

CHAPTER 2

GENERAL PROGRAM OVERVIEW

2-1. Execution Sources / Options.

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

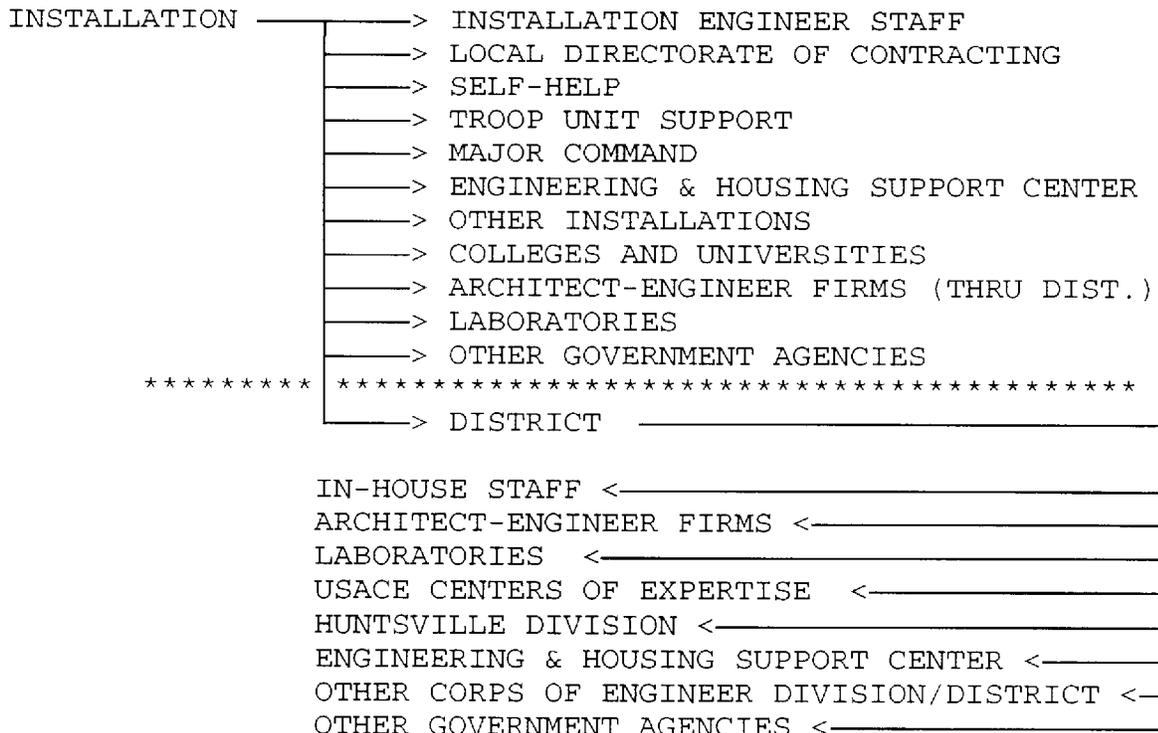


Figure 2-1. Typical Execution Options.

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

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

- (1) Range Modernization Program.
- (2) Energy Monitoring Control Systems.
- (3) Chemical Demilitarization Program.

**2-2. Execution Methods.**

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

Table 2-1. Typical Project Execution Methods

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

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

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

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

a. Staff Visits.

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

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

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

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

b. Meetings.

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

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

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

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

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

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

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

c. Recurring Reports.

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

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

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

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

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

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

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

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

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