

CHAPTER 9

SPECIAL SUPPORT SERVICES

9-1. Contracting.

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

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

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

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

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

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

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

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

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

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

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

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

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

(13) Manages the Defense Priorities and Allocation System.

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

- (1) Federal Acquisition Regulations (FAR).
- (2) DoD Federal Acquisition Regulation Supplements (DFARS).
- (3) Army Federal Acquisition Regulation Supplement (AFARS).
- (4) Engineer Federal Acquisition Regulation Supplement (EFARS).

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

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

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

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

9-3. Public Affairs.

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

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

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

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

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

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

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

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

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

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

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

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

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

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

(3) Document transmitting funds to the district office.

d. Typical Funding and Time to Accomplish the Service.

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

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

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

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

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

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

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

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

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

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

9-4. Safety and Occupational Health.

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

(3) Document transmitting funds to the district office.

d. Typical Funding and Time to Accomplish the Service.

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

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

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

(c) Development of safety plan for DEH CA contract - \$10,000.

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

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

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

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

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9-5. Training.

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

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

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

d. Typical Funding and Time to Accomplish the Service.

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

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

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

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

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

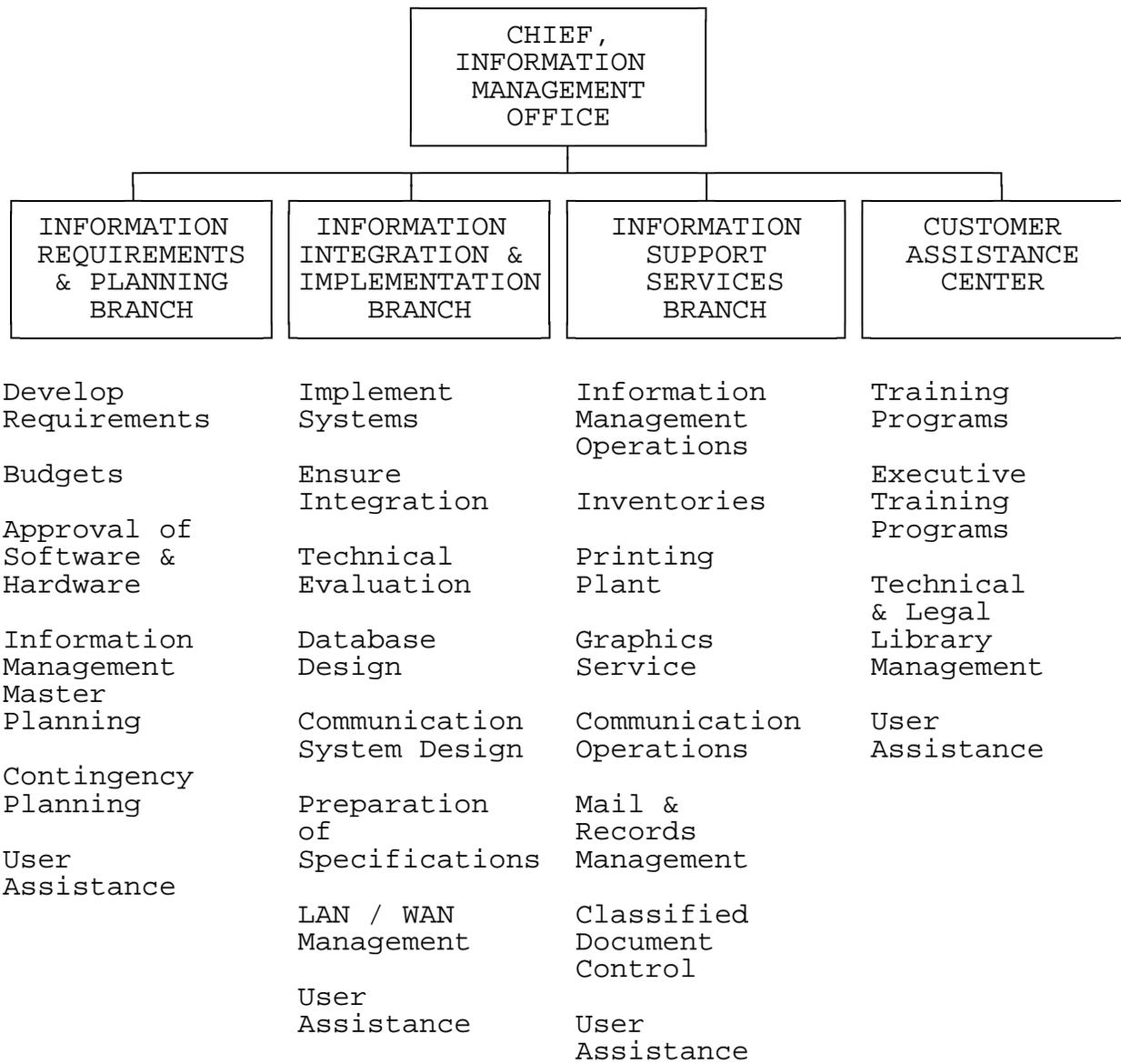


Figure 9-1. Information Management Office Organization and Functions.

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

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

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

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

(3) Applicable documents, correspondence, or regulations.

(4) Document transmitting funds to the district office.

(5) Requirement Statement approval from installation DOIM.

d. Typical Funding and Time to Accomplish the Service.

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

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

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