be coordinated with USACPW to ensure hardware and software compatibility.

TIPS:

- Use the IFS-M to the maximum extent.
- Request improvements to IFS-M through the System Change Proposal process.
- Work closely with the local director of information management to plan new automation initiatives.
- If developing an automated system, consider the necessity for electronic interface with other DPW systems.
- Before developing an automated system, acquire all necessary approvals, as specified in AR 25-1, AR 25-3, and any locally mandated regulations.

PROPONENT OFFICE: Directorate of Facilities Management, CECPW-F.

POC NAME: Leo Oswalt

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SUBJECT: Job Order Contracting (JOC)

POLICY:

- Memoranda, ASA, Research, Development & Acquisition (RD&A), and ASA, Installations, Logistics & Environment (I,L&E), 31 May 88, Subj: Job Order Contracting (JOC) Implementation.
- JOC Guide, June 1993, USA Contracting Support Agency, USAEHSC.

GUIDANCE:

JOC uses an indefinite delivery/indefinite quantity contract to reduce the total lead time for accomplishing small- and medium-sized real property repair and minor installation construction projects. JOC thus avoids the traditional iterative design, specification, and construction contracting actions. Prepriced units of work help streamline the construction contracting process. The contracts are awarded using competitive procedures, including awards under the 8(a) program as appropriate. They provide a continuing performance incentive, because JOC uses the indefinite delivery/indefinite quantity type of contract.

Proven benefits of JOC include increased responsiveness and flexibility, reduction in engineering design costs, and a

potential net reduction in overall acquisition costs. However, JOC will not replace installation planning and prioritizing by DPW/DEH personnel and commanders, and may not be suitable in all cases.

Using JOC to acquire real property repair and minor construction is optional, not mandatory. Installations should review their real property maintenance activities (RPMA) project contracting work load, and budget plans and projections to:

- Identify potential work that may be appropriate for JOC.
- Verify anticipated funds availability.

Commanders may use their Directorates of Contracting (DOCs) to solicit, award, and administer JOC. Commanders may also obtain these services on a reimbursable basis from the installation's direct support district of the US Army Corps of Engineers. If the Corps district is used, the fee charged by the district to award the basic contract (and provide contract administration, if desired) will be reimbursable at actual cost. Effective use of JOC requires that the DPW/DEH be assigned significant responsibility and authority for planning, work, and budget projections; identifying and prioritizing individual job order requirements; evaluating order proposals, and administering contracts (exercising ordering officer authority, monitoring contractor performance, and accepting work products). The DPW, Corps of Engineers districts, and installation DOCs must cooperate and coordinate to implement JOC successfully.

Because JOC is a supplemental construction contracting tool, other existing or planned contracts at the installation must be considered when establishing and executing JOC. The scope of any existing or planned base operations contracts for facilities engineering support services must be analyzed to assure that there will be no conflicts between JOCs and BASOPS contracts.

Support services, such as utility plant operation, custodial services, grounds maintenance, and refuse collection and disposal, shall not be acquired through JOCs.

Small business and small disadvantaged business programs must be considered in planning and executing JOCs. Projects that are considered appropriate for the 8(a) program — in accordance with Federal Acquisition Regulations (FAR) and Defense FAR (DFAR) Subpart 19.8 — will continue to be accomplished through it.

Communication and cooperation between the engineer and procurement activities at all levels is a must for effective JOC operations. A JOC Steering Committee composed of engineering and procurement personnel from MACOMs; the Assistant Secretary of the Army for Research, Development, and Acquisition (ASARDA); USACPW, and installations is now functioning as a team to further enhance Job Order Contracting.

CRITICAL ISSUES:

- Independent Government estimates for JOC delivery orders must contain adequate detailed information to be compared with the contractor's proposal.
- Unit price books must be reviewed and amended, as appropriate, before the job order contract is solicited.
- Nonprepriced items in delivery orders must be strictly controlled. A review must verify the need for the items and the accuracy of the proposed quantities and determine that the costs are reasonable.
- Commanders may also request contracting support from USACE. Contracts awarded by a Corps district may be executed and administered, on a successor contracting officer basis, by the installation DOC.
- The dedicated and collocated DOC staff is primarily responsible for contract support in the DPW.

TIPS:

Things To Do:

- Become thoroughly familiar with contracting and JOC. Some potential sources of information include FAR, Army Federal Acquisition Regulations (AFAR), other JOC users, USACPW, Proponent-Sponsored Engineer Corps Training (PROSPECT), and contracting officers (COs).
- Plan properly and thoroughly. The future of JOC is determined by past planning effort. Involve everyone who has a vested interest in JOC.
- Document everything. Develop and use orderly files and procedures, and document all work requirements, contract requirements, and procedures.
- Read, understand, and follow the contract. Remember that both the Government and the contractor are legally committed by it.
- Keep your options open. JOC delivery orders are not mandatory. Requirements contracts, commercial activities (CA) contracts, individual project contracts, and in-house and troop work force remain as options, after the guaranteed minimum amount is ordered.
- As a last resort, don't do the job at all, or postpone it until later.

Things Not To Do:

- Do not run JOC without adequate resources, including people. The money must be in hand. Good management takes good people with solid assignments. Avoid the "other duties as assigned" approach to JOC staffing.

- Do not run up the nonprepriced item percentage. Clearly control nonprepriced items and value. Stick to established limits. Avoid using Government-furnished equipment or materials.
- Do not use untrained, inexperienced people for contract administration.
- Do not violate the contracting officer's trust. JOC is a contracting tool, and joint effort works best.
- Do not give more work if you do not get satisfactory work. This is simply a smart business practice. Use incentives, not threats.

PROPOSER OFFICE: Directorate of Facilities Management, CECPW-FM

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SUBJECT: Joint Interservice Regional Support Groups (JIRSGs)

Policy: DoDI 4000.19.

GUIDANCE:

The JIRSGs are representatives from DoD activities in designated geographical regions who meet to share innovative ideas and seek opportunities for improving mission quality, efficiency, and effectiveness through the use of support agreements and other cooperative efforts. When requested, JIRSGs will evaluate proposed ideas from cooperative ventures and facilitate implementation of ideas approved by the participating activities. DoD activities interested in being designated as the DoD Executive Agent for interservice and intragovernmental communication and cooperation in their region (i.e., JIRSG chair) should contact the Office of the Deputy Assistant Secretary of Defense (Installations), 3300 Defense Pentagon, Washington D. C. 20301-3340. All requests need to be endorsed by the respective headquarters and Department levels. A list of current JIRSGs is published as an enclosure to DoDI 4000.19.

PROPOSER OFFICE: DAIM-MD-ACSIM

POC: Bill Johnson

PHONE: 703-614-3084

SUBJECT: Public Affairs

POLICY: Consult local Public Affairs Office.

GUIDANCE:

Trust is the basic ingredient for a good working relationship with the installation Public Affairs Office (PAO), which is the commander's link with the community, both on and off post. The PAO can help enhance the Army's image, as well as help the installation to present a unified image.

The first rule is to plan ahead. The PAO can inform the public about projects, programs, or problems that may affect such areas as installation traffic patterns, environmental issues, or facility use. A good public affairs officer can help the DPW work with local media to increase community cooperation during emergencies.

Work with the PAO to establish a public affairs plan and develop standing operating procedures for responses to media inquiries. Remember that you have a right to take time to consider answers to reporters' questions. When a reporter calls, always write the questions down. Contact your PAO for assistance in handling difficult questions or issues that have implications outside your organization. If your PAO calls you for support in handling a query, give it top priority.

Celebrate the Army's successes. Keep your PAO informed of good news, invite the PAO to be there when a renovated building reopens, a construction project is completed, an energy program nets savings, or a wildlife survey gets underway.

Also, do not forget the Corps PAO. The district, division, HQUSACE, and USACPW can all assist in spreading the good word about DPW successes throughout the Corps. For help with hazardous materials issues and natural and cultural resources management stories, contact the U.S. Army Environmental Center PAO.

CRITICAL ISSUES:

Installation management issues are high-visibility subjects. People's jobs, homes, and community interests are affected by everything the DPW does. Special interest organizations scrutinize Army installations. The PAO is the installation's vital link to the local community.

TIPS:

- Coordinate media inquiries with the PAO.
- Publicize good news, especially on environmental issues.
- Contact Corps PAOs to publicize district and installation projects.

- Contact USACPW PAO/Customer Relations Office to publicize installation management issues and energy conservation successes.
- Contact the U.S. Army Environmental Center PAO to publicize hazardous materials issues and natural and cultural resources management stories.
- Incorporate regular contacts with the installation PAO into your schedule.
- Brainstorm responses to possible emergencies such as hazardous materials spills or industrial accidents.
- Do not hide when bad news strikes (bad news never gets better with time). Work with the PAO for the most positive outcome.

PROPONENT OFFICE: USACPW Customer Relations/Public Affairs Office

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SUBJECT: Resource Management Plan (RMP)

POLICY: TN 420-10-01, DEH Resources Management System Handbook (Formerly DA Pamphlet 420-6), Chapter 3 and Appendix E, 01 Nov 91.

GUIDANCE:

The RMP serves as the hub plan around which all short- and long-range plans are coordinated and developed. The RMP consolidates all DPW/DEH-developed plans and reflects major objectives, requirements, initiatives, and actions over a six-year period. The plan is flexible in format, content, and amount of detail, and is maintained in looseleaf form and in automated files to allow continual updating.

The RMP consists of four major sections: Long-Range Goals and Objectives, DPW/DEH Programs, Annual Work Plan, and Management Information. Specifically:

- The Goals and Objectives Section provides the focus and direction for the DPW/DEH and installation programs. It may include initiatives in the areas of management, policy, training, production, and facility management. Typical examples are new missions, energy and facility reduction targets, and productivity goals.
- The DPW/DEH Programs Section outlines all major DPW/DEH programs that support established goals and objectives, and covers the requirements spectrum from MCA to NAF to AFH furnishings and equipment.

- The Annual Work Plan contains a comprehensive listing of all requirements planned for accomplishment in the coming fiscal year. The AWP consists of five parts: Organizational Objectives, Fixed Work Load, Variable Work Load, Resource Distribution Summaries, and Selected Review and Analysis.
- The final section of the RMP includes information on key areas of interest to management not covered in previous sections. This section may include information on personnel status, training programs, installation base data, construction status, major staff actions, major events calendar, and information papers.

CRITICAL ISSUES:

One of the most critical functions in accomplishing the DPW/DEH mission is quality planning for the management of resources. The need for planning exists within every function of the DPW/DEH organization. Planning maximizes effective use of resources and drives the budget process so essential to obtaining those resources. There are multiple benefits from having a well-maintained RMP:

- It places the organization in a forward-looking mindset, able to anticipate changes instead of having to react to them.
- It forms a basis for preparing budgets and reports, work scheduling and design.
- It helps to ensure that work accomplished supports installation and DPW/DEH-established objectives.
- It is a ready reference source of significant DPW/DEH requirements and management information. In these times of constrained budgets and shrinking work forces, it is more important than ever to maintain an active and comprehensive RMP. Planning is no longer a luxury, it is a necessity. Quality planning that is tailored to the size, mission, work load, and priorities of each installation, along with a strong commitment from the installation commander, will achieve the most effective RPMA operation and management.

TIPS:

- Make time to plan. Each DPW/DEH should commit to quality planning and encourage the RMP by actively leading in its application.
- Establish and maintain the RMP as a “living document” and use it as part of the organization’s standard mode of operation.
- Ensure that the RMP is a DPW/DEH plan by having each member of the organization actively participate in its development.

- The DPW/DEH should personally review the plan with the installation commander and major activity directors and obtain their endorsement of the plan, particularly the projects and priorities identified. Having the commander endorse the RMP should dramatically reduce the number of “command interest”/“schedule-preempting” jobs that significantly divert scarce resources, diminish the DPW/DEH’s efficiency and credibility, and lower work force morale.
- Assign to each major DPW/DEH program a program manager responsible for developing, maintaining, coordinating and controlling that program.
- Ensure that RMP feedback is provided by and to all organizational levels, and that such feedback is accurate and timely.

PROponent OFFICE: OACSIM, Facilities Policy Division, Management Branch (DAIM-FDF-M)

POC NAME: Richard Dubicki

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SUBJECT: Resources Used by the Director of Public Works (DPW)/ Director of Engineering and Housing (DEH)

POLICY: AR 37-Series.

GUIDANCE:

The DPW/DEH accomplishes real property maintenance and repair using a wide variety of fund sources. As DoD shifts toward reimbursable functions, funding will become more complex. Sources currently include appropriated funds, non-appropriated funds, funded reimbursements (i.e., sale of timber; sale of excess water and sewer capacity), reimbursable tenants (i.e., DoD; Army Family Housing (AFH)). Reimbursable customers are being added at a growing pace.

Each DPW/DEH now operates under a basic carrier account. For U.S. Army Forces Command (FORSCOM), U.S. Army Training and Doctrine Command (TRADOC), United States Military Academy (USMA), U.S. Army Europe (USAREUR), and other troop commands, the account is usually Operations and Maintenance, Army (OMA). Army Material Command installations carrier accounts vary widely — e.g., AFH, OMA, DBOF, RDTE, PAA — depending on their function. The carrier account is usually the bill payer for most Base Operations (BASOPS) functions. However, several installations already have a reimbursable budget that is larger than their carrier account, and there will be more of these reimbursable budgets in the future.

When dealing with reimbursable customers, the DPW/DEH must remember that the installation facilities have been entrusted to his/her care by the installation commander, and that he/she is responsible for all work done to those facilities regardless of fund source or who actually executes the work.

Some of the funds the DPW/DEH can expect to deal with include:

KEY CODE	FUND SOURCE CODE	FUND SOURCE NAME
1	RPA	Reserve Personnel, Army
2	DECA	Defense Commissary Agency
3	DHP	Defense Health Program
4	RPMD	Real Property Maintenance, Defense
5	BRAC	Base Realignment And Closure (Part 1&2)
6	DERA	Defense Environmental Restoration Act
9	USPC	Unassigned Space (default fund source)
A	OMA	Operation and Maintenance, Army
B	AFH	Family Housing Management Account
C	OMAR	Operation And Maintenance, Army Reserve
D	RDTE	Research, Development, Test & Eval
E	DBOF	Defense Business Operations Fund
F	OPA	Other Procurement Army
G	GOCO	Government Owned Contractor Operated
H	NAF	Non-Appropriated Fund
I	MPA	Military Personnel, Army
J	OMAF	Operation And Maintenance, Air Force
K	OMN	Operation And Maintenance, Navy
L	OMNG	Operation & Maint, National Guard
M	DoDEA	Dept Of Defense Education Activity
N	NGPA	National Guard Personnel, Army
P	ONFED	Other Non-Federal
S	OTFED	Other Federal Agencies
U	MCA	Military Construction, Army
V	MCAR	Military Construction, Army Reserve
W	MCNG	Military Construction, National Guard
X	PA	Procurement Appropriation
Y	PAA	Procurement of Ammunition, Army

CRITICAL ISSUES:

The DPW/DEH personnel must be familiar with each support agreement (DD 1144) (AR 5-9) that lists reimbursable real property maintenance activities in order to ensure that the work authorizing documents are identified as reimbursable, when appropriate. As DPWs/DEHs become more and more active in tracking work, billing customers, and predicting customer requirements, it will become absolutely critical that the tracking system (normally IFS-M) be used to track all work-related cost (i.e., labor; materials; equipment rental).

The US Army Center for Public Works (CECPW-FA) can provide sample Support Agreements for reimbursable customers. Simply stated, a support agreement is a contract between the installation commander and a reimbursable customer that defines the services each party will provide. This

agreement also specifies the cost reimbursement. The installation resource management office, normally the DRM, is responsible for developing and coordinating all support agreements. The DPW/DEH should maintain a copy of each active support agreement.

Reimbursable customers must be provided with the services specified in the support agreement, including:

- Routine maintenance and repair.
- Utilities.
- Refuse collection.
- Fire protection.
- Common areas, such as sidewalks, parking lots, grounds maintenance, and street lights.

The DPW/DEH must ensure that the RPMA requirements are accurately specified in the Support Agreement.

The same techniques should be applied to customers funded from the “carrier” account. Customers and the installation commander should be shown what services they are provided and how much they cost. This will help them to understand DPW/DEH services and billing, and prepare them for the changeover to totally reimbursable accounting. All mission-unique customer support is already reimbursable.

TIPS:

- The Technical Data Reports and the summarized Red Book contain historic information that can be used as a management tool to analyze trends, identify areas/functions needing management attention, and predict future needs to customers and the installation commander.
- Showing customers what facilities and services cost can encourage good facilities management and utilities conservation.
- The DPW/DEH is entrusted by the installation commander to maintain the facilities on the installation. The DPW/DEH is responsible for all work accomplished on Army facilities. In some cases — such as DECA and Medical — the users of the facilities have been granted authority to contract for RPMA functions. The DPW/DEH still is responsible to assure that structural integrity and fire/safety requirements are met. Part of this responsibility is to report the expenditure of funds in the real property maintenance activities (RPMA). All funds used to support RPMA, regardless of source, should be included in the technical data feeder report.

PROPOSER OFFICE: DAIM-ZR, Resource Integration Office.

POINT OF CONTACT (POC) TELEPHONE: 703-695-6616,
DSN 223

TECHNICAL ASSISTANCE: US Army Center for Public
Works (CECPW-FA)

POC TELEPHONE: 703-428-6321, DSN 328-6321

SUBJECT: Technical Data Report (TDR) and Directorates of Public Works Annual Summary of Operations (Red Book)

POLICY: AR 420-16, Facilities Engineering Reports, 30
September 1987 (under revision).

GUIDANCE:

The annual TDR identifies the prior-year operating costs and performance data for all RPMA work performed at Army installations and communities, regardless of source of funds. TDR data is used to evaluate DPW performance, analyze RPMA program management, conduct technical studies, and develop RPMA policies, standards, and programs.

The TDR provides a fiscal year-end overview of installation DPW operation, as characterized by the following reported information: Cost and performance factors for each major RPMA functional area, which are shown in "J" account, operation of utilities; "K", maintenance and repair of real property; "L", alteration and minor construction; and "M", other engineering support.

The cost and performance data are reported by Technical Data Activity Code (TDAC), which depicts the HQDA and MACOM level of RPMA information requirements and shows a relationship with the Army Management Structure Codes (AMSCs) mandated by AR 37-100-XX.

- Annual obligations summary for the four major RPMA functional areas — the annual obligations are further identified by:
 - Source of funds, such as Operations and Maintenance, Army (OMA); Operations and Maintenance, Army Reserves (OMAR); Army Family Housing (AFH); Research, Development, Testing and Evaluation (RDT&E); and Defense Business Operating Fund (DBOF).
 - Types of financing, direct and reimbursable.
- Unfinanced work load for the total unfunded backlog of maintenance and repair (BMAR) work (K account only). The total unfinanced work load includes the annual BMAR, deferred maintenance and repair (DMAR) for family housing, and other unfinanced maintenance and

repair requirements (non-BMAR or DMAR). BMAR is the end-of-fiscal-year measurement of maintenance and repair work remaining to be done on real property (not equipment) as a result of lack of resources.

DMAR follows the same definition as BMAR, except that DMAR applies only to family housing maintenance and repair. Other unfinanced requirements are maintenance and repair projects identified with a project number and current working estimate, but that have never been scheduled on the installation's annual work plan (AWP). The unfinanced work load is further divided into sources of funds, types of financing, fiscal year origin, and Technical Data Activity Code (TDAC) (K account only).

- **Population served.** This is the average number of military and civilian personnel supported by installation RPMA, who live either on or off the Army installation, community, or activity.
- **Work force.** This is the average daily strength of military and civilian personnel who perform RPMA work. The installation work force is further identified by officers, enlisted, U.S. civilians, other civilians; and is further defined as authorized, recognized, end strength, and work year.
- **Mobile equipment.** This category identifies the acquisition value and numbers of DPW equipment having an acquisition cost of \$5,000 or more (less riding lawn mowers). Reported information includes a breakout of equipment available at the end of the fiscal year, acquired during the fiscal year, and disposed of during the fiscal year, as well as equipment that qualifies for replacement.

CRITICAL ISSUES:

The TDR is a highly visible document that is used extensively as the basis for many critical RPMA-related decisions. Accurate and meaningful data result in wise decisions and quality Army facilities.

Tech Data Report Uses. The TDR is the only source of recurring RPMA information for all levels of the Army from the information source (installations) through MACOMs to HQDA. The information has many uses:

- Serves as the basis for many HQDA policy decisions, such as base realignment and closure and defense management review.
- Indicates and measures whether RPMA costs correspond to required operating and maintenance costs.
- Provides a basis for evaluating whether RPMA program objectives are being accomplished and whether surface management actions can be used to improve workload performance.

- Compares short- and long-range RPMA workload trends over a specified time.
- Highlights outstanding variations in RPMA information from one year to the next or between comparable installations.
- Provides a basis for comparing in-house work effort with the equivalent contracted functions.
- Identifies fixed facility maintenance and repair costs on a square foot basis, and provides data for comparing unit cost factors against those of other Government agencies and the public and private sectors.
- Supports functional studies of low workload productivity and high-cost areas.
- Responds to RPMA-related queries from Congress, DoD, Secretary of the Army, Army staff, and other organizations.
- Non-DoD agencies use portions of the TDR. The Department of Commerce uses the TDR to evaluate the Gross National Product, the Department of Labor uses the contractual data, and the Department of Energy uses electrical and fuel consumption data. Members of Congress receive copies of Volume III of the Red Book.

Automated TDR System:

- Installation DPW personnel use the Integrated Facilities System-Mini/Micro (IFS-M) system to record annual RPMA technical data. This data is extracted, loaded into the Personal Computer Technical Data Recording System (PCTDRS), reviewed, and then the TDR is forwarded on diskette to the respective MACOMs or directly to USA-CPW. After review, the MACOMs forward approved installation reports on diskette to USACPW.
- Upon completion of validation, the RPMA Analysis Division loads all installation and MACOM TDR data into the Headquarters Integrated Facility System (HQIFS), which is accessible over milnet or dial-up MODEMS to MACOMs and HQDA. The HQIFS TDR system stores more than five fiscal years of technical data.

Directorates of Public Works Annual Summary of Operations (Red Book). One of the byproducts of the HQIFS TDR data base is the annual Red Book publication, a three-volume report that is distributed to more than 700 recipients throughout the Army and DoD. Volume I, Executive Summary, highlights the reported RPMA trends and information. Volume II summarizes the cost, performance, and backlog data consolidated by MACOM and the Army. Volume III includes the Armywide and MACOM consolidations, as well as installation-level reports. (Note: Volume III is classified "For Official Use Only," due to inclusion of proprietary installation-level RPMA information.)

TIPS:

TDR Reporting:

- **Costs.** When reporting costs by TDAC and source of funds (OMA, OMAR, RDT&E, and AFH), include all costs — whether direct or reimbursable — under the respective fund source. For example, all direct and reimbursable (that is, reimbursed to OMA) costs from the AFH appropriation are reported as an AFH source of funds.
- **Performance factors.** Always ensure that the correct value for the appropriate unit of measure is reported. The value reported for total gross building square footage (K20000 and respective building category TDACs) should equal the value reported in the real property inventory (HQIFS-RPI).
- **Obligations.** Report all obligations to the nearest whole dollar. Obligations must be reported by source of funds, and whether the funds are direct or reimbursable.
- **Unfinanced workload.** Remember that unfinanced workload applies only to maintenance and repair backlog products (K Account), and does not include other RPMA accounts (J, L, and M) or MCA (Military Construction, Army) projects.

Quality Control:

- Be sure the TDR information submitted has been thoroughly reviewed for inaccuracies.
- Compare the previously developed requirements reflected in the unconstrained requirements report (URR) with the actual execution as reported in the TDR, and analyze the impact on the installation's infrastructure.

HQIFS and Red Book. For functional questions pertaining to HQIFS or accessing the HQIFS TDR data base, contact COMM (703) 428-6394. For copies of the Red Book, contact COMM (703) 428-6318; FAX (703) 428-7918.

PROPONENT OFFICE: Assistant Chief of Staff for Installation Management-Resource Integration Office

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SUBJECT: Unconstrained Requirements Report (URR)

POLICY: AR 420-16, Facilities Engineering Reports, 30 Sep 87 (in revision, expected publication Jul 96).

GUIDANCE:

The URR was developed annually by each Army installation DPW. The report covered at least five fiscal years, beginning with the Army budget year, plus four. The URR was prepared for each Army appropriation that provided for RPMA resources for these accounts:

- J — Operations of Utilities.
- K — Maintenance and Repair of Real Property.
- L — Minor Construction (projects of less than \$300,000).
- M — Other Engineering Support.

The URR was also prepared for A, Army GSA Leases:

- H — Unaccompanied Personnel Housing Furnishings and Management.
- Environmental Compliance requirements.
- Resources required for Historical Structures (this was a memo entry URR).
- Army Family Housing.

The URR identified the direct resources the DPW needs to operate and maintain the installation during the fiscal year for which the report was prepared. The URR provided the basic data used to compile the Annual Recurring Requirements (ARR), which includes "one-time requirements." The ARR was the basis for distributing resources to the DPW accounts.

The URR was a Facilities Engineer (FE) report that was initially established in May 1971 on the strong recommendation of the Lincoln Report, circa 1968. The Lincoln study recognized that the deterioration of Army infrastructure was being caused by the lack of knowledge of the real needs of the FE activity, that is, FE-identified requirements were diluted as they passed up the program and budget chain.

CRITICAL ISSUES:

- The URR was the most important DPW document in the program and budget process. It determined what was

needed to operate and maintain the Army's real property worldwide, and was the basis for resource determination and distribution to the MACOMs. The ARR extracted from the URR was the key element in resource distribution. Other detailed data extracted from the URR are used in exhibits forwarded to OSD in the budget process and to the Congress in the President's budget. As of fiscal year 1996, the Budgetary Schedules will be utilized in replacement of the URR — as we know it — to eliminate duplication of effort.

TIPS:

- Keep in mind the Budget Schedules will still have a definite impact on the amount of resources allocated for the installation.
- The Budget Schedules will only be developed by the DPW, not by the Comptroller resource management office.
- When preparing the Budget Schedules, get the assistance of the Utilities, Buildings and Grounds Staff.
- Be sure that the commander and the DPW are involved.
- Remember that the desired Budget Schedules are the unconstrained requirements, so it will reflect actual needs of the installation DPW, funded and unfunded.
- There is a limit on what can be accomplished in any one fiscal year. Address only executable requirements.
- Compare and analyze requirements against actual expenditures and the impact on the installation and community — that is, compare requirements reported in the Budget Schedules against costs reported via the Technical Data Report (TDR) or Redbook.
- Remember that the Budget Schedules will be used as the URR was used to respond to various requests for information on the DPW requirements.

PROPOSER OFFICE: DAIM-ZR, Office of the Assistant Chief of Engineers.

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ACTION OFFICE: US Army Center for Public Works, Facilities Management and Planning Division

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SUBJECT: USACPW Staff Assistance Visit (SAV) Program

POLICY: AR 420-10, Management of Installation Directorates of Engineering and Housing, 2 July 87.

GUIDANCE:

The Army SAV Program is executed by USACPW in accordance with AR 420-10 and at the direction of the Assistant Secretary of the Army (IL&E). Objectives of the program are to assist the DPW to accomplish the real property maintenance activity (RPMA) mission, review MACOM or installation identified generic or specific issues, identify and pass along good ideas, and provide feedback and analysis on the feasibility (including economic) of DA RPMA policies and procedures.

The SAV program is not an inspection program. It is intended to assist the installation DPW/DEH to accomplish an increasingly complex and dynamic RPMA mission. Installation DPWs identify operational areas to influence composition of the SAV team. Formal reports, which do not require reply, are provided to the DPW/DEH after each SAV.

CRITICAL ISSUES:

Items of a systemic nature that have recurred within the past year in visits to 23 Army installations are as follows:

- Installation DPWs continue to find it impossible to replace needed engineer construction and special equipment in a timely manner, because procurement funds have not been available. Instead, large sums of installation OMA money has been obligated to repair old, worn-out equipment.
- Inadequate levels of OMA funding have forced reductions in preventive maintenance and repairs, leading to equipment failures and eventual use of construction dollars to replace the equipment or facility components.
- DPWs are having problems matching necessary supplies to jobs, which perpetuates inefficiencies. Credit cards reduce the excess inventories and corresponding storage facilities, and improve responsiveness. Due to the multiplicity of non-standard supply items, two or more trips per job is not unusual.
- DPWs continue to “reinvent the wheel” and develop scopes of work in order to contract functions, due to diminishing installation manpower. Their task is compounded by the loss of institutional knowledge, due to early retirements and personnel reductions.
- DPWs lack QA/QC capability, which contributes to inadequate contractor performance.

- An accurate, easily accessible automated installation database is becoming increasingly important to DPWs to provide contract performance baselines, add flexibility to the management decision process, increase what-if drills associated with reductions, new missions, BRAC, and so forth.

TIPS:

- Credit cards are working so well that DOCs at some installations have done away with Blanket Purchase Agreements. Use of credit cards for purchase of supplies and materials must be controlled, and requires a system of prior approval for purchases.
- Supply and equipment evaluations disclose that DPW shop foremen and maintenance personnel are picking up repair parts from commercial vendors. This is expensive — better to position supply material expeditors in the O&M, B&G or Utilities Divisions to supply individual shops.
- USACPW has a contracts library with scopes of work on computer disks for all types of contracts and DPW functions. Consult the Public Works Technical Bulletin # 420-10-5, titled Commercial Activities and Job Order Contracting Guidance Documents.
- Installations should consider adding training costs to the construction project when replacing old equipment with new, or with a new manufacturer.

PROPOSER OFFICE: CECPW-FM

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SUBJECT: Work Management Assistance

POLICY:

- AR 420-10.
- DA Pam 420-6.

GUIDANCE:

The US Army Center for Public Works provides a variety of DPW work management services to the ACSIM, MACOMs, and Installations in support of improved business practices, efficient management processes, and the dissemination of winning ideas.

CRITICAL ISSUES:

- Analysis and improvement of current business practices.
- Development of DPW management guidance.
- Streamline DPW management systems and processes.
- Increased use of commercial, off-the-shelf (COTS) software.
- Development of state-of-the-art decision support tools.
- Support individual installation initiatives.

TIPS:

- Talk to us. Bring us your good ideas and suggestions to put before the Business Practices Committees, to include in publications and policy guidance, and to incorporate in DPW management systems.
- Bring us your problems. Call, write or email us and we'll work with you to identify and resolve problem areas, either through existing resources and guidance or by working to change Army DPW regulations, policy and guidance.

PROPONENT OFFICE: CECPW-FM

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SUBJECT: Work Management Consulting Assistance Visits (CAV)

POLICY:

- AR 420-10.
- DA Pam 420-6.

GUIDANCE:

The US Army Center for Public Works offers a variety of DPW work management support services to assist installations in maintaining a well trained work force that utilizes DPW work management systems to their maximum potential in support of real property maintenance activities. Consulting Assistance Visits (CAV) are one of those support services which are provided on a reimbursable basis.

As distinct from a Staff Assistance Visit (SAV), where a multi-disciplinary team covers the full range of DPW activities in two to three days, a CAV visit consists of one or two functional experts who visit an installation for a period of one day to two weeks to provide specific, deskside assistance in solving functional, management and automation problems. The visits are customized to meet the installation's needs.

In addition to providing assistance in deskside training, work management, work flow, review and analysis, automation, reporting requirements, and so forth, USACPW can provide contract augmentation for peak work loads requirements (such as data entry) and hard-to-fill positions such as planner/estimators and system administrators/data base administrators.

CRITICAL ISSUES:

- Determining the specific problems, issues and needs, in order to set the objectives for the CAV.
- Allowing USACPW and contractor personnel access to POCs and to your systems.
- Implementing the solutions developed during the CAV.

TIPS:

- Some MACOMs centrally fund CAVs. Check with your MACOM to see if funding is already in place.
- Contact the USACPW POC for help with defining CAV objectives and obtaining a cost estimate. Tell him the functional areas and issues of interest, and any problems you are now experiencing. He will help you focus on your requirements and identify the exact nature of the assistance that you need.
- The CAV Team Leader will contact you. At that time, work on determining suitable dates and providing him with the information he needs to best prepare for the CAV.
- Make advance arrangements for in-brief and out-brief. Prepare a schedule for the CAV team to work with your DPW employees.

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TECHNICAL OPERATIONS

SUBJECT: Abatement of Polychlorinated Biphenyls (PCBs)

POLICY:

- AR 420-43.
- TN 87-2.

GUIDANCE:

Although PCBs are not yet prohibited for Army use, their presence poses continued risk. Because of the cost and bother of cleanup and also possible fines, they are being eliminated from the Army as soon as money is available.

CRITICAL ISSUES:

- The Army has about 1,400 PCB transformers still in service.
- Environmental pressures are not likely to diminish.

TIPS:

- Important as it is, PCB abatement is only a part of the overall need for electrical modernization. Watch for opportunities to eliminate PCBs and improve the system with the same projects.
- Be creative, but still legal, in your approach to funding. If your system has failed or is failing, you may be able to program a modernization as repair, and eliminate PCBs in the process.

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SUBJECT: Army Dam Safety Program

POLICY:

- PL 92-367, National Dam Inspection Act of 1972.
- Executive Order, 23 Apr 77, Federal Dam Safety Program.
- Federal Guidelines on Dam Safety, 1979.

GUIDANCE:

All Federal agencies (including DA) that own dams must meet Federal guidelines on dam safety. The Army dam safety program is executed in accordance with the above policy documents. USACPW manages and oversees the program for Army installation dams. USACE provides technical guidance and direct support to accomplish various tasks under the program. In 1988, USACPW began implementing a program that systematically inventories, inspects, maintains, repairs, and documents all dam safety activities. A draft Army regulation is being prepared to formalize the above policy requirements.

CRITICAL ISSUES:

A dam is defined as any artificial barrier, including appurtenant works, which impounds or diverts water and which:

- Is 25 or more feet in height from the natural bed of the stream or watercourse measured at the downstream toe of the barrier, or from the lowest elevation of the outside limit of the barrier — if it is not across a stream channel or watercourse — to the maximum water storage elevation.
- Or has an impounding capacity at maximum water storage elevation of 50 acre-feet or more.

The Federal guidelines do not apply to any such barrier which is not in excess of six feet in height — regardless of storage capacity — or which has a storage capacity at maximum water storage elevation not in excess of 15 acre-feet, regardless of height. This lower size limitation should be waived if there is a potentially significant downstream hazard.

Key elements of a dam safety program include inventory, technical and routine inspection, operation and management, Emergency Action Plans, and maintenance and repair projects.

TIPS:

- Formally establish an installation dam safety officer/program manager.
- Verify and update inventory annually.
- Collect, review, store, and secure documentation (original construction and O&M).
- Conduct inspections and evaluations.
- Determine total requirements.
- Prepare a dam safety program plan.
- Make commander aware of requirements.

- Prepare an O&M plan.
- Conduct in-house training.
- Prepare an emergency action plan (flood routing/spillway capacity).
- Conduct safety awareness training for non-DPW/DEH personnel who relate to the dam (e.g., grounds maintenance contractor and MWR staff).
- Execute plans.

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ACSIM is the proponent for policy.

SUBJECT: Army Energy Security Program

- Energy Resources Management Plan, fiscal year 1985–fiscal year 1996, 1 Sep 89.
- AR 11-27, Army Energy Program, 13 Aug 89.
- Defense Energy Program Policy Memorandum (DEPPM) 92-1, 14 Jan 92.

GUIDANCE:

The Energy Security Program establishes policy that states the Army's commitment to maintain an adequate and secure energy supply to meet mission requirements. It defines the ground rules, standard procedures, and criteria for performing energy security audits and vulnerability analyses. The DoD redefines the policy and goals in DEPPM 92-1.

Simply stated, an Army installation should have energy systems (supply, storage, generation, transmission, and distribution) and associated utility systems (water, wastewater, compressed air, communications, petroleum, natural gas, and electric) that are as secure, survivable, and sustainable as the particular installation mission requirements dictate. Installations will assess the impact on energy and utility systems of terrorism, disasters, catastrophic accidents, explosions, strikes, and similar events, and will identify energy and utility systems that have deficiencies which jeopardize their mission. Such security vulnerability assessments will enable the installation commander to prepare for these contingencies.

CRITICAL ISSUES:

- Security assessments are required to be submitted for review along with documents for the annual Army Energy Report.
- Security assessments are required to be reviewed for currency annually.
- Implementation of a plan of action to mitigate identified deficiencies is required.
- DEPPM 92-1 requires components with mobile generators to record these assets in a data base.

TIPS:

The Army Energy Security Program Assessment Guide and Plan provides methods for performing analyses, making energy emergency preparedness and operation plans, and planning remedial actions.

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ACSIM is the proponent for policy.

SUBJECT: Army Facilities Energy Program

POLICY:

- Executive Order 12902 March 8, 1994, Energy Efficiency and Water Conservation at Federal Facilities.
- AR 11-27, Army Energy Program.
- Defense Energy Program Policy Memorandum (DEPPM) 91-2, Implementing Defense Energy management Goals.

GUIDANCE:

The Army has been given a goal to reduce facility energy consumption by 30 percent by the year 2005, based on energy consumption per gross square foot of its buildings in use, relative to its 1985 energy use. Department of the Army Energy Resources Management Plan and the Army version of Department of Defense Energy Manager's handbook are good references for installation energy managers.

CRITICAL ISSUES:

In the present climate of reduced resources, reduction in the energy consumption and associated cost can benefit installa-

tions. Also the impact of fewer operating personnel can be reduced by innovative alternate financing mechanisms, such as Energy Saving Performance Contracting and Third Party Contracting.

TIPS:

- Installations should have a short-term and a long-term energy conservation plan.
- Installations should take advantage of centrally managed programs and training, which are covered elsewhere in this publication.
- Due to the increased funding and visibility, the installation should appoint an energy manager who can keep in touch with changing rules and maximize opportunities for your installation.

PROPONENT OFFICE: CECPW-EM

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ACSIM is the proponent for policy.

SUBJECT: Army Lead-Based Paint (LBP) Identification and Abatement Program

POLICY:

- Army policy is to provide occupants of Army residential structures a safe and healthful environment. The Army will abate recognized LBP hazards in residential structures. The policy focuses on LBP in housing units, day care centers, and schools.
- PL 91-965, 84 Stat. 2078, approved January 13, 1971.
- Memorandum, Office of the Assistant Secretary (Installations, Logistics, and Environmental) dated 28 April 1993, Subject: Lead-Based Paint Policy Guidance.
- Memorandum, Assistant Chief of Staff for Installation Management, DAIM-FDF-B, Dated 5 November 1995, Subject: Policy Guidance - Lead-Based Paint and Asbestos in Army Properties Affected by Base Realignment and Closure.
- Memorandum, Assistant Chief of Staff for Installation Management, DAIM-FDF-C, Dated 29 March 1994, Subject: Lead-Based Paint Contaminated Debris - AEHA Guidance.

- Memorandum, Office of the Surgeon General, DASG-PSG, Dated 26 February 1993, Subject: Lead Based Paint (LBP) Risk Assessment, Associated Health Risk in Children, and Control of Hazards in DoD Housing and Related Structures — Information Memorandum.
- AR 420-70, Facilities Engineering Buildings and Structures, 17 Nov 76.
- AR 210-50, Installations, Housing Management, 24 Apr 90.
- AR 608-10, Child Development Services, 12 Feb 90.
- TM 5-618, Paints and Protective Coatings, June 1981.
- TN 420-70-2, Lead-Based Paint (LBP) Hazard Identification and Abatement, 3 Sep 91.
- Lead-Based Paint: Interim Guidelines for Hazard Identification and Abatement in Public and Indian Housing, U.S. Department of Housing and Urban Development, Jul 95.
- USEPA Memorandum, Dated 14 July 1994, Subject: Guidance on Residential Lead-Based Paint, Lead Contaminated Dust, and Lead Contaminated Soil.

GUIDANCE:

The Lead-Based Paint Poison Prevention Act (LBPPPA) of 1971 and amendments mandate public housing authorities to inspect all of their stock at random for LBP. The U.S. Department of Housing and Urban Development (HUD) Interim Guidelines interpret the LBPPPA, and the Army has adopted/adapted much of this information in the formulation of both policy and technical guidance on how the Army intends to treat the overall lead hazards on our installations.

The listed DA memoranda discuss the various serious effects of lead in children and adults and spells out specific actions that should be accomplished by an installation staff to effectively manage lead hazards. AR 420-70 is currently under revision and is expected to be published this year.

Since 1 Jan 77, the Army has restricted the amount of lead in the paint applied to residential structures. The new revision of AR 420-70 will state that LBP should not be applied to any Army surface.

The Family Housing and Child Development Services regulations direct that a policy be established to identify and abate LBP in areas of immediate hazard to children.

All Army properties that are sold for residential use must comply with HUD LBP regulations.

Whether abatement is done in-house or by contract, Occupational Safety and Health Administration (OSHA) standards should be used to protect the workers.

While latex paint is not recognized by HUD as an acceptable final encapsulant, it may be used until encapsulant standards are developed.

CRITICAL ISSUES:

- Assessing lead exposure risk.
- Testing for LBP.
- Choosing the LBP abatement level.
- Prioritizing abatement projects.
- Choosing an abatement strategy.
- Abating the LBP hazard.
- Cleaning up LPB.
- Testing waste for hazard.
- Disposing of wastes.
- Training in LPB abatement.

TIPS:

- Removal or disturbance of intact LBP may increase rather than reduce the risk of potential exposure to lead.
- A CONUSwide Indefinite Quantity (Delivery Order) Contract for Lead-Based Paint Abatement is available for use on any Government Owned facility.

PROPONENT OFFICE: CECPW-EB

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SUBJECT: Airfield Evaluation Program

POLICY: AR 420-72, Surfaced Areas, Bridges, Railroad Track and Associated Appurtenances, 28 Mar 91.

GUIDANCE:

The referenced AR sets policy and procedures for evaluating, maintaining, and repairing Army airfield pavements. Airfield pavements must be maintained within the pavement condition index (PCI) range of 55 to 70 (good to very good condition). Airfield pavements should have a PCI survey and non-destructive testing (NDT) evaluations performed every five

years, or with each mission change. Design plans and specifications must be performed in accordance with Corps of Engineers guide specifications and manuals (State highway specifications are prohibited).

CRITICAL ISSUES:

- Coordination and oversight of Army airfields is within the Aviation Systems Command (AVSCOM), but pavement conditions, airfield lighting, and mooring techniques require engineering expertise that is beyond the scope of aviators.
- Certification of Army airfields is required by AVSCOM to meet Army and Federal Aviation Administration (FAA) operational and safety requirements.
- Starting in 1982, funding for evaluations of Army airfields was provided to DAEN-ZCP and then CECPW-ER.
- The ability of Army airfields to meet current and future mission requirements is determined by the ongoing fiscal year program of airfield evaluations, which accurately determines current airfield conditions. In addition, NDT evaluations are used to predict future mission capabilities.

TIPS:

- Continue to provide, per current USACPW policy, a maintenance and repair report to the DPW/DEH within 90 days of an evaluation.
- Contact MACOM and installation programs for airfield evaluations, and request services through USACPW (United States Army Center For Public Works), Attn: USACPW-ER, 7701 Telegraph Road, Alexandria, VA 22315-3862.

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ACSIM is the proponent for policy.

SUBJECT: Boiler Water Program

POLICY:

- AR 420-49, Heating, Energy Selection and Fuel Storage, Distribution, and Dispensing Systems, Paragraph 2-9 to 2-11, 22 Jun 90.
- TM 5-650, Central Boiler Plants, Chapter 4, Oct 89.

GUIDANCE:

The US Army Center For Public Works provides quality assurance (QA) checks, troubleshooting assistance, and technical guidance for boiler water treatment. The QA services are provided by a central contract managed by USACPW. AR 420-49 requires Army installations to send samples routinely for QA analysis services. Results and recommendations are sent to the installation and major command. USACPW also provides expert advice, quick-response troubleshooting and training classes, and manuals on proper boiler water chemical treatment and testing.

CRITICAL ISSUES:

- The capacity of high-pressure boilers operated and maintained by the Army is more than 39 million MBTU/HR. In 1989, operating costs were more than \$189 million, not including fuel, and maintenance costs were more than \$23 million.
- Corrosion and scale from improper water treatment can cause catastrophic boiler failure.
- Scale insulates heat transfer surfaces. A 1/62-inch-thick layer of scale reduces energy efficiency by 15 percent.
- Acid cleaning is not required in a boiler that receives proper chemical treatment. Routine acid cleaning for scale control decreases boiler life.
- Corrosion of condensate return systems is the biggest corrosion problem associated with boilers.
- Correct operation of boilers minimizes the amount of chemicals used and chemical-laden boiler blowdown water generated.

TIPS:

- Send boiler water, condensate water, and feedwater samples for QA analysis.
- Encourage staff to attend USACPW Boiler Water Treatment Workshops.
- Use corrosion testers in condensate return systems.
- Buy generic treatment chemicals when possible.
- Do not acid-clean equipment for routine scale control.

PROponent OFFICE: CECPW-ES

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ACSIM is the proponent for policy.

SUBJECT: Boiler Operator Training and Certification Program

POLICY:

- AR 420-49, Heating, Energy Selection and Fuel Storage, Distribution, and Dispensing Systems.
- AR 420-15, Certification of Utility Plant Operators and Personnel Performing Inspection and Testing of Vertical Lift Devices.

GUIDANCE:

AR 420-49 requires boiler plant operators to be certified, and for those operating central plants the certification shall be per AR 420-15. Trained and certified operators provide improved safety, enhanced operation and maintenance, increased thermal efficiency, and reduced environmental pollution costs.

CRITICAL ISSUES:

All central boiler plant operators shall be trained and certified.

TIPS:

- Installations can help get their operators certified by providing the appropriate training. Several forms of training resources are available, including self study (to include video- and computer-based), on-site seminar, and training center-based. Training and certification is also available from USACPW through contract.
- The focus of the USACPW program is on preparing operators to pass the National Institute for the Uniform Licensing of Power Engineers (NIULPE) 4th class license examination. Operators receive 40 hours of training on-site and are then tested by NIULPE. This on-site training costs about \$7,500.
- All installations are strongly encouraged to provide their operators with training and the opportunity for NIULPE or state/local certification. Certification requirements vary by state and locality, so check to see what is required at your installation.

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SUBJECT: Chlorofluorocarbons and Hydrochlorofluorocarbons

POLICY:

- DoD Directive 6050.9 "Chlorofluorocarbon (CFC) and Halon," 13 February 1989.
- Clean Air Act Amendments of 1990.

GUIDANCE:

Manufacturers of chlorofluorocarbon (CFC) refrigerants are required to cease manufacture of these materials by the end of 1995. Critical shortages and the increasing cost of CFC's will impact the DPW severely.

CRITICAL ISSUES:

- CFC and hydrochlorofluorocarbon (HCFC) venting is prohibited by the Clean Air Act Amendments of 1990.
- As per DoD Directive 6050.9, all DoD use of CFC's will cease by fiscal year 2000.

TIPS:

- A CFC/HCFC survey should be performed and a plan should be developed to convert or replace CFC containing systems. In general, new chillers should be converted, older ones replaced. If a chiller needs to be rebuilt, it would be an excellent time to convert to an alternate refrigerant.
- Conserve existing CFC's by fixing leaks and replacing or repairing ineffective purge units.
- Recovered refrigerant should be saved for use in other chillers.

PROponent OFFICE: CECPW-EM

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ACSIM is the proponent for policy.

SUBJECT: Clean Air Act Amendments Assistance

POLICY:

- Public Law (PL) 101 -549, Clean Air Act Amendments (CAAA) of 1990, 15 Nov 90.

- 40 CFR 61, 1994 version, National Emissions Standards for Hazardous Air Pollutants.
- 40 CFR 70, 1994, version, State Operating Permit Programs.
- 40 CFR 71, 1994 version, Federal Operating Permit Programs.
- AR 200 Environmental Protection and Enhancement, 23 Apr 90.

GUIDANCE:

The US Environmental Protection Agency (EPA) has promulgated regulations for conducting an air emissions inventory in order to indicate which facilities are required to submit a Title V operating permit application. An inventory is used to quantify emissions through source identification, extensive data gathering, and emission rate calculations. A permit application is prepared when the calculated emissions confirm that a Title V operating permit will be required.

CRITICAL ISSUES:

- Installations are required to submit an application for an operating permit when one regulated pollutant discharge (from one source or the total from a number of sources) exceeds 100 tons per year (TPY) or the hazardous air pollutants (HAPs) exceed 25 TPY.
- All processes that operate on the installation need to be inventoried to determine the materials data and facility release parameters for characterizing the conditions and operations which have the potential to emit regulated air pollutants.
- Consider all new major source permits, minor permits, synthetic minor permits, permit shield, enhanced monitoring and provisions of toxic and hazardous risk assessment regulations that may impact on the permit holder.
- Apply emission factors to estimate emissions for the air emissions inventory. This data includes published emission factors, stack emission test reports, material balance data, and engineering estimates.

TIPS:

- Prepare an inventory of all air emission sources using the criterion required for the Title V permit.
- Define alternate operating scenarios, and calculate emissions under these conditions in order to provide operational flexibility. Base the final emissions inventory on the best operating scenario, using conservative assumptions that will present the worst case scenario.
- Apply for the appropriate CAAA operating permit.

Assistance with the above is available through Indefinite Delivery Type (IDT) contracts with Architect-Engineer (AE) firms.

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ACSIM is the proponent for policy.

SUBJECT: Corrosion Control Program

POLICY:

- 49 CFR, Part 192, Natural Gas Pipeline Safety Act.
- 40 CFR, Parts 280-281, Resource Conservation and Recovery Act, 1986.
- AR 420-49, Heating, Energy Selection and Fuel Storage, Distribution, and Dispensing Systems, 22 Jun 1990.
- AR 420-46, Water Supply and Wastewater, 1 May 1992.
- AR 200-1, Environmental Protection and Enhancement, 23 April 1990.
- TM 5-650, Central Boiler Plants.
- TM 5-652, Steam, Hot Water and Gas Distribution Systems Repairs.
- TM 5-654, Maintenance and Operation of Gas Systems.
- TM 5-660, Maintenance and Operation of Water Supply, Treatment and Distribution Systems.
- TN 86-3, Use of Diethylaminoethanol, Morpholine, and Cyclohexylamine for Condensate Return Line Corrosion Prevention.
- TN 86-7.
- TN 200-1-1, Cathodic Protection of Underground Storage Tanks, November 1990.
- PWTB 200-1-2, Upgrading Underground Storage Tanks to 1998 Standards, June 1995.
- PWTB 420-49-4, Corrosion Control Acceptance Criteria for Cathodic Protection Systems, March 1995.
- PWTB 420-49-3, Cathodic Protection Potential measurements and IR Drop, May 1994.
- TN 420-49-1, Lessons Learned in Corrosion Control on Underground Gas Distribution Piping, April 1991.
- TN 420-46-4, Lessons Learned in Corrosion Control on Water Storage Tanks, May 1992.

GUIDANCE:

Corrosion control is required by Army policy and public law because it improves safety and reliability while decreasing environmental risks and life cycle costs associated with facilities operation and maintenance. Corrosion control is cost-effective in preserving existing facilities, enhancing longevity of new facilities, and ensuring material performance. Corrosion control ensures that direct-buried or submerged materials perform as expected, and water treatment protects against corrosion and scale formation.

CRITICAL ISSUES:

- Installations must comply with the Natural Gas Pipeline Safety Act, 49 CFR, Part 192.
- Installations must comply with Underground Storage Tank Regulations, 40 CFR Parts 280-281.
- Improvements in industrial water treatment are required to improve economy, safety, and energy use of O&M activities.

TIPS:

- Perform a comprehensive corrosion-reduction survey and evaluation at each installation.
- Train installation personnel in corrosion control techniques.
- Coat and cathodically protect direct-buried or submerged metallic facilities and equipment.
- Routinely test and repair cathodic protection systems.
- Routinely monitor and treat industrial water systems.
- Use Army QA Analysis program for heating/cooling water.
- Automate chemical feed and blowdown for industrial water systems.
- Achieve biological control of cooling tower water to eliminate Legionnaire's disease.

PROPONENT OFFICE: CECPW-ES

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ACSIM is the proponent for policy.

SUBJECT: Cross-Connection Control Plan/ Backflow Prevention Program

POLICY:

- AR 40-5, Preventive Medicine, 15 Oct 90.
- AR 420-46, Water Supply and Wastewater, 1 May 92.

GUIDANCE:

Army Regulations prohibit unprotected cross-connections between potable water systems and non-potable water systems. Furthermore, US Army Technical Bulletin (TB MED) No. 576, Sanitary Control and Surveillance of Water Supplies at Fixed Installations, 1982, requires each installation to undertake an organized program to detect and remove potential or existing cross-connections and insure that proper measures are taken to prevent contamination of the potable water system. It also provides guidelines for cross-connection control practices and installation of Backflow prevention devices. Army regulations require installations to follow the National Standard Plumbing Code in the design, maintenance, and renovation of water distribution systems, and in the selection of all plumbing fixtures. The code states that potable water supplies shall be protected in accordance with the cross-connection control program of the local regulatory authority. Owners of waterworks, and all purveyors of water from waterworks, are required to establish and enforce a cross-connection control program.

CRITICAL ISSUES:

Water purveyors are legally obligated to provide and distribute safe drinking water. If contaminated water reaches a customer and causes personal or property damage, the purveyor and his/her agents may be held liable for those damages.

TIPS:

- Identify all locations with existing cross-connections or that have the potential to create a cross-connection.
- Conduct a survey to inspect and test backflow prevention devices for proper functioning and protection, according to the hazard level of the non-potable source.

- Develop a Cross-Connection Control Plan that provides guidance in implementing a CCCP/BP Program, selects the proper prevention devices, and identifies DPW responsibilities.

PROPONENT OFFICE: CECPW-ES

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ACSIM is the proponent for policy.

SUBJECT: Defense Utility Energy Report System (DUERS); Army DUERS Data System (ADDS)

POLICY:

- Executive Order 12902, Energy Efficiency and Water Conservation at Federal Facilities, 8 March 1994.
- Section 2865 of Title 10, United States Code, Energy Savings at Military Installations.
- DoD Directive 5126.46, Defense Energy Information System.
- DoD 5126.46-2-M, Defense Utilities Energy Reporting System (DUERS), November 1993.
- AR 11-27, Army Energy Program.

GUIDANCE:

DoD is required to report energy consumption and progress towards achieving energy reduction targets to DOE and Congress. This is achieved using the DUERS system. The Army utilizes the ADDS system to collect this information, then transmit it to DoD. The energy usage and costs are used by DA to plan future year O&M budgets.

Installations are required to submit the following energy inputs into ADDS:

Monthly:

- Petroleum data into ADDS-1.
- Utility data into ADDS-2.

Annually: The building factor data.

CRITICAL ISSUES:

Accurate and timely submission of data.

TIPS:

- ADDS systems has over 50 automated reports to assist installations, MACOMS and DA to check progress to goals; and the data can be used to project future petroleum and utility fuels usage and costs.
- Training is available at the Energy Coordinator Course taught at ALMC several times each year, and can be taught at MACOM-sponsored training sessions.

PROPONENT OFFICE: CECPW-EM

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SUBJECT: Demand Side Management

POLICY:

- Executive Order 12902, Energy Efficiency and Water Conservation at Federal Facilities, 8 March 1994.
- 10 USC 2865, Energy Savings at Military Installations.
- Defense Energy Program Policy Memorandum (DEPPM) 91-2, Implementing DoD Energy Management Goals for the 1990s.
- Defense Energy Program Policy Memorandum (DEPPM) 94-1, Participating in Public Utility Sponsored Energy Conservation and Demand Side Management Programs.

GUIDANCE:

Policy permits DA installations to participate in programs conducted by any gas, electric, or water utility for the management of demand or for energy or water conservation. It authorizes any military installation to accept any financial incentive, generally available from any such utility, to adopt technologies and practices with a positive net present value over a period of ten years or less.

CRITICAL ISSUES:

DSM can help installations meet energy reduction goals. Installations can negotiate directly with the utility company or its competitively selected contractor to accomplish DSM-related work. Installations can accept energy audits, engineering analysis, and financial incentives from the utility. It also authorizes military installations to receive loans from the utility companies.

TIPS:

- Installations should take advantage of utility companies' DSM offerings, which may include technical services, energy audits, rebates, cost share, etc.
- Only the Government portion of the spending is applied toward the spending limits. Installations should negotiate with the utility companies to obtain maximum possible cost share.
- Installations should consider Energy Savings Performance Contracting (ESPC) if funds to implement DSM programs are not available.

PROPONENT OFFICE: CECPW-EM; Center of Expertise: US Army Engineering and Support Center, Huntsville.

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ACSIM is the proponent for policy.

SUBJECT: DoD Public Highway Needs

POLICY: AR 55-80/OPNAVINST 11210.1B/AFR 75-88/MCO 11210.2C/DLAR 4500.19, Highways for National Defense, Chapters 1 and 2, 15 Dec 82.

GUIDANCE:

Defense public highway requirements should be integrated into civil highway programs. State and local highway agencies should develop and maintain highways to serve permanent defense installations the same as for other permanent traffic generators. Likewise, installation commanders should coordinate with these agencies regarding any existing or anticipated public highway deficiencies. The Commander, Military Traffic Management Command (MTMC), is responsible for the Highways for National Defense (HND) Program. This program:

- Provides a means to assist installation commanders with their public highway problems.
- Coordinates defense highway system needs into national highway programs.
- Determines the defense responsibility for construction or improvement assistance to civil highway programs.

CRITICAL ISSUES:

The Highway System Needs portion of the Highways for National Defense (HND) Program ensures that the national highway system can accommodate defense transportation requirements in both peacetime and wartime.

The Defense Access Road (DAR) Program provides a means for DoD to pay its fair share for public highway improvements to mitigate sudden or unusual defense-generated impacts or unique defense requirements.

TIPS:

- Both strategic highway system needs and highway system deficiencies should be referred through the appropriate MACOM to Commander, MTMC, for consideration.
- Defense Access Road impacts and deficiencies should be coordinated with the responsible State or local highway agency as soon as possible. If the agency cannot or will not resolve matters under its regular highway program, the installation should submit a report of its access road needs through the appropriate MACOM to Commander, MTMC.

PROPONENT OFFICE: MTMC Transportation and Engineering Agency, MTTE-SA

POC NAME: Robert D. Franz, Highway Systems; Peter M. Cline, DAR Program

POC TELEPHONE: 804-599-1117, DSN 927-4313

SUBJECT: DoD Traffic Engineering and Highway Safety

POLICY: AR 55-80/OPNAVINST 11210.1B/AFR 75-88/MCO 11210.2C/DLAR 4500.19, Highways for National Defense, Chapters 5 and 6, 15 Dec 82.

GUIDANCE:

Military installations experiencing traffic congestion, high occurrences of accidents, and improper traffic control should have a traffic engineering study. If these adverse conditions are not addressed, the installation could be subject to tort liability. Traffic engineering studies will identify causes of problems and provide solutions to alleviate the adverse conditions.

CRITICAL ISSUES:

- The highway safety plan for each installation will have a procedure to identify potentially hazardous locations and evaluate locations to discover causes of adverse conditions, determine remedies, and design, plan, and program projects to alleviate adverse conditions.

- The design, construction, and maintenance of all installation highways will be according to accepted national standards that provide for a safe driving environment.
- All traffic control devices on military installations will adhere to the Manual on Uniform Traffic Control Devices for Streets and Highways.

TIPS:

- Traffic engineering services will be provided by the MTMC Transportation Engineering Agency (MTMCTEA) to assist in analyzing traffic engineering problems and recommending solutions to alleviate adverse conditions. If MTMCTEA cannot provide this service when needed, it will provide technical assistance and review if the installation obtains traffic engineering from a contractor. MTMCTEA has an Indefinite Deliverable Contractor available for use.
- Plan reviews will be provided upon request by MTMCTEA, which will check traffic engineering and highway design aspects of construction plans and specifications.

PROPONENT OFFICE: MTMCTEA, MTTE-INH

POC NAME: C. Thomas Cochrane

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SUBJECT: DPW/DEH Equipment Replacement and Procurement Programs

POLICY: AR 420-18, FE Materials, Equipment and Relocatable Buildings Management (effective Feb 92).

GUIDANCE:

Army policy concerning acquisition of new or replacement equipment has tended towards local purchase and control. Program Budget Decision 706 (PBD706) is expected to be approved as part of the fiscal year 1996 Annual Appropriations Bill, and will make all "not centrally controlled" equipment OMA purchased. Proceeds from forestry sales, used to purchase equipment, have also become OMA starting in fiscal year 1995. Acquiring multi-purpose equipment, trading in excess items and purchase of used equipment are viable alternatives, as are short-term commercial equipment rental and long-term leasing from the General Services Administration (GSA).

CRITICAL ISSUES:

- The installation DEH/DPW must program for equipment acquisition, despite a shrinking OMA budget. Regular replacement of equipment should be included in the Annual Work Plan. Very little DA funding (OPA dollars) is projected to be available in the outyears.

- With a large portion of DEH/DPW fleets to be locally purchased with OMA dollars, IFS-M equipment rental rates must be examined regularly to insure that all costs of equipment operation are recovered.
- Usage in terms of “hours of use” — not “mileage” — should be the criterion for retaining needed equipment.

TIPS:

- Multiple attachments typically used with skid steer loaders, tool carriers, and hook lift trucks have the potential to dramatically reduce DEH/DPW equipment requirements.
- The use of commercially published equipment rental rate guides will simplify the process of setting rental rates locally.
- Collect IFS-M data to support decisions for cost-effective retention and replacement of equipment. IFS-M queries to produce equipment reports are available through USACPW.
- When leasing vehicles from GSA, refer to the GSA vehicle specifications book to insure that the most cost effective and productive vehicles are leased.

PROPONENT OFFICE: CECPW-ER

POC NAME: Karl Wolfe (Equipment)

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ACSIM is the proponent for policy.

SUBJECT: DPW/DEH Support for MWR Activities

POLICY: AR 215-1, The Administration of Army Morale, Welfare, and Recreation Activities (MWR) and Nonappropriated Fund Instrumentalities (NAFIs).

GUIDANCE:

This regulation establishes policies, prescribes procedures, and assigns responsibilities governing the Army’s MWR system and NAFIs within DA. Chapter 6, Real Property Support for MWR activities, contains the policy and guidance on the management of MWR program real property support. Appendices C and E contain additional information.

CRITICAL ISSUES:

- The AR lists the categories of MWR activities and assigns each MWR activity to a category.

- The AR states the policy on Real Property Support to MWR activities and outlines what type of DPW/DEH support is authorized to be funded with appropriated funds.

- Appendix C lists activities that are authorized to receive appropriated fund support, such as maintenance and repair, utility support, and common DPW/DEH services, and defines the permitted limits.

- Appendix E lists activities that are authorized to receive appropriated fund construction support, and defines the permitted limits.

TIPS:

- If appropriated funds are not available, nonappropriated funds may be used in the support of MWR facilities.
- Trash and garbage removal is not authorized for military exchanges in CONUS.
- For purposes of this regulation, Alaska and Hawaii are considered overseas locations.
- Appropriated funded grounds maintenance is not authorized for golf courses.

USACPW PROPONENT OFFICE: CECPW-EP

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ACSIM is the policy proponent for AR 215-1.

SUBJECT: DPW Equipment

POLICY:

- AR 420-18, FE Materials, Equipment and Relocatable Buildings Management, effective Feb 92.
- Federal Acquisition Regulations (FARs).

GUIDANCE:

The installation DPW normally operates a public works equipment fleet that is used to accomplish the RPMA mission. The primary policy and guidance for this is AR 420-18.

CRITICAL ISSUES:

- The rapid movement of equipment funding responsibility from DA to installations has placed pressure on Post OMA funds.

- Underfunding of NTV's (trucks) is forcing installations to enter into uneconomical leases and operate equipment well beyond life expectancy.
- Public Works equipment maintenance operation (M&S) consolidations under the Directorate of Logistics.
- Lack of equipment replacement planning, low equipment rental rates and poor utilization management are costly to DPWs.

TIPS:

- Develop an equipment replacement plan and include equipment requirements in the Annual Work Plan.
- Update equipment rental rates at least yearly.
- Examine "days" and "hours" of use to determine utilization. Mileage is a poor indicator of DPW equipment utilization.
- Use short-term leased equipment for peak workload and emergency requirements instead of "spare" equipment.
- The versatility of multi-purpose equipment (such as skid steer loaders, tool carriers and hook lift trucks) can eliminate requirements for several pieces of equipment.

PROPONENT OFFICE: DAIM-FDF-B (Policy); CECPW-ER (DPW Equipment Assistance)

POC NAMES:

- Karl Wolfe, Installation and MACOM Support, CECPW-ER, 703-806-5996, DSN 656-5996. Email: Karl.K.Wolfe@cpw01.usace.army.mil
- Larry Black, Policy (ACSIM), 703-355-0173, DSN 345-0173.

SUBJECT: Electrical Systems Testing, Evaluation and Analyses

POLICY: AR 420-43, Facilities Engineering Electrical Services, 27 Nov 87

GUIDANCE:

The electrical systems at installations and within occupied facilities range from completely new to more than 40 years old. Demand for power today comes from variable speed drives, motors, lighting, computers, and the need to provide uninterrupted service. ACSIM is the proponent for policy and USACPW provides a comprehensive collection of electrical power system services that are directly accessible to DPWs

to support their problem solving, modernization, planning, and routine analysis.

Electrical system services include the following:

- Power system testing is available for quickly evaluating system failures and accidents, system transient disturbances, harmonic currents, and standby or emergency power systems utilizing modern electronic power line monitoring equipment.
- Power system evaluations provide the MACOMs and installations with a current status of their electrical power systems, long-term power system improvement programs, feasibility studies for privatization of electrical distribution systems, and conceptual designs with construction cost estimates.
- Power system analyses provide electrical power system planning studies for installations and buildings within installations, such as Load Flow Studies, Short Circuit and Protection Coordination Studies, Grounding System Studies, Harmonic Analyses, Lightning/Surge Protection Studies, Power Reliability Studies, and Quality Power for Computer Systems Analyses.
- Power systems and electrical controls systems infrastructure surveys, as well as commissioning practices consulting services, are also available.

CRITICAL ISSUES:

- Reduction in installation technical personnel and increasing privatization of utility systems requires that an operation and maintenance technical support center be available to the management staff of MACOMs and installations. In addition, aging infrastructure demands intensive evaluation, maintenance, repair, revitalization and inspection. Expert electrical system services can help installation managers determine alternative safe and cost-effective ways to get optimal productivity from their facilities and provide useful advice on whether to retire, privatize or replace worn-out infrastructure.
- Electrical system technological developments, failures, and accidents affect personnel safety, mission support capabilities, and productivity. USACPW helps installation managers get fast, accurate answers to electrical questions and results in improved service. Knowledge of available industry standards and activity with technical committees is essential in ensuring proper guidance to installations on electrical matters.

TIPS:

- Ensure that power system analyses have been conducted in accordance with the time frames in the AR, IEEE, and in NFPA70B.

- Ensure that electrical power system problems and failures are investigated by qualified electrical engineers with proper instrumentation.
- Ensure that proper technical guidance is available to all operation and maintenance personnel.
- Ensure that a complete commissioning process has found and eliminated all of the problems associated with new systems and facilities.

PROPONENT OFFICE: CECPW-EE

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ACSIM is the proponent for policy.

SUBJECT: Emergency Preparedness/ Disaster Response

POLICY: AR 5-3, Installation Management and Organization.

GUIDANCE:

The ability to effectively respond to emergencies is largely determined by how well the particular incident has been planned for. Proper planning and preparation can greatly reduce the extent and severity of consequences of most incidents. The type and potential severity of the incidents are generally a function of the mission, population, and geographic location of the specific installation. However, the utility systems may affect, or even be the initiating cause, of the specific incident.

CRITICAL ISSUES:

Each installation is required to plan for natural and man-made disasters that may affect their installations. The DPW organization supports the installation's DPTM, providing plan input as necessary. In the case of emergencies or disasters initiated by utilities, the responsibility for identifying the scenario may fall upon the DPW organization.

TIPS:

- The DPW should play an active part in planning, particularly in the area of the utility systems and their potential impact on safety or initiating an incident.
- At least natural gas/LPG, steam/high temperature water, and electrical systems should be addressed.

- Be an active participant, and train and equip personnel.

PROPONENT OFFICE: CECPW-EM

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ACSIM is the proponent for policy.

SUBJECT: Energy Conservation Investment Program (ECIP)

POLICY:

- Defense Energy Program Policy Memorandum (DEPPM) 91-2, Implementing Defense Energy Management Goals, 19 Mar 91.
- DEPPM 92-2, Energy Conservation Investment Program Guidance, 4 Mar 92.

GUIDANCE:

The ECIP is a military construction (MILCON)-funded program to improve energy efficiency of DoD facilities, while reducing associated utility energy and nonenergy related costs. This program is a primary part of the Defense Energy Plan outlined in DEPPM 91-2 and can play an important role in implementing Presidential Executive Order 12579 to increase energy efficiency in Federal buildings. The Army's energy goal is to reduce facilities energy consumption by 30 percent by the year 2005, as compared with 1985.

Installations and MACOMS should use ECIP, along with other resource programs for energy, to reduce energy consumption. Guidance on preparing projects for ECIP is contained in DEPPM 92-2 and in current Army implementing instructions.

CRITICAL ISSUES:

- Projects should aim at reducing energy use through the construction of new, high-efficiency energy systems and improvement or modernization of existing Army systems, buildings, or facilities.
- An accurate economic analysis is important, since ECIP projects are ranked by savings-to-investment ratio.
- Project description is also important, since nonenergy cost issues may affect the ranking of the projects (e.g., environmental benefits, maintenance or manpower savings, and use of alternate or renewable energy resources).

- Low-cost or no-cost conservation actions that can be funded locally should be taken prior to project development.

TIPS:

- Review and update Energy Engineering Analysis Program (EEAP) as a potential source of projects.
- Submit DD 1391 documentation through MACOMS on the normal MCA schedule.
- Review projects for suitability in other programs such as Shared Energy Savings or Demand Side Management.
- Include in the economic analysis any potential rebates from the utility company, savings in maintenance or manpower, or savings from use of renewable resources.
- Use Army expertise available to installation, such as Construction Engineering Research Laboratory (CERL), Cold Regions Research and Engineering Laboratory (CRREL), or Waterways Experiment Station (WES) for identifying energy-saving technology.

PROPONENT OFFICE: CECPW-EM

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ACSIM is the proponent for policy.

SUBJECT: Energy Engineering Analysis Program (EEAP)

POLICY:

- Energy Resources Management Plan, FY 85-FY 96, 1 Sep 89.
- AR 11-27, Army Energy Program, 13 Aug 89.

GUIDANCE:

The EEAP is the focal point of the Army's effort to identify and initiate low-cost, high-return, short-payback energy conservation retrofits on installations worldwide. The program funds engineering and economic studies by contracted architect/engineer (AE) firms that deliver to the DEH a prioritized list of energy conservation opportunities along with the programming documents to initiate the design and construction phase. In addition, EEAP funds the Energy Awareness Seminars and other educational programs of the Army Deputy Chief of Staff, Logistics (DCSLOG) Office.

The standardized funded surveys are Boiler/Chiller Plant (B/C), Energy Savings Opportunities Survey (ESOS), Army Hospital Energy Survey, Army Industrial Facilities, Limited Study (LS), and Shared Energy Savings.

CRITICAL ISSUES:

- Surveys must be submitted in March for prioritization and funding allocation actions for the next fiscal year.
- Action is being initiated to include Demand Side Management studies in EEAP.

TIPS:

Review previous Energy Conservation Investment Program (ECIP) projects for candidate studies.

PROPONENT OFFICE: CEMP-ET; Technical POC: CECPW-EM; Center of Expertise: Mobile District

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ACSIM is the proponent for policy.

SUBJECT: Energy Savings Performance Contracting (ESPC)

POLICY:

- Executive Order 12902, Energy Efficiency and Water Conservation at Federal Facilities, 8 March 1994.
- PL 99-272 (42 USC 8287), Title VIII, Shared Energy Savings, Section 7201, 7 Apr 86.
- PL 100-615 (42 USC 8253), Federal Energy Management Improvement (FEMI) Act, 5 Nov 88.
- PL 102-486, Energy Policy Act of 1992, 5 Oct 92.
- Defense Energy Program Policy Memorandum (DEPPM) 94-2, Energy Savings Performance Contracting.

GUIDANCE:

ESPC legislation allows the heads of Federal agencies to enter into unique contracts to save energy. Contractors may be hired for installation, modification and maintenance of energy related equipment for periods of up to 25 years and

may be paid a share of the energy savings that result from the modifications. US Army Engineering and Support Center, Huntsville, is the center of expertise and will provide assistance in studies and project development.

CRITICAL ISSUES:

Installations can save energy and money without incurring the initial cost of equipment modifications, because the risk is placed on the contractor. Installations can contract out maintenance of newly installed systems.

TIPS:

Ensure that the Government contract terms protect against contractor default and shutdown of critical facilities. The US Army Engineering and Support Center, Huntsville, is available to help once a potential project is identified.

PROPONENT OFFICE: CECPW-EM; Center of Expertise: US Army Engineering and Support Center, Huntsville.

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US Army Engineering and Support Center, Huntsville: 205-895-1531

ACSIM is the proponent for policy.

SUBJECT: Energy Source Selection

POLICY: AR 420-49, Heating, Energy Selection and Fuel Storage, Distribution, and Dispensing Systems, 22 Jun 90.

GUIDANCE:

The primary fuel source for any new heating system constructed on lands under military jurisdiction must be the most cost-effective over the expected life of the system.

AR 420-49 provides DoD guidance and current legislation.

Detailed DoD criteria for energy source selection and application have been distributed by EHSC memorandum CEHSC-FU (DEPPM #88-1), Subj: Energy Selection for Army Facilities, 10 Feb 89.

CRITICAL ISSUES:

- Military installation energy source selection is an item of congressional interest.

- Public law regarding energy source selection has been frequently revised.
- Energy costs vary unpredictably, as in 1973, 1976, and 1979.
- Energy source selection economic analyses must carefully follow the referenced guidance.

TIPS:

- When required to make an economic analysis, verify the guidance and legislation that are currently in effect.
- Remember that fuel oil costs for the installation are the Defense Logistics Agency (DLA) stock fund costs, not the Defense Fuel Supply Center (DFSC) oil contract costs. The DFSC contract costs are subject to escalation and can change up or down weekly. Since 1976, the DLA stock fund unit costs have been established on 1 October for the entire fiscal year.

PROPONENT OFFICE: CECPW-EM

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ACSIM-FDF-U is the proponent for policy.

SUBJECT: Engineered Management Systems (EMS)

POLICY: AR 420-10, Management of Installation Directorates of Engineering and Housing, 02 Jul 87.

GUIDANCE:

Engineered Management Systems are sets of management tools that provide DPW/DEH managers and engineers a comprehensive management process for infrastructure systems. EMS applies operation and maintenance standards and engineering technology to help uniformly identify, define and program maintenance, repair, and replacement requirements. EMS helps:

- Prepare short- and long-range work plans.
- Prepare cost estimates and maintenance, repair and replacement options.
- Prepare comprehensive programs to present to higher authorities for funding consideration.

- Explain consequences of priority and funding decisions and their impact on future facility conditions.
- Make best use of available maintenance dollars.

CRITICAL ISSUES:

- Resources for infrastructure systems will continue to be limited.
- Infrastructure systems tend to be out-of-sight, out-of-mind until they reach the point of failure. They usually receive low funding until failure occurs.
- The use of EMS will allow full life cycle management of infrastructure systems. Thus users will be better able to define, program and defend requirements, instead of correcting them under costly crisis conditions.

TIPS:

- Use EMS to the maximum extent possible.
- Designate a program manager by position for each infrastructure functional area.
- Have each functional manager become familiar with EMS capabilities in their area of responsibility.
- Visit an installation that uses EMS.
- Implement the EMS now available, including PAVER (pavements and unsurfaced roads), ROOFER (built-up and single-ply membrane roofs), RAILER (railroad track-age), PIPER (exterior pipes) and SCALER (interior building plumbing).
- Implementations and reinspections may be performed by in-house or by USACPW's centrally managed AE contracts.
- Request improvements to EMS as you discover needs. Just notify USACPW. USACPW provides project managers and contract support for EMS implementation and reinspections. Write to USACPW, ATTN: CECPW-ER, 7701 Telegraph Road, Alexandria, VA 22315-3862.

PROPONENT OFFICE: CECPW-ER

POCS:

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ACSIM is the proponent for policy.

SUBJECT: Expanded Self-Help and Self-Help

POLICY: AR 420-22, 6 Jul 76 (Draft under development).

GUIDANCE:

The Self-Help Program involves the occupants of family and unaccompanied personnel housing, and of other facilities, in voluntarily completing maintenance and repair work and minor construction, as well as improvements to their facilities. The Expanded Self-Help Program involves the occupants of all facilities in voluntarily accomplishing larger projects for improving their facilities and common-use areas.

CRITICAL ISSUES:

The Self-Help and Expanded Self-Help Programs are voluntary, subject to all statutory and regulatory limitations, and must operate in accordance with the installation design guide and the commander's priorities.

TIPS:

- Tailor the Self-Help and Expanded Self-Help Programs to fit each installation's needs and abilities.
- Projects that would normally take years to finance and accomplish using normal methods can be done more quickly and at less cost if occupants do the work themselves.
- Projects that can be completed under these programs are not limited in scope or magnitude.
- CERL has developed a Self-Help Management system for an IBM personal computer that makes managing and accounting for these projects and materials easy.

PROPONENT OFFICE: CECPW-EB

POC NAME: Jim Routson

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SUBJECT: Facilities Engineering (FE) Supply Operations

POLICY:

- AR 420-18, FE Materials, Equipment and Relocatable Buildings Management, effective Feb 92.
- Federal Acquisition Regulations (FARs).
- AR 710-2 Supply Policy Below the Wholesale Level.
- AR 735-5 Policies and Procedures for Property Accountability.

GUIDANCE:

With a few exceptions, installation DPWs normally operate their own supply operations. The primary policy and guidance for this is AR 420-18.

CRITICAL ISSUES:

- Facility engineering supply operation consolidations under the Directorate of Logistics.
- Downsizing and dwindling resources resulting in smaller on-hand inventories.
- Implementation of credit cards to provide rapid acquisition of supplies, equipment, and services.
- Keeping IFS-M Supply and Property Book in tune with rapidly changing policies and procedures.

TIPS:

- Responsiveness to customer needs can equate to cost avoidance and promote cost-effectiveness.
- Potential consolidation of DPW and DOL supply operations may enhance responsiveness and reduce operating costs for the engineer community.
- By reducing total inventories, most excess can be consumed. It is a judgment call whether to retain or dispose of these items.

PROPONENT OFFICE: DAIM-FDF-B (Policy); CECPW-FM (Supply); CECPW-EP (Relocatable Building Program)

POC NAMES:

- Larry Black, Policy (ACSIM), DSN 345-0173, 703-355-0173

- Karl S. Thompson, Supply (CECPW-FM), DSN 328-6301, 703-428-6301 Email: Karl.S.Thompson@cpw01.usace.army.mil

- Vince O'Connor, Relocatable (CECPW-EP), DSN 656-6010, 703-806-6010 Email: Vince.O'Connor@cpw01.usace.army.mil

SUBJECT: Federal Energy Management Program (FEMP)

POLICY:

- Program Budget Decision (PBD) 770.
- Executive Order 12902 March 8, 1994, Energy Efficiency and Water Conservation at Federal Facilities.

GUIDANCE:

The Army has been given a goal to reduce facility energy consumption by 30 percent by the year 2005, based on energy consumption per-gross-square-foot of its buildings in use relative to its 1985 energy use. To facilitate energy conservation, Congress has appropriated funds earmarked for this purpose. Army leadership has decided to use these funds primarily for Operation and Maintenance projects. USACPW requests projects from MACOMs once a year.

CRITICAL ISSUES:

Until recently the Army did not have central funds to implement OMA-type energy projects. FEMP can fund such projects. This is one-year money, so installations should be prepared to execute these projects in the year of the funding.

TIPS:

- Installation should have a short-term and a long-term energy conservation plan.
- Installation should constantly be creating projects so that they can be submitted very quickly at the time of data call.
- USACPW has a centrally funded program to provide energy audits and retrofit services to installations, to identify and implement lighting and motor energy conservation projects. Installations should take advantage of this program.
- Due to the increased funding and visibility, the installation should appoint an energy manager who can keep in touch with changing rules and maximize the installation's opportunities.

PROPONENT OFFICE: CECPW-EM

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ACSIM is the proponent for policy.

SUBJECT: Fire & Emergency Services (new mission title)

POLICY:

- AR 420-90, Fire Protection (under revision).
- TM 5-695, Maintenance of Fire Protection Systems.
- MIL-HDBK-1008B, Fire Protection for Facilities Engineering, Design and Construction.

GUIDANCE:

Every Army activity will have a Fire & Emergency Services (F&ES) program based on its size, mission and available resources. DPW/DEHs normally manage the F&ES element of the installation organization, except where DSHE, DPS, and DIS's are established. The F&ES mission is to maximize life safety and minimize property loss through well-trained firefighting and fire prevention/technical service forces. The fire chief may request additional resources from the installation commander or his designee at the fire scene and call for mutual aid if needed.

CRITICAL ISSUES:

- Appendix E (revised) of AR 420-90 requires annual self-inspections (as part of the Management Control Evaluation Process) using the F&ES Operational Readiness Inspection format.
- F&ES organizations must submit input to the DPW/DEH, DSHE, DPS or DIS Annual Work Plans per AR 420-17 and DA Pam 420-6.
- Each Installation will publish a fire prevention regulation.
- Project design reviews and maintenance of fire protection systems will follow MIL-HDBK-1008B and TM 5-695, respectively.
- Mutual aid agreements are encouraged with all surrounding communities.

- Recurring proficiency training programs must be conducted by qualified instructors using AR 420-90 and DoD Fire Fighter Certification Standards.
- Emergency medical services requirements are to be published in AR 420-90.
- Structural and Aircraft Rescue and Firefighting (ARFF) vehicle requirements are established in AR 420-90.
- CERL and the Ft. Carson fire department completed Fire Information Resource Management System (FIRMS) modules for Hose, Hydrants, Fire Inspection, Training, Personnel and Emergency Medical Dispatch. The Equipment/Inventory, Haz-Mat, Extinguisher and DoD Fire Incident Reporting System (FIRS) are nearing completion. The Ft. Carson fire department is the assigned support center for this activity.
- The DoD Firefighter Physical Fitness manual is currently under review with completion date expected in fiscal year 1996.
- The International Fire Service Accreditation Congress (IFSAC) has accredited the DoD Firefighter Certification System for Firefighter I and II, Driver/Operator, Airport Firefighter, Fire Officer I and II, Fire Inspector I and II and Fire Service Instructor competencies. DoD just approved their manual covering this program.
- DPW/DEHs, DSHEs, DPSs and DIS's should submit "Firefighter of the Year" nominations for the inaugural 1996 DoD/International Association of Fire Chiefs Training Session in Kansas City, MO. They should also nominate them for local special act or sustained performance awards per AR 672-10, Incentive Awards Program.
- Technical assistance is available to all MACOM Fire & Emergency Services (F&ES) organizations. The USA-CPW F&ES office (CECPW-EB) can provide operational Readiness Inspections and other related services.
 - POC: Tom Dolen, CECPW-EB, 703-806-5982, DSN 656-5982.
 - POC email: Tom.E.Dolen@cpw01.usace.army.mil.

TIPS:

- Annual self inspections will ensure a quality rating when MACOMs conduct their biennial F&ES ORI's — changed to every 36 months (triennial) in revised AR 420-90.
- An Annual Work Plan (AWP) is essential in obtaining mission resources.
- Mutual aid agreements provide invaluable support for your mission.

- Develop monthly training schedules using DA Form 5376-R in AR 420-90.
- Army Firefighters (including contract firefighters) will train to at least the “First Responder,” Department of Transportation, EMS , and OSHA Hazardous Materials Operations levels.
- Fire prevention regulations include inspection frequencies, seasonal campaigns, and educational briefings for new personnel and base organizations.
- Inclusion of proper fire measures in new and existing facilities and routine maintenance of fixed fire protection systems will guarantee the most economy and least interruption of essential missions.

PROPONENT OFFICE: HQDA, ACSIM, Alexandria, VA
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SUBJECT: General Safety

POLICY: AR 385-10, The Army Safety Program (current edi-
tion).

GUIDANCE:

Some utility systems pose a potential hazard to DPW person-
nel, the general population, and to the facilities on Army
installations. When everything is functioning normally, the
systems seem to pose no threat, and complacency may set in.
At this point, personnel working on the system may become
careless. Performing some functions improperly, or not per-
forming them at all, can have serious consequences. This
may result in injury to the mechanic, and/or start a chain of
events with more widespread scope.

CRITICAL ISSUES:

There must be a Safety program within the DPW to assure
that personnel are properly trained in their specific jobs, as
well as general safety, and that they are constantly reminded
of safety responsibility for themselves as well as others.

TIPS:

- Develop and implement an effective program, and
involve DPW personnel in the program.
- The Safety Officer position should be staffed by a quali-
fied individual, and he/she should receive recurrent
training.
- Conduct regular meetings with the general populace,
and/or publish Safety Bulletins to maintain safety aware-
ness.
- Conduct regular meetings with mechanics and supervi-
sory personnel to address considerations unique to their
areas of responsibility (i.e., breathing apparatus, chemical
protection, etc.) as well as general safety considerations.
- The Safety Officer should have a working knowledge of,
and/or work closely with those that are knowledgeable of,
the various utility systems. He/she should review all
O&M plans and SOPs for safe operating practices, and to
be sure that some critical item is not omitted or improv-
perly addressed.

PROPONENT OFFICE: CECPW-EM

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ACSIM is the proponent for policy.

SUBJECT: High-Altitude Electromagnetic Pulse (HEMP)

POLICY: MIL HDBK 423; MIL STND 188-125.

GUIDANCE:

A single properly placed nuclear detonation could blanket vir-
tually the entire United States with an intense electromagnetic
field. In such a field, every conductor, including handrails and
downspouts, becomes an antenna. Without special protection,
electronics and telecommunications are almost certainly
destroyed. Certain critical command posts, communications
centers, and the like, are hardened to function during and
after an attack. MIL HDBK 423 describes the design criteria
for HEMP-hardened ground-based structures, and also spells
out the maintenance requirements. USACPW is contributing
to the Handbook and is serving as a link between the DPW/
DEH and the nuclear community. MIL-STD 188-125 estab-
lishes minimum requirements and design objectives for
HEMP-hardening of Fixed and Tactical ground-based facilities.

CRITICAL ISSUES:

Maintenance of hardened structures is not difficult, but it is new to the DPW/DEH work force. The choice between contracted services and specialized training for in-house staff is a DPW/DEH decision.

TIPS:

Knowledge is power. If an HEMP-hardened facility is scheduled for construction, become involved at the earliest possible stage.

PROPONENT OFFICE: CECPW-K

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SUBJECT: High Pressure Boiler Inspection Program

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

GUIDANCE:

High pressure boiler inspections are performed to ensure safety of operators and equipment. Inspectors evaluate boiler condition, make necessary recommendations and determine if safe operation can be achieved. Failure to conduct inspections places operators and equipment at risk and invites disaster.

CRITICAL ISSUES:

- All high pressure steam boilers (above 15 psig) and all high temperature water (HTW) boilers (above 30 psig or 250F) in active use shall be inspected.
- AR 420-49 does not address the inspection of unfired pressure vessels (such as air compressors or deaerator tanks). However with the advanced age of most Army plants, consider inspecting this equipment also. Inspections should be made by in-house or contract personnel familiar with the American Society of Mechanical Engineers, Boiler and Pressure Vessel Code.

TIPS:

- USACPW has a central contract in-place to provide boiler inspections. FORSCOM & TRADOC installations are directly funded by their MACOMs for the inspections. Installations not part of FORSCOM or TRADOC can use USACPW's contract and issue delivery orders against it through their local contracting office. Call the USACPW POC to make the necessary arrangements with your local contracting officer.
- You may arrange for or use another agency with certified inspectors to perform the required inspections.
- The USACPW contract also addresses unfired pressure vessel inspections and boiler failure analysis.

PROPONENT OFFICE: CECPW-EM

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ACSIM is the proponent for policy.

SUBJECT: Long Range Utility Systems Planning

POLICY:

- AR 210-20, Master Planning for Army Installations and Master Planning Instructions.
- ETL 1110-3-404, Utilities System Planning—Installation Comprehensive Planning.

GUIDANCE:

Utility systems planning in times of diminished resources is more important than ever. The impact of decisions made about utility systems now will shape the operation of installations far into the future.

CRITICAL ISSUES:

Utility system planning is a critical component of the installation comprehensive planning process, providing the means to determine how to improve services, such as water, sewer, gas and electrical supply. These services are critical to mission accomplishment and quality of life.

TIPS:

- Develop an installation utility systems plan, fully integrated with the installation master plan.

- Consider current and future needs of all utility systems, as well as the facilities and population served by the utilities.

PROPONENT OFFICE: CECPW-EM

POC NAME: Phillip Conner

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ACSIM is the proponent for policy.

SUBJECT: Natural Gas Distribution System

POLICY:

- AR 420-49, Heating, Energy Selection and Fuel Storage, Distribution and Dispensing System; and Interim Policy message, Development of Site Specific O&M Plans for Natural Gas System, dated 30 Jul 91.
- TM 5-654, Gas Distribution Systems Operation & Maintenance.
- 49 CFR, Part 192 - TRANSPORTATION OF NATURAL AND OTHER GAS BY PIPELINE: MINIMUM FEDERAL SAFETY STANDARDS.

GUIDANCE:

Natural gas poses a distinct life safety hazard. Proper and effective O&M of the gas distribution system is essential for system safety. Several instances of gas explosions and fires can be directly traced to inadequate or improper O&M procedures.

CRITICAL ISSUES:

Army gas distribution systems must be designed, constructed, operated and maintained in accordance with the technical requirements of 49CFR, Part 192. Gas system O&M and emergency response plans must be developed and implemented. The personnel implementing the plans and working on the gas system must be knowledgeable and qualified to do so.

TIPS:

- Develop and implement the plan(s) as identified.
- Metallic gas lines must be protected, and cathodic protection surveys and leak surveys must be scheduled and performed, using trained personnel and proper test equipment. Perform via contract if necessary.

- Develop and/or review training plans to ensure mechanics have adequate knowledge to work on the gas system. Utilize Department of Transportation or other utility system courses, as available.

- If there is inadequate in-house capability, consider/investigate contracting maintenance, or turning over the gas system ownership to the local gas utility.

PROPONENT OFFICE: CECPW-EM

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ACSIM is the proponent for policy.

SUBJECT: Operation & Maintenance of Utility Plants/Systems Assistance Program

POLICY: AR 420-49 - Heating, Energy Selection and Fuel Storage, Distribution, and Dispensing Systems, 22 Jun 90.

GUIDANCE:

Army utility plants — also referred to as central energy plants (CEPs) — usually produce and distribute steam, hot water, and chilled water, or some combination of these. Operation and maintenance (O&M) programs in CEPs are critical to the efficiency and the longevity of the plant/distribution system. Good O&M programs are essential for energy conservation and efficient operation.

CRITICAL ISSUES:

CEPs will be operated in a safe and environmentally compatible manner while maximizing energy savings. Boilers, steam and condensate distribution systems, and cooling tower systems require certain chemical treatment methods.

TIPS:

- Emphasis should be on good O&M practices for boilers and chillers. Return as much condensate as is economically possible back to the steam plant.
- The installation should provide management support for water treatment and obtain engineering evaluation and technical assistance for water treatment programs.
- Obtain boiler inspections, inspect energy distribution manholes.

- Pursue opportunities for energy projects such as high efficiency boilers and variable speed pump motors.
- O&M assistance is also available from USACPW through contract. The contract covers analysis of plant design and O&M practices. The purpose of the contract is to reduce energy and O&M costs, improve plant safety, and reduce air pollution.

PROPONENT OFFICE: CECPW-EM

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ACSIM is the proponent for policy.

SUBJECT: Power Reliability Enhancement Program

POLICY:

- SECDEF Memos Nos. 61163 and 61164, 8 Dec 81.
- AR 10-5, 1 Dec 80.
- AR 25-1, 16 Nov 88.
- DoDD 4630.7.
- DoDDS 5100-44.

GUIDANCE:

The Secretary of Defense (SECDEF) has designated the Army as the DoD executive agent responsible for implementing the Power Reliability Enhancement Program (PREP) for critical command, control, communications, and intelligence (C3I) facilities. Responsibilities include establishing overall design; operation and maintenance management criteria; survey, resurvey, and evaluation of utility systems supporting facilities; and systems performance for maintainability, survivability, and reliability. This program addresses facilities in the National Military Command System (NMCS), critical electronic sites and includes high-altitude electromagnetic pulse (HEMP) and other protective systems. Program requirements are included in The Army Plan and the Defense Guidance. CECPW-K is responsible for overall program management.

CRITICAL ISSUES:

- Ensure proper equipment, configuration, maintenance, and staffing of C3I.

- Provide reliable power, heating, ventilation, and air conditioning (HVAC), harmonics grounding, protection, and distortion-free voltage.

TIPS:

- Use true root mean square meters when measuring current and voltage.
- Do not place rotating motor loads on uninterruptible power systems.
- When equipment is identified as requiring uninterruptible power system power, provide backup cooling for critical mission equipment.
- When testing for site integrity, test total systems, not just pieces.

ELECTRICAL PROBLEM SIGNS:

- Low voltages.
- Electrical components hot to the touch.
- Heating of transformers, filters, wires, electrical components.
- Circuit breakers tripping, burnout, failure.
- Electronic data corruption.
 - Slow response.
 - Upset, reboot, damage.
 - Noise, snow on screens.
 - Unexplained outages.

PROPONENT OFFICE: CECPW-K

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SUBJECT: Relocatable Building Program

POLICY: AR 420-18, Facilities Engineering Materials, Equipment, and Relocatable Building Management, 3 Jan 92.

GUIDANCE:

The referenced regulation sets policy and procedures for relocatable buildings acquired through governmental or com-

mercial sources for temporary use as personal property, including their use, acquisition, temporary loan, transfer, stock levels, accountability, and disposition. Excluded are relocatable buildings authorized as real property per AR 415-15 and AR 415-35.

CRITICAL ISSUES:

Relocatable building policy, definitions, and approval limitations; procedures to obtain relocatable buildings; relocatable building disposition instructions; submittal requirements and information on funding.

TIPS:

- Relocatable buildings obtained under the authority of referenced policy letter are for interim facility requirements not to exceed three years.
- Utility support cost and site preparation are funded construction costs and are approved in accordance with AR 415-35.
- All submissions for approval must contain an economic analysis and space utilization statement.
- All relocatable building purchases must be approved by the Office of the Assistant Secretary of the Army (OASA) (I, L&E).
- The lowest level of approval rests with the MACOM, which can authorize leases not to exceed one year and \$50,000.
- Relocatable buildings should be approved by the installation planning board and should meet the requirements of the installation's design guide.

PROPONENT OFFICE: CECPW-EP

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ACSIM is the policy proponent for AR 420-18.

SUBJECT: Roofing Assistance

POLICY: AR 420-70, Paragraph 3-16 "Roofing Systems."

GUIDANCE:

The USACPW Roofing Section provides the user with answers relating to the management, maintenance, repair, and

replacement of roofing systems IAW AR 420-70. The Section can provide the following types of information and assistance relating to roofs:

- The ROOFER Maintenance Management Program.
- Contracts and contract specifications for implementing ROOFER.
- Maintenance and repair techniques.
- Policy guidance and Industry Standards.
- Replacement criteria for roofing systems.
- Aerial infrared (IR) roof moisture scans.
- Training courses.
- Reference materials.
- Other POC's that can provide additional information and assistance.
- Limited on-site technical roofing assistance.
- Other roofing-related problems and questions.
- Assistance via the Roofing Information Support System (RISS).

TIPS:

- The customer must provide funds to cover TDY costs and salaries for any assistance involving a field investigation by Section personnel, including aerial IR roof moisture scans.
- The customer is also responsible for providing any funds needed for contracted support.
- Detailed cost estimates will be provided upon request.

PROPONENT OFFICE: CECPW-EB

POC NAMES: Al Knehans; Jim Ledford

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SUBJECT: Solid Waste Recycling Programs

POLICY:

- Executive Order 12873.
- 42USC, Chapter 133, Pollution Prevention Act.
- AR 11-28, Internal Management Control, 2 Dec 75.
- AR 200-1, Environmental Protection and Enhancement, 23 Apr 90.
- Interim AR 420-47, Interim Guidance Solid and Hazardous Waste Management , 14 Mar 95.
- TN 420-47-02, Installation Recycling Guide, 1 Sep 91.

GUIDANCE:

Installations are required to participate in a cost-effective recycling program to reduce waste generation, prevent pollution, and conserve natural resources. Financial incentives exist for installations to recover recyclable materials from the waste stream. Procurement activities shall promote the procurement of products having recycled content and reduce waste generation through packaging minimization reusability.

CRITICAL ISSUES:

- All proceeds from the sale of recyclable materials may be used by Army activities that have qualifying recycling programs.
- An economic analysis or program evaluation, which includes cost avoidance from reduced solid waste handling and disposal, should be conducted according to AR 11-28 before any program is initiated.
- Recycling efforts should be directed toward waste stream reduction, pollution prevention, and resource conservation.

TIPS:

- Be aware of the various recycling options.
- Participate in regional or joint cooperative programs, whether operated by the civilian community or the installation.
- Recycling programs operated by installation activities offer entrepreneurial options and flexibility not available to direct-funded DPW programs.
- Coordinate closely with the Defense Reutilization and Marketing Service (DRMS) and the local DRMO office.
- Use waste as a fuel supplement.

PROPONENT OFFICE: CECPW-ES

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ACSIM is the proponent for policy.

SUBJECT: Stormwater Assistance Program

- Public Law (PL) 93-523, Safe Drinking Water Act (SDWA), 16 Dec 74, and all amendments.
- 40 CFR 125, 1994 revision, EPA National Pollutant Discharge Elimination System Regulations.
- AR 420-46, Water Supply and Wastewater, 1 May 92.

GUIDANCE: The US Environmental Protection Agency (EPA) has published rules for stormwater discharges associated with industrial activities. In these rules EPA established a national strategy for stormwater discharges, starting with a baseline permitting effort and state-developed implementation plans. The rule revised minimum National Pollutant Discharge Elimination System (NPDES) monitoring and reporting requirements to annual inspection and certification of facilities. The three different kinds of available stormwater permits are general, group (multiple sector), and individual.

CRITICAL ISSUES:

- A range of substances, such as oil and grease, toxic metals, lawn pesticides and fertilizers, and other contaminants from stormwater runoff are a leading cause of water pollution nationwide. The contaminants flow with stormwater into storm drains, from which they are ultimately discharged into US waters.
- Once a NPDES stormwater permit is issued, EPA and individual states require regulated facilities to develop and implement Stormwater Pollution Prevention Plans (SWP3s), which identify Best Management Practices (BMPs) to minimize and/or eliminate industrial stormwater pollution through source control. SWP3 requirements, including development and implementation deadlines, vary depending on the state in which a facility is located.
- Deadlines for the development and implementation of the SWP3 will be specified in each permit issued to Army group participants and will be dependent upon the state in which a facility is located. Primacy states may require a SWP3 be developed prior to permit issuance.

TIPS:

- Prepare a Stormwater Pollution Prevention Plan (SWP3).
- Collect and analyze water samples obtained during storm events.
- Provide specific Best Management Practice (BMP) training.
- Apply for the appropriate Stormwater NPDES permit.
- Assistance with the above is available through Indefinite Delivery Type (IDT) contracts with Architect-Engineer (AE) firms.

PROPONENT OFFICE: CECPW-ES

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ACSIM is the proponent for policy.

SUBJECT: Technical Assistance

POLICY:

- AR 420 series.
- TM 5-600 series.
- ER 70-1-3.
- ER 70-3-9.

GUIDANCE:

USACPW and Construction Engineering Research Laboratory (CERL), Cold Regions Research and Engineering Laboratory (CRREL), and Waterways Experiment Station (WES) provide technical support to DPWs/DEHs to deal with facility problems that are beyond the scope of the local work force.

USACPW provides inspections, technical surveys, and training to improve local operations for structures and for electrical, mechanical, chemical, and sanitary facilities. The annual USACPW Support Services Guide lists available services and contacts.

The CERL Small Problems Program provides help with minor engineering difficulties, offering up to two days of free labor, phone consultations, or answers by correspondence. Site visits and more extensive assistance are provided at the users' expense.

CRREL and WES offer one-stop research and development service.

Through USACPW and laboratory points of contact, installation managers may also access the services of the Corps support centers for the technical assistance programs, blast energy analysis, microcomputer support to Army personnel, Micro-PAVER, ROOFER, and construction automation support.

CRITICAL ISSUES:

Aging infrastructure demands intensive inspection, maintenance, repair, and revitalization. Expert technical services can help installation managers determine safe, cost-effective, and efficient ways to get the maximum predicted from the facilities, as well as give experienced advice on whether to retire worn-out infrastructure.

Questions and problems about proliferating regulatory requirements, especially in the environmental and natural resource management areas, can overwhelm the DPW/DEH. Technical advice from the labs and USACPW can help installation managers get fast, accurate answers to their questions.

TIPS:

- Build technical assistance into annual work plan projections. Site visits from an inspection team can help determine the most pressing work requirements for the coming fiscal year.
- Identify the top five facility problems that exceed local staff capability, and research the potential for getting problem-solving assistance.

PROPONENT OFFICE: CECPW-E

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SUBJECT: Underground Storage Tank Cathodic Protection Program

POLICY:

- The Resource Conservation and Recovery Act (RCRA), 40 CFR 280 (currently being reauthorized as H.R. 3865/S. 976).
- AR 200-1, Environmental Protection and Enhancement, 23 Apr 90.
- AR 420-49, Heating, Energy Selection and Fuel Storage, Distribution, and Dispensing Systems, 22 Jun 90.

GUIDANCE:

Corrosion control of underground storage tanks (USTs) is a key requirement of Army and Environmental Protection Agency (EPA) regulations. Army policy and regulations require cathodic protection (CP) for all metallic petroleum, oil, and lubricant/underground storage tanks (POL/USTs — or metallic components thereof) installed after fiscal year 1986 and for all USTs regulated by the EPA by December 1988.

CRITICAL ISSUES:

- UST regulations include extensive corrosion control requirements.
- Army policy requires CP systems to be installed, operating, and maintained on all metallic USTs installed after fiscal year 1986 (including piping and other components). State EPAs may require CP on even earlier installations.
- On-site evaluation of soil and existing CP systems and USTs is required at all UST sites for proper design and O&M of UST CP systems.
- Routine CP system monitoring is required by UST regulations.
- CP performance and maintenance record keeping is required by UST regulations.
- An assessment of the leak potential for each UST is recommended to assist in making decisions to upgrade, replace, or remove a particular UST and to prioritize these activities.
- Army and EPA regulations require that CP must be installed and operating on all USTs (including piping and other components) by 23 December 1998.

TIPS:

- Perform a comprehensive corrosion reduction evaluation at each UST site to evaluate design parameters for installation of CP systems, assess the operation of existing CP systems, and help satisfy the regulatory requirement for routine inspection and maintenance of CP systems.
- Train installation personnel in corrosion control techniques.
- Routinely test and repair UST CP systems.
- Implement the CP Diagnostics Program developed at CERL to provide the installation with an automated record keeping and CP data evaluation system.

- Implement the Leak Predictor Index Program developed at CERL to provide the installation with a basis for prioritizing future UST upgrade, replacement, and removal activity.

PROPONENT OFFICE: CECPW-ES

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ACSIM is the proponent for policy.

SUBJECT: US Army Prime Power Program

POLICY: AR 700-128.

PRIME POWER MISSION:

The 249th Engineer Battalion (Prime Power) generates electrical power in support of warfighting, contingency operations and disaster relief. It also provides advice and technical assistance in all aspects of electrical power and distribution systems. The battalion maintains Army power generation and distribution war reserves. The commander is also the Commandant of the Prime Power School, which trains MOS 52E (Prime Power Production Specialist) and conducts related training for other DoD prime power personnel.

ORGANIZATION:

The battalion has two line companies with four platoons each. Company A is headquartered at Fort Lewis with platoons at Fort Lewis, Fort Leonard Wood, Hawaii and Korea. Company B is headquartered at Fort Bragg with platoons at Fort Bragg, Fort Benning, Fort Campbell and Germany. Each platoon is manned by a warrant officer and 15 highly skilled NCOs who operate and sustain the generation and distribution systems of the prime power program.

DPW SUPPORT:

The battalion's priority missions are warfighting, contingency operations, emergencies, disaster relief, and nation assistance. However, during peacetime the battalion can offer DPWs a variety of services, including:

- Power production.
- Transformer inspection and test analysis.
- Maintenance and repair of power plants, substations, transmission and distribution systems that are government owned or managed by the DPW.

- Troubleshoot, repair and maintain critical electrical and electronic systems at Command, Control, Communications, and Intelligence facilities.
- Circuit breaker and protective relay maintenance.
- Train personnel to operate and maintain prime power assets.

REQUESTS FOR SUPPORT:

Requests for prime power program support requires the following information:

■ **Justification.**

- Location of project.
- How equipment is to be used.
- Estimated duration.

■ **Technical Data.**

- kW rating desired.
- Voltage and frequency necessary.
- On-site transformer capabilities.
- Available ground support equipment.
- POL and fuel availability.

■ **Special Factors.**

- Power load factor.
- Pulse load.
- Motor starting load.
- Operating and maintenance capabilities.
- Special environmental considerations.

LOAN PROGRAM:

The prime power loan program maintains an inventory of prime utility power generation, transmission and distribution equipment to support high-priority electrical power requirements for the Army, DoD and other Federal Agencies. Equipment ranges from the 500kW low voltage (120/240/480 VAC) generators, the 750 kW medium voltage (4,160 VAC) 50-60 HZ generators and 4,500kW medium voltage (4,160 VAC) 50-60 HZ power plants. Note: Weight and size restrictions apply to the 4,500kW plants. POC information:

- POC NAME: Michael Hunter
- POC PHONE: (703) 704-1474 or DSN 654-1474
- POC Internet email: Mike.W.Hunter@cpw01.usace.army.mil or hunter@pentagon-hqdadss.army.mil

POINTS OF CONTACT AND TELEPHONE NUMBERS:

Office:	Phone:	DSN:
BN Commander	(703) 704-1524	654
Executive Officer	(703) 704-1525	654
Operations Officer	(703) 704-1522	654
Beeper	(202) 217-3366	
Loan Program Manager	(703) 704-1474	654
Heavy Maintenance Team	(703) 806-3204	656
Prime Power School	(703) 704-1507	654
Toll free number	1-800-243-EHSC	
Co A (Fort Lewis, WA)	(206) 967-4175	357
1st Platoon (Fort Shafter, HI)	(808) 438-2497	438
2nd Platoon (Fort Lewis, WA)	(206) 967-4019	357
3rd Platoon (Fort Leonard Wood, MO)	(314) 596-1092	581
4th Platoon (Camp Humphreys, ROK)	011-82-333-690-7665	724
Co B (Fort Bragg, NC)	(910) 396-6003	236
1st Platoon (Fort Bragg, NC)	(910) 396-6188	236
2nd Platoon (Fort Campbell, KY)	(502) 798-1617	635
3rd Platoon (Fort Benning, NC)	(404) 544-6915	784
4th Platoon (Heidelberg, FRG)	011-49-6202-80-6340	784

MAILING ADDRESS:

249th Engineer Battalion (Prime Power)
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Fort Belvoir, VA 22060-0174

SUBJECT: Utilities Contract Services, Acquisition and Sale

POLICY:

- AR 420-41, Acquisition and Sale of Utilities Service 15 Sep 90. (Pending Revision).
- TN 420-41-1, Guidance for Calculation of Rates for the Sale of Utilities Services, Revision 1, 21 Jan 92. (Pending revision).

GUIDANCE:

Procedures and responsibilities for acquiring utilities services must follow the FAR Part 41 and the DFAR Part 241. The Army-unique procedures and responsibilities are described in AR 420-41.

CRITICAL ISSUES:

DPW/DEH coordinates the acquisition of utilities services, provides technical support to the contracting officer, and designates the utilities sales and services officer.

TIPS:

Acquisition and sale of utility services for all MACOMs except USAREUR, USARPAC, USARSO, MDW AND US ARMY JAPAN is handled by the Deputy Army Power Procurement Officer (DAPPO), Directorate of Army Power Procurement, USACPW, who provides operational oversight, technical support (including assistance in Negotiations with utilities), and Technical Approval of Utility Contracts. For EUSA, USAREUR, USARPAC, USARSO, MDW AND US ARMY JAPAN, this service is provided by a MACOM Assistant Deputy Army Power Procurement (ADAPPO), or an Army Power Procurement Officer Representative (APPOR).

ADAPPO follows these steps:

- Finds out whether the public utility commission will allow separate rates to be negotiated with the utility company.
- Finds out whether the utility company will negotiate separate rates.
- Negotiates or selects from Utility Tariff Schedule the most advantageous rate to the Government.
- Develops the contract per FAR Part 41, and DEFAR Part 241.

These are applicable provisions of law:

- DoD is authorized by 10 USC 2304 and 40 USC 474(3) to enter into utility contracts not to exceed one year, or 30-day indefinite term contracts.

- Indefinite-term utility contracts shall ordinarily reserve the Government's right to terminate on 30 days' notice, but if longer notice is needed to obtain a more favorable rate or more advantageous conditions of service, or for other valid reason, the longer notice may be provided, but cannot exceed one year.
- Where it is in the interest of the Government, as when definite advantages are obtainable in the form of lower rates, larger discounts, or more favorable terms and conditions, the supplier may be granted the right to terminate the contract.
- Indefinite-term utility contracts shall be reviewed at least annually to determine the existence of competition. If competition is feasible and practicable, the existing contract should not be continued beyond the time reasonably required to complete the requirement.
- The GSA is authorized by the Federal Property and Administrative Services Act (FPASA) of 1949, 63 Stat. 377, section 201, as amended (40 USC 481), to prescribe policies and methods governing the acquisition and supply of utility services for Federal agencies. Section 201 allows utility service contracts not to exceed ten years.
- The Administrator, GSA, has delegated authority to the Secretary of Defense under the provisions of FPASA, as amended, to enter into definite term contracts for utility services for periods not to exceed ten years.

PROPOSER OFFICE: USACPW, Directorate of Army Power Procurement, CECPW-C

POC NAMES: James M. Walton or Clifford M. Beasley Jr.

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SUBJECT: Utility Services

POLICY:

- AR 420-41, Acquisition and Sale of Utility Services.
- AR 420-46, Water Supply and Wastewater.
- AR 420-47, Solid and Hazardous Waste Management.
- AR 420-49, Heating, Energy Selection, and Fuel Storage, Distribution, and Dispensing Systems.

- DA Memo USACPW-FU-S (310-2d), Subj: Army Policy for Obtaining Water Supply, Wastewater, Solid Waste, Heating, Electricity, and Other Utility Services, 5 Sep 91.

GUIDANCE:

Army policy is to obtain water supply, wastewater, solid waste, heating, electricity, and other utility services from municipal, regional and cooperative, and private utility systems and companies. The Army prefers not to be in the utility business. Life cycle cost (LCC) analysis to determine the most cost-effective approach should be performed in accordance with AR 11-18, Cost and Analysis Program; and TM 5-802-1, Economic Studies for Military Construction Design — Applications. Undefined environmental standards, increased costs to meet new standards, plant complexity, operator certification and availability, and other considerations may make it advantageous for the Army to use municipal, regional, and cooperative systems or private contractors, even though the initial conversion may be more costly.

CRITICAL ISSUES:

There has been a tremendous increase in the number of laws and of Federal, State, and local agencies that affect construction, operation, and maintenance of Army-owned utility systems. Continued awareness of environmental and energy issues will undoubtedly generate additional laws and policy guidance in these sensitive areas, leading to additional controls.

Many Army-owned systems are obsolete, and replacement systems are becoming so complex that it is difficult to operate them in compliance with Federal, State, and local laws. Space on Army installations for landfills and water and wastewater treatment plants is becoming scarce. Operator certification is more complicated and requires additional time-consuming, expensive training. Reductions in the DPW/DEH work force frequently make it difficult to operate and maintain Army-owned utility systems effectively and economically. These conditions make it necessary to find and evaluate innovative ways to supply utility services to installations.

TIPS:

- MACOMs should discuss alternative utility service sources at MACOM Engineer conferences and during Staff Assistance Visits to installations.
- Technical support and guidance is available from the US Army Center for Public Works, Directorate of Engineering.
- Utilities contracting support and guidance is available from the US Army Center for Public Works, Directorate of Public Works, Directorate of Army Power Procurement (CECPW-C).

PROPONENT OFFICE: CECPW-EP

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SUBJECT: Utility Systems Scheduled Inspections and Periodic Maintenance

POLICY: AR 420-22, Preventative Maintenance and Self-Help Program, 15 Aug 76.

GUIDANCE:

Performance of scheduled preventative maintenance (PM) and inspections, and other regularly scheduled inspections, can have a significant impact on the life and efficiency of a utility system and the components comprising the system. In some cases, the performance (or non-performance) can also have a significant impact on safety. Due to limited resources, some installations have curtailed PM and inspections, with the result that “breakdown” maintenance is all that is being performed.

CRITICAL ISSUES:

Identification and implementation of a preventative maintenance program, including scheduled inspections, is required to accomplish minor maintenance, to detect and correct incipient failures, and to help prevent unexpected breakdowns.

TIPS:

- Design and implement a PM program. The PM program should at least address all components of a system that potentially affect safety or that have a significant effect on the operating efficiency of the system.
- Personnel should receive instruction/training in the proper PM procedures, and particularly in any operation or equipment that poses a potential danger or health hazard to themselves or others. The procedures identified in the Technical Manual applicable to the system, as well as manufacturers literature, should constitute part of the training.
- As a minimum, PM programs should be implemented for natural gas/LPG systems, steam/high temperature water systems, electrical systems, and any other system where a failure would pose a potential life safety or health hazard.

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ACSIM is the proponent for policy.

SUBJECT: Water and Wastewater Treatment Operator Assistance Program

POLICY:

- Clean Water Act of 1977, as amended 1987.
- Safe Drinking Water Act of 1974, as amended 1986.
- AR 200-1, Environmental Protection and Enhancement, Chapter 3, Water Resources Management, 23 Apr 90.
- GAO report, DoD Can Make Further Progress in Controlling Pollution from Its Sewage Treatment Plants, 3 Feb 84.
- US Army Engineering and Housing Support Center, Operator Assistance Program (OAP) for Wastewater Treatment Plants, 1985.
- AAA Audit of the Army's Water Resource Management Program, Report WE 91-201, 31 May 91.

GUIDANCE:

The increasing environmental concerns in the United States and other countries force Federal and State water quality regulators to impose more stringent standards for water and wastewater treatment. A GAO report of 3 February 1984 recommended that each military service provide more specific guidance to installation commanders to ensure adequate treatment plant operation and maintenance, and thereby improve compliance with National Pollution Discharge Elimination System (NPDES) permit requirements.

The program objective is to improve treatment plant efficiency through a comprehensive plant evaluation. The three-phase program identifies and develops solutions for each problem identified: Phase 1, conduct diagnostic evaluation and determine the kind of site-specific assistance needed to correct deficiencies; Phase 2, provide O&M assistance for those deficiencies found in Phase 1 to be operational in nature; and Phase 3, provide follow-up on-site evaluations within six to eight months after completion of Phase 2, to determine the effectiveness of the assistance given in Phase 2, and provide remedial assistance as required.

CRITICAL ISSUES:

Installation commanders must comply with the requirements of the Safe Drinking Water Act and the Clean Water Act, as amended. Continuing problems, such as the lack of specific O&M guidance, lack of follow-up on problems, and equipment deficiencies reduce overall plant efficiency. Cost savings at water and wastewater treatment plants can be achieved by developing effective operating procedures and preventive maintenance programs, and by making efficient use of treatment chemicals. Assistance is also available for industrial wastewater treatment, minimization of hazardous waste, installation spill contingency plans, spill prevention control and countermeasure plans, and backflow prevention systems.

TIPS:

- Facilities that have an environmental impact should be evaluated to ensure compliance with more stringent regulatory requirements.
- Send assistance request before Notice of Violation (NOV) or legal action threatens.
- Provide information on the critical problem areas when requesting assistance to help ensure that any special assistance required is included in the scope of work, thereby eliminating costly modifications.
- Develop a plan to ensure that goals are met in environmental compliance and protection.

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SUBJECT: Water Conservation Program

POLICY:

- PL 102-486, Energy Policy Act of 1992 (EPACT).
- EO 12902, Energy Efficiency and Water Conservation at Federal Facilities.

GUIDANCE:

Water conservation is an integral part of the Army's Energy Program. Reducing water use at an installation not only pro-

vides environmental benefits, but also reduces energy use. Opportunities for water conservation exist in housing, irrigation systems, industrial water treatment and leak detection, as well as repair of distribution systems.

CRITICAL ISSUES:

Installations must identify and implement all water conservation measures which pay back in ten years or less (PL 102-486).

TIPS:

- Incorporate water conservation into the installation energy program.
- Conduct an installation water audit to identify areas of greatest potential savings.
- Maximize cooling tower cycles of concentration through effective water treatment.
- Periodically conduct a leak detection survey on the water distribution system.
- Retrofit or replace plumbing fixtures which use excessive amounts of water.
- Provide public education materials on water conservation to all installation personnel.

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ACSIM for the proponent for policy.

SUBJECT: Work Classification

POLICY:

- AR 420-10, Management of Installation Directorates of Engineering and Housing, 2 Jul 87.
- AR 415-35, Minor Construction, Emergency Construction, and Replacement of Facilities Damaged or Destroyed, 15 Sep 83.

- DA PAM 420-8, Facilities Engineering Management Handbook, Change 1, Chapter 9, Project Definition and Work Classification for Repair, Maintenance, and Construction, 15 Mar 85.

GUIDANCE:

AR 420-10 defines maintenance and repair and provides maintenance and repair project limitations.

AR 415-35 defines construction and construction projects.

DA PAM 420-8 provides examples of work classification and project scope.

CRITICAL ISSUES:

- Project work must be properly classified as maintenance and repair, or construction.
- U.S. law limits an OMA minor construction project to less than \$300,000.
- Construction projects cannot be phased or incremented to avoid the statutory construction limitation.
- Inspection and overhead costs for construction are a funded project cost and count against the \$300,000 project limitation. Design costs are unfunded and do not count against the limit.

TIPS:

- Review definitions of maintenance and repair (AR 420-10) and of construction and construction projects (AR 415-35). Review work classification examples in DA PAM 420-11.
- **Document work classification rationale.** The Army Audit Agency (AAA) has discovered many instances in which the work classification rationale was not clearly documented, leading to allegations of statutory violations. Project files should always contain documentation to substantiate how project work was classified as maintenance, repair, or construction.

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OMA PROJECT APPROVAL LIMITATIONS

Category	Installation	MACOM	OCE	ASA
Maintenance	<=\$1,000,000(1,2)	<=\$2,000,000(2)	<\$3,000,000(2)	>\$3,000,000
Repair	<=\$1,000,000(1,2)	<=\$2,000,000(2)	<\$3,000,000(2)	>\$3,000,000
Construction	<=\$300,000(1)	<=\$300,000(3)	---	---

(1) In accordance with MACOM delegation.

(2) A combined repair and construction undertaking cannot exceed \$300,000 and 50 percent of the facility replacement value without prior Assistant Secretary of the Army (ASA) approval. When the proposed maintenance, repair and construction for WWII temporary structures exceeds \$20 per square foot, prior ASA approval is required. Projects exceeding MACOM approval authority should be forwarded to EHSC, Attn: USACPW-FB-I (see AR 420-10).

(3) Use of OMA funds for major construction in excess of \$300,000 per project is prohibited by statute.

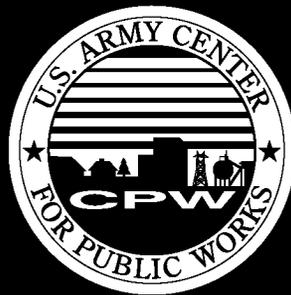
ACSIM is the policy proponent. CPW is the initial POC which the Installations contact for Work Classification issues.



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