



DEPARTMENT OF THE ARMY

U.S. Army Corps of Engineers
WASHINGTON, D.C. 20314-1000

REPLY TO
ATTENTION OF:

4/7/94

CEMP-MA (415)

MEMORANDUM FOR ALL COMMANDERS, MAJOR SUBORDINATE COMMANDS,
EXCEPT LOWER MISSISSIPPI VALLEY DIVISION AND
NORTH CENTRAL DIVISION

SUBJECT: Military Construction, Army (MCA) and Army Family
Housing Construction (AFHC) Cost Variations and Reprogramming

1. Reference memorandum, CEMP-MA, 18 March 1991, SAB.
2. The referenced memorandum provides policy regarding the requirements for submission of cost variation and reprogramming requests for military construction.
3. It is important that all involved in military construction ensure that both corrective and preventive actions are taken to minimize the number of submittals for reprogramming to the Comptroller of the Department of Defense and the Congress. Past reprogramming actions should be used as lessons learned to avoid a recurrence of problems that appear to be primarily attributed to incomplete cost estimates and definitions of requirements. Preventive actions should be implemented immediately and disseminated through the chain of command.
4. The following policy is restated for MCA and AFHC submission of cost variation and reprogramming requests:
 - a. All requests will be forwarded through the division and signed by the district and major subordinate commanders.
 - b. Requests will minimize redundancies and deal directly and factually with the statement of the problem and the project issues. All requests will state impacts if not approved (to include customer and user impacts) and an analysis of the recommended solution, and alternative solutions if additional funds are not provided.
 - c. Requests will be fully coordinated with construction, engineering (including cost estimating) and other organizational elements by Programs and Project Management Division.
 - d. Ideally, a request should not exceed two pages to present the problem, cause, and effect.

CEMP-MA (415)

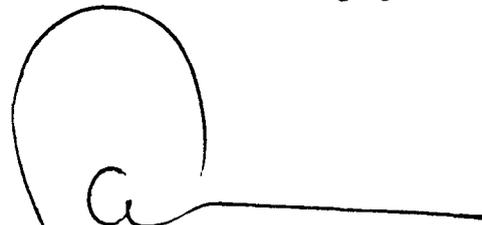
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e. Forwarding memoranda shall detail both district and MSC analysis of the cause of the problem. It is important that these memos shall detail both corrective actions taken and preventive actions implemented.

f. If the action has a Corps-wide implication, a supplemental "lessons learned" statement detailing the problem and solution shall be submitted with the cost variation/reprogramming request.

5. Your adherence to this policy will contribute to improving the review process before the documentation finally goes to the Congress for approval.

FOR THE COMMANDER:



PAT M. STEVENS IV
Major General, USA
Director of Military Programs

CF:

Commanders:

U.S. Army Engineer District, Alaska
U.S. Army Engineer District, Baltimore
U.S. Army Engineer District, Europe
U.S. Army Engineer District, Far East
U.S. Army Engineer District, Fort Worth
U.S. Army Engineer District, Honolulu
U.S. Army Engineer District, Japan
U.S. Army Engineer District, Kansas City
U.S. Army Engineer District, Little Rock
U.S. Army Engineer District, Louisville
U.S. Army Engineer District, Mobile
U.S. Army Engineer District, New York
U.S. Army Engineer District, Norfolk
U.S. Army Engineer District, Omaha
U.S. Army Engineer District, Philadelphia
U.S. Army Engineer District, Sacramento
U.S. Army Engineer District, Savannah
U.S. Army Engineer District, Seattle
U.S. Army Engineer District, Tulsa