

Trial Period -- Proof of Concept

between

US ARMY GARRISON, FORT MONMOUTH

and

US ARMY ENGINEER DIVISION, NORTH ATLANTIC

SUBJECT: Utilization of the Fort Monmouth, Directorate of Public Works as an US Army Engineer Division, North Atlantic, Center of Expertise -- Test Period

ARTICLE I. PURPOSE

The purpose of this memorandum is two fold. First is to establish procedures and test the practicability of enhancing the Corps of Engineers (COE) Directorate of Public Works (DPW) support capabilities by utilizing the US Army Garrison, Fort Monmouth, DPW, as an US Army Engineer Division, North Atlantic (NAD), Center of Expertise (CX). Secondly, is to initiate the development of a DPW training program for COE employees at the Fort Monmouth, DPW. This memorandum will become effective upon signatures by the parties and will be in effect for a 12-month test period upon which a decision will be made whether to finalize as a memorandum of agreement or to dissolve it.

ARTICLE II. BACKGROUND

Enhance COE Capabilities: The Fort Monmouth DPW located at Fort Monmouth, New Jersey, has a highly capable, trained master planning, design, environmental, operations and maintenance, and construction/contracting staff. This staff supports the Operations and Maintenance, Account (OMA) mission of the DPW at Fort Monmouth as well as many other areas to customers on a reimbursable basis. The organization has the ability to provide service to customers on a reimbursable basis for not only design and construction services, but also for such things as: master planning, environmental, operations and maintenance, and contracting services. The US Army Corps of Engineers (COE) also provides many of these types of services to reimbursable customers using in-house personnel, Architect-Engineer (A-E) contracts, and/or construction contracts. However, many services required by installation customers may not be typical of what COE provides customers; therefore, to be responsive to the customer requirements, the COE may have to obtain expertise from a Center of Expertise or initiate new contracting vehicles to evaluate or execute specific installation requirements. In many of these occurrences NAD, MACOM, and installation customers may benefit from the expertise of the Fort Monmouth DPW through the utilization of its DPW in-house expertise and/or existing contracts to resolve installation specific issues. This would make the execution of certain types of work more efficient for the COE, MACOM or Installation customer. To attain these efficiencies a partnership needs to be developed and tested between NAD and the Fort Monmouth DPW that will create a NAD Center of Expertise (CX) for these types of services. This CX will be referred to as the Fort Monmouth, DPW, Center of Expertise (FMCX).

Develop Training Program: This partnership will develop and test a DPW training program for COE Personnel to train at the Fort Monmouth DPW in an effort to increase the COE DPW proficiency level. This will ultimately improve COE customer service to the MACOM and installation customers in the NAD Area of Responsibility (AOR).

ARTICLE III. SCOPE

This agreement covers the procedures required to enhance Corps of Engineers (COE) DPW support capabilities by utilizing the US Army Garrison, Fort Monmouth, DPW as a NAD Center of Expertise (CX). This agreement will also initiate the joint development of a DPW training program for Corps of Engineer employees at the Fort Monmouth DPW. This document will become effective upon signatures by the parties and will be in effect for a 12-month test period upon which a decision will be made whether to finalize as a MOA or to dissolve it.

ARTICLE IV. RESPONSIBILITIES OF THE FORT MONMOUTH, DPW, CENTER OF EXPERTISE (FMCX)

1. Maintain full and open communications with NAD and its MACOM and installation customers as to the status and issues that arise.
2. Provide support to NAD customers at the MACOM and installation levels in the NAD AOR in all areas of installation support in accordance with AR 420-10, including but not limited to, Master Planning, Special Studies, Programming Documents to include DD Form 1391s, Economic Analyses, Computer Aided Design Drafting (CADD) support, Design, Project Management, Environmental, Operations and Maintenance, Construction, Construction Management, and Contracting to enhance customers' in-house capabilities. This does not prohibit the Fort Monmouth DPW from independently supporting customers whether they are within or outside the NAD AOR. All work performed shall comply with all current laws, codes, standards, regulations, local guidance and construction requirements.
3. Evaluate proposed customer requirements either from NAD, MACOM or installation customers in the NAD Footprint and determine if it can feasibly be executed by the FMCX within an agreed upon time frame. If FMCX cannot execute the requirement, FMCX will notify the customer and NAD in-order that alternate means of execution can be pursued.
4. Provide innovative and responsive contracting support for NAD, MACOM and installation customers to best meet the needs of the customers. FMCX will work with the customer to determine the best method of execution by combination of in-house forces and contract forces that the FMCX has available.
5. Develop a Fee Schedule (Unit Rates) with FMCX overhead fully burdened into the rate for reimbursable customer services.
6. Finalize scope and negotiate work (i.e. scope, costs, schedules, and all deliverables) with the customer for the service being requested.
7. Develop and update, as necessary, a Project Management Plan (PMP) with the customer (See Annex A). The PMP shall be reviewed and signed by the customer, FMCX, and NAD. This will ensure that all expectations from Installation customers, FMCX, and NAD are agreed upon in advance and signed in writing. PMP covers: schedules, costs, scope, customer feedback method, Quality Assurance, and Acquisition Plan.
8. Request Funds from customer and provide all necessary acceptance documents as required by the customer.
9. Award contracts or task orders for the customer and provide the contract administration, supervision, and inspection of the contracts and tasks orders. A negotiated agreement will be made that will identify the inspection services required for the contract or task order that will be dependent on the level of work being executed.

10. Notify customer immediately of all significant problems and issues that arise during design, construction, or execution of any negotiated requirement and provide corrective alternatives and any applicable costs to the customer. If changes are approved and additional funds are required, the funds request will be forwarded to the customers. FMCX will not change scheduled delivery dates without first informing the applicable MACOM or installation customer and fully justifying the need for the change.
11. Provide the MACOM or installation customer a monthly update on work being performed by FMCX on their installation showing updated schedule, costs and status of issues. FMCX will be available to meet with customers monthly upon request.
12. Report all active work being performed and work completed by the FMCX to NAD on a quarterly basis as well as any available capacity to execute work. Provide data (to include customer survey questionnaire data) to NAD as requested in-order for NAD to perform any necessary management analyses.
13. Provide the customer a survey questionnaire to document customer satisfaction of the service provided by the FMCX. (See Annex B)
14. Complete Contract and Task Order Closeout and provided all documents to customers as negotiated with the Customer. FMCX will ensure all project closeout documents (as-builts, 1354's, operation and maintenance manuals, warranties, project files, etc...) are provided to the customer within 60 days after project is complete.
15. Coordinate all warranty calls from installations where FMCX work has been completed after the installation DPW has confirmed that the work is a warranty issue.
16. Jointly develop a training program with the COE for COE employees to be temporarily detailed to the FMCX. The intent is to cross train COE Personnel in Installation DPW Operations and Procedures in-order for COE to provide better services to the installation customers. Duration of the training will be 6 - 12 months. FMCX will assign a person to oversee and provide guidance and assistance to the trainee. FMCX will provide office space, telephone, computer, and supplies to the trainee while the trainee is temporarily detailed to the Fort Monmouth DPW. FMCX training program will mainly consist of on the job training that will enable COE personnel to gain valuable DPW experience. (See Annex C)
17. Provide updates of the FMCX capabilities to NAD in-order to revise FMCX link to the NAD Installation Support Web Page. (See Annex D)
18. Participate in a semi-annual In Progress Review (IPR) with NAD to evaluate progress of this initiative and work accomplished.

ARTICLE V. RESPONSIBILITIES OF THE US ARMY ENGINEER DIVISION, NORTH ATLANTIC

1. Maintain full and open communication with FMCX and its MACOM and installation customers as to the status and issues that arise.
2. Publicize the FMCX through the NAD Installation Support Web Page and by other means as an alternative way to provide installation customers DPW support that COE may not traditionally provide.
3. Link existing FMCX Website to NAD Installation Support Web Page and expand FMCX Web Page to include all FMCX capabilities. (See Annex D)
4. Monitor work being executed by FMCX.

5. For work requested by MACOM and installation customers through the NAD Installation Support Office and its MACOM Advocates inform both the customer's servicing District and the FMCX as an alternative source for executing the customers' requirements as applicable. This competition will help determine the most effective alternative in executing the MACOM or Installation's requirement and ensure that MACOM and installation customers are getting the best value for their reimbursable dollars. If FMCX is the chosen service provider for the requirement, NAD will be required to review and sign the Project Management Plan (PMP) that will be prepared and signed by FMCX and the customer.

6. Analyze FMCX and NAD relationship to determine if this type of partnership could be a possible business model for other partnerships between COE Divisions, Districts and DPWs.

7. Jointly develop training program with the FMCX and develop a set of duties for trainees to perform, test the program, and revise as required. Complete the required documents for the proposed training program (SF52, Job Descriptions, set of trainee duties, announcements, etc... as applicable). Actively solicit perspective employees via email advertisement at COE and select employees for 6 - 12 months training details at FMCX. An initial test will be performed with employees from NADO after the training program is established. Once tested the FMCX will be opened up to all NAD employees. (See Annex C)

8. Conduct a semi-annual In Progress Review (IPR) with FMCX to evaluate progress of initiatives and work accomplished.

ARTICLE VI. ADMINISTRATION

Each party will designate a representative to serve as a point of contact for any communication concerning performance of responsibilities.

ARTICLE VII. FEES

All fees for customer orders will be negotiated between the FMCX and the MACOM or installation customer. FMCX will develop a fees schedule that will be used in determining reimbursable costs for customer requested services.

ARTICLE VIII. DISPUTES

1. The below signed parties will work to successfully implement this agreement in their respective organizations. Disputes under this agreement will be resolved at the lowest level prior to elevation to a higher level. The designated representatives at the FMCX and NAD will resolve prior to elevating the dispute up the organizations' chain of command for resolution.

2. Disputes between the FMCX and the MACOM or installation customers will be resolved between the FMCX, DPW and the installation customer. Unresolved differences will be elevated through the chain of command to the Fort Monmouth Garrison Commander and the Commander of the installation being served. At this point, FMCX will inform NAD of the dispute for information purposes only.

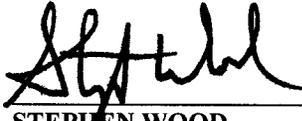
ARTICLE IX. EFFECTIVE DATE, AMENDMENT, & TERMINATION

1. This memorandum will become effective upon signatures by the parties and will be in effect for a 12-month test period upon which a decision will be made whether to finalize as a memorandum of agreement or to dissolve it. This memorandum may be amended in writing or terminated by mutual agreement at any time during the 12-month test period.

2. NAD and FMCX will initiate action to develop the training program specified in this memorandum on the effective date, it being understood implementation will be subject to time required to develop the training program and for necessary personnel actions to be accomplished.

3. A link will be established between the NAD Installation Support Web Page and the FMCX Web Page.

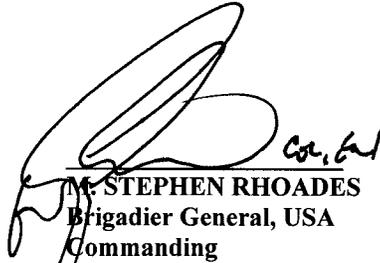
**FOR THE U.S. ARMY
US ARMY GARRISON,
FORT MONMOUTH:**



**STEPHEN WOOD
LTC, USA
Commanding**

Date: 12 July 01

**FOR THE U.S. ARMY
US ARMY ENGINEER DIVISION
NORTH ATLANTIC:**



**M. STEPHEN RHOADES
Brigadier General, USA
Commanding**

Date: 17 Aug 01

Annex A:

PROJECT MANAGEMENT PLAN

Project Number:

Scope:

Acquisition Strategy:

Quality Assurance Strategy:

Deliverables:

Points of Contacts:

Project Team (Members/Telephone Numbers)

Customer

FMCX

Responsibilities of Project Team Members

Cost:

Schedule:

Reporting Requirements:

Feedback Monitoring Plan (i.e. monthly meetings, etc.)

Project Management Plan Approval:

_____, _____
Customer (Representative) Date

_____, _____
FMCX (Representative) Date

_____, _____
NAD (Representative) Date

Annex B:
CUSTOMER SURVEY FORM

See attached file below:



"Performance
Assessment Rating To

PERFORMANCE ASSESSMENT RATING TOOL (PART)

EXPLANATION OF BELOW SYSTEM

General: Intent is to measure performance by asking customer to rate if their "defined expectations" have been met quarter

Why use below system?

- Benefit one: keeps the pulse of the customer quarterly by task, so that specific problems can be detected and solved early
- Benefit two: establishes accountability to the individual, district, and MSC (i.e. customer satisfaction enhancer)
- Benefit three: first quarter rating measures current state, so that in following quarters, improvement goals can be set and measured against

Instructions:

1. Expectations of what USACE will provide are defined by customer before quarter begins ICW USACE (Column B)
2. Commitments from customer needed for USACE to keep above expectations are entered below (see "Commitments from Customer")
3. At end of quarter, customer rates if expectations in Column B are met and enters a 1-5 rating (Column C) and a comment reference number or code (Column F)
4. Rating Numbers are added and their Average Rating is calculated below them in Column C
5. Average Rating number is compared to Color in Key, and Color Rating is also entered in Column C
6. USACE POC (Column E) comments on customer ratings and comments (Column G)

Ratings for Specific Installation Support Tasks																				
COLUMN A	COLUMN B	COLUMN C	COLUMN D	COLUMN E	COLUMN F	COLUMN G														
	CUSTOMER SPECIFIC TASKS/REQUIREMENTS	CUSTOMER'S RATING NUMBER 1* = UNACCEPTABLE 2 = NOT MET 3 = MET 4 = EXCEEDED 5* = GREATLY EXC.	RATED SERVICE SEE CODES BELOW	POC	CUSTOMER COMMENT * N = NONE Ref # (SEE BELOW)	USACE COMMENT ** N = NONE Ref # (SEE BELOW)														
Customer 1	Project 1 Product A Product B Product C Product D Product E Product F	<table border="1" style="width: 100%; height: 60px;"> <tr><td style="width: 50px;"> </td><td> </td></tr> <tr><td> </td><td> </td></tr> </table>														MR. A				
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NOTES:																				
* For 1 (F) and 5 (A) ratings, customer comments requested to explain rating																				
** For 1 (F) ratings, USACE POC responds to comment, identifies cause of problem and formulates prevention measure (MSC or HQ could then tabulate "prevention measures" in lessons learned report and distribute to share solutions)																				

POSSIBLE MEASUREMENTS

1. Sort by service (col. D) and compare ratings to see where weaknesses are (e.g. RE has a technical problem. More training needed to prevent it? BI weekly meeting or status report needed to prevent it?)
2. Sort by MSC and/or Districts and compare ratings to see which ISOCs need HQ, USACE assistance, etc.

POSSIBLE GOALS

1. All MSCs ratings exceed 3.0 within 6 months
2. All Districts exceed 3.0 within 12 months
3. No 1 ratings within 6 months

OTHER POSSIBLE BENEFITS

Since problems can be targeted, solutions can be found and shared

Annex C:

TRAINING ACTION PLAN

The following plan details the required steps to create a Corps of Engineers 6 - 12 Month DPW Training Program at the Fort Monmouth DPW.

1. Develop a Training Program at Fort Monmouth DPW to train COE Employees in DPW Operations and Procedures.
2. Develop a Standard Operating Procedure for executing the program. Stating: What? Why? How? What will be accomplished? From the training program
3. Develop an Individual Development Plan (IDP): Topics, Issues, Learning experiences, Outline, Example, After Action Review.
4. Develop a set of duties for trainee for temporary detail/reassignment.
5. Solicit perspective employees via email advertisement at COE and select employees for 6 - 12 months training details at Fort Monmouth DPW.
6. Provide office space, telephone, computer, and supplies for the trainee while the trainee is temporarily detailed to the Fort Monmouth DPW.
7. An initial test will be performed with an employee from NADO after the training program is established. Once tested, revised if necessary, and proven beneficial to trainee, the program will be opened up to all NAD employees.
8. When District employees are selected and being trained at Fort Monmouth DPW, determine how the District trainees will be funded.
9. Determine if there is a backfill requirements at the District when a District employee is being trained.
10. Determine if there will be a housing requirement for the trainee in the Fort Monmouth area.
11. Determine how many employees can Fort Monmouth DPW train at one time.
12. Determine formal classroom training requirements.
13. After Action Review will occur after each trainee's training is completed to ensure goals were met, if not determine why were they not met, and determine what corrective actions are necessary to ensure goals will be met with future trainees.
14. Create the personnel actions necessary to temporarily detail/reassign the trainee to Fort Monmouth DPW for 6 - 12 months.
15. Coordinate with local bargaining unit.
16. Review this concept semi-annually as part of the NAD/Fort Monmouth Partnership IPR to ensure this concept is functioning properly. Corrective actions will be made to this concept as required.

Annex D:

WEBSITE ACTION PLAN

The Fort Monmouth, DPW, Center of Expertise (FMCX) Capability Web Page will be linked to the NAD Installation Support Web Page. A FMCX button will link to the Fort Monmouth DPW/FMCX Web page containing mission statement, capabilities, In-house expertise and contracts available to reimbursable customers, environmental services, POC's and email addresses, and links to other sites.

The FMCX Web Page will be updated as contracts are added and subtracted by FMCX.

Order of Info on Web page:

1. Title / Mission Statement (logo's and Photo's) with a Menu that lists:
 - a. Who we are (FMCX)
 - b. In-house capabilities
 - c. Contract capabilities (List for each
 - Contract Type:
 - Scope:
 - Limits: \$\$
 - Boundaries:
 - Previous Work Executed:
 - Establish Cut off Dates
 - d. Fort Monmouth Environmental Services (Current Brochure)
 - e. POC and telephone number/email address
 - f. Links to other Fort Monmouth Websites