

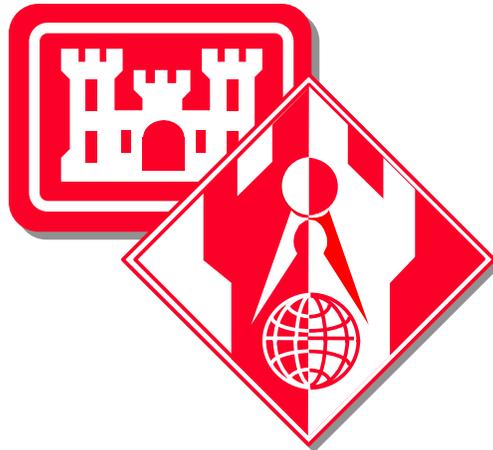


US Army Corps  
of Engineers®

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# MILCON PROJECT CLOSEOUT

**ENTERPRISE BUSINESS PROCESS**  
*A LEAN SIX SIGMA IMPROVED PROCESS*



PREPARED BY:  
MILITARY PROGRAMS DIRECTORATE  
US ARMY CORPS OF ENGINEERS  
WASHINGTON, D.C.

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## SUMMARY OF CHANGES (Draft 6E.1 → Final Version 1.0.0)

1. Change header from “Draft 6E.1” to “Version 1.0.0” and delete “Description.”
2. Define in glossary “In-Season HVAC Testing and Balancing.”
3. Add paragraph 3.29.1 to explain situations where the RE is not the ACO. Renumber 3.29.1 to 3.29.2.
4. Add paragraph 3.29.3 requiring the ACO to complete the USACE Construction Contract Closeout Checklist *prior* to authorizing final payment. Renumber remaining paragraphs.
5. Revise 3.31.1 to support changes to 3.29. Re-title process to remove “Closeout Checklist”.
6. Verbiage added to 3.26.1 and 3.35.1 noting that USACE Standard Release of Claims form used for both AE and Construction contractors.
7. Combine 1) *Interim Funds Return/Request* phase with *IRZM Preparation and Interim Fiscal Review* phase, and 2) *Interim/Final Fiscal Review, Funds Return, and Real Property and CIP Transfer* phases for better coupling of related processes.
  - a. Replace High Level Process Map with updated version that combines phases.
  - b. Revise Chapter 2. Combine 2.1 and 2.3. Combine 2.9-2.11. Renumber paragraphs accordingly for changes. Remove redundant wording for better readability.
  - c. Replace Detailed Process Map with updated version that combines phases.
  - d. Update Chapter 3 Summaries for combined phases. (Processes 1-5 and 42-45)
  - e. Change Process 10 to Process 5; Renumber Process 5-9 to 6-10.
  - f. Revise refs to Procs 5-10 throughout the document (to include Chapter 3 and RACI Matrix)
8. Revise Process 15 title to include “Provide Facility Access.” to *explicitly* illustrate when BOD occurs. Revise references to Process 15 throughout EBP (to include Chapter 3 and RACI Matrix)
9. Revise Appendix 5: Process Improvements to describe improvements made to the generic process, as well as possible additional improvements to be made in the future.
10. Reword Process 34 to emphasize PM takes the lead on the fiscal analysis. Modify detailed map and RACI Matrix to match. Add to 3.34.1 other obligations to be reviewed besides the AE contract.
11. Revise 3.24.3 to support changes to process 34 and to highlight that the RE to notify the PM of completion of final modifications.
12. Corrected Mandatory Milestone for Process 3.24. Added Required Report to Process 24.
13. Added Process Management explanation in Chapter 5.
14. Write explanations for BBP (Appendix 6) A6.2-A6.4
15. Add “/Interim” to Process 42 & 42; Revise title throughout EBP, process Map and RACI
16. Make minor changes/corrections to: 1.2.5, Figure 1, 1.3.2, 1.5.3, 2.7 Note, 3.16.1, 3.43.1, 3.44.3, 3.45.1, A8.6, A8.8, A8.9, A8.10, Appendix 13, Appendix 14
17. Delete *Appendix 16: Other Process Related Appendices* as placeholder
18. Add “Yes” and “No” to all decision points to clarify options
19. Modify processes 26-29 and 35-38 to address special closeout situations (i.e., non-responsive contractors, Indian Incentive Program, etc.)
  - a. Add new Decision Point (DP) 4, revise DP 3 to support DP 4, Renumber 4→5, 5→6, 6→7
  - b. Add new DP 8, revise DP 7 to support DP 8; renumber previous 7→9
  - c. Replace existing Process 28: *Construction Contractor Completes and Submits ROC Docs* with *ACO Administers Special Contract Closeout*
  - d. Replace existing Process 37: *AE Contractor Completes and Submits ROC Documents* with *AE COR Initiates Special Contract Closeout*
  - e. Add Appendix 16: Special Contract Closeout Instructions placeholder
20. Add References

**Magenta Highlight** = to be reviewed for acceptability.

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## 1. INTRODUCTION

### 1.1 Purpose

1.1.1 This US Army Corps of Engineers (USACE) Enterprise Business Process (EBP) documents the flow of work required to fiscally and physically closeout military construction (MILCON) projects. It describes the overall process that Districts (as well as Divisions and HQ USACE) shall use to manage construction services for project closeout beginning at the Initial Red Zone Preparation phase of the first facility completed on a contract, and concluding with the Project Closeout phase.

1.1.2 The term “Red Zone” refers to the last 20% or so of actual construction during which the Corps, Contractor, and Installation team must make a coordinated effort to complete physical construction, as well as all required documentation, financial actions, permit requirements, system commissioning and training of operators.

1.1.3 This Enterprise Business Process also:

- describes the overall process that Districts shall use to control construction completion, transfer of facility and cost to the Real Property Accountable Officer (RPAO), or Department of Public Works (DPW) / Base Civil Engineer (BCE), and closeout of the construction and Architect-Engineer (AE) contracts, and ultimately, the closeout of the project; and
- describes how DD Form 1354 is used for interim and final transfer of Real Property as part of construction closeout project turnover, as well as its relationship with the Construction-in-Progress (CIP) transfer of cost; and
- incorporates generally accepted concepts of quality control (QC), quality assurance (QA), and contract administration.

### 1.2 Applicability

1.2.1 This EBP applies to all USACE elements performing closeout of new Military Construction (MILCON) projects, including Base Realignment and Closure (BRAC) projects.

1.2.2 This EBP does NOT apply to:

- Operations & Maintenance (O&M) projects
- Non-Appropriated Fund (NAF) projects
- Civil Works (CW) projects
- Environmental projects
- Japan District Host Nation projects
- Europe District Host Nation/MILCON projects
- Warranty Periods of Projects

*Note: Construction contracts are NOT to remain open during warranty periods if all other contractual requirements have been completed that would otherwise allow the contract to be closed.*

1.2.3 This EBP supersedes all District or local processes for conducting closeout of MILCON projects, and shall serve as the ONE USACE methodology for executing MILCON Project Closeout. Furthermore, in cases where this EBP conflicts with existing processes, policies, guidance, Engineering Regulations

(ER), Engineering Pamphlets (EP), Engineering and Construction Bulletins (ECB), etc., this EBP shall be followed. A listing of processes, policies, guidance, doctrine, etc., related to or affected by this EBP can be found at [\*Appendix 4: Related or Affected Process / Policy / Guidance / Doctrine.\*](#)

1.2.4 Figure 1 illustrates four typical scenarios of projects and contracts. This EBP is intended to support the requirements to close the contracts, funding and projects for each of the scenarios presented.

1.2.5 Implementation training released in conjunction with this EBP provides guidance on how to transition existing MILCON projects to this new process, depending on the current phase of the work.

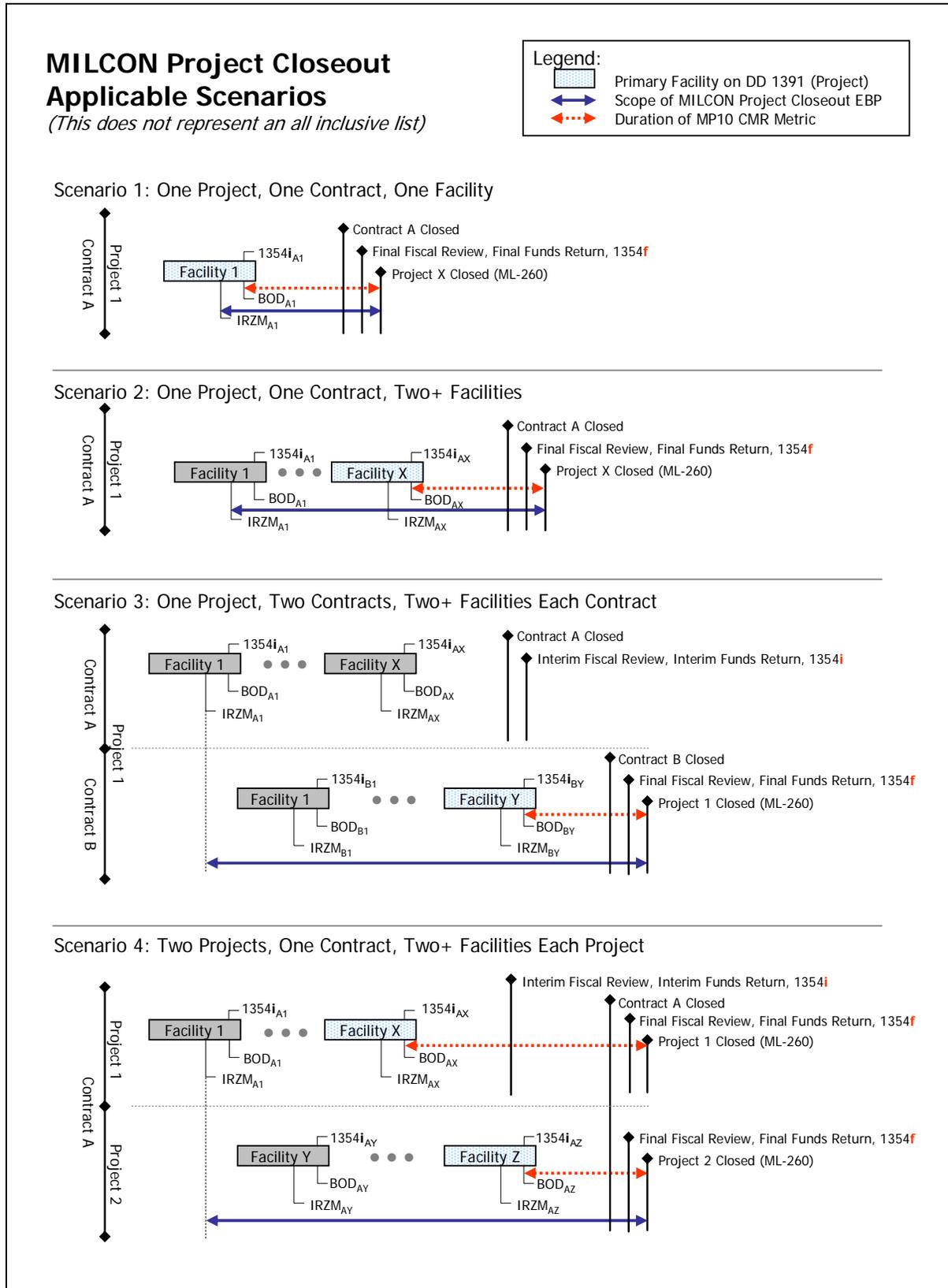


Figure 1. Combinations of projects, contracts and facilities illustrate MILCON project complexities.

## 1.3 How to Use This Process Document

1.3.1 The documentation of this Enterprise Business Process (EBP) is divided into several sections described below:

- Chapter 1: Background information about this new EBP is provided, to include: applicability of this EBP throughout USACE, a summary of significant improvements to the process, a summary of best business practices which may be adopted to greater enhance the effectiveness of MILCON project closeout, as well as policy, guidance, and doctrine affected by this new EBP.
- Chapter 2: Intended as an executive summary, this chapter illustrates a high-level map of the process, and describes the various phases of work flow involved in executing MILCON Project Closeout.
- Chapter 3: Details of the process, as well as a detailed process map are provided. Refer to this chapter for the details on how MILCON Project Closeout will be executed through this EBP.
- Chapter 4: Roles and responsibilities of various positions involved with this work flow are described and presented in the form of a RACI Matrix. RACI refers to Responsible – Accountable – Consulted – Informed.
- Chapter 5: Information is presented on how this EBP is to be managed, to include the process owner (the accountable proponent of the process), process review schedule, and where to obtain the process documentation.

1.3.2 Throughout the document the reader will see references to specific positions such as Resident Engineer or Project Manager. In some cases the work effort described may be executed by other than the position described, and the context of the effort should be considered in interpreting the process.

- **Project Manager (PM)** - may refer to an individual Project Manager, or the Project Management organization. PM efforts may be accomplished by the Project Manager, Program Analyst, or other members of the Project Management office. However, the Project Manager remains accountable for accomplishment of a process as described in this EBP.
- **Resident Engineer (RE)** - may refer to an individual or the Resident Office organization. Furthermore, RE efforts may be accomplished by a Resident Engineer, Project Engineer (PE), Area Engineer, or Resident Office staff, as appropriate.
- **Program Analyst (PA)** – The EBP assumes that the PA is part of the PM organization. For the purposes of this EBP it is understood that the PA may be a Budget Analyst (BA), and that PA efforts may require support from other PAs/BAs throughout an organization.
- **Administrative Contracting Officer (ACO)** – In many cases a Resident Engineer may also be an ACO. In some cases Area Engineers serve as the ACO for a Resident Office. In either case, the ACO is a field representative for the Contracting Officer.

- This EBP recognizes that the term “**Customer**” means different things to different people involved in the execution of project closeout. Thus, this EBP was developed to clarify which customer is being referenced relative to the various processes. For the purposes of this document, “customer” refers to the organizations that fund the work, organizations that manage facilities, or organizations that use facilities.

1.3.3 This document uses the following nomenclature:

- *Italic* – used to emphasize an important change or part of a process
- *Blue Italic* – references an Appendix within this EBP
- ***Black Bold Italic*** – references a process within this EBP

1.3.4 Each “block” on the High Level Process Map represents sub-process *groups* or *phases* of work, while each “block” on the Detailed Process Map represent *sub-processes* (vice tasks) of the overall EBP.

## 1.4 Significant Process Improvements

1.4.1 In developing the MILCON Project Closeout EBP, a “generic” process map was created which generally captured how MILCON Project Closeout was being executed throughout USACE. This EBP improves upon several aspects of the generic process. Highlights of the more significant improvements are shown below. Additional process improvements can be found in [Appendix 5: Process Improvements](#).

- Greater emphasis during Red Zone.
  - Address fiscal and construction issues at the Initial Red Zone Meeting (IRZM.)
- Eliminate non-value added efforts
  - Use electronic transfer/email vice US Postal Service to eliminate delays in transporting information.
  - Increase the automated updates between systems to eliminate handling by work force.
  - Eliminate internal document reviews as a mandatory part of the process. Rather, the need for review will be on a case-by-case basis.
- Improve automation to support process
  - Create “pmcipproj” report in the Corps of Engineers Financial Management System (CEFMS) to reduce time in gathering information for Unliquidated Obligation (ULO) reviews and CIP transfers.
  - Reduce steps required to conduct a CIP transfer.
- Mitigate common causes of delays through IRZM
  - Discuss and address Computer Aided Design and Drafting (CADD) As-Builts, Erosion Control, and other construction issues at IRZM.
  - Contractor provides partial CADD As-Builts at IRZM.
- Mitigate common causes of delays through contractual changes
  - Require Contractors to participate in IRZM.
  - Include CADD As-Builts and O&M Manuals as bid schedule line items.
- Consolidate contract closeout authorities
  - ACO and AE COR (Architect Engineer Contracting Officer Representative) assume greater role in contract closeout
- Standard Enterprise Business Process across USACE
  - Provide an overall view of the entire process to include interdependence
  - Change sequential actions to concurrent

## 1.5 Best Business Practices

1.5.1 During the development of this EBP the PDT discussed several Best Business Practices (BBPs) that improved the closing of MILCON projects. Those BBPs that fell within the scope of MILCON Project Closeout were made a part of this EBP and therefore required in its execution.

1.5.2 Other BBPs discussed fell outside the scope of this EBP but were considered critical to improving project closeout performance by mitigating common causes of delay. The MILCON Project Closeout process owner will work with other process owners and appropriate functional elements to establish these BBPs as policy through suitable means (such as joint Engineering & Construction Bulletins and Procurement Instruction Letters, future EBPs, etc.) BBPs in this category are listed below and a brief description of each can be found at [Appendix 6: Best Business Practices](#).

- Require Contractors to attend IRZM and provide partial CADD As-Builts at the IRZM
- Include CADD As-Builts and O&M manuals as a bid schedule line items
- Use Sod in lieu of seed (at the customers approval) when the growing season has passed

1.5.3 Finally, other BBPs were discussed that were not considered critical as to mandate their implementation through policy. Rather, implementation of these BBPs is **recommended** (not mandated) to improve an organizations overall closeout performance. A list of these BBPs follows with a brief description of each found at [Appendix 6: Best Business Practices](#).

- Report Project Closeout Status at Monthly Project Review Board (PRB) meetings.
- Assign dedicated Project Closeout PM.
- Have Cost Engineering develop the Draft DD Form 1354
- Track Project Deficiencies

## 2. EXECUTIVE SUMMARY – HIGH LEVEL PROCESS MAP

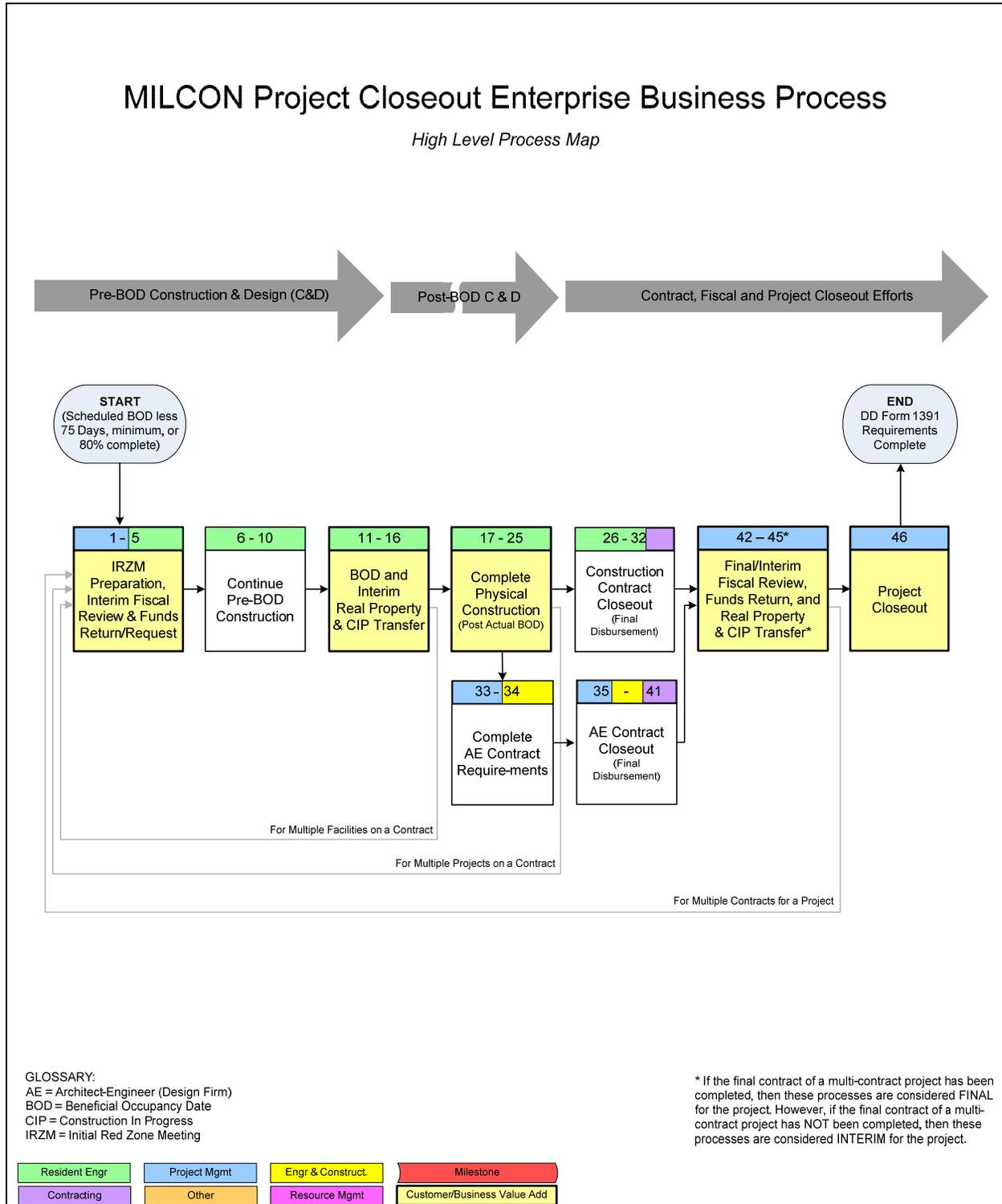


Figure 2. High Level Process Map illustrating groups of sub-processes, referred to as phase.

## **2.1 IRZM Preparation, Interim Fiscal Review & Funds Return/Request (Processes 1–5)**

2.1.1 This phase of the process addresses both construction and fiscal issues during the Initial Red Zone Meeting (IRZM) in preparation for beneficial occupancy of a facility or asset. Addressing construction and fiscal issues during the IRZM will mitigate risk of time delay and cost growth during the project closeout phase of project delivery. Early emphasis on known construction issues prior to beneficial occupancy will allow for a timelier closeout of the construction contract. Similarly, emphasis on fiscal issues as the end of the contract is reached (Red Zone) will ensure the timely return of available funds without jeopardizing the successful project completion.

2.1.2 The IRMZ Preparation, Interim Fiscal Review & Funds Return/Request phase is repeated each time a facility or asset (or group of facilities or assets) is turned over to the DPW/BCE. As illustrated in Figure 1, the MP-10 metric is based upon the BOD and real property transfer of the Primary Facility in a project.

2.1.3 It is imperative that excess funds identified during the IRZM are returned to customers – the Army Assistant Chief of Staff for Installation Management (ACSIM), the Air Force Major Command (MAJCOM), or other Department of Defense (DoD) Proponents - as soon as possible to allow for efficient use of funds. In the case of the Army, funds are returned to HQUSACE (Headquarters, US Army Corps of Engineers) for management. For Air Force and Department of Defense (DoD) customers, funds are returned to the respective agencies as appropriate.

2.1.4 In some cases, additional funds may be required to complete execution. Following the IRZM identified excess project funds are returned, or additional funds are requested to assure completion of the project.

## **2.2 Continue Pre-BOD Construction (Processes 6–10)**

2.2.1 Processes in this phase focus on resolving issues identified at the Initial Red Zone Meeting (IRZM), continuing to monitor construction work required prior to the Beneficial Occupancy Date (BOD), and preparing for real property cost transfer, all in support of timely beneficial occupancy.

## **2.3 BOD and Interim Real Property & CIP Transfer (Processes 11–16)**

2.3.1 In this phase of the process a facility is ready to be occupied and the Actual BOD is established. Final punch list items are added to the Interim DD Form 1354 (prepared in *Process 9: RE Adds Costs to Interim DD Form 1354; Fiscal Analysis*) identifying additional items to be completed for full costing. Upon USACE release of the facility for occupancy, the Interim DD Form 1354 is signed by the Resident Engineer (RE) and the Real Property Accountable Officer (RPAO), transferring the facility and costs to the installations' real property books. Appropriate Work Items associated with the property transfer are provided to Resource Management (RM) who then removes the asset costs from the USACE Construction In Progress (CIP) general ledger to prevent double counting of Army assets.

## **2.4 Complete Physical Construction (Processes 17-25)**

2.4.1 These elements of the process address completion of post-BOD contract requirements. This includes, but is not limited to, construction contractor performance evaluation, acceptance of CADD as-built drawings, installation of specialty equipment (specified on the DD1391) and communications

infrastructure, in-season HVAC testing and balancing, erosion control, completion of remaining bid items, final modifications, and punch list items, and validation of payroll. To mitigate the risk of time or cost growth, emphasis shall be placed on addressing these issues during the IRZM and subsequent meetings.

## **2.5 Construction Contract Closeout (Processes 26-32)**

2.5.1 The process to close the construction contract is triggered by the completion of physical construction and remaining contract deliverables (e.g. Operations and Maintenance (O&M) manuals, etc.) This phase involves processing claims, completing the release of claims package, approving and disbursing final payment to the Contractor, and completing contract closeout documentation.

## **2.6 Complete AE Contract Requirements (Processes 33-34)**

2.6.1 If Architect-Engineer (AE) support was required during design and the contract was not closed prior to construction, AE contracts should be prepared for closure during this phase of the process. Additionally, AE support requirements during construction should also be completed.

## **2.7 AE Contract Closeout (Processes 35-41)**

2.7.1 The process to close the AE contract(s) or Indefinite Delivery Indefinite Quantity (IDIQ) Task Order is triggered by the completion of all AE service contract requirements. This phase involves completing the release of claims package, approving and disbursing final payment to the Contractor, and completing AE contract closeout documentation.

(Note: For the purposes of AE Contract Closeout, the AE Contracting Officer Representative (AE COR) is the lead proponent for handling AE Contract Closeout. The AE COR function may be executed in different offices throughout the Corps, and the responsible individual may be the PM, Design Manager, AE Contract Manager, Engineering and Construction (E&C) Technical Manager, etc.)

## **2.8 Final/Interim Fiscal Review, Funds Return, and Real Property & CIP Transfer (Processes 42-45)**

2.8.1 Fiscal reviews, funds return, and real property and CIP cost transfers are performed when a contract is completed. A *FINAL* fiscal review, funds return, and cost transfer is conducted when the final contract of a project has been completed, to include multi-contract projects (see Figure 1, Scenarios 1, 2, and 3.) However, if the final contract of a multi-contract project has NOT been completed, or the final project of a multi-project contract has NOT been completed (see Figure 1, Scenarios 3 and 4) then an *INTERIM* fiscal review and funds return is conducted, and the PM executes a *revised INTERIM* DD Form 1354 to include contract and other costs to date.

2.8.2 The PM initiates this phase after funds are disbursed to the AE and Construction Contractors, or when a contractor has submitted a claim on the work. The fiscal review includes a fiscal analysis of all costs (work items) associated with the project, as well as preparation of a final cost summary and identification of any resulting excess funds.

2.8.3 The focus here is to return all excess funds to the Customer (i.e., ACSIM / MAJCOM / Other DoD Proponents) as soon as such determinations are made. In the case of the Army, funds are returned to

HQUSACE for management. For Air Force and DoD customers, funds are returned to the respective agencies as appropriate. In the case of multi-contract projects, this work will be repeated until all contracts of the project are complete.

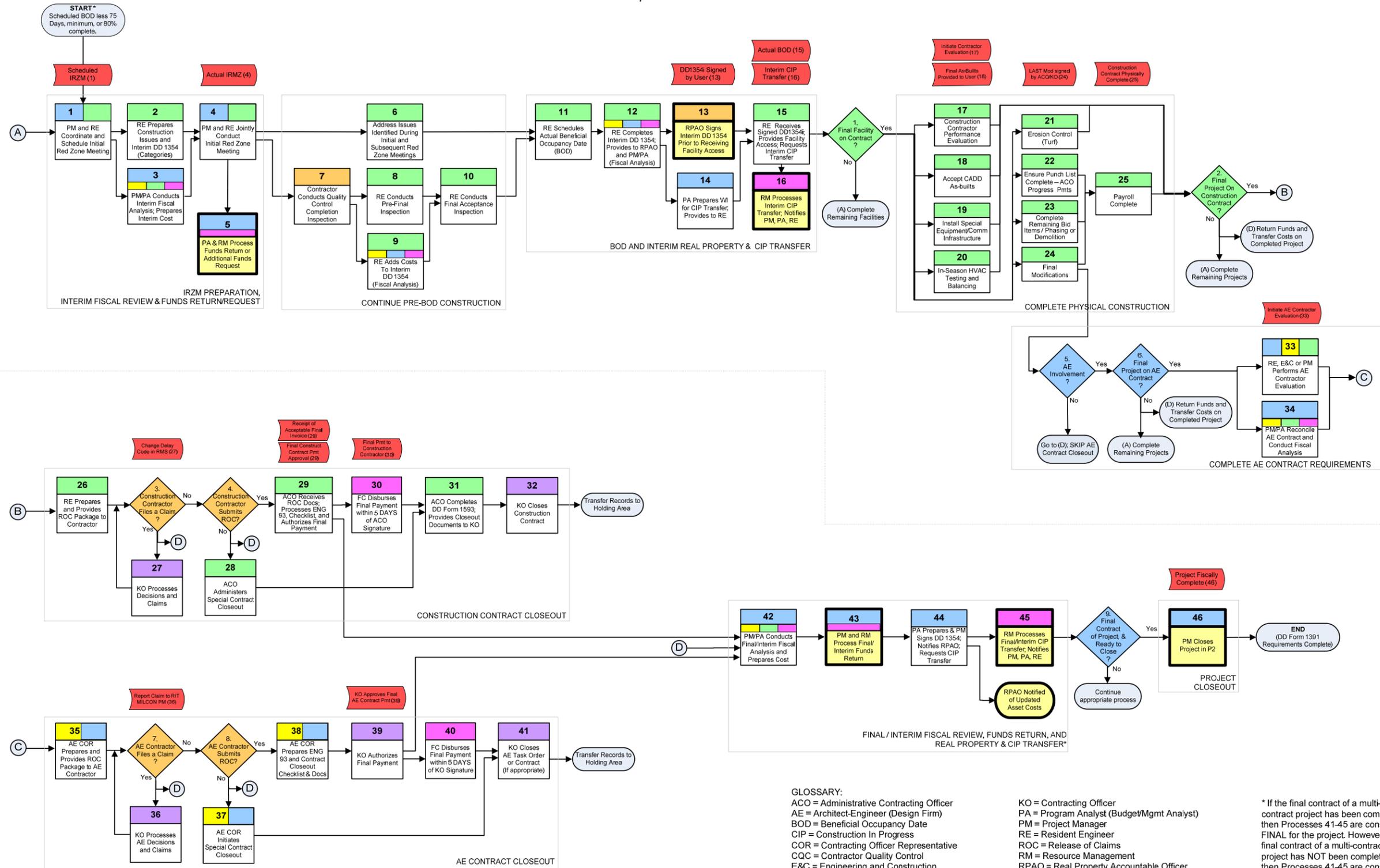
2.8.4 The revised Interim or Final DD Form 1354 is provided to the RPAO to record assets costs. RM staff will then remove the remaining asset costs from the USACE CIP general ledger.

## **2.9 Project Closeout (Process 46)**

2.9.1 Several processes must be accomplished to close a MILCON project. The various project scenarios illustrated in Figure 1 add to the complexity of closeout. In the end, a project can be closed when all construction and AE contracts associated with the project have been closed (Contract Closeout), all funds have been returned (Fiscal Closeout), all real property costs have been transferred to the installation property books, and all accompanying Construction In Progress costs have been removed from the USACE CIP General Ledger. It is only after all these requirements are completed that the project can and should be closed.

### 3. DETAILED PROCESS MAP AND DESCRIPTION

## MILCON Project Closeout Process An Enterprise Business Process



**GLOSSARY:**  
 ACO = Administrative Contracting Officer  
 AE = Architect-Engineer (Design Firm)  
 BOD = Beneficial Occupancy Date  
 CIP = Construction In Progress  
 COR = Contracting Officer Representative  
 CQC = Contractor Quality Control  
 E&C = Engineering and Construction  
 FC = Finance Center  
 HVAC = Heating, Ventilation and Air Conditioning  
 KO = Contracting Officer  
 PA = Program Analyst (Budget/Mgmt Analyst)  
 PM = Project Manager  
 RE = Resident Engineer  
 ROC = Release of Claims  
 RM = Resource Management  
 RPAO = Real Property Accountable Officer  
 WI = Work Item

\* If the final contract of a multi-contract project has been completed, then Processes 41-45 are considered FINAL for the project. However, if the final contract of a multi-contract project has NOT been completed, then Processes 41-45 are considered INTERIM for the project.

### ***IRZM PREPARATION, INTERIM FISCAL REVIEW & FUNDS RETURN/REQUEST (PROCESSES 1-5)***

*This phase of the process addresses both construction and fiscal issues during the Initial Red Zone Meeting (IRZM) in preparation for beneficial occupancy of a facility or asset. Addressing construction and fiscal issues during the IRZM will mitigate risk of time delay and cost growth during the project closeout phase of project delivery. Early emphasis on known construction issues prior to beneficial occupancy will allow for a timelier closeout of the construction contract. Similarly, emphasis on fiscal issues as the end of the contract is reached (Red Zone) will ensure the timely return of available funds without jeopardizing the successful project completion.*

*The IRMZ Preparation, Interim Fiscal Review & Funds Return/Request phase is repeated each time a facility or asset (or group of facilities or assets) is turned over to the DPW/BCE. As illustrated in Figure 1, the MP-10 metric is based upon the BOD and real property transfer of the Primary Facility in a project.*

*It is imperative that excess funds identified during the IRZM are returned to customers – the Army Assistant Chief of Staff for Installation Management (ACSIM), the Air Force Major Command (MAJCOM), or other Department of Defense (DoD) Proponents - as soon as possible to allow for efficient use of funds. In the case of the Army, funds are returned to HQUSACE (Headquarters, US Army Corps of Engineers) for management. For Air Force and Department of Defense (DoD) customers, funds are returned to the respective agencies as appropriate.*

*In some cases, additional funds may be required to complete execution. Following the IRZM identified excess project funds are returned, or additional funds are requested to assure completion of the project.*

### **Process 1: PM and RE Coordinate and Schedule Initial Red Zone Meeting**

3.1.1 The Project Manager (PM) and Resident Engineer (RE) coordinate this meeting with Contractors, DPW/BCE, end-users, and other participants (e.g., service providers obtained via Military Interdepartmental Purchase Requests (MIPRs), etc.) to schedule the Initial Red Zone Meeting (IRZM). The IRZM is to be conducted at approximately 80% completion, but not less than 60 days prior to the scheduled Beneficial Occupancy Date (BOD). Two weeks should be allowed to prepare for the IRZM.

3.1.2 Once the date of the IRMZ has been determined, the RE will update the Scheduled IRZM Date in RMS (Resident Management System.) Note: The Scheduled IRZM date is entered during project setup in P2, and will be approximately 75 days prior to Scheduled BOD.

***Mandatory Milestone: The RE enters in RMS the Scheduled Initial Red Zone Meeting Date.***

### **Process 2: RE Prepares Construction Issues and Interim DD Form 1354 (Categories)**

3.2.1 The RE evaluates the actual status of the construction project, status of the items included in the *Initial Red Zone Meeting Checklist* (see [Appendix 9: Initial Red Zone Meeting Checklist](#)) and any lessons learned to develop a project specific check list of items/issues to discuss at the IRZM. Each item/issue

should be assigned a Point of Contact (POC) who will be responsible for briefing the topic at the IRZM (i.e. current status and scheduled date of completion of that item/issue).

3.2.2 The RE also prepares in RMS (Resident Management System) the property data (e.g. category codes) on the Interim DD Form 1354 to be discussed with the Real Property Accountable Officer (RPAO) during the IRZM for acceptability. Cost information will be added to the Interim DD Form 1354 as part of ***Process 9: RE Adds Costs to Interim DD Form 1354; Fiscal Analysis.***

### **Process 3: PM/PA Conducts Interim Fiscal Analysis and Prepares Interim Cost**

3.3.1 The PM initiates interim fiscal review no less than 14 days prior to the scheduled IRZM. In most cases the PM will coordinate with the Program Analyst (PA) assigned to the project team to develop a financial summary of the project.

3.3.2 All commitments and Unliquidated Obligations (ULOs) shall be reviewed for timeliness, accuracy, and completeness. Attention should be directed to remaining Planning and Design (P&D) and Construction fund balances, with the goal of identifying remaining balances in excess of requirements and return of those funds to the customer (i.e., ACSIM / MAJCOM / Other DoD Proponents). In particular, the following should be reviewed and analyzed:

- Commitments and obligations recorded in the system have been validated;
- Accrued expenditures unpaid have been validated;
- Reimbursements and other income earned have been validated and re-obligated, where applicable;
- Adequate follow up was conducted on all dormant commitments over 120 days old to determine if the requirement is still valid, or if an obligation document has been issued but not received or properly recorded;
- Adequate follow up has been conducted on all dormant obligations over 120 days old to determine if the obligation is still valid;
- Adequate follow up was conducted on all dormant accruals or receivables (appropriation refunds) to determine if disbursement or collection requires recording or matching;
- Miscellaneous obligation documents, travel orders, and supply requisitions recorded in the system for more than 180 days have been deobligated, unless there is supporting documentation attesting to the purpose and validity of the obligation;
- Actions requested to be performed as a result of prior reviews have been completed;
- Document adjustments and/or corrections required to remedy problem amounts.

3.3.3 To execute the fiscal analysis the PA should generate the CEFMS Report “*pmcipproj*” designed to provide a project’s financial overview. (See [Appendix 10: Sample “pmcipproj” CEFMS Report](#) for instructions and sample.) The PA may also need to coordinate with other offices to complete a project’s financial analysis.

3.3.4 The PA gathers project financial data and performs a preliminary review. The PA will coordinate findings with the PM and receives guidance from the PM as to the disposition of remaining funds.

3.3.5 The PA develops the project’s financial summary, to include the Current Working Estimate (CWE) of construction costs, funds authorized, obligated and expended to date, as well as all unliquidated

and unobligated balances (to include commitments). RM staff will assist the effort to obtain financial data from CEFMS as required.

3.3.6 The PA will summarize all interim project costs used to develop the Interim DD Form 1354, to include cost type, pending actions/corrections remaining to be taken, dates when expected to be completed, and Work Item (WI).

#### **Process 4: PM and RE Jointly Conduct Initial Red Zone Meeting**

3.4.1 Discussions during the IRZM are critical in the effort to mitigate possible delays during the project closeout process. Discussions at the IRZM shall include all known construction and fiscal issues to be addressed before BOD, and should be guided by the Initial Red Zone Meeting Checklist items (*see Appendix 9: Initial Red Zone Meeting Checklist*). The PM and RE may conduct a short meeting with key government team members prior to the IRZM. Similarly, the ACO may conduct a brief meeting with the Contractor to address contract issues and/or schedule a meeting to address such issues. Specific responsibilities of those participating in the IRZM can be found at *Appendix 8: Initial Red Zone Meeting Participant Responsibilities*. A brief description of various responsibilities follows:

3.4.2 The PM is responsible for leading discussion on financial and overall project matters. Typical actions by the PM include, but are not limited to:

- Prepare and discuss financial progress report.
- Discuss Government Orders, contract expenditures and contingency availability for contract modifications. The intent of the financial discussion is to determine adequacy of funding to complete the contract or amount of funds to be returned following the Red Zone Meeting. Any requests for unfunded requirements (by Contractor, DPW/BCE, or End-user) shall include pricing data and written approval by the appropriate Command.
- Document the meeting. These minutes will be used to develop the agenda for follow-up meetings. The minutes shall also capture the Point of Contact (POC) for each item/issue identified during the IRZM, as well as each scheduled completion date.
- Upon completion of the IRZM, the PM shall notify the PA to either request additional funds to complete execution of the project, or to process revoking Funding Authorization Documents (FADS) to return excess design and construction funds.

3.4.3 The RE is responsible for leading discussion on construction related matters, (i.e. scheduling, etc.) Typical actions by the RE include, but are not limited to:

- Discuss (one-on-one) a preliminary Construction Contractor Performance Evaluation (from RMS) with the Contractor, as a means of providing feedback on cumulative Contractor performance. (See *Process 17: Construction Contractor Performance Evaluation*)
- Collect electronic CADD as-builts from the Contractor, commensurate with work accomplished thus far, to confirm they meet the contract's CADD Standard and are on-track. (See *Process 18: Accept CADD As-builts*)
- Discuss communications issues with the Directorate of Information Management (DOIM.) (See *Process 19: Install Specialty Equipment and Communications Infrastructure*)
- Discuss special equipment requirements with the DPW/BCE & end-user. (See *Process 19: Install Specialty Equipment and Communications Infrastructure*)
- Discuss with Contractor erosion control (turf) progress and plan (See *Process 21: Erosion Control (Turf)*)

- Discuss with the RPAO the draft Interim DD Form 1354 prepared in ***Process 2: RE Prepares Construction Issues and Interim DD Form 1354 (Categories)***. The focus of the discussion is the category codes and format used in the document.
- Encourage the Contractor to submit any anticipated Request for Equitable Adjustments (REAs) as early as possible to help mitigate post-BOD modifications.
- Schedule and track the completion of comprehensive Operations and Maintenance (O&M) Manuals, Commissioning, and Training that are critical to facility transfer.
- Coordinate the training schedule with Resident Office technical staff and the Department of Public Works (DPW) or Base Civil Engineer (BCE) representative(s) and end-user (if appropriate) to maximize attendance by the actual end-users.
- Adjust construction milestones accordingly following the IRZM.

***Mandatory Milestone: The RE enters in RMS the Actual Initial Red Zone Meeting Date.***

3.4.4 The Contractor shall bring Computer Aided Design and Drafting (CADD) as-builts commensurate with progress of completed construction. Early evaluation of the CADD as-builts will ensure timely delivery of final submittal that meet contract requirements.

3.4.5 The DPW/BCE and end-user shall be prepared to discuss any requested modifications that have been approved from their respective Commands. This will assure that proper funding is set aside for such requirements. These approved modifications will be made a part of the IRZM minutes. Furthermore, the DPW/BCE and end-user shall discuss any specialty equipment required prior to occupying the facility. (See ***Process 19: Install Specialty Equipment and Communications Infrastructure***)

3.4.6 Remedies for Contractor non-compliance with IRZM requirements include: withholding funds; rejecting progress payments; and/or revising Contractor performance evaluation to reflect negative performance in this area. When the Contractor submits acceptable work the ACO authorizes payment of the withheld earnings.

See [Appendix 7: Initial Red Zone Meeting Sample Invitation](#)

See [Appendix 8: Initial Red Zone Meeting Participant Responsibilities](#)

See [Appendix 9: Initial Red Zone Meeting Checklist](#)

## **Process 5: PA and RM Process Funds Return or Additional Funds Request**

3.5.1 As a result of the IRZM and financial analysis, the PM informs the PA to either request additional funds to complete execution of the project or phase, or to return excess design and construction funds.

3.5.2 To return funds via Funding Authorization Documents (FADS) requires the execution of several tasks involving the PM, PA, local RM, the Division's Military Integration Division (MID), Directorate of Resource Management at HQ USACE (CERM), and Regional Integration Team (RIT) members. Note: typically the Budget Section of RM is involved in supporting funds returns and requests. To return funds via FAD:

- 1) The PA requests a Revoking FAD via e-mail to CERM, and copies the local RM, the Division Military Integration Division (MID), and RIT MILCON Program Manager (RIT MILCON PM) for informational purposes.

- 2) CERM develops a revoking FAD in PBAS (Program Budget Accounting System), which automatically sends a notification of decreasing FAD to the RIT MILCON PM and RM.
- 3) The RIT MILCON PM processes a revoking directive and issues it to PM/PA.
- 4) PA moves funds being revoked to the FAD register, and notifies RM to process in CEFMS.
- 5) RM processes the revoking FAD in CEFMS.

3.5.3 To return funds via MIPR, the PA may request the district RM initiate amendments to the MIPRs returning excess funds on Customer Orders and/or withdrawing unbilled amounts on Government Orders. The four tasks include:

- 1) The PA initiates amendment to Customer Order in CEFMS
- 2) CEFMS automatically notifies the PM of the amendment, who technically approves the amendment in CEFMS.
- 3) CEFMS automatically notifies RM of the amendment, who approves the amendment in CEFMS.
- 4) RM processes the transaction to return funds upon acceptance of the MIPR. (Note: RM is not required to wait for Customer Acceptance of DD 448-2).

3.5.4 To request additional funds, the PA uses the Standard HQUSACE CWE (*see Appendix 11: Standard HQUSACE CWE Format*) to request additional funds from the customer (i.e., ACSIM / MAJCOM / Other DoD Proponents.) RM will notify the PA when funds are received via FAD or MIPR to reallocate the funds as required. Tasks include:

- 1) The PM sends funds request along with Standard USACE CWE to the Division MID.
- 2) The Division MID receives funds request, reviews for completeness and necessity, and forwards to RIT MILCON PM if appropriate.
- 3) RIT MILCON PM may take one of several approaches at this point, depending on the amount of funds requested, the Customer providing the funds, etc.
- 4) RIT MILCON PM provides funds in the form of FAD or MIPR.
- 5) RM notifies the PA when funds are received via FAD or MIPR to reallocate the funds as required.

### ***CONTINUE PRE-BOD CONSTRUCTION (PROCESSES 6-10)***

*Processes in this phase focus on resolving issues identified at the Initial Red Zone Meeting (IRZM), continuing to monitor construction work required prior to the Beneficial Occupancy Date (BOD), and preparing for real property cost transfer, all in support of timely beneficial occupancy.*

## **Process 6: Address Issues Identified During Initial and Subsequent Red Zone Meetings**

3.6.1 The IRZM minutes document and assign action items to responsible team members. The RE will conduct follow on Red Zone meetings every other week or as needed to ensure smooth project closeout.

## **Process 7: Contractor Conducts Quality Control Completion Inspection**

3.7.1 The Contractor continues to follow its Contractor Quality Control (CQC) Plan, which will require the contractor to schedule and conduct a quality control completion inspection. The Contractor is also responsible for scheduling and completing all commissioning and training activities in coordination with the RE and DPW/BCE/User.

## **Process 8: RE Conducts Pre-Final Inspection**

3.8.1 Upon satisfactory completion of the Contractor Quality Control (QC) Completion Inspection, the RE shall coordinate, schedule and conduct the Pre-Final Inspection. The attendees shall include the Project Engineer (PE), the Quality Assurance Representative (QAR), a DPW/BCE representative, and a representative of the end-user. An official punch list from this inspection is developed by the PE; and transmitted to the Contractor by contractual correspondence with a copy to the DPW/BCE. The transmittal letter/memo shall document all attending parties and the date of the inspection.

## **Process 9: RE Adds Costs to Interim DD Form 1354; Fiscal Analysis**

3.9.1 The RE updates the Interim DD Form 1354 (initiated in *Process 2: RE Prepares Construction Issues and Interim DD Form 1354 (Categories)*) with expended costs, to include: P&D and PM costs from the CWE developed in *Process 3: PM/PA Conducts Interim Fiscal Analysis and Prepares Interim Cost*; updated construction contract costs; and applicable Supervisory and Administration ( ) costs.

3.9.2 To execute the fiscal analysis necessary to add costs to the draft Interim DD Form 1354 the RE will coordinate with other offices using the CEFMS Report “pmcipproj” designed to provide a project’s financial overview. (See [Appendix 10: Sample “pmcipproj” CEFMS Report](#) for instructions and sample.) See paragraph 3.3.2-3.3.3 for more information on generating fiscal review information.

3.9.3 The RE provides the updated Interim DD Form 1354 to the RPAO at or before the Final Acceptance Inspection for review.

## **Process 10: RE Conducts Final Acceptance Inspection**

3.10.1 Upon notice from the Contractor that the Pre-Final Inspection Punch List has been resolved, the RE confirms satisfactory completion and then coordinates, schedules and conducts the Final Acceptance Inspection. The attendees should include the RE, PM, PE, QAR, DPW/BCE and end-user. An official punch list from this Inspection is developed by the PE; and transmitted to the Contractor by contractual correspondence with a copy to the DPW/BCE. The transmittal letter/memo shall document all attending parties and the date of the inspection.

### ***BOD AND INTERIM REAL PROPERTY & CIP TRANSFER (PROCESSES 11-16)***

*In this phase of the process a facility is ready to be occupied and the Actual BOD is established. Final punch list items are added to the Interim DD Form 1354 (prepared in **Process 9: RE Adds Costs to Interim DD Form 1354; Fiscal Analysis**) identifying additional items to be completed for full costing. Upon USACE release of the facility for occupancy, the Interim DD Form 1354 is signed by the Resident Engineer (RE) and the Real Property Accountable Officer (RPAO), transferring the facility and costs to the installations' real property books. Appropriate Work Items associated with the property transfer are provided to Resource Management (RM) who then removes the asset costs from the USACE Construction In Progress (CIP) general ledger to prevent double counting of Army assets.*

#### **Process 11: RE Schedules Actual Beneficial Occupancy Date (BOD)**

3.11.1 Upon satisfactory completion of the Final Acceptance Inspection, the RE, in coordination with the DPW/BCE and the end-user will examine the number and complexity, as well as the level of effort required to resolve the items on the final punch list. A joint determination of the actual BOD is made in consideration of specific items which would prevent actual occupancy.

3.11.2 Any items surfaced as requiring resolution prior to occupancy is conveyed to the Contractor so they can be made a priority for action. Once these critical items are satisfactorily completed (or immediately after initial coordination if there are no critical items) the facility is ready for Actual BOD.

#### **Process 12: RE Completes Interim DD Form 1354 and Provides to RPAO/DPW/BCE and PM/PA; Fiscal Analysis**

3.12.1 Once a determination is made that the facility is ready for BOD, the Interim DD Form 1354 is amended with a list of all remaining punch items. If material time has passed, or material costs incurred since the Interim costs were captured on the Interim DD Form 1354 (**Process 9: RE Adds Costs to Interim DD Form 1354; Fiscal Analysis**) the costs are updated at this point to ensure the most current costs are included.

3.12.2 If a fiscal analysis is called for the RE will coordinate with other offices using the CEFMS Report "pmcipproj" designed to provide a project's financial overview. (See [Appendix 10: Sample "pmcipproj" CEFMS Report](#) for instructions and sample.) See paragraph 3.3.2-3.3.3 for more information on generating fiscal review information.

3.12.3 The RE executes (signs) the document and delivers it in person (if possible) to the RPAO for their signature, and in preparation for transfer of keys for facility access.

3.12.4 The RE also sends to the PM and PA via email a copy of the Interim DD Form 1354 for preparation of a Work Item breakdown to support CIP transfer.

### **Process 13: Real Property Accountable Officer (RPAO) Signs Interim DD Form 1354 Prior to Receiving Facility Access**

3.13.1 Upon receipt of the Interim DD Form 1354 (signed and delivered by the RE) the RPAO executes the document and returns it to the RE.

### **Process 14: PA Prepares Work Items for CIP Transfer; Provides to RE**

3.14.1 Upon receipt of the electronic copy of the Interim DD Form 1354 from the RE or PM, the PA uses the CEFMS report “pmcipproj” to determine the Work Items and amounts impacted by the Interim DD Form 1354. The PA provides to the RE *via email* the WI breakdown.

### **Process 15: RE Receives Signed Interim DD Form 1354; Provides Facility Access; Requests Interim CIP Transfer**

3.15.1 Upon receipt of the signed Interim DD Form 1354 from the DPW/BCE (or RPAO) the RE provides facility access to the DPW/BCE.

3.15.2 If the facility is the Primary Facility (for MP-10 metric purposes) the RE enters in RMS the dates for mandatory milestones Actual BOD, and Interim DD Form 1354 Execution.

**Mandatory Milestone:** *The RE enters in RMS the Actual BOD.*

**Mandatory Milestone:** *The RE enters in RMS the Interim DD Form 1354 Execution Date.*

3.15.3 Upon receipt of the WI breakdown from the PA the RE *emails an electronic copy* of the fully executed Interim DD Form 1354 and the WI breakdown to the RM (with a copy to PM) requesting an Interim CIP transfer be processed.

### **Process 16: RM Processes Interim CIP Transfer; Notifies PM, PA, RE**

3.16.1 Upon receipt of an *electronic copy* of the signed Interim DD Form 1354 *and the WI breakdown*, RM staff (typically the Finance and Accounting Section of RM) processes the CIP transfer in CEFMS which reduces the CIP account by the appropriate amount indicated on the Interim DD Form 1354.

3.16.2 Use *CEFMS Report “pmcipproj”* to provide data to complete the CIP transfer. RM staff will coordinate with the PA to determine the costs per work item to transfer.

3.16.3 The RM then notifies the PM, PA and RE by email of the Interim CIP Transfer date.

**Required Notification:** *The RM notifies the PM, PA and RE via email of the Interim CIP Transfer date.*

◆ **DECISION POINT 1: Final Facility on Contract?**

*No: Processes 1 through 16 (IRZM through BOD and property transfer) should be repeated each time a facility (or groups of facilities) is turned over to the DPW/BCE.*

*Yes: Begin the Complete Physical Construction phase. Note, this phase may begin prior to the completion of the last (i.e., primary) facility of the contract, however, the contract cannot be completed until all facilities are completed.*

***COMPLETE PHYSICAL CONSTRUCTION (PROCESSES 17-25)***

*These elements of the process address completion of post-BOD contract requirements. This includes, but is not limited to, construction contractor performance evaluation, acceptance of CADD as-built drawings, installation of specialty equipment (specified on the DD1391) and communications infrastructure, in-season HVAC testing and balancing, erosion control, completion of remaining bid items, final modifications, and punch list items, and validation of payroll. To mitigate the risk of time or cost growth, emphasis shall be placed on addressing these issues during the IRZM and subsequent meetings.*

**Process 17: Construction Contractor Performance Evaluation**

3.17.1 This is a four-step process initiated at BOD, which must be completed no later than 60 days following Actual BOD of the Primary Facility of the contract.

- 1) The RE initiates the Contractor Evaluation in RMS providing ratings and comments.
- 2) The RE sends the evaluation through the Assessing Official (AO) to the Contractor who has 30 days to add comments.
- 3) The RE has the opportunity to revise the evaluation, based on the Contractor's comments.
- 4) The RE electronically forwards the evaluation to the Reviewing Official (RO) for final approval, which enters the government evaluation into the DoD Contractor Performance Assessment Reporting System (CPARS).

3.17.2 Progress on completion of IRZM checklist items should be considered in completing this evaluation.

***Mandatory Milestone: The RE enters in RMS the Contractor Evaluation Initiated Date.***

**Process 18: Accept CADD As-builts**

3.18.1 The RE receives the final CADD as-built submittal from the Contractor. The files are reviewed for compliance with the Tri-Service CADD Standard, to include all modifications and field changes. When compliant, the electronic drawings are accepted and provided to the DPW/BCE.

***Mandatory Milestone: The RE enters in RMS the Date the Final As-Builts Provided to User.***

3.18.2 CADD As-built related delays can be mitigated by ensuring the following: 1) the contract schedule bid items includes CADD As-builts as a bid item, 2) the RE ensures the Contractor has maintained redline drawings at the project site, and 3) the RE ensures the Contractor delivers the draft CADD as-builts at the IRZM.

3.18.3 Remedies for Contractor non-compliance include: withholding funds; rejecting progress payments; and/or revising Contractor performance evaluation to reflect negative performance in this area. When the Contractor submits acceptable as-built drawings the ACO authorizes payment of the withheld earnings.

### **Process 19: Install Specialty Equipment and Communications Infrastructure**

3.19.1 The RE coordinates the installation of End-user specialty equipment with the contractor and supplier of the equipment. The RE coordinates Communications Infrastructure with the appropriate organization responsible for this work – typically the installation DOIM.

3.19.2 Communication infrastructure is a significant component of total facility cost and is typically itemized separately in *the DD Form 1391 FYXX Military Construction Project Data*.

3.19.3 It is the responsibility of the RE and Contractor to coordinate with the Installation Communications Manager to ensure that security and access requirements are met. Furthermore, it is the responsibility of the PM to insure that MIPR billings are processed in a timely manner.

3.19.4 Installation of specialty equipment and communications infrastructure *should* be completed prior to BOD, however, completion of this work often exceeds the Actual BOD. Thus, this effort is included in the Complete Physical Construction phase of the process to ensure its visibility. To mitigate the risk of schedule impacts, this topic is to be fully discussed, evaluated and resolved at the IRZM. Therefore, it is critical that the local installation service provider (such as the Directorate of Information Management (DOIM) or other Communications service provider) attend the IRZM and accept responsibility to complete the necessary work in a timely manner.

### **Process 20: In-Season HVAC Testing and Balancing**

3.20.1 The RE is responsible to ensure seasonal HVAC test and balancing are completed in a timely manner so as to minimize impacts on the end-user. Note: initial HVAC testing and balancing should be conducted prior to BOD, however, seasonal timing may require that IN\_SEASON testing and balancing be performed after BOD. These tests are part of the basic construction contract, and are not part of the warranty process. Thus, the construction contract cannot be closed until these tests have been completed.

3.20.2 Remedies for Contractor non-compliance include: withholding funds for incomplete work and/or revising Contractor performance evaluation to reflect negative performance in this area. When the Contractor completes testing and balancing the ACO authorizes payment of the withheld earnings.

### **Process 21: Erosion Control (Turf)**

3.21.1 The RE coordinates erosion control efforts throughout the construction contract. Erosion control (turf) is critical for environmental compliance by the DPW/BCE and often must comply with state environmental regulations. Completion of this work often exceeds the Actual BOD. A goal of this process is to complete these requirements prior to BOD.

3.21.2 To mitigate the risk of schedule impacts and potential delay in contract closeout, ensure the following: 1) the RE discusses, evaluates and resolves erosion control issues during the IRZM, and 2) the contract stipulate 'where geographically appropriate, and if approved by the customer, sod shall be used in lieu of seeding if the growing season has passed.'

### **Process 22: Ensure Punch List Complete – ACO Progress Payments**

3.22.1 The RE is responsible to ensure all punch list items are completed in a timely manner following BOD as to minimize impact on the end-user.

3.22.2 Remedies for Contractor non-compliance include: withholding funds for incomplete work and/or revising Contractor performance evaluation to reflect negative performance in this area. When the Contractor completes punch list items the ACO authorizes payment of the withheld earnings.

### **Process 23: Complete Remaining Bid Items / Phasing or Demolition**

3.23.1 This process includes completion of all remaining bid item efforts which must be executed prior to pursuing contract or project closeout.

3.23.2 Facilities are often turned over to the DPW/BCE prior to completion of all contract requirements (through interim or partial BODs) to meet DPW/BCE/end-user mission requirements. Under these circumstances, contract bid items will need to be completed after the occupancy of the facilities.

3.23.3 Remedies for Contractor non-compliance include: withholding funds; rejecting progress payments; and/or revising Contractor performance evaluation to reflect negative performance in this area. When the Contractor completes all erosion control measures the ACO authorizes payment of the withheld earnings.

### **Process 24: Final Modifications**

3.24.1 The RE prioritizes resources to finalize any modifications in such a manner as to minimize time growth. Completion of final modifications (or Request for Equitable Adjustments (REAs) resulting in final modifications) often exceeds the Actual BOD. To mitigate the risk of schedule impacts, any anticipated modifications to the current contract should be discussed and evaluated at the IRZM.

3.24.2 Upon completion of Final Modifications, the RE enters into RMS the date the last modification was signed by the ACO.

***Mandatory Milestone: The RE enters in RMS the date the LAST Modification signed by the ACO.***

3.24.3 Furthermore, the RE notifies the PM via email that construction is complete (to include final modifications) and post construction award Design Services are no longer required. This initiates the Complete AE Contracts Requirements phase.

**Required Notification:** *The RE notifies the PM via email that Final Modifications are complete.*

## Process 25: Payroll Complete

3.25.1 USACE has an agreement with the Department of Labor through which USACE will evaluate proper payroll submission by Contractors. In this process the RE evaluates proper payroll submission with each incremental progress payment.

3.25.2 Remedies for Contractor non-compliance include: withholding funds for incomplete or missing payroll records, and/or revising Contractor performance evaluation to reflect negative performance in this area. When the Contractor submits complete and accurate payroll records the ACO authorizes payment of the withheld earnings.

3.25.3 In cases where unresolved payroll issues are the LAST item preventing contract closeout, funds related to this issue shall be disbursed to the Comptroller General, General Accounting Office (GAO) for final resolution. This policy mitigates the impact on closeout delays due to payroll issues to a maximum of 45 days. [Refer to DFAR 222.406-9 I (3).]

3.25.4 When all physical construction is completed, and payroll has been evaluated and is deemed acceptable, the RE enters into RMS the Date of Physical Construction Complete.

**Mandatory Milestone:** *The RE enters in RMS the Date the Physical Construction was completed.*

### ◆ **DECISION POINT 2: Final Project on Construction Contract?**

**Yes:** *If a single construction contract is used to complete one or more projects and this is the last project to be completed, proceed to **Process 26: RE Prepares and Provides ROC Package to Contractor** to begin the Construction Contract Closeout Phase.*

**No:** *If additional projects remain on the Construction Contract execute **Processes 42-45 (Interim)** to transfer accumulated real property and CIP costs, and return funds associated with the project completed. Continue work on remaining projects on the Contract.*

*(Note: Construction contracts are NOT to remain open during warranty periods if all other contractual requirements have been completed that would otherwise allow the contract to be closed.)*

### ***CONSTRUCTION CONTRACT CLOSEOUT (PROCESSES 26-32)***

*The process to close the construction contract is triggered by the completion of physical construction and remaining contract deliverables (e.g. Operations and Maintenance (O&M) manuals, etc.) This phase involves processing claims, completing the release of claims package, approving and disbursing final payment to the Contractor, and completing contract closeout documentation.*

#### **Process 26: RE Prepares and Provides ROC Package to Contractor**

3.26.1 Upon determining the contract is physically complete and ready to be closed (all issues resolved) the RE downloads from the RMS Word Document Library the Release of Claims (ROC) package documents, which include: USACE Standard Release of Claims document (shown in [Appendix 12: USACE Standard Release of Claims](#)), Engineer Form 93 (ENG93), and the Certificate of Prompt Payment. (Note: the USACE Standard Release of Claims document is used for both Construction and AE contractors.)

3.26.2 The RE prepares the documents and transmits to the Contractor electronically via the RMS Correspondence Module, which will export the documents to QCS (Quality Control System.) If the RE is not serving as the ACO, the RE shall also send a copy of the documents to the ACO.

3.26.3 For contractors not using QCS, the RE will transmit the documents to the Contractor electronically via email.

#### **◆ DECISION POINT 3: Construction Contractor Files a Claim?**

***Yes:** If a claim is filed by the Construction Contractor, or there is an outstanding or unresolved claim by the contractor, proceed to **Process 27: Contracting Officer (KO) Processes Decisions and Claims**. The RE shall change the contract delay code in RMS to reflect the Claim status.*

*Since claims can take time to resolve, **Processes 42-45 (Interim)** shall be completed to transfer accumulated real property and CIP costs, and return funds pending results of the claim. However, **the contract MUST REMAIN OPEN during the claims process.***

***No:** If no claim is filed by the Construction Contractor proceed to **Decision Point 4**.*

#### **Process 27: Contracting Officer (KO) Processes Decisions and Claims**

3.27.1 In some cases, a Contractor may submit a claim to the Contracting Officer (KO) for review, analysis, and decision. The KO reviews the recommendation from Office of Counsel (OC), then makes a decision to deny or accept the claim. If accepted, payment adjustments are negotiated and agreed upon. If

denied, the Contractor has the prerogative to seek a decision from the Armed Services Board of Contract Appeals or US Court of Claims for consideration.

3.27.2 For construction contracts awaiting a claims decision, the RE shall change the RMS Delay Code to indicate the contract claim.

3.27.3 The Claims Manager shall provide status updates using the Claims Management Module in RMS.

**Required Reporting:** *The RE shall change the RMS Delay Code to “F1: Contractor Claim Submitted-COD Pending.”*

◆ **DECISION POINT 4: Construction Contractor Submits Release of Claims?**

**Yes:** *If the Construction Contractor completes and submits to the RE the USACE Standard Release of Claims (without limitations), ENG93, and Certificate of Prompt Payment, proceed to **Process 29: ACO Receives ROC Docs; Processes ENG 93, Contract Closeout Checklist, and Authorizes Final Payment.***

*(Note: to complete and submit the ROC package the Contractor shall print the ROC documentation from the RMS Quality Control System, complete as appropriate, affix original signatures, scan the documents, and return to RE via the QCS Correspondence Module. Alternatively, Contractors that do not utilize QCS, shall print the ROC documentation from email, complete as appropriate, affix original signatures, scan the documents, and return to RE via email, courier, or by mail.)*

**No:** *If the Construction Contractor submits a limited release of claims (for special programs such as the **Indian Incentive Program**), or does NOT complete and submit the ROC documents, and is unavailable, inaccessible, or unresponsive to attempts to be contacted, the ACO shall proceed with **Process 28: ACO Administers Special Contract Closeout.***

*Since administratively closing a contract takes time to complete, **Processes 42-45 (Interim)** should be executed to transfer accumulated real property and CIP costs, and return funds.*

### **Process 28: ACO Administers Special Contract Closeout**

3.28.1 Several reasons can cause the need for special handling of a construction contract closeout. For handling construction contracts where the contractor is requesting compensation under special programs (such as the *Indian Incentive Program*) see [Appendix 16: Special Contract Closeout Instructions](#).

3.28.2 This process describes how to address construction contractors that do NOT submit a release of claims package and are unavailable, inaccessible, or unresponsive to the Governments attempts to contact them. The following steps should be followed by the ACO to administratively close the construction contract without prejudice:

- 1) If the ACO does NOT receive a response or contact from the Construction Contractor *within 30 days (and 3 attempts)* from the initial transmission of the ROC documents (**Process 26: RE Prepares and Provides ROC Package to Contractor**), the ACO should begin the process to administratively close the construction contract.
- 2) The ACO shall prepare and add to the Official Contract File (OCF) a Memorandum For Record (MFR) which shall include:
  - A statement identifying the contract as “Pending Administrative Contract Closeout.”
  - The date and method of the initial attempt to contact the contractor (as described in **Process 26: RE Prepares and Provides ROC Package to Contractor.**)
  - The dates and methods of at least two additional attempts to contact the contractor, within 30 days of the initial attempt.
  - A statement indicating “Hold until [Date], then Administratively Close the Contract,” where the [Date] is *6 months* from the date of the initial attempt to contact the contractor.
- 3) If no effort is made on the part of the Construction Contractor to either submit a claim or the ROC documents by the [Date] indicated on the MFR, the Construction Contract shall be administratively closed.
- 4) A second MFR shall be prepared and added to the OCF documenting the date the contract was administratively closed.

3.28.3 The ACO will then proceed to **Process 31: ACO Completes DD Form 1593 (Contract Administration Completion Record); Provides Closeout Documents to KO**, annotating in the USACE Construction Contract Closeout Checklist MFR that the contract was administratively closed.

3.28.4 The ACO scans all closeout documents and places them in the RMS Contract Documents Module as an attachment to the contract (in lieu of distribution) and retains original documents as part of the Official File.

3.28.5 The ACO notifies the PM via email of that the contract has been administratively closed.

### **Process 29: ACO Receives ROC Docs; Processes ENG 93, Contract Closeout Checklist, and Authorizes Final Payment**

3.29.1 In cases where the RE does NOT also serve as the ACO, the RE will complete the memorandum in [Appendix 13: Sample Memorandum from RE to ACO](#) and forward the memorandum with all release of claims documents to the ACO upon receipt from the Contractor.

3.29.2 Upon receipt of the fully executed closeout documents from the Contractor (or RE) the ACO enters the Date of Receipt of Acceptable Final Invoice in RMS.

**Mandatory Milestone:** *The ACO enters in RMS the Date of Receipt of Acceptable Final Invoice.*

3.29.3 **Prior to processing and authorizing final payment**, the ACO shall complete the USACE Construction Contract Closeout Checklist (vice DD Form 1597, see [Appendix 14: USACE Construction Contract Closeout Checklist](#)) to ensure all contractual issues have been resolved appropriately. (Note: The USACE Construction Contract Closeout Checklist can be downloaded from the RMS Word Document Library.)

3.29.4 Upon completion of the USACE Construction Contract Closeout Checklist, the ACO processes final payment by electronically sending the payment information (ENG93) from RMS to CEFMS, and then **approves final payment in CEFMS**.

3.29.5 In accordance with CERM-F Policy Memorandum dated 26 Sep 07, the ACO will email the UFC point of contact (and alternate) requesting final payment within five working days. Below is a template of the email message to be sent:

*To: Lucius Othman*  
*Cc: Jeremy McEntire*  
*Subject: MILCON Project Closeout Enterprise Business Process - Final Payment in 5 Days*

*Request final payment for the following contract to be paid within 5 work days.*

*Contract # / DO#:* \_\_\_\_\_  
*Pay Estimate #:* \_\_\_\_\_  
*Payment Amount:* \_\_\_\_\_  
*CEFMS Doc #:* \_\_\_\_\_

*Signed,*

*XXXXXXXXXXXXX*  
*Title:*  
*Office Symbol:*  
*Phone #:*

***Mandatory Milestone:*** *The ACO enters in RMS the Approval Date of Final Construction Contract Payment.*

3.29.6 The ACO scans all closeout documents and places them in the RMS Contract Documents Module as an attachment to the contract (in lieu of distribution) and retains original documents as part of the Official File.

3.29.7 The ACO notifies the PM via email of Construction Contract final payment, which serves as a trigger for the PM to initiate final fiscal review (***Process 42: PM/PA Conducts Final/Interim Fiscal Analysis and Prepares Cost***).

### **Process 30: Finance Center Disburses Final Payment within 5 Days of ACO Signature**

3.30.1 The Finance Center (FC) disburses final payment *within 5 days* of the receipt of ACO signature on ENG93 (which is passed to the FC automatically via CEFMS) in accordance with CERM Policy Memorandum dated 26 Sep 07.

### **Process 31: ACO Completes DD Form 1593 (Contract Administration Completion Record); Provides Closeout Documents to KO**

3.31.1 As part of contracting duties, the ACO generates and completes DD Form 1593 (Contract Administration Completion Record), USACE Construction Contract Closeout Checklist (see ***Process 29: ACO Receives ROC Docs; Processes ENG 93, Contract Closeout Checklist, and Authorizes Final Payment***), and other appropriate closeout documents as needed to confirm all closeout actions are complete. These documents can be downloaded from the RMS Word Document Library.

3.31.2 Upon completion, the ACO electronically sends to the Procuring Contracting Officer (district KO) DD Form 1593, the USACE Construction Contract Closeout Checklist (CCC), and other closeout documents to close out the pre-award contract items in the Standard Procurement System (SPS.)

3.31.3 The ACO will keep the Official Contract File (OCF) for all post-award actions (to include all contract modifications, and claims), and the KO will keep the OCF for all pre-award actions. Documentation for claims and modifications over \$500K will be forwarded from the KO to the ACO to be maintained as part of the post-award OFC. The ACO and KO shall destroy all working documents.

3.31.4 The post-award Official Contract File is then prepared by the ACO for transportation to the appropriate Records Holding Area.

### **Process 32: KO Closes Construction Contract**

3.32.1 Upon receipt of the electronic copies of the contract closeout documents from the ACO, the Procuring Contracting Officer (district KO) completes additional tasks prior to closing the contract manually and in SPS. Tasks include:

- Ensuring all modifications have been entered in SPS.
- Assembles pre-award documents.
- Completes DD 1594 (Contract Completion Statement) generated in SPS.

3.32.2 *The ACO will keep the Official Contract File (OCF) for all post-award actions (to include all contract modifications, and claims), and the KO will keep the OCF for all pre-award actions. Documentation for claims and modifications over \$500K will be forwarded from the KO to the ACO to be maintained as part of the post-award OFC. The ACO and KO shall destroy all working documents.*

3.32.3 The pre-award Official Contract File is then prepared by the KO for transportation to the appropriate Records Holding Area.

#### ***COMPLETE AE CONTRACT REQUIREMENTS (PROCESSES 33-34)***

*If Architect-Engineer (AE) support was required during design and the contract was not closed prior to construction, AE contracts should be prepared for closure during this phase of the process. Additionally, AE support requirements during construction should also be completed.*

◆ **DECISION POINT 5: AE Involvement?**

***Yes:** If there was AE involvement during design and the contract/task order has not been closed, OR there was AE involvement during construction, then the PM proceeds to the next decision point.*

***No:** If there was no AE involvement in the project during construction AND the Design Contract had previously been closed, the PM skips the AE Contract Closeout phase and proceeds to the Final Fiscal Review, Funds Return, and Real Property and CIP Transfer phase.*

◆ **DECISION POINT 6: Final Project on AE Contract?**

***Yes:** If a single AE contract/task order is used to design one or more projects and this is the last project to be completed on the AE contract/task order, then the PM proceeds to **Process 33: RE, E&C or PM Performs AE Contractor Evaluation**, and **Process 34: PM/PA Reconcile AE Contract and Conduct Fiscal Analysis** to close the AE Contract..*

***No:** If additional projects remain on the AE Contract execute **Processes 42-45 (Interim)** to transfer accumulated real property and CIP costs, and return funds associated with the project completed. Continue work on remaining projects on the AE contract.*

### **Process 33: RE, E&C or PM Performs AE Contractor Evaluation**

3.33.1 Completion of an AE Contractor Evaluation requires a coordinated effort between the RE, PM and E&C. Completion of the evaluation is the responsibility of E&C, and is initiated with notification by the RE that design services are no longer required. This process must be completed no later than 60 days following the Actual BOD of the Primary Facility. The steps of this process are described below:

- 1) The RE notifies the AE COR and PM that Design Services are no longer required (based on results of **Process 24: Final Modifications**)
- 2) E&C sets up the evaluation in CPARS, and notifies the RE when complete.
- 3) The RE provides ratings and comments in CPARS (in appropriate blocks), and notifies E&C when complete.
- 4) E&C completes the evaluation and sends it through the Assessing Official (AO) to the Contractor who has 30 days to add comments.
- 5) The AO has the opportunity to revise the evaluation, based on the Contractor's comments.
- 6) The AO electronically forwards the evaluation to the Reviewing Official (RO) for final approval, which enters the government evaluation into the DoD CPARS.

**Mandatory Milestone:** *After entering his/her input, the RE enters in RMS the AE Contractor Evaluation Initiated Date.*

## Process 34: PM/PA Reconcile AE Contract and Conduct Fiscal Analysis

3.34.1 Upon notification from the RE that Final Design Services are no longer required (**Process 24: Final Modifications**) the PM requests PA reconcile the AE contract(s) and outstanding modifications and other obligations. PM coordinates with Engineering and Construction (E&C) and the field (resident offices) to obtain updated cost and obligation information on open items, to include Design During Construction (DDC) balances, government orders, and other miscellaneous non-construction contracts.

3.34.2 All outstanding AE commitments and ULOs shall be reviewed for timeliness, accuracy, and completeness. Attention should be directed to remaining nominal balances and items with expiring appropriations. All amounts should be reviewed to determine if the requirement is still valid and the amount is accurate.

3.34.3 To execute the fiscal analysis the PA should generate the CEFMS Report “pmcipproj” designed to provide a project’s financial overview. (See [Appendix 10: Sample “pmcipproj” CEFMS Report](#) for instructions and sample.) The PA may also need to coordinate with other offices to complete a project’s financial analysis.

3.34.4 The office that initiated the requirement that led to the commitment or obligation shall provide timely support in the review of these items.

3.34.5 The items listed in section 3.3.2 should be reviewed and analyzed as relates to AE work.

### ***AE CONTRACT CLOSEOUT (PROCESSES 35-41)***

*The process to close the AE contract(s) or Indefinite Delivery Indefinite Quantity (IDIQ) Task Order is triggered by the completion of all AE service contract requirements. This phase involves completing the release of claims package, approving and disbursing final payment to the Contractor, and completing AE contract closeout documentation.*

*Note: For the purposes of AE Contract Closeout, the AE Contracting Officer Representative (AE COR) is the lead proponent for handling AE Contract Closeout. The AE COR function may be executed in different offices throughout the Corps, and the responsible individual may be the PM, Design Manager, AE Contract Manager, Engineering and Construction (E&C) Technical Manager, etc.*

## Process 35: AE COR Prepares and Provides ROC Package to AE Contractor

3.35.1 After reconciling all modifications, completing the AE Contractor evaluation, and resolving all issues, the AE COR prepares the Release of Claims (ROC) document package and transmits to the AE Contractor electronically as an email attachment. The ROC package includes the USACE Standard Release of Claims template (see [Appendix 12: USACE Standard Release of Claims](#)) and Engineer Form 93 (Final Invoice) which may be generated through CEFMS, or is available at the USACE EBP website. (Note: the USACE Standard Release of Claims document is used for both AE and Construction contractors.)

◆ **DECISION POINT 7: AE Contractor Files a Claim?**

**Yes:** *If a claim is filed by the AE Contractor, or there is an existing outstanding or unresolved claim by the contractor, proceed to **Process 36: Contracting Officer (KO) Processes AE Decisions and Claims**. Also, the PM shall notify the RIT MILCON PM of the AE Contract claim, which may result in closeout delay.*

*Since claims can take time to resolve, **Processes 42-45 (Interim)** shall be completed to transfer accumulated real property and CIP costs, and return funds, pending results of the claim, however, **the AE contract MUST REMAIN OPEN during the claims process.***

**No:** *If no claim is filed by the AE Contractor proceed to **Decision Point 8**.*

**Process 36: Contracting Officer (KO) Processes AE Decisions and Claims**

3.36.1 In some cases, an AE Contractor may submit a claim to the Contracting Officer (KO) for review, analysis, and decision. The KO reviews the recommendation from Office of Counsel (OC), and makes a decision to deny or accept the claim. If accepted, payment adjustments are negotiated and agreed upon. If denied, the AE Contractor has the prerogative to seek a decision from the Armed Services Board of Contract Appeals or US Court of Claims for consideration.

3.36.2 For AE contracts awaiting a claims decision, the PM shall notify the appropriate RIT MILCON PM of the AE contract claim. The RIT MILCON PM will remove the contract/project from consideration in the current Command Management Review (CMR) Closeout metric.

3.36.3 The PM shall provide status updates to the RIT MILCON PM as appropriate.

**Required Reporting:** *The PM shall notify the RIT MILCON PM of the AE contract claim.*

◆ **DECISION POINT 8: AE Contractor Submits Release of Claims?**

**Yes:** *If the AE Contractor completes and submits to the AE COR the USACE Standard Release of Claims and ENG93 (Final Invoice), proceed to **Process 38: AE COR Prepares ENG 93 (Final Pay) and Contract Closeout Documents**.*

*(Note: to complete and submit the ROC package AE Contractor prints the Release of Claims and ENG93 (Final Invoice) emailed by the AE COR, affixes original signatures and returns to AE COR by courier or mail.)*

**No:** *If the AE Contractor submits a limited release of claims (for special programs such as the **Indian Incentive Program**), or does NOT complete and submit the ROC documents, and is unavailable or unresponsive to attempts to be contacted, the AE COR shall proceed with **Process 37: AE COR Initiates Special Contract Closeout**.*

*Since administratively closing a contract takes time to complete, **Processes 42-45 (Interim)** shall be executed to transfer accumulated real property and CIP costs, and return funds.*

## Process 37: AE COR Initiates Special Contract Closeout

3.37.1 Several reasons can cause the need for special handling of an AE contract closeout. For handling AE contract closeouts where the contractor is requesting compensation under special programs (such as the *Indian Incentive Program*) see [Appendix 16: Special Contract Closeout Instructions](#).

3.37.2 This process describes how to address AE contractors that do NOT submit a release of claims package and are unavailable, inaccessible, or unresponsive to the Government's attempts to contact them. The following steps should be followed by the AE COR to initiate the administrative closeout of an AE contract without prejudice:

- 1) If the AE COR does NOT receive a response or contact from the AE Contractor *within 30 days (and 3 attempts)* from the initial transmission of the ROC documents (**Process 35: AE COR Prepares and Provides ROC Package to AE Contractor**), the AE COR should begin the process to administratively close the AE contract.
- 2) The AE COR shall prepare and add to the Official Contract File (OCF) a Memorandum For Record (MFR) which shall include:
  - A statement identifying the contract as "Pending Administrative Contract Closeout."
  - The date and method of the initial attempt to contact the contractor (as described in **Process 35: AE COR Prepares and Provides ROC Package to AE Contractor**.)
  - The dates and methods of at least two additional attempts to contact the contractor, within 30 days of the initial attempt.
  - A statement indicating "Hold until [Date], then Administratively Close the Contract," where the [Date] is *6 months* from the date of the initial attempt to contact the contractor.
- 3) If no effort is made on the part of the AE Contractor to either submit a claim or the ROC documents by the [Date] indicated on the MFR, the AE COR shall prepare and add to the OCF a second MFR documenting that the contract shall be administratively closed.

3.37.3 The AE COR will then prepare the USACE AE Contract Closeout Checklist and DD Form 1593 (Contract Administration Completion Record) as described in **Process 38: AE COR Prepares ENG 93 (Final Pay) and Contract Closeout Documents**, annotating the requirement to administratively close the contract.

3.37.4 The AE COR shall scan these documents and place them on a local server in lieu of distribution. These documents, made a part of the AE Official Contract File (OCF), are delivered to the Procuring Contracting Officer (district KO) to administratively closeout the contract in **Process 41: KO Closes AE Task Order or Contract**.

## Process 38: AE COR Prepares ENG 93 (Final Pay) and Contract Closeout Documents

3.38.1 Upon receipt of the fully executed closeout documents from the AE, the AE COR processes the information from ENG93 (Final Invoice) for final payment in CEFMS. The AE COR scans and electronically sends the Release of Claims package to the KO for payment authorization.

3.38.2 The AE COR places the scanned ROC documents on a local server in lieu of distribution.

3.38.3 As part of AE COR duties the AE COR generates and completes DD Form 1593 (Contract Administration Completion Record), the USACE AE Contract Closeout Checklist (vice DD Form 1597, see [Appendix 15: USACE AE Contract Closeout Checklist](#)), and other AE contract closeout documents to

confirm all closeout actions are complete. These documents, as well as all other documents to be made a part of the AE Official Contract File (OCF) are delivered to the Procuring Contracting Officer (district KO) to close out the contract in SPS.

3.38.4 For AE Contracts, the KO will keep the OCF for all contract actions (both pre- and post-award.) The AE COR and KO shall destroy all working documents.

### **Process 39: KO Authorizes Final Payment**

3.39.1 Upon receipt of the fully executed closeout documents from the AE COR, the KO then approves final payment in CEFMS.

3.39.2 In accordance with CERM-F Policy Memorandum dated 26 Sep 07, the KO will email the UFC point of contact (and alternate) requesting final payment within five working days. Below is a template of the email message to be sent:

*To: Lucius Othman  
Cc: Jeremy McEntire  
Subject: MILCON Project Closeout Enterprise Business Process - Final Payment in 5 Days*

*Request final payment for the following contract to be paid within 5 work days.*

*Contract # / DO#: \_\_\_\_\_  
Pay Estimate #: \_\_\_\_\_  
Payment Amount: \_\_\_\_\_  
CEFMS Doc #: \_\_\_\_\_*

*Signed,*

*XXXXXXXXXXXXX  
Title:  
Office Symbol:  
Phone #:*

3.39.3 The KO notifies the PM via email of AE Contract final payment, which serves as a trigger for the PM to initiate final fiscal review (***Process 42: PM/PA Conducts Final/Interim Fiscal Analysis and Prepares Cost***).

***Required Notification: The KO shall notify the PM via email of AE Contract Final Payment.***

### **Process 40: Finance Center Disburses Final Payment within 5 Days of KO Signature**

3.41.1 The Finance Center disburses final payment *within 5 days* of the receipt of KO signature on ENG93 (which is passed to the FC automatically via CEFMS) in accordance with CERM Policy Memorandum dated 26 Sep 07.

## Process 41: KO Closes AE Task Order or Contract

3.41.1 Often the design AE is retained through the life of a construction project to provide technical support via Indefinite Delivery Indefinite Quantity (IDIQ) task orders. At the conclusion of construction activities the AE task order is closed, but the AE contract generally remains open to support other projects.

3.41.2 Upon receipt of the electronic copies of the AE contract closeout documents from the AE COR (**Process 38: AE COR Prepares ENG 93 (Final Pay) and Contract Closeout Documents**), the Procuring Contracting Officer (district KO) completes additional tasks prior to closing the task order or contract manually and in SPS. Tasks include:

- Ensuring all modifications have been entered in SPS.
- Verifies contract documents from AE COR.
- Completes DD 1594 (Contract Completion Statement) generated in SPS.

3.41.3 For AE Contracts, the KO will keep the OCF for all contract actions (both pre- and post-award.) The AE COR and KO shall destroy all working documents.

3.41.4 The OCF is then prepared by the KO for transportation to the appropriate Records Holding Area.

### ***FINAL/INTERIM FISCAL REVIEW, FUNDS RETURN, AND REAL PROPERTY & CIP TRANSFER (PROCESSES 42-45)***

*Fiscal reviews, funds return, and real property and CIP cost transfers are performed when a contract is completed. A FINAL fiscal review, funds return, and cost transfer is conducted when the final contract of a project has been completed, to include multi-contract projects (see Figure 1, Scenarios 1, 2, and 3.) However, if the final contract of a multi-contract project has NOT been completed, or the final project of a multi-project contract has NOT been completed (see Figure 1, Scenarios 3 and 4) then an INTERIM fiscal review and funds return is conducted, and the PM executes a revised INTERIM DD Form 1354 to include contract and other costs to date.*

*The PM initiates this phase after funds are disbursed to the AE and Construction Contractors, or when a contractor has submitted a claim on the work. The fiscal review includes a fiscal analysis of all costs (work items) associated with the project, as well as preparation of a final cost summary and identification of any resulting excess funds.*

*The focus here is to return all excess funds to the Customer (i.e., ACSIM / MAJCOM / Other DoD Proponents) as soon as such determinations are made. In the case of the Army, funds are returned to HQUSACE for management. For Air Force and DoD customers, funds are returned to the respective agencies as appropriate. In the case of multi-contract projects, this work will be repeated until all contracts of the project are complete.*

*The revised Interim or Final DD Form 1354 is provided to the RPAO to record assets costs. RM staff will then remove the remaining asset costs from the USACE CIP general ledger.*

## **Process 42: PM/PA Conducts Final/Interim Fiscal Analysis and Prepares Cost**

3.42.1 Upon notification by ACO of Construction Contract final payment (*Process 29: ACO Receives ROC Docs; Processes ENG 93, Contract Closeout Checklist, and Authorizes Final Payment*) and by the KO of AE Contract final payment (*Process 39: KO Authorizes Final Payment*), the PM ensures that all other financial data for the project have been received. The PM initiates final fiscal review and coordinates via email with the PA to develop the final project costs in order to return excess funds.

3.42.2 To complete the Final Fiscal Analysis, it is likely that the PA will need to coordinate with other offices to gather information required to analyze the project's financial status. All commitments and ULOs shall be reviewed for completeness. Any remaining balances (i.e., excess funds) must be identified for revocation.

3.42.3 To execute the fiscal analysis the PA should generate the CEFMS Report "pmcipproj" designed to provide a project's financial overview. (See [Appendix 10: Sample "pmcipproj" CEFMS Report](#) for instructions and sample.) The PA may also need to coordinate with other offices to complete a project's financial analysis.

3.42.4 If additional information is required, the PA will notify Project Delivery Team (PDT) members that initiated the requirement to provide additional input. The PA in coordination with the PM shall ensure timely responses to request of information.

3.42.5 The PA runs the final financial report iteratively until all obligations have been liquidated, project funds have been identified for revocation, and available funds are ready for final disposition.

3.42.6 The PA develops the project's complete financial summary, to include P&D, all construction costs, and other direct project costs. PA coordinates findings with PM and receives guidance from PM as to disposition of remaining funds. RM will assist this effort to obtain financial data from CEFMS as required.

3.42.7 The PA will summarize by Work Item (WI) all final project costs to be used to develop the Final DD Form 1354.

## **Process 43: PA and RM Process Final/Interim Funds Return**

3.43.1 Returning funds after the preparation of the final/interim cost estimate requires the execution of several tasks involving the PM, PA, local RM, Division MID, CERM, and RIT members. Note: typically the Budget Section of the local RM is involved in supporting funds return. To return funds via FAD:

- 1) The PA requests a Revoking FAD via e-mail to CERM, and copies RM, Division MID, and RIT MILCON PM for informational purposes.
- 2) CERM develops a revoking FAD in PBAS, which automatically sends a notification of decreasing FAD to the RIT MILCON PM and RM.
- 3) The RIT MILCON PM processes a revoking directive and issues it to PM/PA.
- 4) PA moves funds being revoked to the FAD register, and notifies RM to process in CEFMS.
- 5) RM processes the revoking FAD in CEFMS.

3.43.2 To return funds via MIPR the PA may request the district RM initiate amendments to the MIPRs returning excess funds on Customer Orders and/or withdrawing unbilled amounts on Government Orders. The four tasks include:

- 1) The PA initiates amendment to Customer Order in CEFMS
- 2) CEFMS automatically notifies the PM of the amendment, who technically approves the amendment in CEFMS.
- 3) CEFMS automatically notifies RM of the amendment, who approves the amendment in CEFMS.
- 4) RM processes the transaction to return funds upon acceptance of the MIPR. (Note: RM is not required to wait for Customer Acceptance of DD 448-2.)

#### **Process 44: PA Prepares and PM Signs DD Form 1354; PA Notifies RPAO and Requests CIP Transfer**

3.44.1 The PA uses cost information from **Process 42: PM/PA Conducts Final/Interim Fiscal Analysis and Prepares Cost** to prepare a DD Form 1354. Cost information shall include planning and design, project management, design during construction, and other project costs, as well as final construction costs by category from the RE. *[Note: if the final contract of a single- or multi-contract project has been completed, the PA prepares the Final DD Form 1354 for the project; otherwise the PA prepares a revised Interim DD Form 1354.]* The PA prints the DD Form 1354 and provides to the PM for signature.

3.44.2 The PM reviews and signs the revised Interim or Final DD Form 1354 approving the cost transfer to the Installation.

3.44.3 The PA provides to the RPAO *via email* a copy of the PM-signed revised Interim or Final DD Form 1354. In the case of a Final DD Form 1354, a Read Receipt of the email will serve as evidence that the RPAO was notified of updated costs. Alternatively, the PA may send to the RPAO via registered mail the Final DD Form 1354, where the receipt would serve as proof of notification. *[Note: the RPAO signature is not required on the final DD Form 1354, as the executed Interim DD Form 1354 indicates acceptance of facility responsibility by the Installation.]*

3.44.4 Using the CEFMS report “pmcipproj” (generated in **Process 42: PM/PA Conducts Final/Interim Fiscal Analysis and Prepares Cost**) the PA develops the WI and amounts impacted by the DD Form 1354. The PA provides to RM *via email* a copy of the PM-signed revised Interim or Final DD Form 1354 and WI breakdown, and requests RM process the appropriate interim or final CIP transfer.

#### **Process 45: RM Processes Final/Interim CIP Transfer; Notifies PM, PA, RE**

3.45.1 Upon receipt of the *electronic copy of the PM-signed* revised Interim or Final DD Form 1354 and WI breakdown from the PA, the RM processes the CIP transfer in CEFMS which reduces the CIP account by the appropriate amount of the DD Form 1354. *(Note: the RM shall not wait for a copy of the RPAO signed Interim or Final DD Form 1354 to process the CIP transfer.)*

3.45.2 The RM then notifies by email the PM, PA and RE of the revised Interim or Final CIP Transfer Date.

### ***PROJECT CLOSEOUT (PROCESS 46)***

*Several processes must be accomplished to close a MILCON project. The various project scenarios illustrated in Figure 1 add to the complexity of closeout. In the end, a project can be closed when all construction and AE contracts associated with the project have been closed (Contract Closeout), all funds have been returned (Fiscal Closeout), all real property costs have been transferred to the installation property books, and all accompanying Construction In Progress costs have been removed from the USACE CIP General Ledger. It is only after all these requirements are completed that a project can and should be closed.*

#### **◆ DECISION POINT 9: Final Contract of Project, and Ready to Close?**

***Yes:** If this is the final contract of the project, and the project is ready to be closed (i.e., DD 1391 requirements are complete, all contracts closed, all funds returned, all costs transferred, etc.) proceed to **Process 46: PM Closes the Project in P2**.*

***No:** Several processes in this EBP will lead to this decision point. Therefore, return to the appropriate part of the EBP to continue. This may be (A) or some other process.*

### **Process 46: PM Closes the Project in P2**

3.46.1 The PM and PA close the project in P2. There are several tasks accomplished as part of this process, culminating with the Project Fiscal Completion date being entered in P2 milestone ML-260.

3.46.2 The PM is responsible to closeout any projects loaded in P2 that have recorded obligations and expenditures. The following conditions shall be met before a project is considered for closeout:

- Authorization Phase Code must be:
  - Code 9, Construction Contract Award Authorized, or
  - Code 8, Project Cancelled; and
- Project Status Code must be:
  - Code 7, Project Fiscally Complete,
  - Code N, Design Deleted or Cancelled, or
  - Code 9, Construction Deleted or Cancelled; and
- Milestone 072, Fiscally Complete must have an actual date; and
- All funds associated with that project are expended with any remaining balance of funds returned.

3.46.3 Once the PM has provided all required coding data in P2, the Project Fiscal Completion milestone (ML-260) must be actualized using Primavera. All completed activities should have an actual end date.

***Mandatory Milestone:*** *The PM/PA enters in P2 the Project Fiscal Completion date (ML-260) using the date of the Final CIP Transfer.*

## 4. ROLES AND RESPONSIBILITIES

### 4.1 RACI Matrix

5.5.1 The RACI Matrix on the following two pages describes the roles and responsibilities of the various positions involved in executing the MILCON Project Closeout EBP. Positions involved in each process are given one of four roles, described below:

- **Responsible** – These positions do the work necessary to accomplish the process.
- **Accountable** – This is the ONE position responsible for accomplishing the process. There can only be one accountable position for each process. However, the Accountable position can serve multiple roles.
- **Consulted** – These positions provide information as needed to complete the process.
- **Informed** – These positions are provided information resulting from the execution of the process.





## 5. PROCESS MANAGEMENT

### 5.1 Process Owner

5.1.1 The process owner of this Enterprise Business Process is the Deputy Chief, Program Integration Division, Directorate of Military Programs at HQUSACE – currently Ms. Susan Turek.

### 5.2 Process Review Schedule

5.2.1 The corporate metric for Military Programs Project Financial Closeout (MP10) is currently reviewed at Directorate Management Reviews (DMRs) and Command Management Reviews (CMRs) as required.

5.2.2 Upon implementation of this EBP, the performance and use of this EBP will be monitored and reviewed at DMRs. The monitoring of the process will continue for no less than 12 months. It should be remembered that the full impacts of the improvements made to this process will not be realized until applied to new MILCON projects, so that pre-closeout changes will be in place to impact the closeout process (e.g., requiring partial CADD As-Build Drawings be provided at the IRZM.)

5.2.3 This EBP will be reviewed within 6 months of implementation, no less than annually for the next three years, and every other year thereafter. A mechanism will be established to allow the field the opportunity to provide recommended changes to the process owner.

### 5.3 Document Revisions Numbering Scheme

5.3.1 The initial release version number of this EBP is *1.0.0*. The following is a description of future version release numbers:

- **First Digit** (from the left) – will be changed as the result of a review made to the *entire* EBP (typically after annual reviews.)
- **Second Digit** – will be changed whenever a revision is made to the operational content of the EBP (i.e., a change to the process description that alters process flow.) For example, a change of organizational responsibility for a process would result in a change to the second digit of the version number.
- **Third Digit** – will be changes whenever a change is made to the EBP that does not alter the flow of work described in the process. These would typically be typographic corrections.

5.3.2 A *Summary of Changes* will be included in this and subsequent releases of this EBP at the front of the document.

### 5.4 Process Location

5.4.1 An electronic version of this document (in .PDF format) along with supporting information can currently be obtained under *New Postings* of the USACE PMBP portal at <https://pmbp.usace.army.mil>. The URL to the EBP within the Military Programs Specific Mission Folder of the PMBP portal is [https://pmbp.usace.army.mil/pls/portal30/docs/FOLDER/PORTAL\\_DOC\\_LIB/FLDR\\_MISSION/FLDR\\_MISSION\\_MIL/MILCON\\_PROJECT\\_CLOSEOUT\\_EBP\\_DRAFT6E.1\\_20071019.PDF](https://pmbp.usace.army.mil/pls/portal30/docs/FOLDER/PORTAL_DOC_LIB/FLDR_MISSION/FLDR_MISSION_MIL/MILCON_PROJECT_CLOSEOUT_EBP_DRAFT6E.1_20071019.PDF).

5.4.2 This EBP, its supporting documentation, and future EBPs will be posted on the USACE Quality Management System (QMS) portal at <https://kme.usace.army.mil/CE/QMS/Pages/default.aspx> once it becomes available.

## **5.5 Phased Improvements**

5.5.1 In the development of this Enterprise Business Process the PDT identified many improvements involving corporate Automated Information System (AIS) and multi-service policy, doctrine, or AISs. Though these changes require significant time and resources to be developed and implemented, they were captured non-the-less and may be analyzed in the future for a favorable cost vs. benefit ratio. A brief description of these potential future changes is included in *Appendix 5: Process Improvements*.

## APPENDIX 1: ACRONYMS

### A

AAR	After Action Review
ACO	Administrative Contracting Officer
ACASS	Architect-Engineer Contract Appraisal Support System
ACR	Administrative Completion Record
ACSIM	Assistant Chief of Staff for Installation Management (Army Headquarters)
AE	Architect Engineer
AE COR	Architect-Engineer Contracting Officer Representative
AIS	Automated information System
AO	Assessing Official
AR	Army Regulation

### B

BCE	Base Civil Engineer (Air Force)
BOD	Beneficial Occupancy Date
BP	Business Process

### C

CADD	Computer Aided Design and Drafting
CCASS	Construction Contract Appraisal Support System
CCC	Contract Closeout Checklist
CCG	Consolidated Command Guidance
CEFMS	Corps of Engineers Financial Management System
CERM	Directorate of Resource Management at HQUSACE
CIP	Construction in Progress
CMR	Command Management Review
COR	Contracting Officer Representative
CPARS	Contractor Performance Assessment Reporting System
CQA	Construction Quality Assurance
CQC	Contractor Quality Control (Plan)
CWE	Current Working Estimate

### D

DDC	Design During Construction
DD	Department of Defense (also DOD)
DMR	Directorate Management Review
DOD	Department of Defense (also see DD)
DOIM	Directorate of Information Management
DOL	Department of Labor
DPW	Department of Public Works (Army)

### E

E&C	Engineering and Construction
EBP	Enterprise Business Process
ECB	Engineering and Construction Bulletin
EP	Engineering Pamphlet

ER Engineering Regulation

**F**

F&A Finance and Accounting  
FADS Funding Authorization Documents  
FAR Federal Acquisition Regulation  
FC Finance Center (also see UFC)

**G**

GAO General Accounting Office

**H**

HQ Headquarters, United States Army Corps of Engineers (also see HQUSACE)  
HQUSACE Headquarters, United States Army Corps of Engineers (also see HQ)  
HVAC Heating, Ventilation, and Air Conditioning

**I**

IDIQ Indefinite Delivery Indefinite Quantity (Contract)  
IRZM Initial Red Zone Meeting

**K**

KO Contracting Officer

**M**

MAJCOM Major Command (Air Force Headquarters)  
MCA Military Construction Army  
MCAF Military Construction Air Force  
MID Division Headquarters (MSC) Military Integration Division  
MILCON Military Construction  
MIPR Military Interdepartmental Purchase Request  
MSC Major Support Command

**O**

O&M Operations and Maintenance  
OC Office of Counsel  
OCF Official Contract File

**P**

P2 USACE Program and Project Management AIS  
P&D Planning and Design  
PA Program Analyst  
PARC Principal Assistant Responsible for Contracting  
PBAS Program Budget Accounting System  
PCO Procuring Contracting Officer  
PCT Process Cycle Time  
PDT Project Delivery Team  
PE Project Engineer (also see RE)  
PgM Program Manager

PIL Procurement Instruction Letter  
PM Project Manager  
PMP Project Management Plan  
POC Point of Contact  
PR&C Procurement Request and Commitment

## **Q**

QA Quality Assurance  
QAR Quality Assurance Representative  
QC Quality Control  
QCS Quality Control System – a sub-system of the Resident Management System (RMS)

## **R**

RE Resident Engineer (also see PE)  
REA Request for Equitable Adjustment  
RIT Regional Integration Team  
RM Resource Management (District Offices)  
RM-B Resource Management – Budget Section  
RM-F Resource Management – Finance and Accounting Section  
RMS Resident Management System  
RO Reviewing Official  
ROC Release of Claims  
RPAO Real Property Accountable Officer  
R&R Roles and Responsibilities

## **S**

S&A Supervision & Administration  
SPS Standard Procurement System  
SRM Sustainment, Restoration and Modernization

## **U**

UFC Unified Facilities Criteria  
UFC USACE Finance Center (also see FC)  
ULO Unliquidated Obligation  
USACE U.S. Army Corps of Engineers  
USAF U.S. Air Force

## **W**

WI Work Item

## APPENDIX 2: GLOSSARY (DEFINITION OF TERMS)

**Administrative Contracting Officer (ACO).** An alternate Contracting Officer formally appointed by the Contracting Officer (KO) having responsibility for the administration of one or more particular contracts. (FAR 2.101) The ACO is also delegated authority to execute construction modifications within designated cost thresholds.

**Architect-Engineer (AE).** An outside firm or persons responsible for the engineering design of the construction project, to include technical services during construction. This term does not refer to Government teams or personnel (“in-house design”) who perform these services.

**As-Built Drawings.** Drawings that represent the actual final construction conditions and/or changes to conditions prior to construction. Typically, these drawings are presented in the form of electronic CADD (Computer Aided Design and Drafting) files.

**Automated Information System (AIS).** Suite of approved software systems that enable and facilitate the process and/or exchange of automated information to support the organizations Business Processes (BP). The systems pertinent to this EBP include, but are not limited to:

- Corps of Engineers Financial Management System (CEFMS)
- Project Management Information System (P2)
- Resident Management System (RMS)

**Beneficial Occupancy Date.** The date agreed upon by an installation (DPW/BCE), USACE, and End-user when administrative control of a facility under construction is transferred from USACE to the Command via DD Form 1354. At this time, although all construction efforts at the facility construction site may not be completed (for example, punch-list items and other relatively minor construction activities may still be required for facility construction to be considered complete), and USACE may need to continue administering the final stages of the project construction contract until such completion, the user may begin to occupy all or agreed upon parts of the facility and use it for its intended purpose. For the purposes of managing projects three special BODs have been created and are tracked relative to the projects Primary Facility:

- **Original BOD** must be established no later than Actual Construction Award. The BOD-Original date can be revised, with customer agreement, at Actual Notice to Proceed (NTP) Acknowledge but not changed afterwards.
- **Scheduled BOD** is the current date the customer can expect to receive useful occupancy of the facility or construction work.
- **Actual BOD** is determined by the Resident Engineer (with the concurrence of the customer) when the entire complete Project is available for useful occupancy and can be prior to or after Construction Contract Completion. Partial facility occupancy by the customer with the acceptance of the DD Form 1354 may constitute Actual BOD for the project, if appropriate.

**CADD As-Built Drawings.** See As-Built Drawings

**Closeout.** A general term used to indicate the process of executing all necessary tasks to complete a specific purpose. This term can have different meanings, depending upon the specific task. Of particular importance to MILCON Project closeout are the following:

- **Contract Closeout.** The process of accepting the AE or Construction Contractor's Release of Claims (ROC) after all technical aspects required by the contract specifications have been completed; making final contract payment; and completing administrative actions necessary to formally close the contract by the KO (or designee.)
- **Fiscal Closeout.** The process of closing all financial matters related to a source of funds. This occurs when all contracts are final paid; all unobligated project design and construction funds are returned; all obligations are liquidated and bills final paid; and all applicable CEFMS Work Item(s) are closed.
- **Project Closeout.** (a.k.a. Project Fiscal Closeout) The process of closing a project begins with closing all associated contracts and funding sources. It further involves completing the Final DD Form 1354 and providing it to the installation RPAO; transferring and closing CIP costs; updating the ML-260 data element in P2 with an Actual date, and changing the P2 Status code to "Closed."

**Command Management Review (CMR).** The standing members of the Command Management Review forum are: the Chief of Engineers/Commanding General, the Deputy Commanding General, the Chief of Staff, Division Commanders, and HQUSACE staff principals. The CMR strategic purpose is to provide a corporate forum to update the senior leadership on the status of mission execution and business process and to develop and implement amendments to strategies, goals, plans and operations of USACE to maintain and/or improve performance based on significant qualitative and quantitative variations in key performance indicators.

**Commissioning.** A process that confirms construction (including all systems) is installed, tested and capable of being operated and maintained by the customer, and will perform in conformance with the design intent of the construction contract.

**Construction.** Products and services resulting from the design and acquisition of construction contracts. Construction normally involves a real property.

**Construction Claims.** The process to formally resolve contractor claims to a construction contract in accordance with FAR 52.233-1. This process may include informal "claims" initiated by the Contractor which are commonly known as Request for Equitable Adjustment (REA), under FAR 252.242-7002.

**Construction Contract.** A contract (construction, design build, service, remediation) or task order that specifies the construction requirements for contractors.

**Construction Contract Complete.** Occurs when the KO (or ACO) accepts the construction works from the construction contractor with or without deficiencies, and any accumulation or application of Liquidated Damages stop.

**Construction Quality Assurance (CQA).** A government process to validate the Construction Constructor's quality control (QC) processes. CQA is focused on confirming that construction QC for

that phase of work has been completed, that all required QA Plan control inspections and tests for that phase of work have been completed, and that the phase of work is in general conformance with construction contract requirements for construction quality and completeness. CQA also includes checking that the phase of work satisfies the intended purpose of the project.

**Construction-in-Progress (CIP) Account.** A general ledger account for accumulating expenditures associated with Funding Authorization Documents (FADs) from the customer to fund their work directives to the District. As these funds are expended, the cost is recorded in the CIP general ledger account. The costs remain in the CIP account until certain trigger events occur (i.e., partial or full BOD, and final payment to the construction contractor.) When either of these triggers occurs, cost is transferred from the CIP account in conjunction with the transfer of real property via DD Form 1354. The Installation Real Property Accountable Officer then transfers the costs to the Installation's property account. This effectively removes the "Asset" from USACE records to avoid double accounting of Army-wide assets.

**Contract.** Stated set of premises – committed to written terms and conditions, between two parties, specifying a consideration to both parties which is enforceable under law. Contract – mutually binding legal relationship obligating the seller to furnish the supplies or services and the buyer to pay for them (See FAR 2.101).

**Contract Specialist.** Responsible for contracting issues and requirements in coordination with the Contracting Officer and PDT members. Along with the KO and ACO, the Contract Specialist is responsible for the coordination, completeness, and quality of acquisition during construction.

**Contracting Officer (KO).** The KO is the ultimate responsible authority for the AE and Construction contract and compliance with the FAR. The KO will delegate in writing appropriate contractual responsibilities and authorities for administering construction contracts.

**Contracting Officer Decisions (COD).** Decisions issued formally by letter from the KO to a Contractor in response to a formal claim previously submitted in accordance with the contract and FAR 52.233-1. It is signed by the Contracting Officer, after careful analysis and advice of counsel. The Contractor has a right to file an appeal to the Armed Services Board of Contract Appeals or the U.S. Court of Federal Claims.

**Contracting Officer Representative (COR).** The COR is formally appointed by the KO and given specific contractual authorities in accordance with the FAR. The COR is responsible for ensuring assigned construction contracts are administered and completed in accordance with the construction contract and the FAR. The COR is not authorized to change the construction contract.

- **Architect-Engineer Contracting Officer Representative (AE COR).** The AE COR is formally appointed by the KO and given specific contractual authorities in accordance with the FAR. The AE COR may be a member of Engineering, Construction, or Project Management. The AE COR is responsible for ensuring assigned AE contracts are administered and completed in accordance with the AE contract and the FAR. The AE COR is not authorized to change the AE contract. The AE COR also performs COR functions for construction contracts with design work phases (i.e., design build contracts) and all others with Design During Construction (DDC) work phases.

**Contractor Evaluations.** CCASS (Construction Contractor Appraisal Support System) and ACASS (Architect-Engineer Contractor Appraisal Support System) are formal evaluations of the construction and

AE contractors' performance, respectively, in accordance with FAR 36.604. Evaluation normally includes feedback from the contractor on the proposed rating before finalizing. Currently the CPARS (Contractor Performance Assessment Reporting System) is being used as the automated information system for this rating. ACASS and CCASS rating are required within 60 days of acceptance of work.

**Corps of Engineers Financial Management System (CEFMS).** A USACE Enterprise AIS used to control all financial operations of the Corps of Engineers, to include funding, purchase request and commitments (PR&Cs) (including labor), expenditures, collections, disbursements, and transfer transactions. Work Item creation and close out as well as CIP transfers are of particular importance for project closeout.

**Current Working Estimates (CWE).** Identifies all project costs expected to be incurred during the construction execution of a project to include: direct contractor costs (basic costs and all modifications); other direct costs (i.e., ancillary supporting costs or contracts); government costs (S&A, DDC, etc.); and contingency and management reserve when applicable and authorized. The CWE excludes design costs unless such design is an integral part of the construction contract, e.g., Design-Build contracts.

**Customer.** Any organization to which USACE delivers projects, products, or services. USACE relationships with some customers may be advisory in nature. This EBP involves different customers:

- ACSIM/MAJCOM – decision authority over project objectives and control project funds.
- RPAO – points of contact for resolution of technical matters regarding real property transfers.
- DPW/BCE – customers for signature purposes and technical issues with facilities.

**Deficiency.** In construction, a deficiency is an item or condition that is considered sub-standard or below minimum expectations, such as those mandated by any of the following criteria: drawings, specifications, building code, fire code, and/or any combination of the foregoing. The contractor's Quality Control (CQC) plan defines how the contractor will meet the contract requirements for tracking deficiencies. Likewise the Government Quality Assurance (QA) plan defines how the Quality Assurance Representative and Project Engineer will monitor the resolution of such deficiencies. Deficiencies are routinely discussed in regularly scheduled construction site meetings. A deficiency may be any physical problem or a matter of testing or documentation including delinquent red-line as built drawings.

- **Repetitive Deficiency.** Some construction deficiencies occur over and over on projects all across the building industry as a result of changes in construction technology, poor workmanship and/or shortcuts that undermine quality. These are called "repetitive deficiencies." Many construction management organizations document these recurring problems for each definable feature of work, creating Repetitive Deficiency Lists that can be used as guidance during QC and QA reviews.

**Demolition Phase.** Includes removal of utilities, site work (such as parking lots or building materials) or even complete buildings, and can occur prior to start of new work, or after occupants move into a facility previously constructed. The phasing requirements for demolition are normally included formally in the contract.

**DD Form 1354.** The Department of Defense (DoD) Transfer and Acceptance of Military Real Property Document. It should include all design and construction costs. The DD Form 1354 goes through three stages of development: Draft, Interim and Final. This iterative process is required for financial accountability during design, construction and project closeout.

- **Draft DD Form 1354** (also called **DD Form 1354d**) captures all the expected project costs, including cost for Planning and Design (P&D), Supervision and Administration (S&A), estimated construction contract costs, contingency and Design During Construction (DDC). The Districts cost engineer or the Cost Engineer/AE Design Firm prepares a Draft DD Form 1354 at the completion of the design phase, which is chargeable to P&D or other design funds. At the 95% design review phase the general structural content of the property is known and outlined on the initial draft for review and coordination with the customer's Installation Real Property Accountable Officer. Cost data is added after contract award to create the Draft DD Form 1354 and revised during construction to become the Interim DD Form 1354.
- **Interim DD Form 1354** (also called **DD Form 1354i**) and **Partial/Interim DD Form 1354** is prepared by the RE at least 90 days prior to the anticipated transfer. An adjustment to the CIP General Ledger should be made within days of receipt of a fully executed Interim DD Form 1354. The accepting agency typically does not occupy the facility before the Interim DD Form 1354 is signed.
- **Partial DD Form 1354** is prepared when a phase of a project is turned over to the customer with a partial BOD. All Partial DD Form 1354s will be rolled up into the Interim DD Form 1354. All known project cost should be captured on the Interim DD Form 1354 at the time of BOD.
- **Final DD Form 1354** (also called **DD Form 1354f**.) Once final payment has been issued by the ACO to the contractor, the PM initiates fiscal closeout and prepares the Final DD Form 1354 to capture final costs. The PM signs the Final DD Form 1354 and provides to the RPAO for installation actions and records. The Final DD Form 1354 is the basis for the final asset valuation on the customer's property books and will be used to transfer all remaining CIP costs in the USACE general ledger account for the project.

**DD Form 1391.** A Department of Defense form which details the scope and estimated cost of a project (primary and supporting scope.) DD Form 1391 provides the basis for initiation of project design and, ultimately, is submitted to Congress as part of the President's Budget, as a Congressional Insert, or as a Supplemental Appropriation. The DD Form 1391 is the basis for Congressional action to authorize a project and to appropriate construction funds. Installations or other customers may request that districts prepare or assist in the preparation of the DD Form 1391. DD Form 1391 is required by all DoD and military service MILCON programs.

**Designer of Records (DOR).** The organization responsible for the project design. This includes compliance with responsibilities under the law and all ethical considerations. The DOR can be an AE firm, USACE in-house personnel, customer, or other Construction Agent.

**Directive (Design or Construction).** A project begins for a District upon receipt of valid authority and funding through either a design or construction directive. Authority and funding for Army, Air Force, and, in some instance, DoD MILCON programs are managed centrally by HQUSACE, Military Programs Regional Integration Teams (RITs), through the "Directive Control System" (DIRNET.)

**Erosion Control (Turfig).** The contract requirements for erosion control, including the required work under the technical specifications and compliance with the state and national laws for Storm Water Pollution Prevention. This will normally be inspected and accepted by the Government at a later time than normal BOD of the building or facility.

**Federal Acquisition Regulations (FAR).** The U.S. Government regulations which govern all Federal contractual procurement actions.

**Final Acceptance Inspection Date.** The date the KO/ACO informs the contractor that liquidated damages will not be, or will no longer be, assessed and the warranty period begins on the contract. This can be with or without deficiencies.

**Final Inspection.** Final inspection occurs when construction is substantially complete and all major deficiencies have been corrected and the facility is ready for occupancy/use.

**Final Modifications.** Any changes made to the contract due to problems discovered after occupancy or problems which could not be corrected prior to occupancy. Normally these will be accomplished with the facility at least partially occupied, and could include any category of modification.

**In-Season HVAC Testing and Balancing.** Final testing and adjustments to balance all components of the Heating, Ventilation and Air Conditioning (HVAC) System must be accomplished under actual seasonal temperature conditions that cause a heating load on the heating system and a cooling load on air conditioning system. Final testing can not occur on a partially-functional HVAC System. The HVAC must be fully operational before Beneficial Occupancy Date (BOD) to accommodate the customer. However, depending on geographical location, local weather conditions, and the season of facility turnover full testing usually can not be accomplished prior to BOD. Contractually required tests and adjustments to balance and maximize the system efficiency for HVAC output and energy consumption are typically scheduled to experience the full range of stress caused by local weather conditions. Therefore In-Season HVAC Testing is typically on the Final Punch List at facility transfer and BOD.

**Initial Red Zone Meeting.** An approach for ensuring timely completion and closeout for MILCON projects, getting its name from the football term used to describe the team effort to move the ball the last 20 yards into the end zone. The Initial Red Zone Meeting is held at approximately 80% completion or 60 days prior to anticipated Beneficial Occupancy Date, whichever occurs first. The PDT meets to discuss the closeout process, to schedule events and assign responsibilities for actions necessary to produce a timely physical, as well as fiscal, project closeout.

**Long Term Commissioning.** The process of maintaining the construction work after BOD for an extended period of time (i.e., 2 to 5 years) authorized and funded as an integral part of the original project.

**MILCON Project.** A specific or finite task that represents a complete and usable facility or requirement as defined by a DD Form 1391. Projects are normally characterized by (1) specific objective to complete within certain quality specification, i.e., primary and supporting scope; (2) specific start and end dates; (3) funding limits (a budget); and (4) consumption or resources (money, people, equipment, etc.). In some instances a MILCON Project maybe incrementally funded over a period of years. In this event, each "Increment" bears its own distinct DD Form 1391 number and is considered a "Project" even through the Project does not represent a complete and usable facility.

**Obligations.** The amounts of orders placed, contracts awarded, services received, and similar transactions during an accounting period that will require payment during the same or a future period. Such amounts include payments for which obligations have not previously been recorded, and adjustments for differences between obligations previously recorded and actual payments to liquidate those obligations.

**Operations and Maintenance (O&M) Manual.** All of the manuals required to be provided by the construction contractor. These will vary depending on the type of equipment and systems being provided. This is normally required before the final inspection and is a pre-requisite for the training of the customer's maintenance personnel, as required by the contract.

**P2 (Project Management Information System).** A USACE Enterprise AIS, P2 is designed to allow the PM the ability to track a project's scope, schedule and budget. The PM is responsible for maintaining the information in P2. Other USACE personnel are able to view project information in P2 via reporting systems such as Programs and Project Delivery System (PPDS).

**Physically Complete.** The total physical construction contract requirements are completed when the contractor has completed all pending punch list items of the contractual requirements identified at BOD and/or 'contract complete' and any deficiencies corrected. Physical completion is not a contractual date and the contract will not be final paid until all contractual requirements have been satisfied (e.g., CADD As-Builts received, commissioning and testing completed, O&M manuals received, etc.) Note: the contract may be considered Physically Complete even if there is a claim outstanding.

**Primary Facility.** For the purposes of tracking project status in our various AIS (e.g., CEFMS, P2 and RMS) the primary facility is the last facility to be completed in a project. It is this facility that the MP-10 CMR metric (see *Project Fiscal Closeout*) is measured against. See Figure 1.

**Program.** A group of projects or recurring services that may be categorized by funding source, customer requirements, or other common criteria for which resources are allocated and collectively managed.

**Program Manager.** An individual who develops, justifies, manages, defends, and executes programs within available resources, in accordance with applicable laws, policies, and regulations, and includes accountability and performance measurements. Under program management, the entire district's or division's programs, projects and other commitments are aggregated for oversight and direction by the organization's senior leadership. Program management takes project management to a greater level of interdependence and broadens the corporate perspectives and responsibilities.

**Project Delivery Team (PDT).** In addition to the PM, there are a wide variety of technical, engineering, contracting, public affairs, and other disciplinary specialists on a PDT that plan, execute, and evaluate a project. These individuals often act as extensions of the PM by carrying out specific and often detailed job functions delegated by these individuals. They also assist in determining the best way for project execution — through in-house or by contract. Members include the customer, in-house staff and/or contractor who will assist in successfully executing a project.

**Project Fiscal Complete.** Requirements are satisfied when: Release of Claims has been signed by all contractors and contracts final paid; all unobligated project design and construction funds returned; all obligations liquidated and bills final paid; applicable CEFMS Work Item(s) closed; Final DD Form 1354 completed with updated design and construction costs and provided to the installation RPAO; the CEFMS CIP General Ledger account closed; and the ML-260 data element in P2 is updated with an Actual date and P2 Status code is changed to "Closed." Under normal circumstances, a "Project", as defined by a DD

Form 1391, other than ‘Incrementally Funded Projects’ should be closed within 365 days for CONUS projects or 455 days for OCONUS projects from the BOD of the facility or construction works. Where a Project involves multiple facilities and/or multiple contracts, the BOD of the Primary Facility (last facility to be constructed) will be used to “start the clock”. However, all unobligated funds should be returned to the customer and 99+% of the CIP amount should be transferred to the Installation’s RPAO previously.

**Project Management.** Involves project planning and monitoring to meet stakeholder’s expectations. It includes: (1) definition of work requirements (scope and quality); (2) definition of time frame for work (schedule); (3) definition of resources needed (manpower and funds); (4) tracking progress; (5) measuring performance; and (6) making adjustments.

**Project Management Business Process (PMBP).** The fundamental USACE business process used for all work. It embodies leadership, systematic and coordinated management, teamwork, partnering, effective balancing of competing demands, and primary accountability for the life cycle of a project. It reflects the USACE corporate commitment to provide customer service that is seamless, flexible, effective, efficient, and focuses on the customers’ expectations, participation, and satisfaction, consistent with law and policy.

**Project Transfer.** The formal transfer of a facility or construction work from the contractor to the Installation or user via DD Form 1354. The transfer of the asset and its estimated cost to the Installation’s RPAO forms the basis for requesting SRM funds to maintain the asset.

**Punchlist.** A list of construction deficiencies developed subsequent to a formal inspection, as required by the construction contract. Punchlists are normally recorded by the Contractor’s Quality Control Representative, and provided to the Government for review and tracking of corrections. This list includes only items found during the inspection that do not conform to the contract requirements. When a project is occupied prior to deficiencies being corrected, the DD Form 1354 will include a list of deficiencies remaining to be corrected.

**Quality Control System (QCS).** The QCS is the Contractors portal to the Resident Management System (RMS) which allows for a common system to be used to interface between the resident office and contractor.

**Red Zone Meeting.** See Initial Red Zone Meeting.

**Resident Management System (RMS).** A USACE Enterprise AIS, RMS supports quality management and construction contract administration. The system provides tools to plan, and manage construction by integrating job specific requirements, corporate technical knowledge, construction schedule and actual placement, documentation of construction QA functions, and management policies. The RE promptly enters and continuously maintains data in RMS.

**Repetitive Deficiency.** See Deficiency.

**Standard Procurement System (SPS).** A DoD AIS, SPS is an automated contracting system that stores and incorporates data from a Procurement Request and Commitment (PR&C) into solicitation and award documents generated in the automated system.

**Unliquidated Obligations (ULOs) Review.** An evaluation of funds that have been obligated but not expended. If no longer required for its designated purpose these funds should be deobligated for reuse or returned to the Customer. USACE is committed to managing Customer funds to assure that fiscal year

funds do not expire. This is an iterative financial review process intended to expeditiously return project funds to the Customer. During final closeout RM collaborates with PM to conduct/complete the final ULO Reviews.

**Unobligated Balance.** Difference between the total project funds received and those funds obligated and/or committed for a pending purpose. Unobligated funds are available for return the project funding proponent.

### APPENDIX 3: REFERENCES

<b>PUB #</b>	<b>TITLE</b>
AR 415-10	General Provisions for Military Construction
<a href="#">AR 415-28</a>	DA Facility Classes and Construction Categories – WI
DFAS –In 37-1	DFAS-IN 37-1, Finance and Accounting Policy Implementation
EP 715-1-7	Architect-Engineer Contracting
<a href="#">ER 5-1-11</a>	Program and Project Management
<a href="#">ER 25-345-1</a>	Systems Operation and Maintenance Documentation
<a href="#">ER 37-345-10</a>	Accounting and Reporting – Military Activities
<a href="#">ER 415-1-17</a>	Contractor Performance Evaluations
<a href="#">ER415-345-38</a>	Construction Transfer and Warranties
<a href="#">ER 1110-345-723</a>	Systems Commissioning Procedures
DFAR 222.406-9 (c)(3)	Disposition of contract payments withheld or suspended
FAR	Federal Acquisition Regulations
FAR 4 804	FAR 4.804, Federal Acquisition Regulation, Closeout of Contract Files [http://www.arnet.gov/far/]
UFC 1-300-08	Unified Facilities Criteria (UFC), Criteria for Transfer and Acceptance of Military Real Property, dated 17 December 2003

## **APPENDIX 4: RELATED OR AFFECTED PROCESS/POLICY/GUIDANCE/DOCTRINE**

### **A4.1 Policies/Guidance/Doctrine Supporting this EBP**

<b>Type</b>	<b>Date</b>	<b>Subject / Title</b>
CERM-F Policy Memorandum	26 Sep 07	New Military Construction (MILCON) Project Closeout Enterprise Business Process

**ADDITIONAL TO BE PROVIDED BY CECW-CE, CEPR-P, AND OTHERS**

## APPENDIX 5: PROCESS IMPROVEMENTS

### A5.1 Overview of Process Improvements

In developing the MILCON Project Closeout EBP, a “generic” process map was created which generally captured how MILCON Project Closeout was being executed throughout USACE. This EBP improves upon several aspects of the generic process. This appendix describes the improvements made to the process and presents them by process phases.

### A5.2 IRZM Preparation, Interim Fiscal Review & Funds Return/Request Phase

- The EBP places greater emphasis on the Initial Red Zone Meeting which occurs prior to the turnover of a facility or asset.
- IRMZ will explicitly cover fiscal issues, with the expectation that funds no longer required for project completion be identified and returned to the Customer following the IRZM.
  - IRZM will discuss all modifications required for BOD. Post-BOD modifications, not identified at IRZM will require a request for additional funds from the DPW/BCE to the MAJCOM or ACSIM/Army Agent as “excess funds will be returned after IRMZ.
  - All work funded through MIPR will be discussed to ensure timely closeout of MIPRs subsequent to completion of MIPR funded work.
- IRZM will also emphasize construction issues often related to delays in project closeout, to include:
  - CADD As-Built drawings will be presented by the Contractor during the IRZM. These drawings should be commensurate with the amount of work completed on a facility at the time of the IRZM, taking into account time to produce such drawings. This serves several purposes:
    - Provides a leading indicator of the Contractors’ understanding of and ability to meet the USACE CADD Standards.
    - Ensures the Contractor is making progress with CADD As-Built requirements.
    - Provides an opportunity to furnish partial drawings to interested parties, such as IMCOM, as well as the DPW/BCE.
  - Erosion Control will be discussed during the IRZM, to include whether the seasonal situation warrants using sod versus seed, and whether the customer (DPW/BCE) would agree to any additional costs.
  - All work funded through MIPR will be discussed to ensure timely completion of work.
  - The category codes used on the DD Form 1354 for the transfer of Real Property costs will be discussed with the RPAO during the IRZM to ensure acceptable codes are identified for the Interim DD Form 1354.
  - The RE will discuss with the Contractor and anticipated REA or claims with the intent of working through issues to avoid contract closeout delays.
- A number of “tools” have been developed that will assist in this phase of work, to include:
  - The “pmcipproj” CEFMS Report, which significantly reduces the time required to prepare and complete each fiscal review performed.
  - The Detailed Process Map contained in this document (Chapter 3) provides greater visibility of the many handoffs involved in closing a MILCON project.
  - Initial Red Zone Meeting Sample Invitation (Appendix 7)
  - Initial Red Zone Meeting Participant Responsibilities (Appendix 8)
  - Initial Red Zone Meeting Checklist (Appendix 9)
- The FADS Revocation process has been streamlined as described in this EBP.

### **A5.3 Continue Pre-BOD Construction Phase**

- All costs (including design costs) are explicitly captured on the Interim DD Form 1354.
- Utilizes the “pmcipproj” CEFMS Report to reduce the time required to prepare and complete the fiscal review required to capture all costs to date in preparing the Interim DD Form 1354.
- The IRZM Checklist (Appendix 9) will assist in managing all issues discussed during the IRZM.

### **A5.4 BOD and Interim Real Property and CIP Transfer Phase**

- Several tasks have been adjusted to reduce time delays, to include:
  - The RE hand delivers the Interim DD Form 1354 to the RPAO (if practicable).
  - The RM will process the CIP Transfer based on the receipt of an email from the RE containing a scan of the signed Interim DD Form 1354 and WI Breakdown.
- Facility access is provided in conjunction with the RPAO signed Interim DD Form 1354.
- An Interim CIP Transfer follows shortly after the each fully signed Interim DD Form 1354 to ensure proper general ledger cost accounting.
- New “tools” assist in this phase of work, to include:
  - The “pmcipproj” CEFMS Report which significantly reduces the time required to prepare and complete each fiscal review performed.
  - The Detailed Process Map contained in this document (Chapter 3) provides greater visibility of the many handoffs involved in closing a MILCON project.

### **A5.5 Complete Physical Construction Phase**

- The EBP provides contractual and financial leverage for contractor non-compliance
  - Many of the common delays from this phase of work are mitigated through the IRZM discussions. However, contractual requirements and bid schedule items also reinforce contractor performance.
  - Guide specifications are revised as required to support this EBP.
- CADD As-builts
  - Contracts will include CADD As-built Drawings as a bid schedule line item to better address Contractor non-compliance or delay with submittals of items.
  - Contracts and/or Guide Specifications will include a requirement for the Contractor to participate in the IRZM and will provide partial CADD as-built drawings for review completeness and conformance with USACE Standards.
- Specialty Equipment and Communications
  - This topic will specifically be discussed during the IRZM to address related issues to prevent BOD and closeout delays.
- Erosion Control (turf)
  - Using sod will avoid delays resulting from a missed season. This issue will be specifically discussed during the IRZM.
  - Contracts and/or Guide Specifications will include a provision for the Contractor to sod versus seed, at the customer’s approval.
- Final Modifications
  - DPW/BCE shall identify all required modifications at the IRZM, and must have approval from their higher headquarters for the additional requirements.
  - Returning of all but required funds immediately following IRZM will address the requirements by ACSIM/MAJCOM for timely return of funds, and will require

DPW/BCE organizations to request from their respective higher headquarters funds for post-IRZM modifications.

- Payroll Complete
  - After 45 days, and if this is the last issue preventing a contract from being closed, unresolved payroll issues are transferred to Comptroller General (GAO) for final resolution.

## **A5.6 Construction Contract Closeout Phase**

- Release of Claims (ROC) Package
  - A USACE Standard Release of Claims document is included in this EBP (*Appendix 12*) to eliminate the need to review this document by council and other organizations. The document is also available electronically in the RMS Word Document Library as well as the site of this EBP.
  - A procedure has been added to this EBP to administratively close construction contracts in cases where Contractors do not submit a ROC package, thereby mitigating such delays to project closeout.
  - The routine internal review of the ROC package by Council, Engineering and Construction, and other offices has been eliminated. Rather, the ROC package is stored electronically for reference.
- Final Pay and Contract Closeout
  - ACO authorizes final pay rather than the KO.
  - Prior to authorizing final pay, the ACO will complete the USACE Construction Contract Closeout Checklist (*Appendix 14*) to ensure all issues have been addressed.
  - Finance Center makes final payment in 5 days (in most cases.)
  - A USACE Construction Contract Closeout Checklist (*Appendix 14*) and DD Form 1593 (Contract Administration Completion Record) are used by the ACO to ensure all items have been addressed prior to authorizing final pay, and closing the contract in SPS (by the KO.)
  - ACO prepares Official Contract File (OCF) of post-award actions for Records Holding; KO prepares OFC of other actions for records holding.
- Several improvements have been made to reduce process cycle time for closing construction contracts, to include:
  - Use of scanned reference documents vice routing documentation.
  - Use of email to initiate actions rather than waiting for hard copies (e.g., the ACO notifies via email the PM of final construction contract payment so that the PM can commence final fiscal review.)
  - Having the ACO authorize final payment and providing the DD Form 1593 to the KO.

## **A5.7 Complete AE Contract Requirements; and AE Contract Closeout Phases**

- Release of Claims (ROC) Package
  - A USACE Standard Release of Claims document has been included in this EBP (*Appendix 12*) to streamline the time to review this document by council. The document is also available electronically at the site of this EBP.
  - A procedure has been added to this EBP to administratively close AE contracts in cases where AE Contractors do not submit a ROC package, thereby mitigating potential delays.

- The routine internal review of the ROC package by Council, Engineering and Construction, and other offices has been eliminated. Rather, the ROC package is stored electronically for reference.
- Final Pay and Contract Closeout
  - Finance Center makes final payment in 5 days (in most cases.)
  - A USACE AE Contract Closeout Checklist (*Appendix 15*) and DD Form 1593 (Contract Administration Completion Record) are used by the AE COR to ensure all items have been addressed prior to authorizing final pay and closing the contract in SPS by the KO.
  - The KO notifies via email the PM of final payment so that the PM can commence final fiscal review.
- Several improvements have been made to reduce process cycle time for closing AE contracts, to include:
  - Use of scanned reference documents vice routing documentation
  - Use of email to initiate actions rather than waiting for hard copies (e.g., the KO notifies via email the PM of final construction contract payment so that the PM can commence final fiscal review.)
  - Having the ACO authorize final payment and providing the DD Form 1593 to the KO.

### **A5.8 Final/Interim Fiscal Review, Funds Return, and Real Property & CIP Transfer; and Project Closeout Phases**

- A number of “tools” have been developed that will assist in this phase of work, to include:
  - The “pmcipproj” CEFMS Report, which significantly reduces the time required to prepare and complete each fiscal review performed.
  - The Detailed Process Map contained in this document (Chapter 3) provides greater visibility of the many handoffs involved in closing a MILCON project.
- The FADS Revocation process has been streamlined as described in this EBP.
- The RPAO is notified of the final real property costs using the Final DD Form 1354, which is sent via email and does NOT require the RPAO signature prior to closing a project. Note: transfer of the asset occurred with the RPAO signed Interim DD Form 1354. The Final DD Form 1354 is merely an update of the asset costs.
- Several tasks have been adjusted to reduce time delays, to include:
  - The RM will process the CIP Transfer based on the receipt of an email from the PA containing a scan of the signed Final/Interim DD Form 1354 and WI Breakdown.
  - Use of email to initiate actions rather than waiting for hard copies (e.g., the ACO/KO notifies via email the PM of final construction/AE contract payment so that the PM can commence final fiscal review.)
  - Receipt of a RPAO signed Final DD Form 1354 is not required to close a project.

### **A5.9 Possible Future Improvements**

The following improvements were discussed by the PDT but were not included as part of this initial EBP implementation effort, due to the time required to modify Automated Information Systems and modify joint policy. Further cost-benefit analysis will be used to determine which, if any, of the following improvements will be implemented as part of an ongoing phased improvement effort.

- Many improvements to existing AIS were discussed by the PDT and are described below. Further analysis may be performed at some future time to determine whether or not these improvements will be pursued.

- Have the Draft DD Form 1354 imported into RMS (or other system) to reduce the time to generate the Interim and Final DD Form 1354.
  - Modify RMS (or other system) to provide electronic signature capability of the Interim and Final DD Form 1354 by PMs and RPAOs.
  - A new USACE CWE Calculation Spreadsheet is being developed that should simplify the effort of using this tool.
  - Have CEFMS auto-notify personnel for actions to be taken, similar to how personnel are notified when an approval or certification is required. For example, CEFMS could notify PMs of final payment, rather than the KO and ACO notifying the PM.
  - Have RMS/CEFMS or other USACE system directly populate the DoD Real Property System vice using the DD Form 1354 requiring double entry by USACE and RPAOs.
  - Develop better linkage between CEFMS, RMS, and P2 for DD Form 1354 generation and update and CIP transfer.
  - Have RMS/P2 auto-populate dates on the Construction and AE Contract Closeout Checklists
  - Upon completion of a project, as part of the final fiscal closeout, and at the approval of a PA, have CEFMS remove all funds from WI associated with the project, rather than requiring this be done manually, one WI at a time.
- In addition to the AIS related improvements described above, the following joint policy-related improvements were discussed and recommended by the PDT.
    - Reduce the requirement for using MIPRs for communications requirements by either providing funds directly to the respective DOIMs to perform the work, or have the work be made a part of the USACE efforts.
    - Policy (and system changes) will be made to CCASS and ACASS to changing a contractors review period from 30 to 15 days.

## **APPENDIX 6: BEST BUSINESS PRACTICES**

### **A6.1 Overview of Best Business Practices**

A6.1.1 This appendix provides a brief description of several Best Business Practices discussed by the MILCON Project Closeout PDT which helped to improve performance of project closeout. This EBP does not establish a policy to implement these BBPs. However, several of the following BBPs may be established as policy through other means (such as Engineering & Construction Bulletins, Procurement Instruction Letters, future EBPs, etc.)

### **A6.2 Require Contractors to attend IRZM and provide partial CADD as-built drawings**

A6.2.1 Early detection of potential issues with receiving acceptable CADD as-built drawings by a contractor is critical to preventing delays in project closeout. Provisions should be added to all MILCON contracts requiring contractors to participate in all IRZMs and to provide partial CADD as-built drawings at these meetings. Such provisions would allow USACE an opportunity to assess a contractors' likelihood to submit acceptable final CADD as-built drawings in a timely manner.

A6.2.2 In addition to assessing partial drawings during the IRZM, other steps should be taken to emphasize the importance of CADD as-built drawings. PMs should check on the red line drawings and as built progress at every site visit. The DOR should also do a QA check at each site visit. Capturing red lines is a tedious process that is nearly impossible to "create after the fact."

### **A6.3 Include CADD as-builts and O&M Manuals as a bid schedule line item**

A6.3.1 Another management tool used by at least a few districts is to include CADD as-built drawings and operations and maintenance manuals as line items on the bid schedule. This provides USACE a means of assessing a financial value to the Government for the receipt of these contract requirements.

A6.3.2 Lump sum units are used to capture the calculated value of CADD as-built drawings. Total estimated value is determined by multiplying a "per drawing" amount (from \$250 or more) by the number of drawings required. For Design-Build projects, an estimated number of drawings are made from similarly scoped projects.

A6.3.3 For operations and maintenance manuals, a percent (typically 1%) of the estimated mechanical and/or electrical construction costs can be used to determine the value to the Government of these submittals.

### **A6.4 Use sod in lieu of seed (at the customers approval) to prevent missing a growing season**

A6.4.1 The Federal Water Pollution Control Act Amendments of 1972 (the Clean Water Act) prohibit the discharge of any pollutant to waters of the United States from a point source unless the discharge is authorized by a National Pollutant Discharge Elimination System (NPDES) Permit. An NPDES permit is currently required for construction activity disturbing 1 acre or more.

A6.4.2 It is the Contractors responsibility to comply with the statute and the NPDES permit to ensure erosion control. Guide specification language discussing NPDES compliance should be strengthened and

enforced by USACE to ensure Contractors compliance. Such enforcement could reduce schedule delays as contractors determine the means necessary to comply with contract specifications.

A6.4.3 With adequate planning seed can be used during a growing season to provide erosion control for the majority of a project area. However, in some cases, compliance is unlikely without using sod for portions of a project area. Missing a growing season would result in significant delays in providing erosion control and closing a project. In such cases the use of sod in lieu of seed would prevent such delays. The additional expense for using sod would require approval by the customer. Thus, MILCON Construction contracts should include a provision for offering the option of using sod versus seed at the approval of the customer (DPW/BCE) to prevent a significant delay to the provision of erosion control.

## **A6.5 Report Project Closeout Status at Monthly PRB**

A6.5.1 Project closeout status should be reported each month at the district PRB. Detailed reasons must be required for projects not meeting closeout targets, including a plan of action to closeout the project and the projected closeout date. Projects should be listed in order by target closeout dates. Field Offices should be sent reminders by PM as target closeout dates approach. The appropriate Corporate AIS should always reflect the reasons for missing target closeout dates on individual projects.

## **A6.6 Assign Project Closeout PM**

A6.6.1 Like a relief pitcher in baseball, this PM would serve to put new energy into Closing Projects. Focusing exclusively on closing projects, this PM would be RESPONSIBLE and RATED (via NSPS objectives) on how effectively projects are closed. This could be a permanent position or a rotational assignment. The benefit of this approach is that it ensures dedication and focus on closing projects.

## **A6.7 Track Project Deficiencies**

A6.7.1 The steps listed below provide a general overview of how deficiency tracking can be performed.

1. Review the contract requirements for Contractor Quality Control (CQC) and assure the CQC Plan documents the tracking system that will be used. Typically a Project Specific Excel spread sheet that allows for each deficiency to be documented with an Item Number, Physical Location, Description of deficiency, Notes on status, and Due Date is required. Also, approval columns for the CQC and Validation by QAR are required.
2. CQC and QAR review the Deficiency Tracking Log at weekly project meetings. They document and verify items that have been corrected. They initiate a plan to resolve all open issues.
3. QAR and PE review the status of deficiencies when processing monthly progress requests. If numerous or substantial deficiencies are unresolved they should advise the RE/ACO to initiate a Government withholding of an appropriate amount of the Contractor's requested payment.
4. CQC and QAR scrub the Deficiency Tracking Log in preparation for the IRZM and the CQC focuses resources required to clear all minor issues as the pre-final inspection activity approaches.
5. In order to minimize disruption to the facility owners the CQC and QAR should make every reasonable effort to resolve deficiencies prior to BOD.
6. At BOD unresolved deficiencies are documented on the final punch list. The Final Punch List is attached to the Interim 1354 MILCON Property Transfer Document and becomes an official record of outstanding problems to be resolved by the Contractor.

## APPENDIX 7: INITIAL RED ZONE MEETING SAMPLE INVITATION



### DEPARTMENT OF THE ARMY

US ARMY CORPS OF ENGINEERS, [DISTRICT NAME],  
[DISTRICT ADDRESS]  
[DISTRICT CITY, STATE, ZIP CODE]

REPLY TO  
ATTENTION OF

MEMO TO:

Subject: Initial Red Zone Meeting for Contract \_\_\_\_\_, [Installation], [State]

1. This is to inform you that an Initial Red Zone Meeting has been scheduled for [Date] at the [Meeting Location and Room Number]. The purpose of this meeting is to ensure successful contract completion and timely project closeout.
2. The Government portion of this meeting will start at [Time] with only Government participants present. All financial closeout items will be discussed and scheduled and any remaining financial issues including modifications, user requested changes, building turnover procedures including 1354 signature, outstanding MIPRs to the customer, etc. will be discussed.
3. The general meeting will start at [Time] with all participants present. All administrative items required by the contract will be discussed at that time and a schedule set for completion. The goal of this meeting is to ensure timely completion of all administrative actions and to close out the contract within 90 calendar days after final inspection and acceptance of the work. Items to be discussed will be all items listed in the contract for contract closeout, schedule for inspections, O&M manuals and training, and any administrative items such as pending modifications, payroll clearances, and any item necessary for close out of this contract. A schedule for completion of all items will be set and an action officer will be assigned for each task. Please review the draft agenda attached (Encl) to ensure all issues can be discussed and actions can be assigned and scheduled during this meeting.
4. If you have any questions about this meeting, please call [Name], Project Manager, at phone number [Phone Number].

SIGNATURE BLOCK  
Project Manager  
US Army Corps of Engineers

Encl 1

## **APPENDIX 8: INITIAL RED ZONE MEETING PARTICIPANT RESPONSIBILITIES**

### **A8.1 IRZM Overview**

The government team will meet in advance of the Initial Red Zone Meeting (IRZM) to assess fiscal status of the project and develop strategies for managing project completion. The government team will develop their input to the IRZM agenda based on the IRZM Checklist ([Appendix 9: Initial Red Zone Meeting Checklist](#)).

### **A8.2 Project Manager (PM)**

The PM co-chairs the IRZM along with the RE. The PM's main focus for the meeting is the projects overall fiscal status. Prior to the meeting the PM shall receive the agenda from the RE and shall send the draft agenda and an invitation to all parties attending the meeting (i.e., Corps district personnel, DPW/BCE, Major Command and end user). During the meeting the PM shall give an overall status of project funding based on information from the Current Working Estimate.

The Project Manager (PM) will brief:

- Financial status of the project, with CWE (CEFMS report)
- Available contingency funding
- Critical path items related to beneficiary occupancy date (BOD)
- Other project phases and demolition
- Strategy for Architect-Engineer (AE) contract closeout, if required
- Current CWE (including Ultimate CEFMS report)

### **A8.3 Program Analyst (PA)**

Upon request by the PM the PA prepares a Current Working Estimate (CWE), which shall give an account of all project funds, including construction funds, design funds and MIPR'd funds to the base (i.e., for communications). The PA shall contact their DPW/BCE counterpart to determine the billing status of MIPR's sent to the base. The PA shall provide both the PA and status of billing to the PM prior to the IRZM. When the automated CWE (ultimate CEFMS report) becomes available that will be utilized for this action.

### **A8.4 Resident Engineer (RE)**

The RE (or Project Engineer if so designated) shall co-chair the IRZM with the PM. The RE coordinates with the Contractor and determines the actual date of the meeting. The RE develops an agenda and provides to the Contractor and PM. The RE ensures modifications are completed timely to minimize impacts to the Contractor's schedule. Prior to the IRZM the RE shall provide the PM with a status report of all changes, modifications and requests for equitable adjustments and ensure all changes are priced. This will facilitate excess funds being sent back to the customer (ACSIM/MAJCOM/Other DOD) after the Initial Red Zone Meeting. After the IRZM the RE will ensure closeout tasks are completed by Government personnel and Contractor.

The RE will brief the project status, to include:

- Critical path items related to BOD (includes communication check items and life safety system inspections)
- HVAC testing and balancing

- Outstanding/pending modifications
- Request for equitable adjustments
- Possible Claims or REAs
- Erosion control (turf) and regulatory requirements
- Operations and Maintenance (O&M) manuals
- Punch list(s)
- Status of the Interim DD Form 1354 (category codes), and procedure for signing
- Status of red line and CADD as-built drawings, to include status of CADD files
- Contractor performance evaluation/AE performance evaluation as needed
- Schedule for CIP transfer (email to be sent)
- Status of closeout check list
- Status of payrolls to date

### **A8.5 Quality Assurance Representative (QAR)**

The QAR will assist the Contractor in completing activities leading up to the IRZM; and ensure the Contractor is ready for the IRZM. The QAR will attend the IRZM, and ensure closeout activities are completed as discussed in the IRZM. Closeout activities the QAR takes part in after the Red Zone include Hot and Chilled Water Test; HVAC Test and Balance; Controls Commissioning; Fire Alarm Final Acceptance Test; Commissioning of Mechanical, Electrical, Fire Alarm and Controls; ensure O&M submittals are submitted prior to commissioning; ensure warranty documentation is submitted; ensure CADD as-built drawings are submitted; coordinate the Government property installation; attend the Pre-Final and Final Inspections; resolve punchlist items; ensure construction key cores are changed out and keys provided to base; warranty follow-up inspections, etc.

### **A8.6 Contractor**

The Contractor shall coordinate activities with the QAR in preparation for the IRZM. At the IRZM the Contractor shall provide and/or discuss:

- CADD as-built drawings (approximately 80% completed)
- O&M manuals submittal schedule (prior to commissioning)
- Schedule for activities included in the IRZM agenda, to include but not limited to:
  - Erosion Control (turbing)
  - End-user training
  - Hot and Chilled Water Test
  - In Season HVAC Testing and Balancing
  - Fire Alarm Final Acceptance Test
  - Commissioning of Mechanical, Electrical, Fire Alarm and Controls
- Status of payrolls
- Potential Claims or REAs

After the Red Zone meeting the Contractor shall work with the QAR and ensure that all closeout activities are completed as discussed during the IRZM.

## **A8.7 Design Coordinator/Designer of Record**

The design coordinator shall coordinate the timely review of closeout submittals to be reviewed by the designer of record (i.e., Operation and Maintenance manuals, Mechanical Testing and Balancing, Commissioning, etc.)

## **A8.8 DPW/BCE**

The DPW/BCE shall attend the Initial Red Zone meeting, and shall brief:

- Potential final modifications (all issues of building use/function must be brought forward at this time and *approved* by higher headquarters/funding proponent)
- Status of funds provided via MIPR by USACE
- Installation support for communications (DOIM) and utilities funded by USACE MIPR
- Schedule for maintenance training of DPW personnel (by Contractor)
- Potential end-user requested changes
- Troop movements and unforeseen mission changes
- Status of customer provided furnishings
- RPAO for the Interim DD Form 1354 coordination

## **A8.9 End-User**

The end-user (commander or occupant representative) shall attend the IRZM to find out when they will be able to move into the facility. They shall also brief:

- Any new requirements that need to be addressed (Note: any changes after the IRZM must be specifically approved and funded by MAJCOM/ACSIM.)
- Schedule and status for using agency provided equipment, such as dining facility or communications equipment

**APPENDIX 9: INITIAL RED ZONE MEETING CHECKLIST**

G/ C	#	Activity Description	Action Officer	Due Date	Status			Actual Completion Date	Comments
					Working	Urgent	Complete		
G+ C	1	Above Ceiling Inspection (conducted, deficiencies cleared, completed)							
C	2	Operations & Maintenance (O&M) Manuals (as specified for Electric, Mechanical, Controls, EMCS, Fire Detection, Sprinkler System, Doors, Elevators, etc. submitted, approved, turned-over to BCE/DPW or shops)							
C	3	O&M Training (schedule dates/times/location, coordinated w/ BCE/DPW, utility shops maintenance contractor, durations as spec'd, training, outing w/ start, finish, breaks, lunch, times, copies of manuals req'd, sign-in sheet, video taped/special tools)							
G+ C	4	Preliminary Operational and Functional Testing of Systems (BCE/DPW invited prior to training for familiarization w/ systems)							
G+ C	5	Mechanical Test and Balance (dry & wet sides)							
G+ C	6	Fire Alarm, Detection System, Sprinkler System (testing, acceptance, coordination w/ Fire Department to include Safety Inspection, elevator certification, fire extinguishers as spec'd or provided by BCE/DPW)							

G/ C	#	Activity Description	Action Officer	Due Date	Status			Actual Completion Date	Comments
					Working	Urgent	Complete		
G+ C	7	CQC/QA Mechanical & Electrical Systems Testing (conducted, verified)							
G+ C	8	Commissioning (preliminary, functional & final testing of systems completed, pre-commissioning plan submitted, approved, team identified, coordinated w/ CX rep's, test records, reports submitted)							
C	9	Valve Tags, Charts, Diagrams (approved tags, posted properly)							
G+ C	10	Communications (installation of phone, cable, fiber optics, testing, coordinate punch-out w/ BCE/DPW Communications or other contractor/vendors, i.e. GCI, elevator)							
C	11	Excess Materials (inventory, spare parts, tools, quantities as spec'd, DD250, itemized list, where located/stored)							
G+ C	12	Government or Contractor Furnished Equipment (date of delivery, installation, POCs)							
C	13	Landscaping/Turfing (coordinate w/ BCE/DPW landscaper, utilities, irrigation system, maintenance requirements)							

G/ C	#	Activity Description	Action Officer	Due Date	Status			Actual Completion Date	Comments
					Working	Urgent	Complete		
C	14	Exterior (parking lots, pavement, striping, handicap signs, wheel stops, light standards, vehicle plug-in, sidewalks, fencing, bollards-safety markings, dumpster enclosures, transformer enclosure, locks)							
G or C	15	Signage (interior, exterior, directory, facility name and number, billboard)							
C	16	Keys/Tags/Box/Construction Cores (Numbers req'd as spec'd, POC for turnover, key control, location, construction cores, coordination w/ BCE/DPW locksmith, bldg manager, sign shops)							
C	17	Final Cleaning (spec'd waxing of floors, access controlled, bldg secured)							
C	18	Installed Property Equipment List (mechanical and electrical)							
G	19	Draft/Preliminary/Interim 1354 (coordinate w/ BCE/DPW real property)							
G	20	1354I (w/ installed property list, noted deficiencies & correction dates at final inspection) note – hand delivered							
G	21	Submittals Closeout (outstanding, delinquent, transfer to BCE/DPW)							
C	22	Submittal Register Cleared							

G/ C	#	Activity Description	Action Officer	Due Date	Status			Actual Completion Date	Comments
					Working	Urgent	Complete		
G+	23	Warranty Conference (Corps schedules w/ contractor input, contractor provides booklet w/ all inclusive warranties, procedures, response order of priority, POCs phone #s, attendees to include bldg manager, service desk, reserved room large enough for attendees)							
G+	24	Warranty follow-up Inspections (4, 9 month & 1-yr inspections, warranty call log/procedures, contractor response times, etc.)							
C	25	Equipment Warranty Tags (type submitted & approved, correct warranty date posted)							
C+	26	As-builts (red line preliminary, final, CADD files submitted, approved, required # of copies, format as spec'd, CDs, etc.)							
C	27	CQC completion inspection and Punch List (submitted w/ scheduled dates for completion of item, coordinate w/ QAR. No pre-final inspection scheduled w/o this.)							
C	28	Master Issue and Deficiency Log (cleared or with correction suspense dates)							
G	29	Final Quantities (verified if applicable)							
C, G	30	Snow Plow Crew (coordinate POC for "Site Familiarization Drive Through")							

G/ C	#	Activity Description	Action Officer	Due Date	Status			Actual Completion Date	Comments
					Working	Urgent	Complete		
G	31	Pre-final Inspection (CQC punch list received, phased by facilities, floors, mechanical rooms, etc., to include facility exterior prior to snow fall, do not schedule on early Mondays or late Fridays)							
C+ G	32	Beneficial Occupancy Date (BOD)							
G	33	Final Inspection (w/ 1354 for signature)							
C+ G	34	Final Utility Meter Readings (disconnection of meters, coordinate w/ CQC, QAR, BCE/DPW utilities)							
C	35	Demobilization (winter, spring)							
C+ G	36	Final Payment (withholdings/retainage/liquidated damages assessed)							
G	37	User Move-in Date (partial acceptance)							
G	38	Ribbon Cutting (if applicable)							
C+ G	39	Final Payrolls (closed out)							
G	40	Release of Claims							
G+ C	41	Contractor Performance Evaluation (DD2626)							
G+ AE	42	AE Performance Evaluation (DD2631)							

G/ C	#	Activity Description	Action Officer	Due Date	Status			Actual Completion Date	Comments
					Working	Urgent	Complete		
G+	43	After Action Review (AAR) (Government action, Lessons Learned, scheduled, who attends)							
		<b>Critical Path Issues:</b>							

**NOTE – G=Government Action      C=Contractor action**

APPENDIX 10: SAMPLE "PMCI PROJ" CEFMS REPORT

PM PROJECT CLOSEOUT REPORT - DOCUMENT DETAIL SECTION										PAGE: 1	
108931-CAP 033409 EKS CPX-NHW ROAD										DATE: 18-SEP-2007	
M3 code/description/org code/responsible employee											
AMSCO	FUND	CEFM	APPROPRIATION	FAR ORDER NO	COMMITTED	UNOBLIG	TOTAL	UNOBLVD	TOTAL	TOTAL	DATE OF LAST
ADCT NO	PROJECT				CERT AMT	BALANCE	OBLIGATED	BALANCE	OWGTD	DISBURSED	DISBURSEMENT
-----											
235000 SF	108931-CAP 033409 EKS CPX-NHW ROAD/ESH0700/SIM, EDWARD R										
	10033409000 E37290	033409	21 NA 2005 2050 0000	1050-05-8011-05							
947121	0100-STRUCT MANAGEMENT PLAN (MSP) [108931]/ESH0700/SIM, EDWARD R										
360003 SF	AL021-FRMD LABOR [108931]/ESH0700/SIM, EDWARD R										
	12001000000 E37605	033409	21 NA 2006 2050 0000	1050-06-8011-05							
	RESOURCE ORDERING MOA FRAC										
	CODE MI CODE CODE DATA										
	LABOR 360003 I2 W62NOE1450296/1				14788.87	0.00	14788.87	0.00	14788.87	14788.87	05-JUL-06 F
	LABOR 360003 I2 W62NOE1450296/1				6423.01	0.00	6423.01	0.00	6423.01	6423.01	05-JUL-06 F
	E37605 DOCUMENT TOTALS:				23211.88	0.00	23211.88	0.00	23211.88	23211.88	COMPLETE
	E37605 FA AUTH/AVAL/CERT AMT:				23211.88	0.00	23211.88	0.00	23211.88	23211.88	COMPLETE
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H8447F	MI-A-E Design Build [108931]/ESH0700/SIM, EDWARD R										
J4J723	ML40000-Design [108931]/ESH0700/SIM, EDWARD R										
J2D507 SF	AL060-MESSAF SGMAT LINE [108931]/ESH0700/SIM, EDWARD R										
	12001000000 E37604	033409	21 NA 2006 2050 0000	1050-06-8011-05							
	RESOURCE ORDERING MOA FRAC										
	CODE MI CODE CODE DATA										
	LABOR 23D507 I2 W62NOE1189101/1				24991.92	0.00	24991.92	0.00	24991.92	24991.92	08-AUG-06 F
	LABOR 23D507 I2 W62NOE1189103/1				15674.69	0.00	15674.69	0.00	15674.69	15674.69	17-OCT-06 F
	LABOR 23D507 I2 W62NOE1189105/1				12564.59	0.00	12564.59	0.00	12564.59	12564.59	30-MAY-06 F
	LABOR 23D507 I2 W62NOE1189107/1				75175.81	0.00	75175.81	0.00	75175.81	75175.81	23-AUG-06 F
	LABOR 23D507 I2 W62NOE1189113/1				28593.81	0.00	28593.81	0.00	28593.81	28593.81	04-OCT-06 F
	LABOR 23D507 I2 W62NOE1189113/1				13987.03	0.00	13987.03	0.00	13987.03	13987.03	13-AUG-06 F
	LABOR 23D507 I2 W62NOE1189116/1				2411.26	0.00	2411.26	0.00	2411.26	2411.26	14-SEP-06 F
	LABOR 23D507 I2 W62NOE1189118/1				581.25	0.00	581.25	0.00	581.25	581.25	13-JUN-06 F
	TRANSFER 23D507 C2 W62NOE1440231/1				292.16	0.00	292.16	0.00	292.16	292.16	02-AUG-06 F
	LABOR 23D507 I2 W62NOE1189066/1				8792.44	0.00	8792.44	0.00	8792.44	8792.44	08-AUG-06 F
	TRANSFER 23D507 C2 W62NOE1189079/1				3241.66	0.00	3241.66	0.00	3241.66	3241.66	18-JUN-06 F
	TRANSFER 23D507 C2 W62NOE1721185/1				449.45	0.00	449.45	0.00	449.45	449.45	02-AUG-06 F
	NEPRO 23D507 C2 W62NOE2116313/1				2316.67	0.00	2316.67	0.00	2316.67	2316.67	15-SEP-06 F
	TRANSFER 23D507 C2 W62NOE2129114/1				314.76	0.00	314.76	0.00	314.76	314.76	19-SEP-06 F
	TRANSFER 23D507 C2 W62NOE21140501/1				307.09	0.00	307.09	0.00	307.09	307.09	19-SEP-06 F
	E37604 DOCUMENT TOTALS:				187694.59	0.00	187694.59	0.00	187694.59	187694.59	COMPLETE
	E37604 FA AUTH/AVAL/CERT AMT:				187694.59	0.00	187694.59	0.00	187694.59	187694.59	COMPLETE
-----											
M7175H	ML60000-CONSTRUCTION [108931]/ESH0700/SIM, EDWARD R										
47330F	ML60000-1-W9122P-06-C-00111A - MESSAF SGMAT/ESH0700/SIM, EDWARD R										
23618	SF AL162-CONTRACT Rnd S&A (OMA) [108931]/ESH0700/SIM, EDWARD R										
	70000000000 E376121	NA	21 NA 2006 2050 0000	MIPR6JMA60024							
	RESOURCE ORDERING MOA FRAC										
	CODE MI CODE CODE DATA										
	COMSERVCS 23618K C2 W62NOE2116091/1				165000.00	0.00	170000.00	0.00	170000.00	170000.00	12-APR-07 F
	COMSERVCS 23618K C2 W62NOE2116091/1					0.00	95000.00	0.00	95000.00	95000.00	12-APR-07 F
	S&A OMA 23618K I1 W62NOE2116091/2				17225.00	0.00	17225.00	0.00	17225.00	17225.00	12-APR-07 F
	E376121 DOCUMENT TOTALS:				282225.00	0.00	282225.00	0.00	282225.00	282225.00	COMPLETE
	E376121 FA AUTH/AVAL/CERT AMT:				282225.00	0.00	282225.00	0.00	282225.00	282225.00	COMPLETE
-----											
1941D3 SF	AL170-SUPREVISION & Administration [108931]/ESH0700/SIM, EDWARD R										
	10033409000 E380149	033409	21 NA 2004 2050 0000	1050-04-8011-05							
	RESOURCE ORDERING MOA FRAC										
	CODE MI CODE CODE DATA										
	S&A CONG 1941D3 I1 W62NOE2116692/6				5000.00	0.00	5000.00	0.00	5000.00	5000.00	21-SEP-06 F
	S&A CONG 1941D3 I1 W62NOE2116692/13				4284.69	0.00	4284.69	9.69	4275.00	4275.00	11-SEP-07
	S&A CONG 1941D3 I1 W62NOE2116692/14				73995.77	0.00	73995.77	531.78	73463.99	73463.99	11-SEP-07
	S&A CONG 1941D3 I1 W62NOE2116692/15				174.13	0.00	174.13	0.00	174.13	174.13	27-APR-07 F
	S&A CONG 1941D3 I1 W62NOE2116692/16				1140.00	0.00	1140.00	114.00	1026.00	1026.00	11-SEP-07
	S&A CONG 1941D3 I1 W62NOE7033860/2				8504.86	0.00	8504.86	0.00	8504.86	8504.86	27-APR-07 F
	S&A CONG 1941D3 I1 W62NOE7033860/2				928.47	0.00	928.47	0.00	928.47	928.47	27-APR-07 F
	S&A CONG 1941D3 I1 W62NOE71012281/2				1655.51	0.00	1655.51	0.00	1655.51	1655.51	08-NOV-07 F
	S&A CONG 1941D3 I1 W62NOE71012301/2				364.97	0.00	364.97	0.00	364.97	364.97	08-NOV-07 F
	S&A CONG 1941D3 I1 W62NOE71012301/4				199.04	0.00	199.04	0.00	199.04	199.04	08-NOV-07 F
	E380149 DOCUMENT TOTALS:				96247.44	0.00	96247.44	655.47	95591.97	95591.97	
	E380149 FA AUTH/AVAL/CERT AMT:				96247.44	275.11	96247.44	655.47	95591.97	95591.97	
-----											
10033409000 E380150	033409	21 NA 2005 2050 0000	1050-05-8011-05								
	RESOURCE ORDERING MOA FRAC										
	CODE MI CODE CODE DATA										
	LABOR 1941D3 I1 W62NOE2116692/6				5000.00	0.00	5000.00	0.00	5000.00	5000.00	21-SEP-06 F
	LABOR 1941D3 I1 W62NOE2116692/13				4284.69	0.00	4284.69	9.69	4275.00	4275.00	11-SEP-07
	LABOR 1941D3 I1 W62NOE2116692/14				73995.77	0.00	73995.77	531.78	73463.99	73463.99	11-SEP-07
	LABOR 1941D3 I1 W62NOE2116692/15				174.13	0.00	174.13	0.00	174.13	174.13	27-APR-07 F
	LABOR 1941D3 I1 W62NOE2116692/16				1140.00	0.00	1140.00	114.00	1026.00	1026.00	11-SEP-07
	LABOR 1941D3 I1 W62NOE7033860/2				8504.86	0.00	8504.86	0.00	8504.86	8504.86	27-APR-07 F
	LABOR 1941D3 I1 W62NOE7033860/2				928.47	0.00	928.47	0.00	928.47	928.47	27-APR-07 F
	LABOR 1941D3 I1 W62NOE71012281/2				1655.51	0.00	1655.51	0.00	1655.51	1655.51	08-NOV-07 F
	LABOR 1941D3 I1 W62NOE71012301/2				364.97	0.00	364.97	0.00	364.97	364.97	08-NOV-07 F
	LABOR 1941D3 I1 W62NOE71012301/4				199.04	0.00	199.04	0.00	199.04	199.04	08-NOV-07 F

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FOA: E1

FM PROJECT CLOSEOUT REPORT - DOCUMENT DETAIL SECTION  
108951-CAP 03409 RRS CPM-NM BOARD

PAGE: 2  
DATE: 18-SEP-2007

MI code/description/org code/responsible employee

AMSCC	FUND	CEPMS	APPROPRIATION	PAR ORDER NO	COMMITTED CENT AMT	UNELIG BALANCE	TOTAL OBLIGATED	UNELVD BALANCE	TOTAL COSTED	TOTAL DISBURSED	DATE OF LAST DISBURSEMENT
CODE	MI CODE	CODE	DATA	CHANGE CODE DATA							
S&A CONG	1941DJ	I1	W6SNOE2166952/7	W6SNOE2166952/7	141419.04	0.00	141419.04	0.00	141419.04	141419.04	17-DEC-06 F
S&A CONG	1941DJ	I1	W6SNOE2166952/8	W6SNOE2166952/8	6840.00	0.00	6840.00	0.00	6840.00	6840.00	19-JUN-07 F
S&A CONG	1941DJ	I1	W6SNOE2166952/11	W6SNOE2166952/11	35057.87	0.00	35057.87	0.00	35057.87	35057.87	08-FEB-07 F
S&A CONG	1941DJ	I1	W6SNOE2166952/12	W6SNOE2166952/12	13038.18	0.00	13038.18	0.00	13038.18	13038.18	31-JAN-07 F
E360250 DOCUMENT TOTALS:					196355.09	0.00	196355.09	0.00	196355.09	196355.09	COMPLETE
E360250 FA AUTH/AVAL/CERT AMT:					196355.09						
10044122000	E382501	0441220	21 NA 2004 2050 0000	1050-04-5011-05							
RESOURCE	ORDERING	MOA	FRAC	CELL, TRANSFER OF							
CODE	MI CODE	CODE	DATA	CHANGE CODE DATA							
S&A CONG	1941DJ	I1	W6SNOE2166952/9	W6SNOE2166952/9	37833.46	0.00	37833.46	0.00	37833.46	37833.46	15-NOV-06 F
S&A CONG	1941DJ	I1	W6SNOE2166952/10	W6SNOE2166952/10	112961.36	0.00	112961.36	0.00	112961.36	112961.36	11-JAN-07 F
S&A CONG	1941DJ	I1	W6SNOE3551739/2	W6SNOE3551739/2	1871.77	0.00	1871.77	0.00	1871.77	1871.77	12-JUN-07 F
E382501 DOCUMENT TOTALS:					152666.59	0.00	152666.59	0.00	152666.59	152666.59	COMPLETE
E382501 FA AUTH/AVAL/CERT AMT:					152666.59						
10044122000	E386877	0441220	21 NA 2000 2050 0000	1050-00-5011-05							
12001000000	E376800	0334090	21 NA 2006 2050 0000	1050-06-5011-05							
619410	SP	AL120-CONTRACT [108953]/E3H0700/SIM, EDWARD R									
10033409000	E378040	0334090	21 NA 2005 2050 0000	1050-05-5011-05							
RESOURCE	ORDERING	MOA	FRAC	CELL, TRANSFER OF							
CODE	MI CODE	CODE	DATA	CHANGE CODE DATA							
CONSTEVC	61941J	C2	W6SNOE2166952/1	W9112G-06-C-0011/NA/0001	3464295.00	0.00	3464295.00	0.00	3464295.00	3464295.00	03-APR-07 F
CONSTEVC	61941J	C2	W6SNOE2166952/3	W9112G-06-C-0011/NA/0003	120000.00	0.00	120000.00	0.00	120000.00	120000.00	05-JUL-07 F
CONSTEVC	61941J	C2	W6SNOE3551739/1	W9112G-06-C-0011/NA/0005A	32838.00	0.00	32838.00	0.00	32838.00	32838.00	13-JUN-07 F
E378040 DOCUMENT TOTALS:					3617133.00	0.00	3617133.00	0.00	3617133.00	3617133.00	COMPLETE
E378040 FA AUTH/AVAL/CERT AMT:					3617133.00						
10033409000	E378080	0334090	21 NA 2004 2050 0000	1050-04-5011-05							
RESOURCE	ORDERING	MOA	FRAC	CELL, TRANSFER OF							
CODE	MI CODE	CODE	DATA	CHANGE CODE DATA							
CONSTEVC	61941J	C2	W6SNOE2166952/2	W9112G-06-C-0011/NA/0001	3890170.00	0.00	3890170.00	4499.50	3885670.50	3885670.50	14-SEP-07
CONSTEVC	61941J	C2	W6SNOE2166952/4	W9112G-06-C-0011/NA/0004	80000.00	0.00	80000.00	2000.00	78000.00	78000.00	14-SEP-07
CONSTEVC	61941J	C2	W6SNOE2166952/5	W9112G-06-C-0011/NA/0005	20000.00	0.00	20000.00	1000.00	19000.00	19000.00	14-SEP-07
CONSTEVC	61941J	C2	W6SNOE71012302/1	W9112G-06-C-0011/NA/0009	29044.00	0.00	29044.00	0.00	29044.00	29044.00	07-MAY-07 F
CONSTEVC	61941J	C2	W6SNOE71012302/1	W9112G-06-C-0011/NA/0008	6403.00	0.00	6403.00	0.00	6403.00	6403.00	07-MAY-07 F
E378080 DOCUMENT TOTALS:					4025617.00	0.00	4025617.00	11499.50	4014117.50	4014117.50	
E378080 FA AUTH/AVAL/CERT AMT:					4025617.00			11499.50	4014117.50	4014117.50	
10044122000	E386874	0441220	21 NA 2000 2050 0000	1050-00-5011-05							
RESOURCE	ORDERING	MOA	FRAC	CELL, TRANSFER OF							
CODE	MI CODE	CODE	DATA	CHANGE CODE DATA							
CONSTEVC	61941J	C2	W6SNOE70338600/1	W9112G-06-C-0011/NA/0007	149208.00	0.00	149208.00	0.00	149208.00	149208.00	03-APR-07 F
CONSTEVC	61941J	C2	W6SNOE70338600/1	W9112G-06-C-0011/NA/0004	14289.00	0.00	14289.00	0.00	14289.00	14289.00	03-APR-07 F
CONSTEVC	61941J	C2	W6SNOE71012302/3	W9112G-06-C-0011/NA/0008A	3492.00	0.00	3492.00	0.00	3492.00	3492.00	07-MAY-07 F
E386874 DOCUMENT TOTALS:					166989.00	0.00	166989.00	0.00	166989.00	166989.00	COMPLETE
E386874 FA AUTH/AVAL/CERT AMT:					166989.00						
12001000000	E376799	0334090	21 NA 2006 2050 0000	1050-06-5011-05							
737802	ML	60000.61000-W9112G-04-C-0022NA - MGAAP R/E3H0700/SIM, EDWARD R									
J50083	SP	CO120-CONTRACT [108953]/E3H0700/SIM, EDWARD R									
10033409000	E372785	0334090	21 NA 2005 2050 0000	1050-05-5011-05							
RESOURCE	ORDERING	MOA	FRAC	CELL, TRANSFER OF							
CODE	MI CODE	CODE	DATA	CHANGE CODE DATA							
CONSTEVC	J50083	C2	W6SNOE43507174/1	W9112G-04-C-0012/NA/0001A	37292009.00	0.00	33660753.00	0.00	33660753.00	33660753.00	21-JUN-07 F
CONSTEVC	J50083	C2	W6SNOE43507174/1	W9112G-04-C-0012/NA/0003		0.00	90000.00	0.00	90000.00	90000.00	18-MAY-07 F
CONSTEVC	J50083	C2	W6SNOE43507174/1	W9112G-04-C-0012/NA/0004		0.00	360000.00	100.00	359900.00	359900.00	05-SEP-07
CONSTEVC	J50083	C2	W6SNOE43507174/1	W9112G-04-C-0012/NA/0005		0.00	1450000.00	0.00	1450000.00	1450000.00	16-MAR-07 F
CONSTEVC	J50083	C2	W6SNOE43507174/1	W9112G-04-C-0012/NA/0006		0.00	1650000.00	0.00	1650000.00	1650000.00	11-JUN-07 F
CONSTEVC	J50083	C2	W6SNOE43507174/1	W9112G-04-C-0012/NA/0007		0.00	7877.00	0.00	7877.00	7877.00	11-FEB-05 F
CONSTEVC	J50083	C2	W6SNOE43507174/1	W9112G-04-C-0012/NA/0009		0.00	65000.00	0.00	65000.00	65000.00	12-JUL-07 F
CONSTEVC	J50083	C2	W6SNOE43507174/1	W9112G-04-C-0012/NA/0008		0.00	9279.00	0.00	9279.00	9279.00	16-DEC-05 F
CONSTEVC	J50083	C2	W6SNOE1182787/3	W9112G-04-C-0012/NA/0002A	81831.00	0.00	81831.00	0.00	81831.00	81831.00	15-JUL-05 F
CONSTEVC	J50083	C2	W6SNOE1182787/5	W9112G-04-C-0012/NA/0001AA	38169.00	0.00	38169.00	0.00	38169.00	38169.00	21-NOV-05 F
CONSTEVC	J50083	C2	W6SNOE2178444/1	W9112G-04-C-0012/NA/0005E	10799.53	0.00	10799.53	0.00	10799.53	10799.53	21-NOV-05 F

PM PROJECT CLOSEOUT REPORT - DOCUMENT DETAIL SECTION										PAGE: 3	
108951-CAF 033409 RKS CFX-NM RGRS										DATE: 16-SEP-2007	
MI code/description/org code/responsible employee											
AMSCO	FUND	CEPMS	APPROPRIATION	FAR ORDER NO	COMMITTED	UNELIG	TOTAL	UNELVD	TOTAL	TOTAL	DATE OF LAST
ACCT NO	PROJECT				CENT AMT	BALANCE	OBLIGATED	BALANCE	COSTED	DISBURSED	DISBURSEMENT
E172785 DOCUMENT TOTALS:					37423708.53		37423708.53		37423608.53	37423608.53	
E172785 FA AUTH/AVAIL/CERT AMT:					37423708.53	0.00	37423708.53	100.00	37423608.53	37423608.53	
12001000000	E176797	0334090	21 NA 2006 2050 0000	1050-06-5011-08							
98911D SF 00150-Other Direct Costs Without S&A (108/ESH0700/SIM, EDWARD R											
10033409000	E173163	0334090	21 NA 2005 2050 0000	1050-05-5011-08							
RESOURCE	ORDERING	MCA	FRAC								
CODE	MI CODE	CODE	DATA								
MNDOTWFD	98911D	R2	M16R0E0389243/1	M16R0E0389243/NA/1	795398.06	0.00	795398.06	0.00	795398.06	795398.06	10-SEP-06 F
E173163 DOCUMENT TOTALS:					795398.06	0.00	795398.06	0.00	795398.06	795398.06	COMPLETE
E173163 FA AUTH/AVAIL/CERT AMT:					803967.33	8569.27	795398.06		795398.06	795398.06	
71294K SF 00162-Direct Design Costs - DR/AE (108951/ESH0700/SIM, EDWARD R											
10033409000	E173155	0334090	21 NA 2005 2050 0000	1050-05-5011-08							
RESOURCE	ORDERING	MCA	FRAC								
CODE	MI CODE	CODE	DATA								
RESVCS	71294K	C2	M16R0E038916/2	DACR21-03-C-0012/NA/0010	106666.98	0.00	106666.98	0.00	106666.98	106666.98	02-AUG-07 F
LABOR	71294K	I2	M16R0E038933/1	CHARGE CODE: 013927	1048.96	0.00	1048.96	0.00	1048.96	1048.96	18-MAY-06 F
LABOR	71294K	I2	M16R0E0348992/1	CHARGE CODE: 013990	449.71	0.00	449.71	0.00	449.71	449.71	18-MAY-06 F
E173155 DOCUMENT TOTALS:					108162.65	0.00	108162.65	0.00	108162.65	108162.65	COMPLETE
E173155 FA AUTH/AVAIL/CERT AMT:					126470.67	15833.02	110637.65		108162.65	108162.65	
*****FUNDING CERTIFIED AMT <> TOTAL COMMITMENTS...CHECK FOR REPORT OR DATA ERROR*****											
12001000000	E176232	0334090	21 NA 2006 2050 0000	1050-06-5011-08							
RESOURCE	ORDERING	MCA	FRAC								
CODE	MI CODE	CODE	DATA								
RESVCS	71294K	C2	M16R0E61570746/1	M16R0E61570746/NA/1	2475.00	0.00	2475.00	0.00	2475.00	2475.00	09-AUG-06 F
E176232 DOCUMENT TOTALS:					2475.00	0.00	2475.00	0.00	2475.00	2475.00	COMPLETE
E176232 FA AUTH/AVAIL/CERT AMT:					0.00	0.00	0.00		2475.00	2475.00	
*****FUNDING CERTIFIED AMT <> TOTAL COMMITMENTS...CHECK FOR REPORT OR DATA ERROR*****											
112094 SF 00130-Supervision & Administration (10895/ESH0700/SIM, EDWARD R											
10033409000	E172784	0334090	21 NA 2005 2050 0000	1050-05-5011-08							
RESOURCE	ORDERING	MCA	FRAC								
CODE	MI CODE	CODE	DATA								
S&A CONS	112094	I1	M16R0E43507174/2	M16R0E43507174/2	2125690.81	0.00	2125690.81	5.69	2125690.12	2125690.12	30-AUG-07 F
S&A CONS	112094	I1	M16R0E1182787/4	M16R0E1182787/4	4664.37	0.00	4664.37	0.00	4664.37	4664.37	10-JUL-05 F
S&A CONS	112094	I1	M16R0E1182787/6	M16R0E1182787/6	2175.63	0.00	2175.63	0.00	2175.63	2175.63	13-NOV-05 F
S&A CONS	112094	I1	M16R0E5719444/4	M16R0E5719444/4	615.57	0.00	615.57	0.00	615.57	615.57	13-NOV-05 F
E172784 DOCUMENT TOTALS:					2133151.38	0.00	2133151.38	5.69	2133145.69	2133145.69	
E172784 FA AUTH/AVAIL/CERT AMT:					2133151.38	0.00	2133151.38		2133145.69	2133145.69	
12001000000	E176798	0334090	21 NA 2006 2050 0000	1050-06-5011-08							
120718 ML 42900-Value Engineering/Value Management (/ESH0700/SIM, EDWARD R											
12001000000	E176118	0334090	21 NA 2006 2050 0000	1050-06-5011-08							
RESOURCE	ORDERING	MCA	FRAC								
CODE	MI CODE	CODE	DATA								
LABOR	120718	I2	M16R0E61199612/1	CHARGE CODE: 050420	4248.59	0.00	4248.59	0.00	4248.59	4248.59	19-MAY-06 F
E176118 DOCUMENT TOTALS:					4248.59	0.00	4248.59	0.00	4248.59	4248.59	COMPLETE
E176118 FA AUTH/AVAIL/CERT AMT:					4248.59	0.00	4248.59		4248.59	4248.59	
5851F6 SF 40355-Travel - VE (108951/ESH0700/SIM, EDWARD R											
12001000000	E176114	0334090	21 NA 2006 2050 0000	1050-06-5011-08							
RESOURCE	ORDERING	MCA	FRAC								
CODE	MI CODE	CODE	DATA								
TRANSFER	5851F6	C2	M16R0E61199619/1	601057E3/NA/1	1738.59	0.00	1738.59	0.00	1738.59	1738.59	05-JUN-06 F
E176114 DOCUMENT TOTALS:					1738.59	0.00	1738.59	0.00	1738.59	1738.59	COMPLETE
E176114 FA AUTH/AVAIL/CERT AMT:					1738.59	0.00	1738.59		1738.59	1738.59	
12001000000	E176117	0334090	21 NA 2006 2050 0000	1050-06-5011-08							
RESOURCE	ORDERING	MCA	FRAC								
CODE	MI CODE	CODE	DATA								
120718 SF 40357-Ovset VE Support (108951/ESH0700/SIM, EDWARD R											

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PM PROJECT CLOSEOUT REPORT - DOCUMENT DETAIL SECTION  
 108993-CAF 033409 SRS CFX-NM RCR2

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MI code/description/org code/responsible employee

AMSCO	FUND	CEPMS	APPROPRIATION	FAR ORDER NO	COMMITTED CENT AMT	UNELIG BALANCE	TOTAL OBLIGATED	UNELVD BALANCE	TOTAL COSTED	TOTAL DISBURSED	DATE OF LAST DISBURSEMENT
-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----
MR02WDCR	F15FRT	N1	MI02061299632/L	MI02061299632/NA/L	11895.06	0.00	11895.06	0.00	11895.06	11895.06	26-JUL-06 F
			E176117 DOCUMENT TOTALS:		11895.06	0.00	11895.06	0.00	11895.06	11895.06	COMPLETE
			E176117 FA AUTH/AVAIL/CERT AMT:		11895.06	0.00	11895.06	0.00	11895.06	11895.06	
=====											
	GRAND TOTALS										
		FUNDING:		42246955.60	36037.85	49230917.75					
		DOCUMENTS:				49230917.75	0.00	49230917.75	12260.66	49218657.09	49218657.09
=====											

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PM PROJECT CLOSEOUT REPORT - CONSTRUCTION IN PROGRESS (CIP) SECTION  
108951-CAF 011409 SRS CFM-NM R02

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ASSET WORK ITEM	FUND ACCOUNT	APPROPRIATION	MGMT STRUCTURE	CUMULATIVE CIP COST	CUMULATIVE WIP COST	WIP BILLED AMOUNT	CUMULATIVE OTHER COST	CUMULATIVE TRF COST	LAST TRF DATE	TOTAL COST REMAINING
235000										
9472D1										
360M3	E176085	21 NA 1006 2050 0000	32001000000	23,221.88	0.00	0.00	0.00	0.00		23,221.88
N8447F										
3407E3										
21D507	E176084	21 NA 1006 2050 0000	32001000000	187,494.59	0.00	0.00	0.00	0.00		187,494.59
N7175H										
4720KF										
2361K6	E178121	21 NA 1006 2050 0000	70000000000	0.00	282,225.00	282,225.00	0.00	0.00		0.00
1941D7	E160249	21 NA 1004 2050 0000	10033409000	95,591.97	0.00	0.00	0.00	0.00		95,591.97
1941D3	E160250	21 NA 1005 2050 0000	10033409000	196,355.09	0.00	0.00	0.00	0.00		196,355.09
1941D5	E162501	21 NA 1004 2050 0000	10044222000	152,466.59	0.00	0.00	0.00	0.00		152,466.59
61941J	E175040	21 NA 1005 2050 0000	10033409000	3,617,133.00	0.00	0.00	0.00	0.00		3,617,133.00
61941J	E175080	21 NA 1004 2050 0000	10033409000	4,014,117.50	0.00	0.00	0.00	0.00		4,014,117.50
61941J	E166876	21 NA 1000 2050 0000	10044222000	168,959.00	0.00	0.00	0.00	0.00		168,959.00
73P6G2										
8506E1	E171785	21 NA 1005 2050 0000	10033409000	37,423,408.53	0.00	0.00	0.00	0.00		37,423,408.53
92011D	E173263	21 NA 1005 2050 0000	10033409000	795,328.06	0.00	0.00	0.00	0.00		795,328.06
72J94K	E173155	21 NA 1005 2050 0000	10033409000	110,435.67	0.00	0.00	0.00	1.98		110,437.65
72J94K	E176232	21 NA 1006 2050 0000	32001000000	0.00	0.00	0.00	0.00	0.00		0.00
11D694	E172786	21 NA 1005 2050 0000	10033409000	2,133,145.69	0.00	0.00	0.00	0.00		2,133,145.69
1597155										
280K5	E176116	21 NA 1006 2050 0000	32001000000	4,348.59	0.00	0.00	0.00	0.00		4,348.59
585176	E176116	21 NA 1006 2050 0000	32001000000	1,738.59	0.00	0.00	0.00	0.00		1,738.59
73P6KF	E176117	21 NA 1006 2050 0000	32001000000	11,895.06	0.00	0.00	0.00	0.00		11,895.06
			GRAND TOTALS	48,936,430.11	282,225.00	282,225.00	1.98	0.00		48,936,432.09

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PM PROJECT CLOSEOUT REPORT P2 BUDGET LINE SECTION  
 108951-CAF 033409 RKS CPX-NM ROAD

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P2 BUDGET INFORMATION							
P2 PROJECT ID	PROJECT MI CODE	TASK ID	TASK NAME	RESOURCE CODE	BUDGET AMT	CERTIFIED AMT	AVAILABLE AMT
10742	DJS0MC	83783	A0350-conduct value engineering study [108953]	LABOR	4,348.59	4,348.59	0.00
10742	DJS0MC	83784	A0355-Travel - VE [108953]	TRAVEL	1,738.59	1,738.59	0.00
10742	DJS0MC	83786	C0162-direct design costs - DE/AE [108953]	LABOR	4,500.00	1,495.67	3,004.33
10742	DJS0MC	83786	C0162-direct design costs - DE/AE [108953]	SERVICES	125,000.00	109,140.00	15,860.00
10742	DJS0MC	83802	C0150-Other Direct Costs Without S&A [108953]	MISOTHERED	800,000.00	795,398.06	4,601.94
10742	DJS0MC	1069477	C0120-Contract [108953]	CONSTRVCS	37,423,710.69	37,423,708.23	2.07
10742	DJS0MC	1069478	C0130-supervision & Administration [108953]	S&A CONG	2,200,000.00	2,133,151.38	66,848.62
10742	DJS0MC	1882963	A1060-MSGAF S&Awr LIne [108953]	LABOR	184,014.46	184,014.46	0.00
10742	DJS0MC	1882963	A1060-MSGAF S&Awr LIne [108953]	TRAVEL	1,363.46	1,363.46	0.00
10742	DJS0MC	1882963	A1060-MSGAF S&Awr LIne [108953]	PRINTING	2,316.67	2,316.67	0.00
10742	DJS0MC	1882964	A1021-PRMD LABOR [108953]	LABOR	23,211.88	23,211.88	0.00
10742	DJS0MC	1899494	A0357-CONST VE SUPPORT [108953]	LABOR	11,895.06	11,895.06	0.00
10742	DJS0MC	1983929	A1260-Contract [108953]	CONSTRVCS	8,094,751.00	7,811,739.00	283,012.00
10742	DJS0MC	1983920	A1270-supervision & Administration [108953]	S&A CONG	456,000.00	445,269.12	10,730.88
10742	DJS0MC	2010023	A1262-Contract and S&A (OMA) [108953]	S&A OMA	21,000.00	17,225.00	3,775.00
10742	DJS0MC	2010023	A1262-Contract and S&A (OMA) [108953]	CONSTRVCS	544,751.00	265,000.00	279,751.00
					49,203,501.61	49,230,925.77	672,585.84

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 \*\*\* END OF REPORT - 18-SEP-2007 - 08:23 - SID E3CFPM1 \*\*\*  
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## **APPENDIX 11: STANDARD HQUSACE CWE FORMAT**

**TO BE PROVIDED AT A LATER TIME**

## APPENDIX 12: USACE STANDARD RELEASE OF CLAIMS

### RELEASE OF CLAIMS

The undersigned contractor, under Contract No. \_\_\_\_\_  
dated \_\_\_\_\_ between the United States of America and  
said contractor for \_\_\_\_\_  
at \_\_\_\_\_ hereby releases the United States, its  
officers, agents and employees from any and all claims arising under or by virtue  
of said contract, any modification or change thereof, or rights or remedies  
(including, but not limited to, additional costs, interest, penalties, attorneys' fees  
or consultants' fees) provided by statute, regulation or other law as they may  
relate to the enforcement of rights originally arising under the referenced  
contract.

\_\_\_\_\_  
(Date)

\_\_\_\_\_  
(Contractor's name exactly as shown on the face of the contract.)

By: \_\_\_\_\_

Title: \_\_\_\_\_

## APPENDIX 13: SAMPLE MEMORANDUM FROM RE TO ACO

CEXXX-XX

Date

MEMORANDUM FOR Administrative Contracting Officer, CEXXX-XX

SUBJECT: Submittal of Final Payment Authorization Documents

1. The undersigned certifies that the following contract has been physically completed and is ready to be closed out, and final pay authorized.

- a. Contract Number:
- b. As amended by modifications numbered through:
- c. Contract Description:
- d. Facility Location:

2. The following documents are provided to support the final payment authorization and subsequent contract closeout checklist, as well as be kept with the Administrative Contracting Officer files: *(Mark with an "X" if provided or date completed; otherwise mark "NA" to indicate Not Applicable)*

<i>X/Date/NA</i>	<i>Description</i>
	Final Contractor Performance Evaluation Completed (DD Form 2626)
	USACE Standard Release of Claims Signed by the Contractor
	Final Payment Estimate (ENG 93)
	Prompt Payment Certification
	Interim DD Form 1354 Signed by USACE PM and RPAO Provided to Using Service
	Record/As-Built drawings have been provided to User
	O&M manuals, spare parts, and issuance of Post Construction User Guide have been submitted to User
	Notice of implementation of construction warranty has been issued
	There are no known claims or appeals outstanding against this contract
	Others (Add as necessary):

SIGNATURE BLOCK  
Resident Engineer

## APPENDIX 14: USACE CONSTRUCTION CONTRACT CLOSEOUT CHECKLIST

CEXXX-XX

Date

MEMORANDUM FOR Contracting Officer, CEXXX-CT

SUBJECT: Construction Contract Completion and Closeout Notification

1. The undersigned certifies that the following contract has been physically completed and is ready to be closed out.

- a. Contract Number:
- b. As amended by modifications numbered through:
- c. Contract Description:
- d. Facility Location:

2. The following documents have been received and/or processed and will be kept with the Administrative Contracting Officer files as part of the Official Contract File: *(Provide a Date or mark with an "X" if applicable, otherwise mark "NA" to indicate Not Applicable)*

Date/X/NA	Description
	Final Contractor Performance Evaluation Completed (DD Form 2626)
	Release of Claims Received (or Administratively Closed)
	Interim DD Form 1354 Signed by USACE PM and RPAO Provided to Using Service
	Record/As-Built drawings have been provided to User
	O&M manuals, spare parts, and issuance of Post Construction User Guide have been submitted to User
	Notice of implementation of construction warranty has been issued
	There are no known claims or appeals outstanding against this contract
	District labor Advisor has validated no outstanding DOL issues, claims, or cross withholding of funds
	Final Payment Processed
	Final Payment Authorized
	Others (Add as necessary):
	DD Form 1594 Contract Completion Statement Completed

SIGNATURE BLOCK  
Administrative Contracting Officer

## APPENDIX 15: USACE AE CONTRACT CLOSEOUT CHECKLIST

CEXXX-XX

Date

MEMORANDUM FOR Contracting Officer, CEXXX-CT

SUBJECT: AE Contract Completion and Closeout Notification

1. The undersigned certifies that the following contract has been physically completed and is ready to be closed out.

- a. Contract Number:
- b. As amended by modifications numbered through:
- c. Contract Description:
- d. Facility Location:

2. The following documents have been received and/or processed and are enclosed to be kept with the Contracting Officer files: *(Provide a Date or mark with an "X" if applicable, otherwise mark "NA" to indicate Not Applicable)*

<i>Date/X/NA</i>	<i>Description</i>
	Final AE Performance Evaluation Completed (DD Form 2631)
	Release of Claims Received
	There are no known claims or appeals outstanding against this contract
	District labor Advisor has validated no outstanding DOL issues, claims, or cross withholding of funds
	Final Payment Processed (ENG 93)
	Others (Add as necessary):
	DD Form 1594 Contract Completion Statement Completed

SIGNATURE BLOCK  
AE Contracting Officer Representative

ENCL

## **APPENDIX 16: SPECIAL CONTRACT CLOSEOUT INSTRUCTIONS**

### A16.1 When Indian Incentive Program Funds Have Been Requested But Are Not Available

A16.1.1 This special closeout deals with cases where a prime contractor submits a request for payment under the Indian Incentive Program, and the Office of Small and Disadvantaged Business Utilization, Office of the Under Secretary of Defense (Acquisition, Technology, and Logistics) **approves the request but notifies us that funds are not currently available**. If funds are not available, and are like to not be available within 180 days of physical construction completion, the following steps should be followed:

**SPECIFIC PROCESS TO BE PROVIDED AT A LATER TIME**