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STREAMLINING THE ARCHITECT-
ENGINEER ACQUISITION PROCESS

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November 1990

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Executive Summary

STREAMLINING THE ARCHITECT-ENGINEER ACQUISITION PROCESS

The U.S. Army Corps of Engineers (USACE) provides engineering and construction management services for both the military and civil works programs. About 80 percent of the Corps' engineering and design is done under contract with private-sector architect-engineer (A-E) firms. Corps operating divisions and district offices throughout the United States and overseas participate in acquiring A-E services; they announce A-E solicitations, select A-E firms, and negotiate and administer A-E contracts.

In our review of the A-E acquisition process, we found that the Corps is already using a variety of techniques and procedures to streamline the process. While various forms of organizations are used to manage A-E contracts, they can all function effectively as long as responsibility for the process is clearly defined. In addition, we found that some of the requirements imposed by the Engineer Federal Acquisition Regulation Supplement (EFARS) are unnecessary and tend to overregulate the A-E acquisition process. Primarily, we found that those organizations that prepare and follow firm schedules, assign an individual or group to manage the process, and maintain continuing communications are typically able to award A-E contracts in a shorter period of time.

We believe that USACE can significantly reduce the time required to select and award A-E contracts by implementing the following recommendations:

- Establish time standards and goals for the acquisition of A-E services. Those standards should be implemented through a USACE Engineer Regulation and be established as the minimum acceptable level of performance for all Corps activities. HQUSACE should monitor performance using the Automated Management and Progress Reporting System.
- Implement organizational changes that streamline the current process at districts and operating divisions. These changes include assigning control and responsibility for the A-E acquisition process, establishing firm

schedules and tracking systems, clarifying the role of the contracting division, and providing enhanced training to responsible individuals.

- Eliminate overregulation of the A-E process by the EFARS. Encourage contracting officers to exercise greater judgment in the interpretation of procurement regulations, such as waiving Defense Contract Audit Agency audits when appropriate.

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CHAPTER 1

INTRODUCTION AND BACKGROUND

The U.S. Army Corps of Engineers (USACE) provides engineering and construction management services for both the military and civil works programs. The civil works program encompasses such diverse projects as flood control, navigation, shore erosion, and recreational facilities. Under the military construction program, USACE is the design and construction agent for the Army, most of the Air Force, Department of Defense agencies, selected nondefense agencies, and foreign governments. To execute this workload successfully, USACE acquires a substantial part of the engineering and design for these programs by contract with private-sector architect-engineer (A-E) firms – about 80 percent overall but up to 90 percent in some districts although the recent trend has been to perform a higher percentage of A-E work in house.

During FY88, the Corps paid \$608 million in fees to private A-E firms. That represents \$102 million in payments on civil works contracts and \$506 million on military contracts.

The announcement of A-E solicitations, the selection of A-E firms, and the negotiation and administration of A-E contracts are accomplished by operating divisions or district offices located throughout the United States and overseas. Figures 1-1 and 1-2 show division and district office geographic areas of responsibility for the civil works and military construction programs.

USACE managers are concerned that the current process for selecting and awarding A-E contracts delays provision of those services, creating a need to streamline the A-E selection and award process and develop more effective procedures for contracting those services.

The Navy also has the same concerns as USACE. To address those concerns, the Commander, Naval Facilities Engineering Command (NAVFAC) commissioned a Total Quality Management (TQM) team in FY89 to examine the process by which NAVFAC contracts with A-E firms. The objective of the TQM team was to help

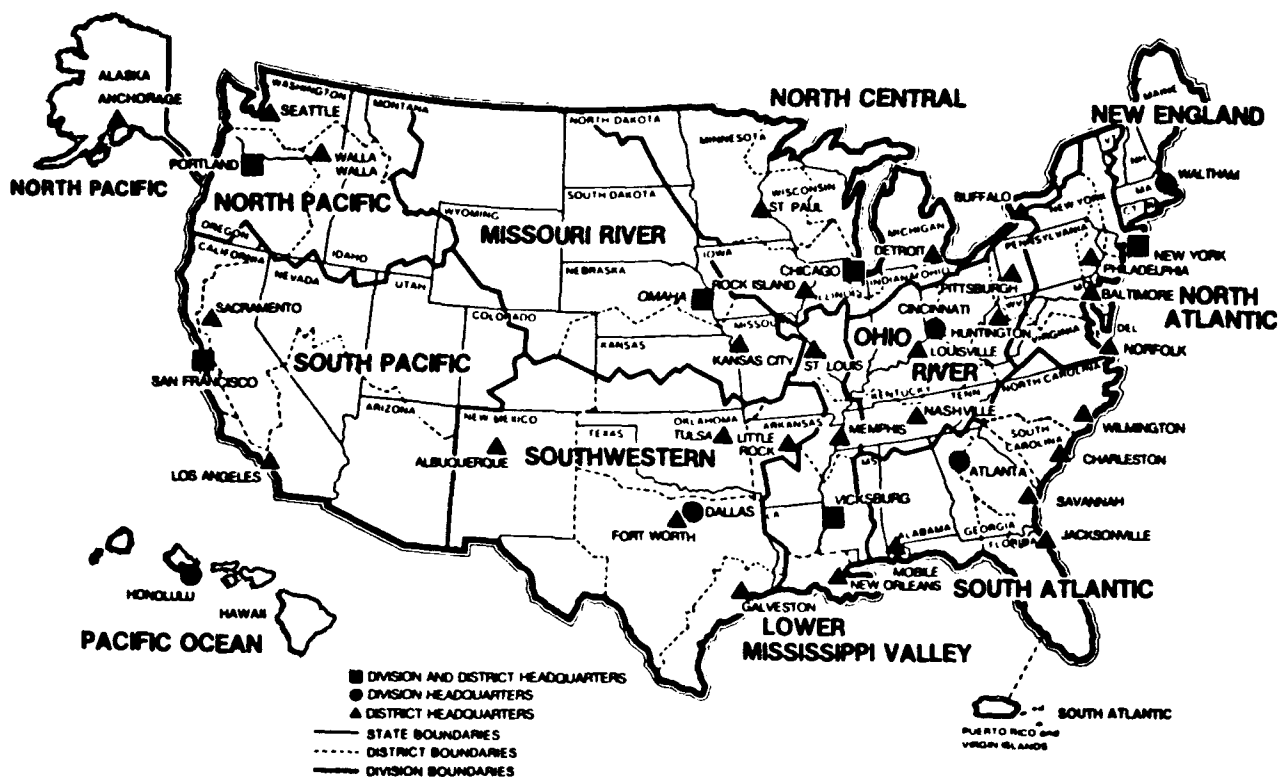


FIG. 1-1. CIVIL WORKS DIVISION/DISTRICT BOUNDARIES

NAVFAC become more responsive to customer needs by expediting the A-E contracting process.

GOVERNMENT A-E PROCUREMENT PRACTICES

The Federal Government has not always employed the services of A-E firms. Before World War II, the in-house capability of Government agencies generally satisfied their needs for A-E services. However, in 1939, with the fear of war becoming stronger, Congress enacted legislation that launched a vigorous military construction (MILCON) program that improved existing facilities and constructed new facilities on military bases.

That legislation authorized the secretaries of the War and Navy Departments to contract with practicing A-Es for the production of "designs, plans, drawings, and specifications" for public works and utilities projects overriding statutes that

- Requires discussions with no fewer than three firms regarding anticipated concepts
- Requires selection of three most qualified firms in order of preference
- Requires negotiations with those three most qualified firms in order of preference until a fair and reasonable price agreement is reached.

Brooks Act selection criteria are implemented in Federal Acquisition Regulation (FAR) Subpart 36.602-1 which requires that A-E firms be selected based upon the following considerations:

- Professional qualifications necessary for satisfactory performance of required services
- Specialized experience and technical competence in the type of work required
- Capacity to accomplish the work in the required time
- Past performance on contracts with Government agencies and private industry in terms of cost control, quality of work, and compliance with performance schedules
- Location in the general geographical area of the project and knowledge of the locality of the project – provided that application of this criterion produces at least three qualified firms, given the nature and size of the project
- Acceptability under the appropriate evaluation criteria.

It should be noted that price is not a factor in the selection of A-E firms.

FOCUS 89

FOCUS 89 was the Chief of Engineers' FY89 program to manage near-term objectives to ensure that the Corps' long-term strategic vision for program/project management is accomplished. As part of FOCUS 89, the Director of Engineering and Construction (now the Military Programs Directorate), HQUSACE, established a team to evaluate the military facility acquisition process. The team was chartered to:

- Achieve earlier design releases
- Achieve earlier district involvement
- Modify, expand, and improve performance indicators

- Strengthen contracting/engineering relationships
- Reduce the time required to contract with A-E firms.

To accomplish the last item of the charter for the task team, the Chief of Engineering, Directorate of Military Programs, HQUSACE, tasked the Logistics Management Institute (LMI) to develop recommendations for streamlining the A-E acquisition process. LMI divided that task into phases:

- We compiled a comparative list of existing operating division and district selection and award processes. That list served as a basis for developing a generic work flow process chart.
- We developed a statistical basis for establishing time standards for A-E contracting activities and analyzed operating division and district data through Critical Path Method (CPM) comparisons. The resulting standardized durations are provided as recommendations in this report.
- We developed a proposed engineering regulation (provided under separate cover) that will establish a generic work flow process for A-E contracting activities, establish maximum durations for those activities, and provide recommendations for streamlining the process.

In this report, we summarize all these activities.

ENGINEER INSPECTOR GENERAL REPORT

In 1988, the Engineer Inspector General (EIG) conducted a special inspection of USACE A-E contracts that assessed the overall adequacy and effectiveness of A-E selections, negotiations, awards, and contract quality control. The EIG reviewed Public Laws, Executive Orders, DoD Directives, FAR, Defense Federal Acquisition Regulation Supplement (DFARS), Army Federal Acquisition Regulation Supplement (AFARS), Engineer Federal Acquisition Regulation Supplement (EFARS), Army Regulations (ARs), Engineer Regulations (ERs), and policies. The EIG found the following major systemic issues that pertain to the selection and award of A-E contracts:

- Some delays in A-E contracting are inherent to the procedures prescribed by the FAR.
- Minimum contract uniformity exists between operating divisions and districts.
- Oversight by the Principal Assistant Responsible for Contracting (PARC) is ineffective.

Overall, the EIG found that USACE personnel responsible for A-E contracting are dedicated to performing their mission. The EIG found that A-E selections are being conducted in accordance with the FAR and subordinate acquisition regulations and found no evidence of partiality toward any particular A-E firm.

REPORT ORGANIZATION

The remainder of this report presents the results of our study. Chapter 2 describes the development of maximum duration standards and goals for procuring military construction, civil works, and indefinite delivery type (IDT) A-E contracts. Chapter 3 describes some techniques that divisions and districts have developed or adapted to help streamline A-E contracting. Chapter 4 contains the recommendations we believe, if followed, will result in a more efficient A-E contracting process. Appendix A is the HQUSACE data call used to assess current process/duration for the selection and award of A-E contracts. Appendix B contains A-E acquisition process activity definitions. Appendix C presents the results of the data call. Appendix D contains the maximum duration standards for A-E contracting activities. Appendix E contains A-E contracting maximum duration goals. Appendix F provides recommended standardized documentation formats for the A-E acquisition process.

CHAPTER 2

THE ARCHITECT-ENGINEER ACQUISITION PROCESS

The USACE community has a strong interest in streamlining the acquisition of facilities. As acquisition is streamlined, quality facilities will become operational sooner, worker productivity can be expected to increase, and the life-cycle cost of facilities will be reduced. However, despite the agreement on the importance of acquisition streamlining, no time standards or goals exist for the selection of firms and awarding of A-E contracts.

We have developed a generic network that depicts the process for the selection and award of military construction, civil works, firm-fixed-price, and IDT A-E contracts (see Figure 2-1). That generic network was developed from responses to a July 1989 data call, the April 1990 data call in Appendix A, and from discussions at seven districts and one operating division.¹ From that network, we defined the process activities (see Appendix B) and established standard durations and goals for those activities.

The A-E acquisition process is a series of steps that proceeds from project initiation through contract award (see Figure 2-1). The following major acquisition phases are required to award an A-E contract:

- *Solicitation phase* -- includes preparation and development of project scope, acquisition plan, design criteria, synopsis, and publication of A-E requirement in the *Commerce Business Daily (CBD)*.
- *Selection phase* -- includes Preselection Board proceedings, Selection Board proceedings, higher authority selection approval, security clearance, and A-E selection notification.
- *Proposal phase* -- includes criteria review by the A-E firm, a preproposal conference and preparation of a revised scope of work and project schedule, independent Government estimate, and A-E proposal.

¹Discussions were held with the Baltimore, Mobile, Sacramento, Fort Worth, Omaha, Louisville, and Norfolk Districts, and with the New England Division.

- *Negotiation phase* – includes a technical analysis, audit, prenegotiation analysis, prenegotiation Business Clearance Memorandum (pre-BCM) review and approval, and fee negotiation.
- *Contract award phase* – includes funds certification, negotiation documentation, postnegotiation Business Clearance Memorandum (post-BCM) review and approval, final contract preparation, award authorization, and contract award.

These actions occur at different times in the A-E acquisition process but we noted that most of the actions occur sequentially (see Figure 2-1). In general, there are very few concurrent activities. As discussed in Chapter 1 and the FAR, this process is governed by the Brooks Act. However, the acquisition regulations (i.e., FAR, DFARS, AFARS, and EFARS) prescribe detailed requirements/restrictions on the individual aspects of the process.

DATA ANALYSIS

As part of our study, the data call in Appendix A was sent to all districts and operating divisions in April 1990 requesting that average durations for each activity on the generic network be reported for four contract types: Military Construction, Army (MCA); Military Construction, Air Force (MCAF); IDT contracts; and Civil Works. The following five A-E contract fee threshold levels were also requested for each contract type:

- Less than \$100,000
- \$100,000 to \$500,000
- \$500,000 to \$1,500,000
- \$1,500,000 to \$5,000,000
- Over \$5,000,000.

We had a 100 percent response to the April 1990 data call and the data received are tabulated in Appendix C. We extracted information from those data using frequency distributions, which are listings of observations that fall into each of several categories or class intervals. These distributions can be presented in tabular form, in a bar chart, or as curves.

Our analysis was conducted on an activity-by-activity basis within each of the groupings, and Figure 2-2 is an example of just one of the more than 500 analyses

conducted. Figure 2-2 is a histogram of the time required to prepare synopses of the A-E requirement to appear in the *CBD* for MCA projects with A-E contract fees less than \$100,000. The durations are placed on the horizontal axis and the frequencies (numbers of districts/divisions) on the vertical axis.

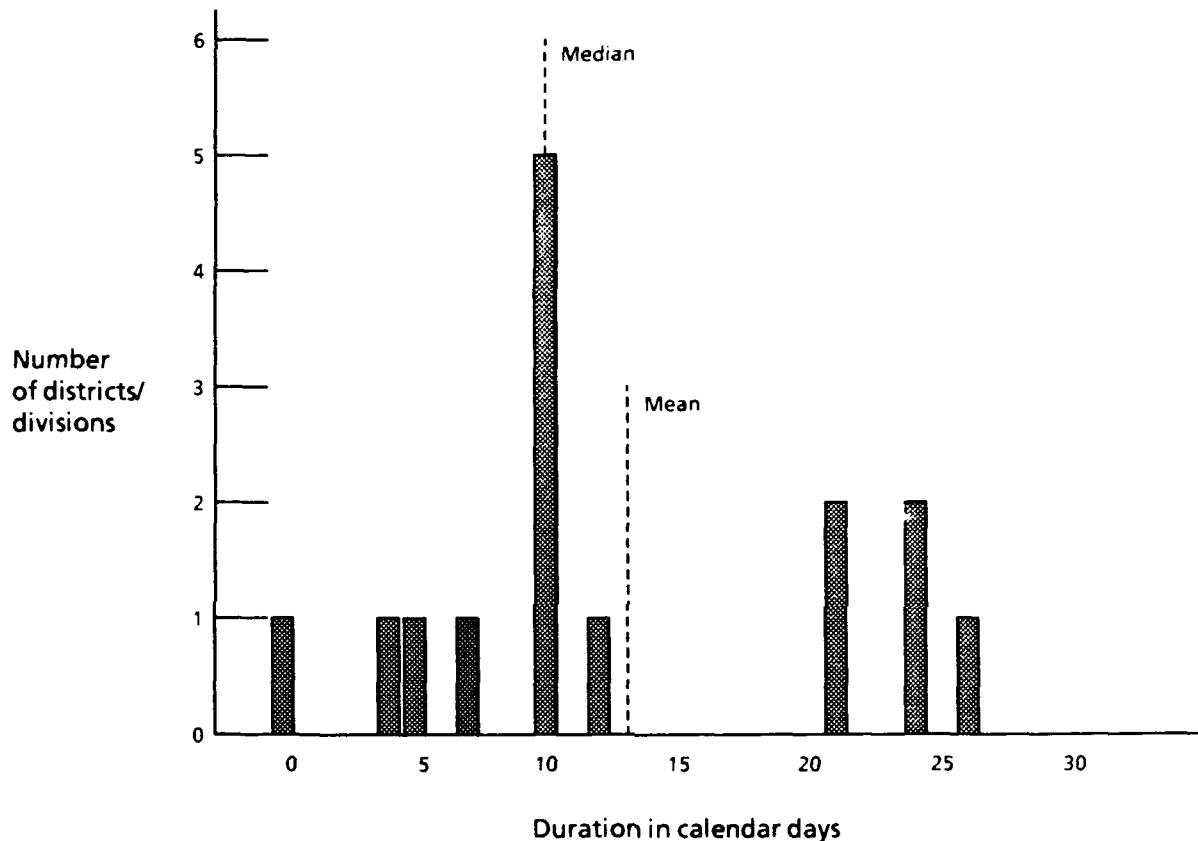


**FIG. 2-2. HISTOGRAM OF SYNOPSIS ACTIVITY FOR MCA PROJECTS –
A-E CONTRACT FEE LESS THAN \$100,000**

Using the Median as a Standard

The frequency distribution provides a basic summary of data; however, to compare different groups of variables we need an additional measure. Central tendency statistics give more precise comparisons.

The mean or average is the most frequently used and most useful descriptive statistical concept. In this case, however, the median was determined to be a better description of central tendency than the mean because of the existence of outliers. The median is the positional measure that designates the observation that is exactly

halfway between the smallest and largest observation in the series. It divides the distribution into two equal parts; the median tells us that exactly 50 percent of the districts are above this point and 50 percent are below it. For example, in Figure 2-2, the median is 10 and the mean is 13. The median is a better description of central tendency in this case because outliers increase the mean.

The reader should be careful not to conclude that performance at the median level for one activity implies "average" performance for the process as a whole. The aggregation of median performance levels for all activities results in an overall performance level significantly higher than is currently being achieved by most districts/divisions. Use of the median as a maximum standard duration presents a challenging target for improving A-E contract processing time that would require 75 percent of the districts to significantly shorten the time required to contract for A-E services. A summary of that relative performance is presented at the end of this chapter.

Statistical Testing of Data

In the April 1990 data call, we assumed that the four contract types and five A-E contract fee threshold levels would produce activity durations that are statistically different. But when we tested the data statistically to verify that hypothesis, we found that not all of them were different. We concluded that the statistically different categories consisted of three contract types: military construction (with no difference between MCA and MCAF), civil works, and IDT; and two fee levels: less than \$500,000 and greater than \$500,000. Therefore, the remainder of our study concentrated on 6 categories in lieu of the 20 we had started with.

Critical Path Method Analysis

After determining the median duration for each of the 27 activities in the six categories, we performed a CPM analysis. The detailed results of that analysis are provided in Appendix D. That analysis resulted in our developing the standard durations for A-E contracting activities that are shown in Table 2-1. All districts and operating divisions should be able to award A-E contracts within these standard time limits.

TABLE 2-1
A-E CONTRACT MAXIMUM DURATION STANDARD

Contract type	Duration	
	Fee less than \$500,000	Fee greater than \$500,000
Military construction	123 days 4.1 months	209 days 7 months
Civil works	132 days 4.4 months	199 days 6.6 months
Indefinite delivery	109 days 3.6 months	172 days 5.7 months

Note: Days are calendar days, not working days.

Developing Goals

Table 2-1 presents what we believe should be the minimum acceptable level of performance by districts and operating divisions. However, we also believe that districts and operating divisions should be able to schedule their contracting operations in order to complete the process within less time than the maximum duration standard for the A-E acquisition process.

To develop goals, we selected the 60th percentile duration as being a reasonable, attainable objective. The 60th percentile is the data point at which exactly 40 percent of the districts are above and 60 percent of the districts are below the point. In other words, 40 percent of the districts have met the schedule goal for that duration. This should not be interpreted to mean that 40 percent of the districts are awarding contracts within the total duration goal. In fact, few districts currently meet that goal. Although a district may be performing within the time limitation for one task in the process, it frequently exceeds the limitation for another. By setting the 60th percentile as the goal for each task, the district must perform at an efficient level for every task. If adhered to, this approach would significantly shorten the time required to select and award an A-E contract within the total duration goal.

After determining the 60th percentile duration for each of the 27 activities in the six categories, we again performed a CPM analysis. The details of this analysis

are provided in Appendix E. From that analysis, we developed the goals for A-E contracting durations shown in Table 2-2.

TABLE 2-2
A-E CONTRACT MAXIMUM DURATION GOALS

Contract type	Duration	
	Fee less than \$500,000	Fee greater than \$500,000
Military construction	102 days 3.4 months	181 days 6 months
Civil works	113 days 3.8 months	176 days 5.9 months
Indefinite delivery	94 days 3.1 months	156 days 5.2 months

MAGNITUDE OF THE PROBLEM

Table 2-3 presents the average durations reported by the districts and operating divisions in response to the April 1990 data call.

TABLE 2-3
REPORTED AVERAGE DURATIONS

Contract type	Duration	
	Fee less than \$500,000	Fee greater than \$500,000
Military construction	192 days 6.4 months	281 days 9.4 months
Civil works	236 days 7.9 months	288 days 9.6 months
Indefinite delivery	153 days 5.1 months	235 days 7.8 months

After developing the A-E contract maximum duration standards and goals, we analyzed the data to determine how many districts are currently not meeting those standards. Table 2-4 presents the results of that analysis.

TABLE 2-4
DISTRICTS NOT MEETING RECOMMENDED DURATIONS

Contract type	Fee less than \$500,000		Fee greater than \$500,000	
	Standard (%)	Goal (%)	Standard (%)	Goal (%)
Military construction	74	94	75	92
Civil works	88	94	57	86
Indefinite delivery	80	85	72	83

Approximately 20 to 25 percent of the districts are currently meeting the standard durations. This means that to meet the A-E contract maximum duration standard, 75 to 80 percent of the districts will need to improve their performance. By requiring all districts to meet the standard durations, the average duration to award an A-E contract will be reduced anywhere from 26 percent to 44 percent depending upon the type of contract and the contract fee.

CHAPTER 3

OPPORTUNITIES FOR STREAMLINING

Establishing minimum standards and achievable goals must be accompanied with realistic and improved methods if change is to occur. Since the process mandated by the Brooks Act only applies to acquiring A-E services, we determined that identifying the best techniques developed by Corps districts or divisions could form the basis for a list of recommended improvements. We visited six Corps districts and one operating division with diverse organizations, workloads, and geographical areas. During those visits we searched for techniques and procedures that seemed to encourage productivity. Our findings and conclusions are summarized into three groups: organization and staffing, procurement regulations, and process techniques.

ORGANIZATION AND STAFFING

All the field organizations we visited execute a substantial volume of military program workload in addition to their civil works program with the exception of the New England Division. The military programs characteristically rely far more on A-E contracted engineering and design than do the more specialized civil works programs, where in-house design is common. The districts generally use the standard organization shown in Figure 3-1.

The management and oversight of A-E contracts is most often positioned within the project management (PM) function assigned to the military branch of the engineering division. Concentrating all district A-E contracts under a central control point provides for specialization and, therefore, makes good business sense. Each organization has specific links to the contracting division that performs a variety of the contract administration functions, but those relationships and functions vary greatly from one district to the next.

Within the military branch we found a variety of organizational forms ranging from separate A-E support sections to complete dispersion of the function within the PM offices. Three distinctly different arrangements were observed, each tailored to the situation unique to the operating division or district.

A-E Support Section

Some districts with large A-E workloads have developed fully staffed sections to manage the entire range of contract management from preparing *CBD* announcements to final contract documentation. Since a portion of the work requires technical skill, such as preparing scopes of work and developing estimates, these sections are staffed with engineers and engineering technicians. The engineers often perform all the PM functions, including customer liaison and funds oversight, up to the point of contract award, then hand the project back to the regular PM staff to manage during the design and construction phase. Contract specialists and procurement clerks are also assigned to some of these groups to provide a complete cradle-to-grave A-E contracting capability. The A-E support sections often rely on other staff members for input, such as specialized technical or contractual assistance. The A-E support sections, while responsible for coordinating the A-E procurement actions, must also depend upon others, usually more senior level personnel, for selection board membership and various contract action approvals.

The A-E support sections have the advantage of maintaining tight control of the process within small organizations; however, a substantial workload may be required to warrant keeping a separate staff for this function. One district which processed about 50 contracts in FY89 found that a separate A-E support section was not required; however, tight control was maintained by the project managers.

A-E Contracts Coordinator

The contract coordinator position may carry a variety of titles but is characterized as an individual with perhaps one or two clerical or data processing assistants who ensures that other participants in the A-E contracts process perform their jobs. The coordinator keeps track of the process and makes sure events happen. This coordinator can be assigned to the military programs branch as a special staff assistant, or as a staff member reporting directly to the chief of the engineering division.

When a special coordinator is assigned, the A-E contracting functions are typically spread throughout the divisions and branches. Project managers must develop their own project scopes and the contracting division participates heavily in most phases of contract administration, including documentation and fee negotiation. When an A-E contracts coordinator is used, the success of the A-E

acquisition process can depend on the special skill and talent of the individual selected for this position. Exceptional communication skills and the full support of top management are essential in order for this person to be effective in the position, for success depends solely upon the work others perform.

Project Managers and Staff

Assigning full A-E contract coordination to the project manager is probably the least efficient method to organize, since the project manager must add these functions to his other, full-time PM responsibilities. However, if the number of A-E contracts is less than 25 per year per district, it may not be cost effective to establish separate A-E contracting positions. There are some organizational efficiencies that can enable project managers to be more effective. We found that clerical personnel assigned in the PM office can be effectively used to coordinate meetings, to track the process, and to prepare much of the routine documentation required for the A-E selection, negotiation, and award processes. Effective assistance of this kind will greatly reduce the A-E administrative burden placed upon the project managers.

One of the greatest drawbacks to making the PM organization responsible for A-E contracts is the difficulty in providing a back-up for the absent project manager. There is a strong likelihood the process will halt until the project manager returns. A-E support sections or coordinators can better provide the depth required to prevent this from happening.

Contracts Organizations

The role and oversight responsibilities of the contracting organizations vary widely among districts. Within one large district, the A-E process is managed with an A-E contracts coordinator; however, the contracts branch of the contracting division participates in nearly every phase of the contracting process. In contrast, another district of similar size which maintains the A-E support section within the military branch, has nearly full contract administration capability assigned to its own staff. These two arrangements illustrate differing philosophies in oversight of procurement: the former maintaining a strong check and balance approach and the latter providing the procurement integral to the PM level. In some instances, the level of participation by the contracting division staff has been restricted by staff availability; however, with recent decreases in workload, staff is less of a factor.

Many engineers feel that their experience more than offsets any lack of procurement expertise. In some districts, the contracting staffs were viewed by the engineers as doing little more than acting as rubber stampers of A-E contract documents. Most contracting staffs agree that they need not be involved in the selection phase of the process, since it is governed by the Brooks Act requirements. Arguments for their participation in other procurement tasks, however, provoke more debate. Reviewing scopes of work and other documents for their "contractibility," maintaining the independence of the Government estimate from the A-E proposal, and ensuring complete and accurate documentation in the BCM are areas claimed by contract specialists. While procurement fraud within DoD has not occurred in the relatively small A-E contracts business, it would take only one case to create high visibility. We believe there is limited risk of fraud or other improprieties in the systems we observed. That risk could be further reduced, however, by more clearly specifying those functions that require contract specialist oversight, such as fee negotiations, BCMs, and contract documentation.

Staffing and Training

We were unable to assess specific numerical deficiencies of staffing since so many organizations and individuals are intertwined in the process. Most offices seemed adequately staffed, caused in part by a recent contracts moratorium, which has slowed the throughput of A-E contracts. Key individuals seemed to thoroughly understand their jobs which they were performing with enthusiasm. Some districts have effectively used engineering technicians, rather than engineers, to carry out most of the A-E contracting functions, including fee negotiation.

A need for continued training in the A-E contracts field was frequently cited. Many staff members had received initial training through the A-E contracts course administered by the Huntsville Division. This course was rated highly but many seasoned practitioners felt a refresher course targeted toward employees experienced in A-E contracts would help them answer many detailed questions and encourage them to share solutions devised by other districts.

Conclusions

- The organization, regardless of form, whether A-E support section, A-E contracts coordinator, project managers and staff, or contracts organizations, can manage A-E contracts effectively as long as responsibility for the process is clearly defined and the people assigned are properly trained and motivated to do a quality job.
- Assigning groups and individuals who specialize in A-E contracts will create more efficiency, but full-time positions may be difficult to justify if the workloads fall below certain minimums.
- Specific guidance that outlines the minimum participation level that the contracting division or contract specialists should assume in processing A-E contracts is needed to ensure procurement integrity and to minimize possible conflicts of interest. At a minimum, contract specialists should notify A-E firms of their selection and prepare the requests for proposals (RFPs), review and approve pre- and post-BCMs, prepare contract documentation, and award the contract.
- Staff members working with A-E contracts appear to be well trained and motivated; however, a refresher course could improve the skill levels of even the experienced and more senior professionals.

PROCUREMENT REGULATIONS

The acquisition of A-E services by USACE is controlled by many rules that derive from statutes and regulations. Those statutes and regulations are implemented – in descending order of importance – through the FAR, DFARS, AFARS, EFARS, ERs, and acquisition letters and circulars. The voluminous acquisition regulations govern each step in the acquisition process.

That proliferation of regulations has resulted in part because public confidence in the effectiveness of the defense acquisition system has been shaken by a spate of "horror stories" – overpriced spare parts, test deficiencies, and cost and schedule overruns.

In its April 1986 *Defense Acquisition Report*, the President's Blue Ribbon Commission on Defense Management (the Packard Commission) stated in part:

All of our analysis leads us unequivocally to the conclusion that the defense acquisition system has basic problems that must be corrected. These problems are deeply entrenched and have developed over several decades from an increasingly bureaucratic and overregulated process. . . . In general, we discovered, these problems were seldom the result of fraud or dishonesty. Rather they were symptomatic of other underlying problems that affect the entire acquisition system. Ironically, actions being prescribed in law and regulation to correct . . . tend to exacerbate these underlying problems by making acquisition procedures even more inflexible and by removing whatever motivation exists for the exercise of individual judgment. . . .

Removing bureaucratic inefficiencies in the acquisition of A-E services should shorten the time required to award contracts.

Field Pricing Support

Field pricing support is a review and evaluation of the A-E contractor's proposal pricing which is required by FAR 15.805-5 before negotiating any contract or modification when the proposal exceeds \$500,000, except as authorized under agency procedures. [A formal Defense Contract Audit Agency (DCAA) audit may be required. The field pricing review audit would be done by a DCAA branch.] Both the FAR and DFARS state that the requirement for field pricing support may be waived by the contracting officer when he feels the data he has are adequate to make a determination of reasonableness; in such cases, the contracting officer is required to document the contract file with the basis of his determination.

Regardless of the flexibility afforded by the FAR and DFARS, EFARS 15.805-5(a)(1) states that the contracting officer shall request an audit when a field pricing report is required by DFARS. In other words, DCAA audits become mandatory whenever a proposal exceeds \$500,000. This inflexible acquisition procedure removes the exercise of individual judgment by the contracting officer. This EFARS requirement for audits is a prime example of overregulation. The requirement for audits is discretionary under parent regulations. Moreover, if the contracting officer waives audits, 45 calendar days can be saved in the A-E acquisition process. An alternative to waiving audits is to require postaward audits. Although careful judgment must be exercised in using postaward audits, some districts use them to expedite contract award.

Indefinite Delivery Type Contracts

IDT contracts for A-E services are authorized by AFARS 36.602-90(c)(1). These contracts are used when A-E support will be required for several similar projects by a particular division, district, or installation. Divisions and districts use IDT contracts extensively to augment their in-house engineering and design capabilities. Normally these contracts are awarded for a period of 1 year, but such contracts can be extended for a maximum of 1 additional year.

Dollar Thresholds

Acquisition of materials and services by the Government using IDT contracts is big business. In the past, the opportunities for mismanagement using those types of contracts have been widespread. To eliminate such opportunities, procurement regulations impose many dollar limits — referred to as thresholds — on actions that contracting officers can take at specific points in the acquisition process. However, as the economy and technology change, the thresholds become outdated.

In its April 1986 *Defense Acquisition Report*, the President's Blue Ribbon Commission on Defense Management stated in part:

... The legal regime for defense acquisition is today impossibly cumbersome. For example, we have identified 394 different regulatory requirements in the Federal Acquisition Regulation (FAR) and the DoD FAR supplement that are pegged to some 62 different dollar thresholds, ranging from as little as \$15 to as much as \$100 million or more. In our judgment, there can be far fewer of these requirements, and those that are retained can apply at far fewer thresholds. ...

The AFARS limits the use of IDT A-E contracts by imposing a contract ceiling of \$400,000 per year and a limit of \$75,000 per delivery order. The Navy, through its NAVFAC P-68, *Contracting Manual*, imposes a contract ceiling of \$500,000 per year and a limit of \$200,000 per delivery order. Those thresholds are nonstatutory and can be modified by the cognizant acquisition regulatory council.

By changing the AFARS thresholds to \$500,000 per year and \$200,000 per delivery order USACE can increase capacity and add flexibility to administration of IDT A-E contracts.

DCAA Audits

EFARS 36.602-90(c)(106)(7) states that if the total estimated value of an IDT A-E contract, including any option year, is estimated to exceed \$500,000, the contracting officer is required to comply with the policies and procedures of DFARS 215.805-5. This means that if there is a possibility that an IDT A-E contract will exceed \$500,000, then a DCAA audit is required before award.

DFARS 215.805-5 states in part that "Contracting officers shall request field pricing reports for contracts and modifications resulting from a proposal in excess of \$500,000 for a fixed-price type contract. . . ." The point is that field pricing reports are required only when a *proposal* exceeds \$500,000, not the contract price. If IDT A-E contracts have limits of \$75,000 or even \$200,000 per delivery order, the Corps should never receive proposals in excess of \$500,000.

The requirement for DCAA audits on IDT A-E contracts is an example of overregulation that the Corps has imposed upon itself. Removal of that requirement would simplify the A-E acquisition process.

A frequent problem encountered by most districts was poor response by the DCAA field teams when field pricing reports or audits were requested. The belief that A-E contracts were not very important and posed low fraud risk contributed to the low priority the auditors gave them. One significant exception was noted in the New England Division where personal contact created a positive Corps-DCAA relationship. A-E audits there required only 30 days on average.

Military procurements require an audit by DCAA; however, some USACE districts believe their in-house division audit teams, now used exclusively for civil works, would be much more responsive than DCAA if they were to be used for military projects. The regulations would have to be changed and the civil works audit staffs would have to be increased in order for this to happen.

Business Clearance Memorandums

A BCM is required for negotiated contract actions that exceed \$100,000, including options. USACE BCM procedures are governed by Engineer Acquisition Letter 88-2. The contents of the Business Clearance Memorandum are delineated in EFARS 1.691-3(100).

Business clearance procedures for the Army are established in AFARS 1.691-2. That regulation requires as a minimum that the BCM be approved at a level above that of the individual assigned to the negotiations. The reviewer ensures that the BCM documents for the proposed contractual action represent good business judgment and conform to Federal, DoD, and Army acquisition policies and that the price is fair and reasonable.

We found that at some districts the BCM is reviewed by an extraordinary number of personnel which requires excessive time, while at other districts the review and approval are accomplished entirely within the Contracting Division. Additionally, some divisions have established dollar thresholds for which division approval of BCMs must be obtained. Because review and approval procedures are set by district commanders [EFARS 1.691-2(a)], they can minimize the reviews and streamline the A-E acquisition process.

Conclusions

- Many of the requirements imposed by the EFARS are unnecessary and overregulate the process, although little opportunity exists to streamline the A-E acquisition process by changing parent acquisition regulations. The USACE can change the EFARS. By allowing contracting officers to exercise individual judgment and make more liberal interpretations of the parent FAR and DFAR, the A-E acquisition process can be streamlined.
- Removal of the requirement for a DCAA audit on IDT A-E contracts would shorten the A-E acquisition process. That requirement is an example of an overregulated process that the Corps has imposed upon itself. Improved working relationships between USACE and DCAA staff should improve DCAA response times.
- By allowing contracting officers to waive audits under the criteria established in the acquisition regulations, 45 calendar days can be cut from the A-E acquisition process. The requirement for DCAA audits is cumbersome and can be applied more selectively.
- By increasing contract thresholds to a ceiling of \$500,000 per year and \$200,000 per delivery order, the Corps can increase capacity and gain flexibility in the administration of IDT A-E contracts. The AFARS limits the use of IDT A-E contracts by imposing a contract ceiling of \$400,000 per year and a limit of \$75,000 per delivery order.
- The time for review and approval of BCMs can be compressed under existing regulations, by performing it entirely within Contracting Divisions.

PROCESS TECHNIQUES

We found many initiatives and techniques developed within Corps districts that improve the efficiency of acquiring A-E services. We have organized them into schedule and control, documentation, A-E liaison, project planning, estimating database, and the Standard Army Automated Contracting System (SAACONS).

Schedule and Control

No single factor within the control of the district or division affects the A-E acquisition process more than establishing firm schedules with adequate controls to ensure the schedule is followed. The greatest inhibitor to an efficient process is a document that sits dead in a basket for days or weeks before being acted upon. A number of techniques have been developed to better manage this schedule and control process:

- *Published schedules* – A number of districts develop schedules, but the more effective ones append specific times, dates, locations, and participants for each event up through the fee negotiation meeting. These detailed schedules are circulated to the internal district staffs as well as to the parent division and customer, including installation and major command. The schedule must, of course, be realistic and allow for expected delays and adjustments; otherwise, participants will doubt its credibility and ignore it. Effective use of automation makes schedule preparation and adjustment a simple administrative task.
- *Fixed board meeting schedules* – One district reserves a conference room each Thursday to conduct preselection board meetings and sets the following Tuesday for the selection board meetings. Board members can plan their schedules around this firm plan and arrange for substitutes if necessary. If more than one A-E selection is required, the board remains in session until all the work is completed. The time wasted by a project manager or secretary to find times convenient for all members is eliminated.
- *Someone in charge* – One person must be charged with the overall responsibility to meet the A-E contracting schedules, preferably an individual with enough seniority to gain the respect of each team member. A-E contracts coordinators and project managers may need to use their branch or division chiefs to occasionally reinforce their management roles.
- *Telephone interviews and negotiations* – Most districts use telephone interviews for all but the most complex projects. Standard questionnaires ensure each firm is treated equally in the interview and most of the forms leave space to record the answers. Such handwritten responses form part of

the official selection documentation. Similarly, negotiations often can be conducted by telephone, which is a significant time saver for simpler negotiations.

- *Continuing communication* – The districts and divisions most successful at moving the A-E process through the wickets were those whose team members spoke often and freely with each other. Each seemed to be more appreciative of the other person's workload, viewpoints, and capabilities. The ability to look head and anticipate bottlenecks helped avoid the delays that otherwise would occur. Frequent updates of schedules; widely distributed copies of correspondence between the customers, A-E firms, and project managers; and frequent visits around the office to see counterparts are techniques that foster strong communications. One district prepared an "off-site" conference of staff members involved in the A-E process to promote better communications and understanding between all players.
- *Top down support* – District and division staffs must understand that prompt completion of A-E contract procedures is important. We heard a few A-E coordinators complain that it is difficult to ensure that project managers and other team members make time to carry out their A-E tasks. District and division commanders must establish A-E contract awards as priority actions within their commands if streamlining is to be achieved. Setting schedules early and monitoring their progress at upper management will help create the necessary priority.

Documentation

Fears that A-E contracting has become unnecessarily bureaucratic were frequently expressed by participants. Some of this increase in documentation stems from the broad imposition of FAR negotiated procurement rules which are intended to cover all possible acquisitions including complex weapon systems. The greatest obstacle seems to be use of the BCM to record all events and criteria associated with the procurement. A few organizations had made progress to reduce the paper volume.

- *Automation* – Now that the personal computer has become standard in most field offices, lack of equipment is not a constraint. Most offices are developing standard formats for correspondence, reports, and record keeping.
- *Standard formats* – We heard complaints that guidance from USACE was needed for the correct format for preparation of POCs. In time, most offices developed their own systems, but the process could have been made easier if there had been a centrally developed, approved format. Efficiency can be

improved if standardized formats with wide application throughout the Corps are used.

- *Handwritten documents* – Major delays in the process occur while waiting for selection and negotiation reports to be prepared. Some districts are accepting handwritten evaluations prepared during meetings as the official record. When these handwritten documents are combined with fill-in-the-blank forms for interviews, it is possible to finish a formal board report with signatures before the board meeting has been dismissed. Using a computer at the meeting would enable rapid preparation of the required documents to meet all procurement requirements and greatly streamline the documentation process.

A-E Liaison

Most districts and divisions have established some form of continuing liaison with the A-E community to improve communications and understanding about the USACE acquisition process. Professional societies are often willing to sponsor seminars for Government representatives to acquaint first-time A-E firms with the procedures for responding to *CBD* announcements and preparing their statements of qualifications. Such informal liaison helps encourage firms who have the requisite qualifications to obtain contracts. Conversely, and of greater importance in streamlining the acquisition process, contractors learn to be selective in choosing which *CBD* announcements they respond to (i.e., stop shotgunning). This reduces the work of the preselection board.

Another important liaison function is to advise each A-E firm not selected of the reasons for nonselection. This feedback is important to the contractor and promotes good will between the A-E firm and the Government. Through lessons learned the A-E firm will be better positioned to seek future contracts. Any improved understanding of the process and procedures by the A-E firm will help streamline the acquisition process.

Project Planning

Some districts found that the work required to obtain and develop improved project criteria interfered with drafting proper scopes of work and providing clear direction to the A-E firm for developing his proposal. Other districts rely on the A-E firm to refine project criteria directly with the customer as part of developing the project design. In either case, the time required to find planning information subtracts from A-E acquisition processing time. Some districts expressed concern

that installations are not giving adequate attention to the project development brochures and requirements and management plan (RAMP) created by the Army and Air Force for project planning. This shifts the burden for criteria development to the district and the A-E firm. In addition to taking time from the acquisition process, it can allow MILCON funds to be used improperly by the district to perform the installation's planning responsibility. This planning should be funded from the customer's operating accounts. This burden should be shifted back to the USACE customer where it belongs.

Estimating Database

Some individuals expressed interest in developing a Corps-wide database that would compile historic information on negotiated costs for each A-E contract. Such a reference would be invaluable for checking Government estimates against a standard derived from project data collected from different facility categories, regions, and time periods. For example, to know that the percentage of a barracks project in the Midwest allocated to electrical work in the past 5 years has averaged 22 percent could help corroborate a Government estimate and strengthen a negotiator's position. Private-sector data, such as that compiled by the *Professional Services Management Journal*, could provide a starting point if the Corps decided to pursue this endeavor. The availability of such a database could aid in preparing the Government estimate; reviewing the BCM; assisting with the audit; and, in so doing it would streamline the acquisition process.

Standard Army Automated Contracting System

Very few district representatives expressed enthusiasm for the recently installed SAACONS. This Army-wide procurement support system has helped to streamline most other procurement actions by recording transactions; developing reports; and automating much of the documentation, including standard clauses and contract formats. Unfortunately, the system does not contain the unique formats and clauses required for either construction or A-E contracts. As a result, most users feel the system is more of a burden than a help. Modifications to SAACONS, which may occur in the near future, could reduce the frustration level caused by this system. In any event, we concluded that SAACONS materially slowed the A-E acquisition process no more than a day or two. Modifications should improve the process and lead to more use of SAACONS.

Innovative Strategies for Obtaining A-E Services

The Southwestern Division has been given the authority to establish an A-E pool of five firms to provide general design and engineering services for emergency projects or projects that have been added to the program too late in the programming cycle to allow enough time for the normal selection procedures. The A-E pool was established in accordance with normal selection procedures; but once established, subordinate districts need only obtain division approval to use a firm in the pool. This special contract authority appears to be functioning extremely well and allows the districts to reduce contract processing time. The Omaha District has been given authority to award IDT contracts at a \$2 million level with individual orders up to \$800,000. This expanded authority can be exercised only by districts and cannot be used by installations. These new contracting levels significantly expand the capability of the district to meet large project requirements with fast turnaround.

The Navy is trying a generic slate approach by synopsisizing a broad list of projects identified only by type, rather than specific projects and sites. Such a generic slate would be valid for only 6 months to a year. Selections could be made from the generic slate of the firms best qualified for each specific project. A number of district officials expressed support for the generic slate concept, although some have reservations that the ability to select "the best qualified" may be jeopardized. A counter view suggested that the generic slate might expand use of the best qualified concept and reduce dependence on IDT contracts. When IDT contractors are used because it is easier to prepare a delivery order than initiate a new contract, the risk that the IDT contractor cannot perform the work is increased. We believe the generic slate deserves further review and trial before completing an assessment of its merits.

Conclusions

- Organizations that prepare firm schedules and follow them; assign an individual or group to control the process; maintain continuing communications; and, thereby, keep the process moving, will achieve A-E contract award within expected time durations. Command support improves the entire process.
- Expanded use of automation and standard formats throughout the Corps can further reduce processing time. Where appropriate, districts and divisions should accept informal and handwritten documentation as part of the official contract record.

- Districts and divisions that conduct frequent liaison with the A-E community through postselection debriefs and briefings at professional societies increase the awareness of A-E contracting procedures, resulting in more streamlined selections and higher quality proposals.
- Improvements in project planning by the customer will reduce the time required by the Corps and the A-E firm to clarify project criteria.
- A Corps-wide database that contains historic and comparable private-sector A-E cost data would assist in developing Government estimates and reviewing contractor proposals.
- SAACONS requires modification to better accommodate A-E and construction contracts before it can help to streamline the award process.
- Expanded use of innovative A-E contracts such as preselected firms, larger threshold IDT contracts, and generic slating will permit more districts and divisions to achieve reduced processing time.

CHAPTER 4

RECOMMENDATIONS

We believe that USACE can significantly reduce the time required to select and award A-E contracts by implementing the following recommendations.

ESTABLISHING STANDARDS AND GOALS

We recommend that USACE establish the duration standards and goals presented in Table 4-1 for the acquisition of A-E services. The standards presented in this table are the minimum acceptable levels of performance by districts and operating divisions. Moreover, districts and operating divisions should pursue goals that are more stringent than the minimum standard for A-E acquisition.

TABLE 4-1
RECOMMENDED MAXIMUM DURATIONS

Contract type	Duration			
	Fee less than \$500,000		Fee greater than \$500,000	
	Standard	Goal	Standard	Goal
Military construction	123 days 4.1 months	102 days 3.4 months	209 days 7 months	181 days 6 months
Civil works	132 days 4.4 months	113 days 3.8 months	199 days 6.6 months	176 days 5.9 months
Indefinite delivery	109 days 3.6 months	94 days 3.1 months	172 days 5.7 months	156 days 5.2 months

We further recommend that the duration standards and goals be implemented through an Engineer Regulation (ER). The standards should be met by all districts and operating divisions within 1 year of implementation and the goals should be met within 2 years of implementation. Performance should be monitored through the Automated Management and Progress Reporting System.

ORGANIZATION

We believe that the following recommended organizational changes will help streamline the A-E acquisition process:

- Assign control and responsibility for the A-E acquisition process to an office or individual within the district
- Ensure that staff members are adequately cross-trained to back up each other when personnel are on leave, travel, or training
- Clarify the role of the Contracting Division and specify at a minimum responsibilities for A-E notification, RFPs, pre- and post-BCMs, and contract documentation and award
- Increase the use of procurement clerks/assistants and engineering technicians to execute the A-E acquisition process
- Establish an A-E contracts refresher course for senior and experienced staff members as a follow-on to the current Corps of Engineers "Architect-Engineer Contracting Procedures and Negotiations" course managed by the Huntsville Division.

PROCUREMENT REGULATIONS

Little opportunity exists for streamlining the A-E acquisition process by changing the FAR, DFARS, and AFARS; however, some efficiencies can be accomplished while complying with the existing regulations. These are our recommendations:

- Allow contracting officers to exercise greater judgment in interpretation of procurement regulations. Many of the requirements imposed by the EFARS should be abolished because they are unnecessary and overregulate the process.
- Allow contracting officers more discretion to waive DCAA audits. Eliminate the mandatory audits requirement from EFARS 15.805-5(a)(1).
- Increase the threshold limits in the AFARS 36.602-90(c)(2)-(3) for IDT A-E contracts to a contract ceiling of \$500,000 per year and \$200,000 per delivery order.
- Either eliminate the EFARS 36.609-90(c)(106)(7) requirement for DCAA audits on IDT A-E contracts or do not include option years on those contracts.

PROCESS TECHNIQUES

The following techniques are recommended; if implemented, they can improve the efficiency of acquiring A-E services:

- Establish milestones for each activity in the procurement process and publish that schedule. A sample schedule format is provided in Appendix F.
- Establish fixed meeting times and fixed days for preselection and selection board meetings.
- Conduct interviews and negotiate by telephone except for large, complex projects; use standard forms to log these transactions.
- Encourage more use of personal computers to automate the procurement process. Establish standard formats, schedules, etc., to promote automation. Appendix F provides recommended standardized formats for A-E acquisition process documentation.
- Accept handwritten documentation for the official contract files.
- Encourage the use of facsimile (FAX) machines and overnight express mail when transmitting documents between offices. Require that all approvals, once signed, be FAXed to the initiating office with the hard-copy original to follow. Further, require that the FAXed document be treated as an original and require the initiating office to start the process immediately upon its receipt.
- Develop a stronger liaison with the A-E community to improve communications and understanding about the USACE A-E contracting process.
- Require that customers complete comprehensive planning studies that specify project criteria before initiating a project with the Corps of Engineers.
- Develop an historic database of A-E costs for different facility categories, regions, and time periods.
- Pursue modification to SAACONS to include standard A-E and construction contract formats.
- Allow wider, selective use of innovative strategies for obtaining A-E services.
- Publish an ER that reflects the above recommendations.

We further recommend that the Chief of Engineering provide copies of this report to all districts and divisions. These steps, we believe, can significantly streamline the USACE A-E acquisition process.

APPENDIX A

U. S. ARMY CORPS OF ENGINEERS DATA CALL



DEPARTMENT OF THE ARMY

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

REPLY TO
ATTENTION OF:

CEMP-ES (715)

S: 11 May 1990

10 APR 1990

MEMORANDUM FOR SEE DISTRIBUTION

SUBJECT: Data Call to Assess Current Process/Duration for
Selection and Award of Architect-Engineer Contracts

1. As part of FOCUS 89, the Directorate of Military Programs is examining ways to streamline the architect-engineer (A-E) contracting process. However, before we can identify areas of potential improvement, we must fully understand and define the existing process.
2. Last July, the Chief of Engineering Division, Directorate of Military Programs, sent an ONTYME message to all division and district commanders requesting copies of existing calendar of activities, schedule of events, checklists or flowcharts, etc., which document and/or track their A-E selection and award process. Data obtained from responses to this message were used to develop a generic network that depicts the process for selection and award of military and civil, firm-fixed-price and indefinite-delivery A-E contracts.
3. The generic network is at enclosure 1. A description of each of the activities comprising the network is at enclosure 2. Subactivities are included within many of the activities, and it is possible that some of the subactivities could be started before the activities depicted on the network. If the process within your organization differs from the generic network and activity description, please identify the differences and describe the associated benefits derived from your approach. We would also be interested in specific recommendations on streamlining the process.
4. To complete our study of the existing process, average durations are needed for each activity on the generic network. The forms at enclosure 3 are to be used to record the length of time required to complete each activity. Where actual data does not exist, use your best judgement. Provide the data in accordance with the activity definitions provided in enclosure 2, paying special attention to the definition of "duration." For your convenience, the enclosed floppy disk contains the forms in LOTUS 1-2-3 format and may be used in recording the information. Additional instructions for completing the forms are at enclosure 4.

10 APR 1990

CEMP-ES

SUBJECT: Data Call to Assess Current Process/Duration for
Selection and Award of Architect-Engineer Contracts

5. Your comments and completed forms or floppy disk should be returned to the attention of Mr. Robert A. Hutchinson, Logistics Management Institute, 6400 Goldsboro Road, Bethesda, Maryland, 20817-5886. Questions on the data call can be addressed to Mr. Hutchinson, (301) 320-2000 or autovon 287-2779, or Mr. Richard H. Durant, CEMP-ES, (202) 272-8898 or autovon 285-8898.

6. Your efforts and cooperation in this important endeavor are appreciated.

FOR THE COMMANDER:

5 Encls


ALLEN M. CARTON
Acting Director
Directorate of Military Programs

DISTRIBUTION:
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CF:
COMMANDER
MEMPHIS DISTRICT
VICKSBURG DISTRICT
NEW ORLEANS DISTRICT
ST. LOUIS DISTRICT
KANSAS CITY DISTRICT
(CONT)

10 APR 1990

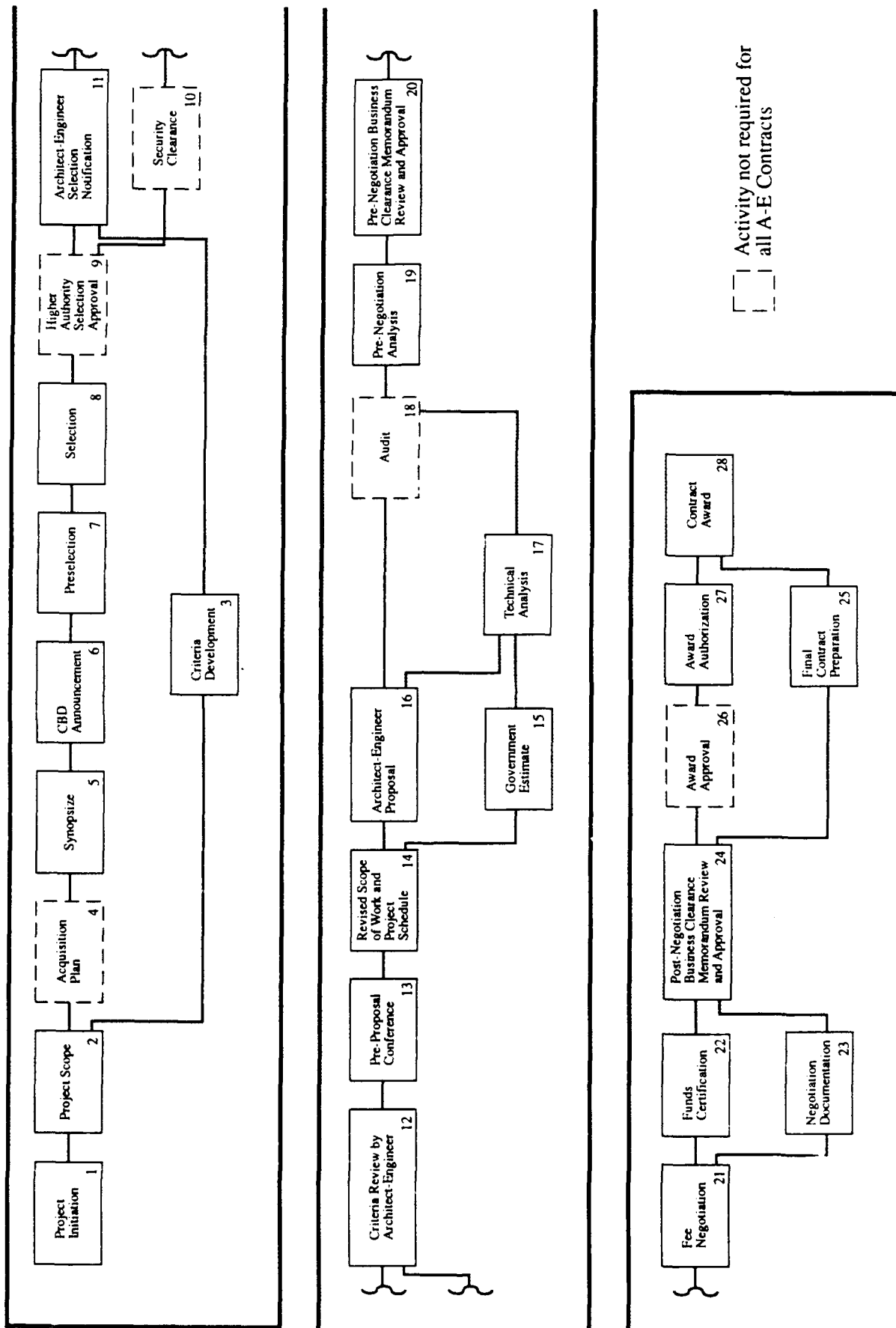
CEMP-ES

SUBJECT: Data Call to Assess Current Process/Duration for
Selection and Award of Architect-Engineer Contracts

CF: (CONT)

OMAHA DISTRICT
BALTIMORE DISTRICT
NEW YORK DISTRICT
NORFOLK DISTRICT
PHILADELPHIA DISTRICT
BUFFALO DISTRICT
CHICAGO DISTRICT
DETROIT DISTRICT
ROCK ISLAND DISTRICT
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MOBILE DISTRICT
SAVANNAH DISTRICT
WILMINGTON DISTRICT
LOS ANGELES DISTRICT
SACRAMENTO DISTRICT
SAN FRANCISCO DISTRICT
ALBUQUERQUE DISTRICT
FT. WORTH DISTRICT
GALVESTON DISTRICT
LITTLE ROCK DISTRICT
TULSA DISTRICT

Architect-Engineer Selection and Award Process For Firm-Fixed-Price and Indefinite-Delivery Contracts



ARCHITECT-ENGINEER (A-E) SELECTION
AND AWARD ACTIVITY DEFINITIONS
FOR FIRM-FIXED-PRICE AND INDEFINITE-DELIVERY CONTRACTS

1. PROJECT INITIATION - For MILCON projects, this is receipt of a Code 1, 2 or 6 directive. For Civil Works projects, authorization and funding must have been received. For Indefinite Delivery Contracts (IDC), this is receipt of the request from the customer to initiate procurement action or an in-house determination of need for an IDC. For all projects, this activity also includes receipt of funds to cover in-house costs associated with the entire selection and award process. This activity is the start point and has no duration.
2. PROJECT SCOPE - Duration is the time between PROJECT INITIATION and receipt of PROJECT SCOPE. For MILCON projects, this is the receipt of a Project Development Brochure (PDB) for Army projects, Project Book (PB) for Air Force projects, or approved DD Form 1391 (complete). For Civil Works projects, it is assumed that the PROJECT SCOPE was defined during the feasibility phase and this activity does not apply. For IDC, this is a description of the type of services required. This documentation is generally received with PROJECT INITIATION.
3. CRITERIA DEVELOPMENT - Duration is the time between receipt of PROJECT SCOPE and completion of CRITERIA DEVELOPMENT. For MILCON projects, activity may involve refining/defining DD Form 1391 criteria, verifying that user requirements have not changed, resolving criteria problems, verifying that environmental considerations have been addressed (i.e. EA or EIS, wetlands, floodplain, asbestos survey, PCB's, UXO, RCRA, HTW, etc.), verifying siting in accordance with approved master plan, and obtaining copy of PDB or PB if not already provided and available. Activity may also include in-house review of documents (i.e. PDB, PB, DD Form 1391) for completeness and cost estimates to ascertain if project can be designed within the estimated construction value. For Civil Works projects, it is assumed that the criteria was defined during the feasibility phase. For all projects and IDC, this activity involves development of the draft scope of work and initial project schedule.
4. ACQUISITION PLAN - This activity is only for contracts with an "estimated contractual cost of \$5 million or more per annum, or a total estimated contract value of \$15 million or more." Duration is the time between receipt of PROJECT SCOPE and approval of the ACQUISITION PLAN. This activity includes development in accordance with FAR Part 7, internal review, higher authority review, and approval by the Assistant Secretary of the Army for Research Development and Acquisition.

5. SYNOPSIS - Duration is the time between receipt of PROJECT SCOPE and actual publication date of the solicitation announcement in the Commerce Business Daily (CBD). ACQUISITION PLAN has been captured as a separate activity and should not be considered in the duration of this activity. This activity includes the determination that the project will not be accomplished by in-house forces, preparing the announcement, internal reviews and/or approvals prior to submission (if required), and transmission to and processing by CBD.

6. CBD ANNOUNCEMENT - Duration is the time between actual publication date of the solicitation announcement in CBD and the closing date, i.e. 30 calendar days minimum.

7. PRESELECTION - Duration is the time between the closing date of the CBD announcement and the approval date of Preselection Board Memorandum (PBM). This activity includes consolidation/ organization of all SF 255 submittals, gathering/preparation of any additional data/documents (i.e. SF 254, past performance records, etc.) required by the Preselection Board, appointing Preselection Board members, inviting customer to participate on the Board, scheduling the Board meeting, actual Board proceedings, and preparation and approval of the PBM.

8. SELECTION - Duration is the time between the approval date of the PBM and the approval date of the Selection Board Memorandum (SBM). This activity includes gathering/preparation of any additional data/documents (i.e. SF 254, past performance records, etc.) required by the Selection Board, appointing Selection Board members, inviting customer to participate on the Board, scheduling the Board meeting, actual Board proceedings, and preparation and approval (at District or Operating Division level) of the SBM.

9. HIGHER AUTHORITY SELECTION APPROVAL - This activity is only for contracts with estimated contractual cost in excess of \$500,000. Duration is the time between the approval date of the SBM and receipt date of the approval from higher authority. The receipt date of facsimile transmissions of signed approval memorandums can be considered receipt of approval. This activity includes preparation (including necessary enclosures) and signature (at District or Operating Division level) of transmittal memorandum, processing time at higher headquarters, and return of approval. In reporting durations, remember Division approval is required when estimated contractual action is greater than \$500,000 and less than or equal to \$5 million, and HQ USACE approval is required when estimated contractual action is greater than \$5 million.

10. SECURITY CLEARANCE - Duration is the time between approval of the SBM and receipt/notification from Defense Investigative Service (DIS) that security clearance is granted. HIGHER AUTHORITY SELECTION APPROVAL has been captured as a separate activity and should not be considered in the duration of this activity. This activity includes contacting DIS, preparing, and forwarding necessary information.

11. A-E SELECTION NOTIFICATION - Duration is the time between selection approval (at District or Operating Division level) and the receipt date of the selection notification by the A-E. HIGHER AUTHORITY SELECTION APPROVAL has been captured as a separate activity and should not be considered in the duration of this activity. This activity includes preparation of a letter, signature by Contracting Officer, and delivery. Facsimile transmission of a letter notifying A-E of selection can be considered receipt of notification. Preparation of a letter includes completion of the following enclosures: draft contract documents including SF 252 and contract clauses, draft scope of work and project schedule, criteria documents (i.e. PDB, PB, DD Form 1391), representations and certifications, and certificate of current cost or pricing data (if the estimated contractual cost exceeds \$100,000).

12. CRITERIA REVIEW BY A-E - Duration is the time between receipt date of the selection notification by A-E and SECURITY CLEARANCE, if required, and initial PRE-PROPOSAL CONFERENCE. This activity includes reviewing project requirements in the criteria documents (i.e. PDB, PB, DD Form 1391, draft scope of work) for completeness and cost estimates to ascertain if project can be designed within the estimated construction value.

13. PRE-PROPOSAL CONFERENCE - Duration is the time between start and completion of pre-proposal conference(s). Pre-proposal conference(s) may include site visits, meetings with the customer, meetings with technical staff at the Corps office, visits to the A-E's office, etc. If conferences require overnight travel on the part of the A-E or Government forces, include travel time in this duration. This activity includes meeting(s) among A-E, Government, and the customer to discuss criteria and refine draft scope of work and/or project schedule. The A-E is generally provided design manuals, technical manuals, etc., as needed at these meetings.

14. REVISED SCOPE OF WORK AND PROJECT SCHEDULE - Duration is the time between completion of PRE-PROPOSAL CONFERENCE and completion of a REVISED SCOPE OF WORK AND PROJECT SCHEDULE. This activity includes incorporating issues raised at the pre-proposal conference(s) and coordinating the revised scope of work and project schedule among the A-E, Corps, and the customer for concurrence.

15. GOVERNMENT ESTIMATE - Duration is the time between completion of REVISED SCOPE OF WORK AND PROJECT SCHEDULE and approval of the independent Government estimate (IGE). This activity includes estimating the number of hours required by discipline type, material and supply costs, travel costs, and other costs, establishing profit percentage, etc., to develop the IGE. If the in-house design staff is involved in providing estimates of manhours and/or sheet counts by discipline, or the A-E has been requested to provide proposed hourly rates by discipline, these activities must be reflected in the duration. This activity also includes the development of the statutory limitation analysis.

16. A-E PROPOSAL - Duration is the time between the A-E's receipt of a fully coordinated, REVISED SCOPE OF WORK AND PROJECT SCHEDULE, and receipt date of the A-E PROPOSAL. This activity includes preparation of a subcontracting plan by the A-E if the estimated contractual cost is in excess of \$500,000.

17. TECHNICAL ANALYSIS - This activity is only for contracts with an estimated contractual cost exceeding \$100,000. Duration is the time between receipt of the A-E PROPOSAL and approval of the IGE, and completion of the TECHNICAL ANALYSIS. This activity includes a review of the A-E proposal by technical staff and preparation of a technical analysis providing findings on items such as proposed staffing, man-hours, number of drawings, amount of specifications, necessity of items, etc.

18. AUDIT - This activity is only for contracts with an estimated contractual cost exceeding \$500,000. Duration is the time between receipt of the A-E PROPOSAL by the Corps and receipt of the AUDIT report. The regulatory requirement for providing a copy of the TECHNICAL ANALYSIS to the auditor at least five days prior to the due date of the audit report must be considered in reporting the duration for this activity. On military projects, this activity includes preparation and approval of a letter to Defense Contract Audit Agency (DCAA) providing a copy of the A-E proposal and requesting an audit. Duration, as defined, recognizes that the A-E proposal can be mailed directly to DCAA. On Civil Works projects, this activity includes preparation and approval of an internal memorandum to the Division resident auditor providing a copy of the A-E proposal and requesting an audit.

19. PRE-NEGOTIATION ANALYSIS - This activity is only for contracts with an estimated contractual cost exceeding \$100,000. Duration is the time between completion of the TECHNICAL ANALYSIS and receipt of the AUDIT, if required, and completion of PRE-NEGOTIATION ANALYSIS. This activity includes preparation of the pre-negotiation objectives/cost and price analysis.

20. PRENEGOTIATION-BUSINESS CLEARANCE MEMORANDUM (Pre-BCM) REVIEW AND APPROVAL - This activity is only for contracts with an estimated contractual cost exceeding \$100,000. Duration is the time between completion of the PRE-NEGOTIATION ANALYSIS and approval of the Pre-BCM by Chief, Contracting Division or designee. This activity includes packaging required exhibits, completion of required reviews, and approval by Chief, Contracting Division or designee.
21. FEE NEGOTIATION - Duration is the time between approval of the Pre-BCM and completion of negotiations. This activity includes negotiation of the A-E's proposed price in accordance with approved pre-negotiation objectives. Negotiations may result in agreed-to revisions to the scope of work, project schedule, A-E's proposal, or IGE. The time required for revisions is part of the duration for NEGOTIATION DOCUMENTATION.
22. FUNDS CERTIFICATION - Duration is the time between conclusion of negotiations and the execution of ENG Form 3039 certifying funds availability and committing funds necessary to award the contract. This activity includes receipt of funds, establishing a COEMIS cost code, preparing and processing an ENG Form 3039 through Resource Management for fund certification and commitment.
23. NEGOTIATION DOCUMENTATION - Duration is the time between conclusion of negotiations and completion/revision of all documents reflecting the concluded negotiations. This activity includes revising, as necessary, pre-negotiation documents such as the A-E proposal, IGE and statutory limitation analysis, scope of work and project schedule, as well as preparing the Price Negotiation Memorandum (PNM) detailing the negotiation proceedings. The negotiated, final scope may require coordination with the customer and should be considered in the duration of this activity. This activity also requires completion of a certificate of cost or pricing data and an approved subcontracting plan (if the estimated contractual cost exceeds \$500,000).
24. POSTNEGOTIATION-BUSINESS CLEARANCE MEMORANDUM (Post-BCM) REVIEW AND APPROVAL - This activity is only for contracts with an estimated contractual value exceeding \$100,000. Duration is the time between completion of NEGOTIATION DOCUMENTATION and FUNDS CERTIFICATION, and approval of Post-BCM by the Contracting Officer. This activity involves packaging required exhibits, completing reviews, and approval by the Contracting Officer.
25. FINAL CONTRACT PREPARATION - Duration is the time between approval of Post-BCM and completion of final contract, ready for Contracting Officer signature. This activity includes typing SF 252 and assembling the contract with a scope of work and contract clauses.

16. DIVISION AWARD APPROVAL - Prior to 31 July 1989, this activity was only for contracts with estimated contractual cost exceeding \$1.5 million. Current regulations do not require Division award approval. If still required by local regulation, please report. Duration is the time between approval date of Post-BCM and receipt of award approval from Division. Facsimile transmission of signed approval memorandums are considered receipt of approval. This activity includes preparation (including necessary enclosures) and signature (at District level) of requesting memorandum, processing time at Division, and return of approval.

27. AWARD AUTHORIZATION - Duration is the time between approval of the Post-BCM and receipt of a directive authorizing award of the contract. For MILCON projects, a Code 2 or 6 directive authorizes award. However, if a Code 2 or 6 directive was received with PROJECT AUTHORIZATION, the activity duration is zero. For Civil Works projects and IDC, no AWARD AUTHORIZATION is required.

28. CONTRACT AWARD - Duration is the time between approval of the Post-BCM and date that the notice to proceed (NTP) letter is received by the A-E. DIVISION AWARD APPROVAL and AWARD AUTHORIZATION have been captured as separate activities and should not be considered in the duration of this activity. This activity includes preparation and sending of the NTP letter along with the final contract to the Contracting Officer for signature. Facsimile transmission of a signed NTP is considered receipt by the A-E.

ESTIMATING A-E ACTIVITY DURATIONS FOR MILITARY CONSTRUCTION, ARMY

Activity	Typical project ^a			Fee under \$100K	Fee \$100K – \$500K	Fee \$500K – \$1.5M	Fee \$1.5M – \$5M	Fee over \$5M
	Enter fee \$ ____ K							
	Avg. duration ^b	Min. duration ^b	Max. duration ^b					
1. Project Initiation								
2. Project Scope								
3. Criteria Development								
4. Acquisition Plan								
5. Synopsiz								
6. CBD Announcement								
7. Preselection								
8. Selection								
9. Higher Authority Selection Approval								
10. Security Clearance								
11. A-E Selection Notification								
12. Criteria Review by A-E								
13. Pre-proposal Conference								
14. Revised Scope of Work and Project Schedule								
15. Government Estimate								
16. A-E Proposal								
17. Technical Analysis								
18. Audit								
19. Pre-negotiation Analysis								
20. Pre-BCM Review and Approval								
21. Fee Negotiation								
22. Funds Certification								
23. Negotiation Documentation								
24. Post-BCM Review and Approval								
25. Final Contract Preparation								
26. Division Award Approval								
27. Award Authorization								
28. Contract Award								
Total Elapsed Time ^c								
Total Workload (\$)								
Number of Contracts								

^a Typical project should be representative of the majority of A-E awards processed

^b Average or typical duration in calendar days

^c Exclude activities not on the critical path

ESTIMATING A-E ACTIVITY DURATIONS FOR MILITARY CONSTRUCTION, AIR FORCE

Activity	Typical project ^a			Fee under \$100K	Fee \$100K – \$500K	Fee \$500K – \$1.5M	Fee \$1.5M – \$5M	Fee over \$5M
	Enter fee \$ ____ K							
	Avg. duration ^b	Min. duration ^b	Max. duration ^b					
1. Project Initiation								
2. Project Scope								
3. Criteria Development								
4. Acquisition Plan								
5. Synopsize								
6. CBD Announcement								
7. Preselection								
8. Selection								
9. Higher Authority Selection Approval								
10. Security Clearance								
11. A-E Selection Notification								
12. Criteria Review by A-E								
13. Pre-proposal Conference								
14. Revised Scope of Work and Project Schedule								
15. Government Estimate								
16. A-E Proposal								
17. Technical Analysis								
18. Audit								
19. Pre-negotiation Analysis								
20. Pre-BCM Review and Approval								
21. Fee Negotiation								
22. Funds Certification								
23. Negotiation Documentation								
24. Post-BCM Review and Approval								
25. Final Contract Preparation								
26. Division Award Approval								
27. Award Authorization								
28. Contract Award								
Total Elapsed Time ^c								
Total Workload (\$)								
Number of Contracts								

^a Typical project should be representative of the majority of A-E awards processed

^b Average or typical duration in calendar days

^c Exclude activities not on the critical path

ESTIMATING A-E ACTIVITY DURATIONS FOR CIVIL WORKS

Activity	Typical project ^a			Fee under \$100K	Fee \$100K – \$500K	Fee \$500K – \$1.5M	Fee \$1.5M – \$5M	Fee over \$5M
	Enter fee \$ ____ K							
	Avg. duration ^b	Min. duration ^b	Max. duration ^b					
1. Project Initiation								
2. Project Scope								
3. Criteria Development								
4. Acquisition Plan								
5. Synopsize								
6. CBD Announcement								
7. Preselection								
8. Selection								
9. Higher Authority Selection Approval								
10. Security Clearance								
11. A-E Selection Notification								
12. Criteria Review by A-E								
13. Pre-proposal Conference								
14. Revised Scope of Work and Project Schedule								
15. Government Estimate								
16. A-E Proposal								
17. Technical Analysis								
18. Audit								
19. Pre-negotiation Analysis								
20. Pre-BCM Review and Approval								
21. Fee Negotiation								
22. Funds Certification								
23. Negotiation Documentation								
24. Post-BCM Review and Approval								
25. Final Contract Preparation								
26. Division Award Approval								
27. Award Authorization								
28. Contract Award								
Total Elapsed Time ^c								
Total Workload (\$)								
Number of Contracts								

^a Typical project should be representative of the majority of A-E awards processed

^b Average or typical duration in calendar days

^c Includes activities not on the critical path

ESTIMATING A-E ACTIVITY DURATIONS FOR INDEFINITE DELIVERY CONTRACTS

Activity	Typical project ^a			Fee under \$100K	Fee \$100K – \$500K	Fee \$500K – \$1.5M	Fee \$1.5M – \$5M	Fee over \$5M
	Enter fee \$ ____ K							
	Avg. duration ^b	Min. duration ^b	Max. duration ^b					
1. Project Initiation								
2. Project Scope								
3. Criteria Development								
4. Acquisition Plan								
5. Synopsiz								
6. CBD Announcement								
7. Preselection								
8. Selection								
9. Higher Authority Selection Approval								
10. Security Clearance								
11. A-E Selection Notification								
12. Criteria Review by A-E								
13. Pre-proposal Conference								
14. Revised Scope of Work and Project Schedule								
15. Government Estimate								
16. A-E Proposal								
17. Technical Analysis								
18. Audit								
19. Pre-negotiation Analysis								
20. Pre-BCM Review and Approval								
21. Fee Negotiation								
22. Funds Certification								
23. Negotiation Documentation								
24. Post-BCM Review and Approval								
25. Final Contract Preparation								
26. Division Award Approval								
27. Award Authorization								
28. Contract Award								
Total Elapsed Time ^c								
Total Workload (\$)								
Number of Contracts								

^a Typical project should be representative of the majority of A-E awards processed

^b Average of typical duration in calendar days

^c Exclude activities not on the critical path

ACTIVITY DURATION INSTRUCTIONS

1. Record information only on those forms that apply (i.e. enclosure 3). If your district is engaged exclusively in Civil Works, the forms for Military Construction Army and Air Force are to be ignored.
2. The first three pages of enclosure 3 are for firm-fixed-price contracts only. The fourth page is for all indefinite-delivery contracts, regardless of fund type (i.e. DACA vs. DACW). If your district feels there is a significant difference in duration between award of DACA vs. DACW indefinite-delivery contracts, submit two separate forms.
3. The "Typical Project" column is for the A-E contracts that represent the preponderance of workload for your organization. Identify the range of A-E contract size this represents (i.e. \$100K - \$500K). Record the average duration first, then record any durations that significantly vary in the min. and max. columns. Do not fill in columns for which no variations exist.
4. The remaining columns are for recording variations due to different size contracts. Record no data in the column corresponding to the size category you selected as your "Typical Project." In the remaining fee category columns only record data that varies from the "Typical Project" average duration. If the duration for a particular activity is the same, make no entry.
5. All durations should be recorded in calendar days, not work days. The sum of all activity durations, exclusive of the parallel activities, will represent total elapsed time for the A-E selection and award process.
6. Feel free to add footnotes or attach comments to explain entries or provide additional information.

APPENDIX B

ARCHITECT-ENGINEER ACQUISITION PROCESS ACTIVITY DEFINITIONS

ARCHITECT-ENGINEER ACQUISITION PROCESS ACTIVITY DEFINITIONS

1. *Project initiation* – For MILCON projects, this is receipt of a Code 1, 2, 3, or 6 design directive. For civil works projects, authorization and funding must have been received. For indefinite delivery type (IDT) contracts, this is receipt of the request from the customer to initiate procurement action or an in-house determination of need for an IDT contract. For all projects, this activity also includes receipt of funds to cover in-house costs associated with the entire selection and award process. This activity is the starting point and has no duration.

2. *Project scope* – Duration is the time between *project initiation* and receipt of *project scope*. For MILCON projects, this is the receipt of a project development brochure (PDB) for Army projects, requirements and management plan (RAMP) for Air Force projects, or approved DD Form 1391, *Military Construction Project Data*, (complete). For civil works projects, it is assumed that the *project scope* was defined during the feasibility phase and this activity does not apply. For IDT contracts, this is a description of the type of services required. This documentation is generally received with *project initiation*.

3. *Criteria development* – Duration is time between receipt of *project scope* and completion of *criteria development*. For MILCON projects, activity may involve refining/defining DD Form 1391 criteria, verifying that user requirements have not changed, resolving criteria problems, verifying that environmental considerations have been addressed [i.e., environmental assessment (EA) or environmental impact statement (EIS), wetlands, floodplain, asbestos survey, PCBs, UXO, RCRA, HTW, etc.], verifying siting in accordance with approved master plan, and obtaining copy of PDB or RAMP if not already provided and available. Activity may also include in-house review of documents (i.e., PDB, RAMP, DD Form 1391) for completeness and cost estimates to ascertain if project can be designed within the estimated construction value. For civil works projects, it is assumed that the criteria was defined during the feasibility phase. For all projects and IDT contracts, this activity involves development of the draft scope of work and initial project schedule.

4. *Acquisition plan* -- This activity is only for contracts with "estimated contractual cost of \$5 million or more per annum, or a total estimated contract value of \$15 million or more." Duration is time between receipt of *project scope* and approval of the *acquisition plan*. This activity includes development in accordance with the Federal Acquisition Regulation (FAR) Part 7, internal review, higher authority review, and approval by the Assistant Secretary of the Army, Research, Development, and Acquisition.

5. *Synopsisize* – Duration is time between receipt of *project scope* and actual publication date of solicitation announcement in the *Commerce Business Daily (CBD)*. *Acquisition plan* has been captured as a separate activity and should not be considered in the duration of this activity. This activity consists of determination that project will be accomplished by a contractor, preparing the announcement, internal reviews and/or approvals prior to submission (if required), and transmission to and processing by *CBD*.

6. *CBD announcement* – Duration is time between actual date of publication of solicitation announcement in *CBD* and closing date, i.e., 30 calendar days minimum.

7. *Preselection* – Duration is time between the closing date of the *CBD* announcement and the approval date of Preselection Board Memorandum (PBM). This activity includes consolidation/organization of all SF 255, *Architect-Engineer and Related Services Questionnaire for Specific Project*, submittals; gathering/preparation of any additional data/documents (i.e., SF 254, *Architect-Engineer and Related Services Questionnaire*, past performance records, etc.) required by the Preselection Board; appointing Preselection Board members; inviting customer to participate on the Board; scheduling the Board meeting; actual Board proceedings; and preparation and approval of the PBM.

8. *Selection* – Duration is time between approval date of the PBM and approval date of Selection Board Memorandum (SBM). This activity includes gathering/preparation of any additional data/documents (i.e., SF 254, past performance records, etc.) required by the Selection Board; appointing Selection Board members; inviting customer to participate on the Board; scheduling the Board meeting; actual Board proceedings; and preparation and approval (at district or operating division level) of the SBM.

9. *Higher authority selection approval* – This activity is only for contracts with estimated contractual cost in excess of \$500,000. Duration is time between the approval date of the SBM and receipt date of the approval from higher authority. The receipt date of facsimile transmissions of signed approval memorandums are considered receipt of approval. This activity involves preparation (including necessary enclosures) and signature (at district or operating division level) of transmittal memorandum, processing time at higher headquarters, and return of approval. Division approval is required when estimated contractual action is greater than \$500,000 and less than or equal to \$5 million, and HQ USACE approval is required when estimated contractual action is greater than \$5 million.

10. *Security clearance* – Duration is time between approval of the SBM and receipt/notification from Defense Investigative Service (DIS) that security clearance has been granted. *Higher authority selection approval* has been captured as a separate activity and should not be considered in the duration of this activity. This activity involves contacting DIS and preparing and forwarding necessary information as required.

11. *Architect-Engineer (A-E) selection notification* – Duration is time between selection approval (at district or operating division level) and receipt date of the selection notification by the A-E firm. *Higher authority selection approval* has been captured as a separate activity and should not be considered in the duration of this activity. This activity includes preparation of a letter, signature by Contracting Officer, and delivery. Facsimile transmission of a letter notifying the A-E firm of selection can be considered receipt of notification. Preparation of letter includes completion of the following enclosures: draft contract documents including SF 252, *Architect-Engineer Contract*, and contract clauses; draft scope of work and project schedule; criteria documents (i.e., PDB, RAMP, DD Form 1391); representations and certifications; and certificate of current cost or pricing data (if the estimated contractual cost exceeds \$100,000).

12. *Criteria review by A-E* – Duration is the time between date A-E firm received selection notification and *security clearance*, if required, and initial *preproposal conference*. This activity involves reviewing project requirements in the criteria documents (i.e., PDB, RAMP, DD Form 1391, draft scope of work) for completeness and cost estimates to ascertain if project can be designed within the estimated construction value.

13. *Preproposal conference* – Duration is the time between start and completion of preproposal conference(s). Preproposal conference(s) may include site visits, meetings with the user, meetings with technical staff at the Corps office, visits to the A-E firm's office, etc. If conferences require overnight travel on the part of the A-E firm or Government forces, travel time is included in this duration. This activity includes meeting(s) among the A-E firm, the Government, and the customer to discuss criteria and refine draft scope of work and/or design schedule. The A-E firm is generally provided design manuals, technical manuals, etc., as needed at these meetings.

14. *Revised scope of work and project schedule* – Duration is time between completion of *preproposal conference* and completion of a *revised scope of work and project schedule*. This activity includes incorporating issues raised at the preproposal conference(s) and coordinating the revised scope of work and project schedule among the A-E firm, the Corps, and the customer, for concurrence. This activity also includes issuance of the request for proposal.

15. *Government estimate* – Duration is the time between completion of *revised scope of work and project schedule* and approval of the independent Government estimate (IGE). This activity involves estimating the number of hours required by discipline type; material and supply costs; travel costs; and other costs; and establishing profit percentage, etc., to develop the IGE. If the in-house design staff is involved in providing estimates of manhours and/or sheet counts by discipline, or the A-E firm has been requested to provide proposed hourly rates by discipline, these activities must be reflected in the duration. This activity also includes the development of the statutory limitation analysis.

16. *A-E proposal* – Duration is the time between the A-E firm's receipt of a fully coordinated *revised scope of work and project schedule* and receipt date of *A-E proposal*. This activity includes preparation of a subcontracting plan by the A-E firm if estimated contractual cost is in excess of \$500,000.

17. *Technical analysis* – This activity is only for contracts with an estimated contractual cost exceeding \$100,000. Duration is the time between receipt of the *A-E proposal*, approval of the IGE, and completion of the *technical analysis*. This activity includes a review of the A-E proposal by technical staff and preparation of a technical analysis providing findings on items such as proposed staffing, manhours, number of drawings, amount of specifications, necessity of items, etc.

18. *Audit* – This activity is only for contracts with estimated contractual cost exceeding \$500,000. Duration is the time between receipt of *A-E proposal* by the Corps and receipt of the *audit report*. The *technical analysis* must be provided to the auditor at least 5 days prior to the due date of the audit report. On military projects, this activity includes preparation and approval of letter to Defense Contract Audit Agency (DCAA) providing a copy of the A-E proposal and requesting an audit. Duration, as defined, recognizes that the A-E proposal can be mailed directly to DCAA. On civil works projects, this activity includes preparation and approval of internal memorandum to the division resident auditor providing copy of A-E proposal and requesting an audit.

19. *Prenegotiation analysis* – This activity is only for contracts with an estimated contractual cost exceeding \$100,000. Duration is the time between completion of the *technical analysis* and receipt of the *audit*, if required, and completion of *prenegotiation analysis*. This activity includes preparation of the *prenegotiation objectives/cost and price analysis*.

20. *Prenegotiation Business Clearance Memorandum (pre-BCM) review and approval* – This activity is only for contracts with estimated contractual cost exceeding \$100,000. Duration is the time between completion of the *prenegotiation analysis* and approval of the pre-BCM by Chief, Contracting Division or designee. This activity includes packaging required exhibits, completion of required reviews, and approval by Chief, Contracting Division or designee.

21. *Fee negotiation* – Duration is the time between approval of the pre-BCM and completion of negotiations. This activity includes negotiation of the price proposed by the A-E in accordance with approved *prenegotiation objectives*. Negotiations may result in agreed-to revisions to the scope of work, project schedule, A-E proposal, or IGE. The time required for revision is part of the duration for *negotiation documentation*.

22. *Funds certification* – Duration is the time between conclusion of negotiations and execution of ENG Form 3039, *Miscellaneous Commitment Document*, certifying funds availability and committing funds necessary to award the contract. This activity includes receipt of funds, establishing a Corps of Engineers Management

Information System (COEMIS) cost code, and preparing and processing ENG Form 3039 through Resource Management for funds certification and commitment.

23. *Negotiation documentation* – Duration is the time between conclusion of negotiations and completion/revision of all documents reflecting the concluded negotiations. This activity includes revising, as necessary, prenegotiation documents such as the A-E proposal; IGE and statutory limitation analysis; scope of work and project schedule; as well as preparing the Price Negotiation Memorandum (PNM) detailing the negotiation proceedings. The negotiated, final scope may require coordination with the customer and is included in the duration of this activity. This activity also requires completion of certificate of cost or pricing data and approved subcontracting plan (if the estimated contractual cost exceeds \$500,000).

24. *Postnegotiation Business Clearance Memorandum (post-BCM) review and approval* – This activity is only for contracts with estimated contractual value exceeding \$100,000. Duration is time between completion of *negotiation documentation* and approval of post-BCM by the Contracting Officer. This activity includes packaging required exhibits, completing reviews, and approval by the Contracting Officer.

25. *Final contract preparation* – Duration is the time between approval of post-BCM and completion of final contract, ready for Contracting Officer signature. This activity involves typing SF 252, *Architect-Engineer Contract*, and assembling the contract with scope of work and contract clauses.

26. *Award authorization* – Duration is the time between approval of the post-BCM and receipt of a directive authorizing award of the contract. For MILCON projects, a Code 2 or 6 design directive authorizes award. However, if a Code 2 or 6 design directive was received with *project authorization*, the activity duration is zero. For civil works projects and IDT contracts, no award authorization is required.

27. *Contract award* – Duration is the time between approval of the post-BCM and date that the notice to proceed (NTP) letter is received by the A-E firm. *Award authorization* has been captured as a separate activity and should not be considered in the duration of this activity. This activity includes preparing and sending the NTP letter along with the final contract to the Contracting Officer for signature. Facsimile transmission of a signed NTP is considered receipt by the A-E firm.

APPENDIX C

DATA CALL RESPONSES

**MILITARY CONSTRUCTION, ARMY A-E CONTRACTS
FEE LESS THAN \$100,000**

Activity	U.S. Army Corps of Engineers, Divisions/Districts*						
	HND	MRO	NAB	NAO	NED	NPS	ORL
1. Project Initiation	0	0	0	0	0	0	0
2. Project Scope	0	0	10	2	5	7	0
3. Criteria Development	0	15	45	2	14	14	0
4. Acquisition Plan	6	0	0	1	0	0	0
5. Synopsise	10	10	21	4	21	24	26
6. CBD Announcement	30	30	35	30	30	30	33
7. Preselection	5	10	14	10	14	7	26
8. Selection	10	15	35	10	14	27	13
9. Higher Authority Selection Approval	0	0	0	0	0	0	0
10. Security Clearance	0	30	45	0	0	0	0
11. A-E Selection Notification	1	10	14	2	14	3	6
12. Criteria Review by A-E	0	5	14	7	14	3	0
13. Pre-proposal Conference	7	5	7	1	1	1	14
14. Revised Scope of Work & Project Schedule	2	5	14	1	7	0	0
15. Government Estimate	10	10	14	7	5	22	8
16. A-E Proposal	12	10	14	0	10	25	8
17. Technical Analysis	0	0	0	3	0	0	5
18. Audit	0	0	0	0	0	0	0
19. Pre-negotiation Analysis	0	0	0	5	0	0	1
20. Pre-BCM Review and Approval	1	0	0	0	2	0	6
21. Fee Negotiation	0	5	14	2	5	37	5
22. Funds Certification	0	3	21	1	1	131	0
23. Negotiation Documentation	5	5	5	4	4	4	11
24. Post-BCM Review and Approval	0	0	0	2	2	17	10
25. Final Contract Preparation	0	5	14	14	10	0	0
26. Division Award Approval	2	0	0	0	0	0	0
27. Award Authorization	0	0	0	7	0	0	0
28. Contract Award	0	5	10	7	14	1	0
Total Elapsed Time	104	118	264	122	167	310	170

Note: * Division/District acronyms are defined on page C-25.

**MILITARY CONSTRUCTION, ARMY A-E CONTRACTS
FEE LESS THAN \$100,000 (CONTINUED)**

Activity	U.S. Army Corps of Engineers, Divisions/Districts ^a					
	POD	SAM	SAW	SPK	SWL	SWF
1. Project Initiation	0	0	0	0	0	0
2. Project Scope	21	0	1	0	106	10
3. Criteria Development	7	0	1	34	102	10
4. Acquisition Plan	0	0	0	0	0	0
5. Synopsise	5	10	0	7	12	10
6. CBD Announcement	30	30	0	31	30	0
7. Preselection	7	4	0	12	21	10
8. Selection	5	9	6	26	19	7
9. Higher Authority Selection Approval	0	0	0	0	0	0
10. Security Clearance	0	0	0	0	0	0
11. A-E Selection Notification	5	1	14	1	20	10
12. Criteria Review by A-E	0	3	0	29	128	12
13. Pre-proposal Conference	0	3	0	1	27	7
14. Revised Scope of Work & Project Schedule	0	0	0	23	62	5
15. Government Estimate	5	12	3	9	48	0
16. A-E Proposal	10	2	15	17	56	15
17. Technical Analysis	5	0	2	8	36	2
18. Audit	30	0	0	0	0	0
19. Pre-negotiation Analysis	5	2	7	0	0	2
20. Pre-BCM Review and Approval	10	0	0	2	0	0
21. Fee Negotiation	10	7	1	12	43	7
22. Funds Certification	5	2	1	15	50	15
23. Negotiation Documentation	5	13	3	4	50	5
24. Post-BCM Review and Approval	10	0	0	12	0	0
25. Final Contract Preparation	0	0	15	7	12	10
26. Division Award Approval	0	0	0	0	0	0
27. Award Authorization	0	0		0	0	0
28. Contract Award	0	9	3	3	12	10
Total Elapsed Time	182	105	72	236	439	

Note: a Division/District acronyms are defined on page C-25.

**MILITARY CONSTRUCTION, ARMY A-E CONTRACTS
FEE BETWEEN \$100K AND \$500K**

Activity	U.S. Army Corps of Engineers, Divisions/Districts ^a							
	HND	MRO	NAB	NAO	NED	POD	SPK	SWL
1. Project Initiation	0	0	0	0	0	0	0	0
2. Project Scope	0	0	14	2	7	21	0	10
3. Criteria Development	0	30	45	2	14	7	50	197
4. Acquisition Plan	6	0	0	1	0	0	0	0
5. Synopsise	10	10	21	4	21	5	11	10
6. CBD Announcement	30	30	35	30	30	30	30	30
7. Preselection	5	10	14	10	14	7	21	22
8. Selection	10	15	35	10	14	5	15	120
9. Higher Authority Selection Approval	0	0	0	0	0	0	0	0
10. Security Clearance	0	30	45	0	0	0	0	0
11. A-E Selection Notification	1	10	14	2	14	5	2	15
12. Criteria Review by A-E	0	5	14	7	14	0	54	10
13. Pre-proposal Conference	7	5	7	1	2	0	3	3
14. Revised Scope of Work & Project Schedule	2	5	14	1	7	0	12	3
15. Government Estimate	10	15	14	7	6	5	18	5
16. A-E Proposal	12	15	14	0	10	10	21	24
17. Technical Analysis	2	5	7	3	3	5	8	3
18. Audit	0	0	0	0	0	30	0	0
19. Pre-negotiation Analysis	2	5	5	5	1	5	0	3
20. Pre-BCM Review and Approval	1	5	10	5	2	10	4	5
21. Fee Negotiation	0	10	21	2	7	10	15	81
22. Funds Certification	0	3	5	1	1	5	10	113
23. Negotiation Documentation	5	5	7	4	5	5	4	113
24. Post-BCM Review and Approval	0	2	10	2	3	10	10	8
25. Final Contract Preparation	0	5	14	14	10	0	8	1
26. Division Award Approval	2	0	0	0	0	0	0	0
27. Award Authorization	0	0	0	7	0	0	0	0
28. Contract Award	0	5	10	7	14	0	2	1
Total Elapsed Time	104	145	290	127	177	182	274	366

Note: a Division/District acronyms are defined on page C-25.

**MILITARY CONSTRUCTION, ARMY A-E CONTRACTS
FEE BETWEEN \$500K AND \$1.5M**

Activity	U.S. Army Corps of Engineers, Divisions/Districts ^a										
	HND	MRO	NAB	NAO	NED	ORL	POD	SAM	SWF	SWL	SWT
1. Project Initiation	0	0	0	0	0	0	0	0	0	0	0
2. Project Scope	0	0	14	3	10	0	21	0	15	0	30
3. Criteria Development	0	30	60	3	14	0	14	0	15	84	0
4. Acquisition Plan	6	0	0	1	0	0	0	0	0	0	0
5. Synopsize	10	10	21	4	21	46	10	10	15	20	9
6. CBD Announcement	30	30	35	30	30	38	30	30	30	30	35
7. Preselection	5	10	14	10	14	8	7	4	15	12	11
8. Selection	10	15	35	10	14	3	12	9	10	0	12
9. Higher Authority Selection Approval	0	10	30	45	1	16	0	10	15	20	30
10. Security Clearance	0	30	45	0	0	0	0	0	0	0	0
11. A-E Selection Notification	1	10	14	2	14	8	5	1	10	2	2
12. Criteria Review by A-E	0	5	14	10	14	0	0	3	15	34	0
13. Pre-proposal Conference	7	5	7	1	2	7	0	3	10	55	10
14. Revised Scope of Work & Project Schedule	2	5	14	2	7	0	0	0	0	0	7
15. Government Estimate	15	15	14	10	7	17	10	12	15	10	14
16. A-E Proposal	17	15	14	0	14	3	15	2	0	22	14
17. Technical Analysis	3	5	7	4	4	7	5	2	0	17	5
18. Audit	45	45	45	60	30	44	30	45	45	23	45
19. Pre-negotiation Analysis	3	5	5	6	2	20	10	2	5	6	9
20. Pre-BCM Review and Approval	1	5	10	7	2	3	12	7	18	0	2
21. Fee Negotiation	0	10	21	3	10	13	15	7	7	6	3
22. Funds Certification	0	3	5	1	1	0	5	2	15	4	0
23. Negotiation Documentation	7	5	7	7	7	20	10	13	5	4	2
24. Post-BCM Review and Approval	0	2	10	2	4	7	20	8	0	0	4
25. Final Contract Preparation	0	5	14	14	10	0	0	0	10	4	9
26. Division Award Approval	2	0	0	0	0	0	0	0	0	0	0
27. Award Authorization	0	0	0	7	0	0	0	0	0	0	0
28. Contract Award	0	5	10	7	14	0	0	9	10	1	9
Total Elapsed Time	151	200	365	249	215	257	231	175		204	248

Note: a Division/District acronyms are defined on page C-25.

**MILITARY CONSTRUCTION, ARMY A-E CONTRACTS
FEE BETWEEN \$1.5M AND \$5M**

Activity	U.S. Army Corps of Engineers, Divisions/Districts ^a							
	HND	MRO	NAB	NAO	POD	SAS	SAM	SWT
1. Project Initiation	0	0	0	0	0	0	0	0
2. Project Scope	0	0	14	4	21	30	0	30
3. Criteria Development	0	30	60	4	14	12	0	0
4. Acquisition Plan	6	0	0	3	0	0	0	0
5. Synopsise	10	10	21	4	10	1	10	9
6. CBD Announcement	30	30	35	30	30	30	30	35
7. Preselection	5	10	14	10	10	21	4	11
8. Selection	10	15	40	20	12	14	9	12
9. Higher Authority Selection Approval	0	10	30	45	0	14	10	30
10. Security Clearance	0	30	45	0	0	0	0	0
11. A-E Selection Notification	1	10	14	2	10	30	1	2
12. Criteria Review by A-E	0	5	21	15	0	168	3	0
13. Pre-proposal Conference	7	5	14	1	0	1	3	10
14. Revised Scope of Work & Project Schedule	2	10	21	3	0	5	0	7
15. Government Estimate	15	15	21	15	10	5	12	14
16. A-E Proposal	17	21	21	0	15	5	2	14
17. Technical Analysis	3	10	7	5	10	2	2	5
18. Audit	45	45	45	60	30	30	45	45
19. Pre-negotiation Analysis	3	7	5	8	10	5	2	9
20. Pre-BCM Review and Approval	1	7	10	10	12	2	7	2
21. Fee Negotiation	0	15	21	5	15	3	7	3
22. Funds Certification	0	3	5	1	7	60	2	0
23. Negotiation Documentation	7	10	7	7	10	2	13	2
24. Post-BCM Review and Approval	0	5	45	2	20	40	8	4
25. Final Contract Preparation	0	5	14	14	0	1	0	9
26. Division Award Approval	2	0	0	30	0	0	10	0
27. Award Authorization	0	0	0	7	0	0	0	0
28. Contract Award	0	5	10	7	0	41	9	9
Total Elapsed Time	151	228	443	312	246	208	185	248

Note: a Division/District acronyms are defined on page C-25.

**MILITARY CONSTRUCTION, ARMY A-E CONTRACTS
FEE OVER \$5M**

Activity	U.S. Army Corps of Engineers, Divisions/Districts ^a							
	HND	MRO	NAB	NAO	POD	SAM	SWF	SWT
1. Project Initiation	0	0	0	0	0	0	0	0
2. Project Scope	0	0	90	5	21	0	15	30
3. Criteria Development	0	45	60	5	21	0	15	0
4. Acquisition Plan	6	45	0	4	0	0	30	0
5. Synopsize	10	10	21	4	15	10	15	9
6. CBD Announcement	30	30	35	30	30	30	30	35
7. Preselection	5	10	14	10	10	4	15	11
8. Selection	10	15	40	30	12	9	10	12
9. Higher Authority Selection Approval	45	30	21	45	0	21	30	60
10. Security Clearance	0	30	45	0	0	0	0	0
11. A-E Selection Notification	1	10	14	2	10	1	10	2
12. Criteria Review by A-E	0	15	21	20	0	3	12	0
13. Pre-proposal Conference	7	15	14	1	0	3	7	10
14. Revised Scope of Work & Project Schedule	2	10	21	4	0	3	10	7
15. Government Estimate	20	15	21	20	10	14	15	14
16. A-E Proposal	22	21	21	0	15	4	30	14
17. Technical Analysis	4	10	7	7	10	2	5	5
18. Audit	45	45	45	90	30	45	45	45
19. Pre-negotiation Analysis	4	7	5	10	10	3	10	9
20. Pre-BCM Review and Approval	1	7	10	15	12	7	10	2
21. Fee Negotiation	0	15	21	10	15	8	7	3
22. Funds Certification	0	3	5	1	7	2	15	10
23. Negotiation Documentation	10	10	7	7	10	13	5	2
24. Post-BCM Review and Approval	0	5	45	2	20	8	0	4
25. Final Contract Preparation	0	5	14	14	0	0	10	9
26. Division Award Approval	2	0	0	45	0	10	0	0
27. Award Authorization	0	0	0	7	0	0	0	0
28. Contract Award	0	5	10	7	0	9	10	9
Total Elapsed Time	186	313	510	395	258	204		288

Note: a Division/District acronyms are defined on page C-25.

**MILITARY CONSTRUCTION, AIR FORCE A-E CONTRACTS
FEE LESS THAN \$100,000**

Activity	U.S. Army Corps of Engineers, Divisions/Districts ^a							
	NAO	NED	NPA	NPS	ORL	POD	SPK	SWF
1. Project Initiation	0	0	0	0	0	0	0	0
2. Project Scope	2	5	0	0	0	30	0	5
3. Criteria Development	2	14	35	4	0	14	32	5
4. Acquisition Plan	1	0	0	0	0	0	0	0
5. Synopsise	4	21	14	12	33	10	36	10
6. CBD Announcement	30	30	30	30	35	30	30	30
7. Preselection	10	14	52	8	10	7	17	15
8. Selection	10	14	0	13	8	5	21	7
9. Higher Authority Selection Approval	0	0	0	0	0	0	0	0
10. Security Clearance	0	0	0	0	0	0	0	0
11. A-E Selection Notification	2	14	33	1	4	5	3	10
12. Criteria Review by A-E	7	14	0	12	0	0	10	12
13. Pre-proposal Conference	1	2	0	2	31	0	2	7
14. Revised Scope of Work & Project Schedule	1	7	0	9	0	0	39	5
15. Government Estimate	7	5	13	5	16	5	16	10
16. A-E Proposal	0	10	1	6	0	10	20	20
17. Technical Analysis	3	0	0	18	10	5	6	5
18. Audit	0	0	0	0	0	30	0	0
19. Pre-negotiation Analysis	5	0	0	0	0	5	0	5
20. Pre-BCM Review & Approval	0	2	0	0	5	10	1	18
21. Fee Negotiation	2	5	0	4	10	10	6	7
22. Funds Certification	1	1	13	39	0	5	54	21
23. Negotiation Documentation	4	4	0	22	4	5	2	5
24. Post-BCM Review and Approval	2	2	0	25	23	10	15	0
25. Final Contract Preparation	14	10	8	0	0	0	5	10
26. Division Award Approval	0	0	0	0	0	0	0	0
27. Award Authorization	7	0	0	0	0	0	0	0
28. Contract Award	7	14	7	1	0	0	3	10
Total Elapsed Time	122	167	206	149	187		277	

Note: a Division/District acronyms are defined on page C-25.

**MILITARY CONSTRUCTION, AIR FORCE A-E CONTRACTS
FEE BETWEEN \$100K AND \$500K**

Activity	U.S. Army Corps of Engineers, Divisions/Districts*		
	NAO	NED	SAS
1. Project Initiation	0	0	0
2. Project Scope	2	7	1
3. Criteria Development	2	14	60
4. Acquisition Plan	1	0	0
5. Synopsise	4	21	16
6. CBD Announcement	30	30	30
7. Preselection	10	14	15
8. Selection	10	14	7
9. Higher Authority Selection Approval	0	0	0
10. Security Clearance	0	0	0
11. A-E Selection Notification	2	14	30
12. Criteria Review by A-E	7	14	13
13. Pre-proposal Conference	1	2	1
14. Revised Scope of Work & Project Schedule	1	7	5
15. Government Estimate	7	6	5
16. A-E Proposal	0	10	5
17. Technical Analysis	3	3	2
18. Audit	0	0	0
19. Pre-negotiation Analysis	5	1	2
20. Pre-BCM Review & Approval	5	2	10
21. Fee Negotiation	2	7	3
22. Funds Certification	1	1	15
23. Negotiation Documentation	4	5	2
24. Post-BCM Review and Approval	2	3	15
25. Final Contract Preparation	14	10	1
26. Division Award Approval	0	0	0
27. Award Authorization	7	0	0
28. Contract Award	7	14	23
Total Elapsed Time	127	177	95

Note: a Division/District acronyms are defined on page C-25.

**MILITARY CONSTRUCTION, AIR FORCE A-E CONTRACTS
FEE BETWEEN \$500K AND \$1.5M**

Activity	U.S. Army Corps of Engineers, Divisions/Districts ^a							
	MRK	NAO	NED	NPA	SPK	SWA	SWF	SWT
1. Project Initiation	0	0	0	0	0	0	0	0
2. Project Scope	0	3	10	0	0	0	5	30
3. Criteria Development	21	3	14	1	30	7	5	0
4. Acquisition Plan	0	1	0	0	0	0	0	0
5. Synopsise	14	4	21	16	6	14	10	9
6. CBD Announcement	30	30	30	30	31	30	30	35
7. Preselection	10	10	14	96	29	7	15	11
8. Selection	10	10	14	22	36	14	7	12
9. Higher Authority Selection Approval	30	45	1	18	9	15	15	30
10. Security Clearance	45	0	0	0	0	0	0	0
11. A-E Selection Notification	7	2	14	337	1	7	10	2
12. Criteria Review by A-E	14	10	14	19	40	14	12	0
13. Pre-proposal Conference	1	1	2	0	1	2	10	10
14. Revised Scope of Work & Project Schedule	14	2	7	7	19	7	5	7
15. Government Estimate	14	10	7	8	21	14	15	14
16. A-E Proposal	14	0	14	1	18	14	20	0
17. Technical Analysis	7	4	4	3	5	7	5	5
18. Audit	45	60	30	199	70	0	45	45
19. Pre-negotiation Analysis	3	6	2	13	5	1	5	9
20. Pre-BCM Review & Approval	2	7	2	1	7	3	18	2
21. Fee Negotiation	30	3	10	13	7	3	7	3
22. Funds Certification	3	1	1	0	17	14	21	0
23. Negotiation Documentation	14	7	7	13	6	7	5	2
24. Post-BCM Review and Approval	2	2	4	0	9	3	0	4
25. Final Contract Preparation	2	14	10	2	2	5	10	9
26. Division Award Approval	0	0	0	0	0	0	0	0
27. Award Authorization	0	7	0	0	0	0	0	0
28. Contract Award	4	7	14	16	3	10	10	9
Total Elapsed Time	294	249	215	815	339			248

Note: a Division/District acronyms are defined on page C-25.

**MILITARY CONSTRUCTION, AIR FORCE A-E CONTRACTS
FEE BETWEEN \$1.5M AND \$5M**

Activity	U.S. Army Corps of Engineers, Divisions/Districts*		
	NAO	SWL	SWT
1. Project Initiation	0	0	0
2. Project Scope	4	0	30
3. Criteria Development	4	139	0
4. Acquisition Plan	3	0	0
5. Synopsise	4	12	9
6. CBD Announcement	30	30	35
7. Preselection	10	12	11
8. Selection	20	11	12
9. Higher Authority Selection Approval	45	29	30
10. Security Clearance	0	0	0
11. A-E Selection Notification	2	45	2
12. Criteria Review by A-E	15	0	0
13. Pre-proposal Conference	1	0	10
14. Revised Scope of Work & Project Schedule	3	0	7
15. Government Estimate	15	0	14
16. A-E Proposal	0	57	0
17. Technical Analysis	5	11	5
18. Audit	60	49	45
19. Pre-negotiation Analysis	8	38	9
20. Pre-BCM Review & Approval	10	2	2
21. Fee Negotiation	5	7	3
22. Funds Certification	1	8	0
23. Negotiation Documentation	7	8	2
24. Post-BCM Review and Approval	2	1	4
25. Final Contract Preparation	14	7	9
26. Division Award Approval	30	0	0
27. Award Authorization	7	0	0
28. Contract Award	7	1	9
Total Elapsed Time	312	237	248

Note: a Division/District acronyms are defined on page C-25.

**MILITARY CONSTRUCTION, AIR FORCE A-E CONTRACTS
FEE OVER \$5M**

Activity	U.S. Army Corps of Engineers, Divisions/Districts ^a	
	NAO	SWT
1. Project Initiation	0	0
2. Project Scope	5	30
3. Criteria Development	5	0
4. Acquisition Plan	4	0
5. Synopsise	4	9
6. CBD Announcement	30	35
7. Preselection	10	11
8. Selection	30	12
9. Higher Authority Selection Approval	45	60
10. Security Clearance	0	0
11. A-E Selection Notification	2	2
12. Criteria Review by A-E	20	0
13. Pre-proposal Conference	1	10
14. Revised Scope of Work & Project Schedule	4	7
15. Government Estimate	20	14
16. A-E Proposal	0	0
17. Technical Analysis	7	5
18. Audit	90	45
19. Pre-negotiation Analysis	10	9
20. Pre-BCM Review & Approval	15	2
21. Fee Negotiation	10	3
22. Funds Certification	1	10
23. Negotiation Documentation	7	2
24. Post-BCM Review and Approval	2	4
25. Final Contract Preparation	14	9
26. Division Award Approval	45	0
27. Award Authorization	7	0
28. Contract Award	7	9
Total Elapsed Time	395	288

Note: a Division/District acronyms are defined on page C-25.

**CIVIL WORKS A-E CONTRACTS
FEE LESS THAN \$100,000**

Activity	U.S. Army Corps of Engineers, Divisions/Districts*								
	LMN	NCS	NED	NPW	POD	SAW	SPK	SAM	SWL
1. Project Initiation	0	0	0	10	0	0	0	0	0
2. Project Scope	0	7	0	0	0	1	0	0	2
3. Criteria Development	7	60	14	15	14	1	3	0	145
4. Acquisition Plan	0	0	0	0	0	0	0	10	0
5. Synopsise	7	7	21	8	10	5	9	30	14
6. CBD Announcement	30	30	30	30	30	30	30	4	30
7. Preselection	10	30	14	7	7	20	46	9	20
8. Selection	30	30	14	5	5	16	16	0	81
9. Higher Authority Selection Approval	0	0	0	0	0	0	0	0	0
10. Security Clearance	0	0	0	0	0	0	0	1	0
11. A-E Selection Notification	7	7	14	5	5	14	4	3	226
12. Criteria Review by A-E	0	5	14	5	0	0	62	3	85
13. Pre-proposal Conference	0	2	1	0	0	0	25	0	1
14. Revised Scope of Work & Project Schedule	0	5	7	7	0	0	18	12	1
15. Government Estimate	0	30	5	5	5	3	10	2	62
16. A-E Proposal	14	30	10	15	10	7	15	0	29
17. Technical Analysis	14	4	0	3	5	5	8	0	28
18. Audit	0	0	0	0	30	0	0	2	56
19. Pre-negotiation Analysis	10	5	0	0	5	5	0	2	1
20. Pre-BCM Review and Approval	7	4	2	0	10	0	2	7	0
21. Fee Negotiation	14	7	5	5	10	1	3	0	107
22. Funds Certification	0	3	1	0	5	1	12	13	45
23. Negotiation Documentation	7	7	4	5	5	1	3	0	45
24. Post-BCM Review and Approval	7	7	2	0	10	0	8	0	51
25. Final Contract Preparation	14	7	10	5	0	10	6	0	17
26. Division Award Approval	0	0	0	0	0	0	0	0	0
27. Award Authorization	0	4	0	0	0	0	0	0	0
28. Contract Award	2	3	14	5	0	5	1	11	20
Total Elapsed Time	180	204	162	135	166	116	246	105	244

Note: a Division/District acronyms are defined on page C-25.

**CIVIL WORKS A-E CONTRACTS
FEE BETWEEN \$100K AND \$500K**

Activity	U.S.Army Corps of Engineers, Divisions/Districts*						
	LMN	LMK	NED	NCS	ORP	SAW	SWL
1. Project Initiation	0	5	0	0	0	0	0
2. Project Scope	0	0	0	7	0	10	1
3. Criteria Development	7	5	14	60	0	1	111
4. Acquisition Plan	0	0	0	0	0	0	0
5. Synopsise	7	14	21	7	83	10	51
6. CBD Announcement	30	30	30	30	40	45	30
7. Preselection	10	10	14	30	28	15	22
8. Selection	30	15	14	30	126	10	8
9. Higher Authority Selection Approval	0	0	0	0	22	0	0
10. Security Clearance	0	0	0	0	0	0	0
11. A-E Selection Notification	7	30	14	7	5	190	28
12. Criteria Review by A-E	0	0	14	5	43	15	13
13. Pre-proposal Conference	0	0	2	2	26	1	3
14. Revised Scope of Work & Project Schedule	0	0	7	5	10	14	9
15. Government Estimate	0	30	6	30	53	14	6
16. A-E Proposal	14	30	10	30	53	15	9
17. Technical Analysis	14	5	3	4	45	20	0
18. Audit	0	0	0	0	49	0	0
19. Pre-negotiation Analysis	10	7	1	5	59	20	6
20. Pre-BCM Review and Approval	7	21	2	4	0	1	15
21. Fee Negotiation	14	7	7	7	119	1	11
22. Funds Certification	0	3	1	3	0	1	12
23. Negotiation Documentation	7	25	5	7	22	10	3
24. Post-BCM Review and Approval	7	10	3	7	0	10	6
25. Final Contract Preparation	14	20	10	7	0	10	6
26. Division Award Approval	0	0	0	0	0	0	0
27. Award Authorization	0	0	0	4	0	0	0
28. Contract Award	2	5	14	3	22	2	13
Total Elapsed Time	180	272	170	204	805	366	224

Note: a Division/District acronyms are defined on page C-25.

**CIVIL WORKS A-E CONTRACTS
FEE BETWEEN \$500K AND \$1.5M**

Activity	U.S.Army Corps of Engineers, Divisions/Districts*							
	LMK	MRK	NED	NPW	SAW	SWL	SAM	SWT
1. Project Initiation	5	0	0	45	0	0	0	0
2. Project Scope	0	0	0	0	4	4	0	60
3. Criteria Development	5	21	14	30	1	101	0	120
4. Acquisition Plan	0	0	0	0	0	0	0	0
5. Synopsise	14	14	21	8	15	12	10	9
6. CBD Announcement	30	30	30	30	35	30	30	35
7. Preselection	12	10	14	7	8	28	4	11
8. Selection	18	10	14	15	13	31	9	12
9. Higher Authority Selection Approval	14	30	1	10	19	35	10	30
10. Security Clearance	0	45	0	0	0	0	0	0
11. A-E Selection Notification	30	7	14	0	1	5	1	2
12. Criteria Review by A-E	0	14	14	20	5	18	3	0
13. Pre-proposal Conference	0	1	2	0	1	3	3	10
14. Revised Scope of Work & Project Schedule	0	14	7	20	10	106	0	7
15. Government Estimate	30	14	7	20	10	5	12	14
16. A-E Proposal	30	14	14	30	32	11	2	14
17. Technical Analysis	6	7	4	10	8	23	2	5
18. Audit	30	45	30	45	8	58	30	45
19. Pre-negotiation Analysis	10	3	2	10	3	35	2	9
20. Pre-BCM Review and Approval	21	2	2	10	14	4	7	2
21. Fee Negotiation	10	30	10	15	6	8	7	3
22. Funds Certification	3	3	1	0	1	14	0	0
23. Negotiation Documentation	27	14	7	15	12	14	13	2
24. Post-BCM Review and Approval	10	2	4	10	10	14	8	4
25. Final Contract Preparation	20	2	10	10	7	4	0	9
26. Division Award Approval	0	0	0	0	0	0	0	0
27. Award Authorization	0	0	0	0	0	0	0	0
28. Contract Award	5	4	14	5	5	9	11	9
Total Elapsed Time	330	294	190	370	180	326	160	398

Note: a Division/District acronyms are defined on page C-25.

**CIVIL WORKS A-E CONTRACTS
FEE BETWEEN \$1.5M AND \$5M**

Activity	U.S.Army Corps of Engineers, Divisions/Districts*			
	LMK	LMS	SAM	SWT
1. Project Initiation	5	0	0	0
2. Project Scope	0	0	0	60
3. Criteria Development	7	0	0	120
4. Acquisition Plan	0	0	0	0
5. Synopsise	14	10	10	9
6. CBD Announcement	30	30	30	35
7. Preselection	14	3	4	11
8. Selection	21	6	9	12
9. Higher Authority Selection Approval	21	4	10	30
10. Security Clearance	0	0	0	0
11. A-E Selection Notification	35	21	1	2
12. Criteria Review by A-E	0	0	3	0
13. Pre-proposal Conference	0	2	3	10
14. Revised Scope of Work & Project Schedule	0	16	0	7
15. Government Estimate	30	14	12	14
16. A-E Proposal	30	9	2	14
17. Technical Analysis	7	0	2	5
18. Audit	35	29	30	45
19. Pre-negotiation Analysis	14	1	2	9
20. Pre-BCM Review and Approval	21	0	7	2
21. Fee Negotiation	14	1	7	3
22. Funds Certification	3	2	0	0
23. Negotiation Documentation	30	3	13	2
24. Post-BCM Review and Approval	12	0	8	4
25. Final Contract Preparation	23	20	0	9
26. Division Award Approval	7	12	10	0
27. Award Authorization	0	2	0	0
28. Contract Award	7	12	11	9
Total Elapsed Time	380	197	170	398

Note: a Division/District acronyms are defined on page C-25.

**CIVIL WORKS A-E CONTRACTS
FEE OVER \$5M**

Activity	U.S. Army Corps of Engineers, Divisions/Districts*	
	SAM	SWT
1. Project Initiation	0	0
2. Project Scope	0	60
3. Criteria Development	0	120
4. Acquisition Plan	0	0
5. Synopsise	10	9
6. CBD Announcement	30	35
7. Preselection	4	11
8. Selection	9	12
9. Higher Authority Selection Approval	21	60
10. Security Clearance	0	0
11. A-E Selection Notification	1	2
12. Criteria Review by A-E	3	0
13. Pre-proposal Conference	3	10
14. Revised Scope of Work & Project Schedule	3	7
15. Government Estimate	14	14
16. A-E Proposal	4	14
17. Technical Analysis	2	5
18. Audit	30	45
19. Pre-negotiation Analysis	3	9
20. Pre-BCM Review and Approval	8	2
21. Fee Negotiation	7	3
22. Funds Certification	0	10
23. Negotiation Documentation	13	2
24. Post-BCM Review and Approval	8	4
25. Final Contract Preparation	0	9
26. Division Award Approval	10	0
27. Award Authorization	0	0
28. Contract Award	11	9
Total Elapsed Time	190	442

Note: a Division/District acronyms are defined on page C-25.

**INDEFINITE DELIVERY A-E CONTRACTS
FEE LESS THAN \$100,000**

Activity	U.S. Army Corps of Engineers, Divisions/Districts*					
	HND	MRO	NAO	POD	POJ	SPK
1. Project Initiation	0	0	0	0	10	0
2. Project Scope	0	0	0	7	0	0
3. Criteria Development	0	10	5	0	7	49
4. Acquisition Plan	6	0	0	0	0	0
5. Synopsise	10	10	0	0	3	12
6. CBD Announcement	30	30	0	0	0	31
7. Preselection	5	10	0	0	0	27
8. Selection	10	15	0	0	3	23
9. Higher Authority Selection Approval	0	0	0	0	0	0
10. Security Clearance	0	30	0	0	0	0
11. A-E Selection Notification	1	10	5	0	1	4
12. Criteria Review by A-E	0	0	7	0	3	10
13. Pre-proposal Conference	0	0	1	0	3	0
14. Revised Scope of Work & Project Schedule	2	0	1	0	3	0
15. Government Estimate	3	15	7	7	7	9
16. A-E Proposal	0	15	7	10	7	16
17. Technical Analysis	10	0	0	0	3	21
18. Audit	0	0	0	0	0	0
19. Pre-negotiation Analysis	2	0	10	0	0	0
20. Pre-BCM Review & Approval	1	0	2	0	0	5
21. Fee Negotiation	2	10	10	10	5	6
22. Funds Certification	0	3	21	8	10	0
23. Negotiation Documentation	5	5	5	0	3	28
24. Post-BCM Review and Approval	0	2	5	0	0	6
25. Final Contract Preparation	0	5	14	10	14	28
26. Division Award Approval	2	0	0	0	0	0
27. Award Authorization	0	0	0	0	0	0
28. Contract Award	0	5	5	5	14	3
Total Elapsed Time	124	118	93	57	66	268

Note: a Division/District acronyms are defined on page C-25.

**INDEFINITE DELIVERY A-E CONTRACTS
FEE BETWEEN \$100K AND \$500K**

Activity	U.S. Army Corps of Engineers, Divisions/Districts*						
	EUD	HND	LMK	LMS	MRO	NAB	NAO
1. Project Initiation	0	0	5	0	0	0	0
2. Project Scope	0	0	0	2	0	0	0
3. Criteria Development	3	0	5	17	10	14	0
4. Acquisition Plan	0	6	0	0	0	0	14
5. Synopsise	6	10	14	14	10	7	30
6. CBD Announcement	30	30	30	30	30	30	7
7. Preselection	10	5	10	14	10	7	7
8. Selection	10	10	15	14	15	7	7
9. Higher Authority Selection Approval	0	0	0	0	0	0	0
10. Security Clearance	0	0	0	0	30	45	0
11. A-E Selection Notification	5	1	30	4	10	5	5
12. Criteria Review by A-E	15	0	0	0	0	0	7
13. Pre-proposal Conference	0	0	0	0	0	0	0
14. Revised Scope of Work & Project Schedule	0	2	0	0	0	0	0
15. Government Estimate	0	3	30	0	15	0	7
16. A-E Proposal	0	0	30	14	15	2	7
17. Technical Analysis	0	10	5	7	0	2	0
18. Audit	0	0	0	0	0	4	0
19. Pre-negotiation Analysis	3	2	7	7	5	2	10
20. Pre-BCM Review & Approval	1	1	21	7	5	2	7
21. Fee Negotiation	3	2	7	4	10	6	10
22. Funds Certification	5	0	3	0	3	7	0
23. Negotiation Documentation	2	5	25	7	5	7	5
24. Post-BCM Review and Approval	5	0	10	7	2	14	10
25. Final Contract Preparation	10	0	20	20	5	4	14
26. Division Award Approval	0	2	0	0	0	0	0
27. Award Authorizaton	0	0	0	0	0	0	0
28. Contract Award	5	0	5	14	5	7	5
Total Elapsed Time	108	124	272	182	130	153	138

Note: a Division/District acronyms are defined on page C-25.

**INDEFINITE DELIVERY A-E CONTRACTS
FEE BETWEEN \$100K AND \$500K (CONTINUED)**

Activity	U.S. Army Corps of Engineers, Divisions/Districts*						
	NED	SAJ	SAS	SAW	SPK	SWL	SWF
1. Project Initiation	0	0	0	0	0	0	0
2. Project Scope	0	0	0	1	0	0	2
3. Criteria Development	14	98	0	1	0	103	0
4. Acquisition Plan	0	0	0	0	0	0	0
5. Synopsise	21	10	10	10	23	36	15
6. CBD Announcement	30	30	30	30	31	30	30
7. Preselection	14	12	14	14	0	26	20
8. Selection	14	12	7	10	51	11	10
9. Higher Authority Selection Approval	0	0	0	0	0	0	0
10. Security Clearance	0	0	0	0	0	0	0
11. A-E Selection Notification	14	14	5	5	0	3	5
12. Criteria Review by A-E	14	0	0	0	0	12	2
13. Pre-proposal Conference	0	0	0	0	0	2	0
14. Revised Scope of Work & Project Schedule	0	0	0	0	0	0	0
15. Government Estimate	0	7	0	3	13	0	0
16. A-E Proposal	14	25	14	14	21	12	21
17. Technical Analysis	3	2	7	2	0	12	0
18. Audit	0	0	0	0	0	0	0
19. Pre-negotiation Analysis	1	2	0	3	0	1	5
20. Pre-BCM Review & Approval	2	7	20	5	0	18	15
21. Fee Negotiation	7	3	7	3	25	62	7
22. Funds Certification	1	0	20	1	0	15	30
23. Negotiation Documentation	5	2	1	3	0	9	3
24. Post-BCM Review and Approval	3	7	15	5	0	12	0
25. Final Contract Preparation	10	7	5	15	0	6	12
26. Division Award Approval	0	0	0	0	0	0	0
27. Award Authorization	0	0	0	0	0	0	0
28. Contract Award	14	3	14	4	54	9	10
Total Elapsed Time	181	136	169	125	205	233	184

Note: a Division/District acronyms are defined on page C-25.

**INDEFINITE DELIVERY A-E CONTRACTS
FEE BETWEEN \$500K AND \$1.5M**

Activity	U.S. Army Corps of Engineers, Divisions/Districts ^a								
	HND	LMK	MRO	NAO	NED	NPA	NPW	SAM	SWT
1. Project Initiation	0	5	0	0	0	0	45	0	0
2. Project Scope	0	0	0	0	0	1	0	0	1
3. Criteria Development	0	5	10	0	14	43	30	0	0
4. Acquisition Plan	6	0	0	0	0	0	0	0	0
5. Synopsise	10	14	10	14	21	20	8	10	9
6. CBD Announcement	30	30	30	30	30	30	30	30	35
7. Preselection	5	12	10	7	14	32	7	4	11
8. Selection	10	18	15	7	14	28	15	9	12
9. Higher Authority Selection Approval	0	14	10	30	0	26	10	10	30
10. Security Clearance	0	0	30	0	0	0	0	0	0
11. A-E Selection Notification	1	30	10	5	14	49	5	3	2
12. Criteria Review by A-E	0	0	0	7	14	0	20	0	0
13. Pre-proposal Conference	0	0	0	0	0	0	0	0	0
14. Revised Scope of Work & Project Schedule	2	0	0	0	0	0	20	0	0
15. Government Estimate	3	30	15	7	0	38	20	12	0
16. A-E Proposal	0	30	15	7	14	30	30	2	14
17. Technical Analysis	10	6	0	0	4	12	10	1	0
18. Audit	45	30	45	60	30	40	45	45	45
19. Pre-negotiation Analysis	3	10	5	10	2	29	10	1	9
20. Pre-BCM Review & Approval	1	21	5	7	2	14	10	10	2
21. Fee Negotiation	3	10	10	10	10	23	15	3	3
22. Funds Certification	0	3	3	0	1	0	0	2	0
23. Negotiation Documentation	5	27	5	5	7	1	15	7	2
24. Post-BCM Review and Approval	0	10	2	10	4	0	10	8	0
25. Final Contract Preparation	0	20	5	14	10	26	10	0	9
26. Division Award Approval	2	0	0	0	0	0	0	0	0
27. Award Authorization	0	0	0	0	0	0	0	0	0
28. Contract Award	0	5	5	5	14	7	5	14	9
Total Elapsed Time	142	330	185	228	212	449	370	160	212

Note: a Division/District acronyms are defined on page C-25.

**INDEFINITE DELIVERY A-E CONTRACTS
FEE BETWEEN \$1.5M AND \$5M**

Activity	U.S. Army Corps of Engineers, Divisions/Districts ^a					
	EUD	HND	LMK	MRO	SAM	SWT
1. Project Initiation	0	0	5	0	0	0
2. Project Scope	0	0	0	0	0	1
3. Criteria Development	3	0	7	10	0	0
4. Acquisition Plan	0	6	0	0	0	0
5. Synopsise	6	10	14	10	10	9
6. CBD Announcement	30	30	30	30	30	35
7. Preselection	10	5	14	10	4	11
8. Selection	10	10	21	15	9	12
9. Higher Authority Selection Approval	0	0	21	10	10	60
10. Security Clearance	0	0	0	30	0	0
11. A-E Selection Notification	5	1	35	10	3	2
12. Criteria Review by A-E	15	0	0	0	0	0
13. Pre-proposal Conference	0	0	0	0	0	0
14. Revised Scope of Work & Project Schedule	0	2	0	0	0	0
15. Government Estimate	0	3	30	15	12	0
16. A-E Proposal	0	0	30	15	2	14
17. Technical Analysis	0	10	7	0	1	0
18. Audit	46	45	35	45	45	45
19. Pre-negotiation Analysis	3	3	14	5	1	9
20. Pre-BCM Review & Approval	1	1	21	7	10	2
21. Fee Negotiation	3	3	14	15	3	3
22. Funds Certification	5	0	3	3	2	0
23. Negotiation Documentation	2	5	30	10	7	2
24. Post-BCM Review and Approval	5	0	12	5	8	0
25. Final Contract Preparation	10	0	23	5	0	9
26. Division Award Approval	0	2	7	0	10	0
27. Award Authorization	0	0	0	0	0	0
28. Contract Award	5	0	7	5	14	9
Total Elapsed Time	154	142	380	200	170	242

Note: a Division/District acronyms are defined on page C-25

**INDEFINITE DELIVERY A-E CONTRACTS
FEE OVER \$5M**

Activity	U.S. Army Corps of Engineers, Divisions/Districts*		
	HND	MRO	SWT
1. Project Initiation	0	0	0
2. Project Scope	0	0	1
3. Criteria Development	0	15	0
4. Acquisition Plan	6	0	0
5. Synopsise	10	10	9
6. CBD Announcement	30	30	35
7. Preselection	5	15	11
8. Selection	10	20	12
9. Higher Authority Selection Approval	45	30	60
10. Security Clearance	0	30	0
11. A-E Selection Notification	1	10	2
12. Criteria Review by A-E	0	0	0
13. Pre-proposal Conference	0	0	0
14. Revised Scope of Work & Project Schedule	2	0	0
15. Government Estimate	3	15	0
16. A-E Proposal	0	15	14
17. Technical Analysis	10	0	0
18. Audit	45	45	45
19. Pre-negotiation Analysis	4	5	9
20. Pre-BCM Review & Approval	2	7	2
21. Fee Negotiation	5	15	3
22. Funds Certification	0	3	0
23. Negotiation Documentation	5	10	2
24. Post-BCM Review and Approval	0	5	0
25. Final Contract Preparation	0	5	9
26. Division Award Approval	2	0	0
27. Award Authorization	0	0	0
28. Contract Award	0	5	9
Total Elapsed Time	176	230	242

Note: a Division/District acronyms are defined on page C-25.

**U.S. ARMY CORPS OF ENGINEERS
DIVISION AND DISTRICT OFFICES**

Acronym	Division/District
EUD	Commander, U.S. Army Engineer Division, Europe
HND	Commander, U.S. Army Engineer Division, Huntsville
LMK	Commander, U.S. Army Engineer District, Vicksburg
LMM	Commander, U.S. Army Engineer District, Memphis
LMN	Commander, U.S. Army Engineer District, New Orleans
LMS	Commander, U.S. Army Engineer District, St. Louis
LMV	Commander, U.S. Army Engineer Division, Lower Mississippi Valley
MRD	Commander, U.S. Army Engineer Division, Missouri River
MRK	Commander, U.S. Army Engineer District, Kansas City
MRO	Commander, U.S. Army Engineer District, Omaha
NAB	Commander, U.S. Army Engineer District, Baltimore
NAD	Commander, U.S. Army Engineer Division, New England
NAN	Commander, U.S. Army Engineer District, New York
NAO	Commander, U.S. Army Engineer District, Norfolk
NAP	Commander, U.S. Army Engineer District, Philadelphia
NCB	Commander, U.S. Army Engineer District, Buffalo
NCC	Commander, U.S. Army Engineer District, Chicago
NCD	Commander, U.S. Army Engineer Division, North Central
NCE	Commander, U.S. Army Engineer District, Detroit
NCR	Commander, U.S. Army Engineer District, Rock Island
NCS	Commander, U.S. Army Engineer District, St. Paul
NPA	Commander, U.S. Army Engineer District, Alaska
NPD	Commander, U.S. Army Engineer Division, North Pacific
NPP	Commander, U.S. Army Engineer District, Portland
NPS	Commander, U.S. Army Engineer District, Seattle
NPW	Commander, U.S. Army Engineer District, Walla Walla
ORD	Commander, U.S. Army Engineer Division, Ohio River
ORH	Commander, U.S. Army Engineer District, Huntington
ORL	Commander, U.S. Army Engineer District, Louisville
ORN	Commander, U.S. Army Engineer District, Nashville

**U.S. ARMY CORPS OF ENGINEERS
DIVISION AND DISTRICT OFFICES (Continued)**

Acronym	Division/District
ORP	Commander, U.S. Army Engineer District, Pittsburgh
POD	Commander, U.S. Army Engineer Division, Pacific Ocean
POF	Commander, U.S. Army Engineer District, Far East
POJ	Commander, U.S. Army Engineer District, Japan
SAC	Commander, U.S. Army Engineer District, Charleston
SAD	Commander, U.S. Army Engineer Division, South Atlantic
SAI	Commander, U.S. Army Middle East/Africa Projects Office
SAJ	Commander, U.S. Army Engineer District, Jacksonville
SAM	Commander, U.S. Army Engineer District, Mobile
SAS	Commander, U.S. Army Engineer District, Savannah
SAW	Commander, U.S. Army Engineer District, Wilmington
SPD	Commander, U.S. Army Engineer Division, South Pacific
SPK	Commander, U.S. Army Engineer District, Sacramento
SPL	Commander, U.S. Army Engineer District, Los Angeles
SPN	Commander, U.S. Army Engineer District, San Francisco
SWA	Commander, U.S. Army Engineer District, Albuquerque
SWD	Commander, U.S. Army Engineer Division, Southwestern
SWF	Commander, U.S. Army Engineer District, Fort Worth
SWG	Commander, U.S. Army Engineer District, Galveston
SWL	Commander, U.S. Army Engineer District, Little Rock
SWT	Commander, U.S. Army Engineer District, Tulsa

APPENDIX D

**ARCHITECT-ENGINEER CONTRACTS
MAXIMUM DURATION STANDARDS**

**MILITARY CONSTRUCTION A-E CONTRACTS
MAXIMUM DURATION^a STANDARD**

Activity	Contract Fee					
	Less than \$500,000			Greater than \$500,000		
	Dur ^a	ES ^b	LF ^c	Dur	ES	LF
1. Project Initiation	0	1	1	0	1	1
2. Project Scope	2	1	2	5	1	5
3. Criteria Development	10	3	64	10	6	88
4. Acquisition Plan ^d	0	2	2	0	5	5
5. Synopsise	10	3	12	10	6	15
6. CBD Announcement	30	13	42	30	16	45
7. Preselection	10	43	52	10	46	55
8. Selection	12	53	64	12	56	67
9. Higher Authority Selection Approval	0	64	64	21	68	88
10. Security Clearance	0	64	64	0	88	88
11. A-E Selection Notification	5	65	69	5	89	93
12. Criteria Review by A-E	7	70	76	10	94	103
13. Pre-proposal Conference	2	77	78	4	104	107
14. Revised Scope of Work & Project Schedule	5	79	83	5	108	112
15. Government Estimate	9	84	97	14	113	126
16. A-E Proposal	14	84	97	14	113	126
17. Technical Analysis ^e	3	98	100	5	127	166
18. Audit	0	97	97	45	127	171
19. Pre-negotiation Analysis ^e	2	101	102	6	172	177
20. Pre-BCM Review and Approval ^e	2	103	104	7	178	184
21. Fee Negotiation	7	105	111	7	185	191
22. Funds Certification	2	112	118	2	192	202
23. Negotiation Documentation	5	112	110	7	192	198
24. Post-BCM Review and Approval ^e	2	117	118	4	199	202
25. Final Contract Preparation	6	112	118	8	192	202
26. Award Authorization	0	118	118	0	202	202
27. Contract Award	5	119	123	7	203	209

Notes: a Maximum activity duration in calendar days.

b Early start.

c Late finish.

d An acquisition plan is required only for contracts with an estimated contractual cost of \$5 million or more per annum, or a total estimated contract value of \$15 million or more.

e This activity is required only for contracts with an estimated contractual cost exceeding \$100,000.

**CIVIL WORKS A-E CONTRACTS
MAXIMUM DURATION STANDARD**

Activity	Contract Fee					
	Less than \$500,000			Greater than \$500,000		
	Dur ^a	ES ^b	LF ^c	Dur	ES	LF
1. Project Initiation	0	1	1	0	1	1
2. Project Scope	0	1	1	0	1	1
3. Criteria Development	11	1	63	11	1	83
4. Acquisition Plan ^d	0	1	1	0	1	1
5. Synopsize	10	1	10	10	1	10
6. CBD Announcement	30	11	40	30	11	40
7. Preselection	11	41	51	11	41	51
8. Selection	12	52	63	12	52	63
9. Higher Authority Selection Approval	0	63	63	20	64	83
10. Security Clearance	0	63	63	0	83	83
11. A-E Selection Notification	5	64	68	5	84	88
12. Criteria Review by A-E	5	69	73	5	89	93
13. Pre-proposal Conference	1	74	74	3	94	96
14. Revised Scope of Work & Project Schedule	6	75	80	7	97	103
15. Government Estimate	6	81	94	14	104	117
16. A-E Proposal	14	81	94	14	104	117
17. Technical Analysis ^e	5	95	99	5	118	150
18. Audit	0	94	94	33	118	150
19. Pre-negotiation Analysis ^e	5	100	104	6	151	156
20. Pre-BCM Review and Approval ^e	3	105	107	6	157	162
21. Fee Negotiation	7	108	114	7	163	169
22. Funds Certification	2	115	127	2	170	190
23. Negotiation Documentation	6	115	120	13	170	182
24. Post-BCM Review and Approval ^e	7	121	127	8	183	190
25. Final Contract Preparation	9	115	127	9	170	190
26. Award Authorization	0	127	127	0	190	190
27. Contract Award	5	128	132	9	191	199

Notes: a Maximum activity duration in calendar days.

b Early start.

c Late finish.

d An acquisition plan is required only for contracts with an estimated contractual cost of \$5 million or more per annum, or a total estimated contract value of \$15 million or more.

e This activity is required only for contracts with an estimated contractual cost exceeding \$100,000.

**INDEFINITE DELIVERY A-E CONTRACTS
MAXIMUM DURATION STANDARD**

Activity	Contract Fee					
	Less than \$500,000			Greater than \$500,000		
	Dur ^a	ES ^b	LF ^c	Dur	ES	LF
1. Project Initiation	0	1	1	0	1	1
2. Project Scope	0	1	1	0	1	1
3. Criteria Development	2	1	60	2	1	74
4. Acquisition Plan ^d	0	1	1	0	1	1
5. Synopsise	10	1	10	10	1	10
6. CBD Announcement	30	11	40	30	11	40
7. Preselection	10	41	50	10	41	50
8. Selection	10	51	60	12	51	62
9. Higher Authority Selection Approval	0	60	60	12	63	74
10. Security Clearance	0	60	60	0	74	74
11. A-E Selection Notification	5	61	65	5	75	79
12. Criteria Review by A-E	0	65	65	0	79	79
13. Pre-proposal Conference	0	65	65	0	79	79
14. Revised Scope of Work & Project Schedule	0	65	65	0	79	79
15. Government Estimate	5	66	79	10	80	93
16. A-E Proposal	14	66	79	14	80	93
17. Technical Analysis ^e	2	80	81	2	94	133
18. Audit	0	79	79	45	94	138
19. Pre-negotiation Analysis ^e	2	82	83	5	139	143
20. Pre-BCM Review and Approval ^e	4	84	87	6	144	149
21. Fee Negotiation	7	88	94	8	150	157
22. Funds Certification	2	95	104	2	158	167
23. Negotiation Documentation	5	95	99	5	158	162
24. Post-BCM Review and Approval ^e	5	100	104	5	163	167
25. Final Contract Preparation	9	95	104	9	158	167
26. Award Authorization	0	104	104	0	167	167
27. Contract Award	5	105	109	5	168	172

Notes: a Maximum activity duration in calendar days.

b Early start.

c Late finish.

d An acquisition plan is required only for contracts with an estimated contractual cost of \$5 million or more per annum, or a total contract value of \$15 million or more.

e This activity is required only for contracts with an estimated contractual cost exceeding \$100,000.

APPENDIX E

**ARCHITECT-ENGINEER CONTRACTS
MAXIMUM DURATION GOALS**

**MILITARY CONSTRUCTION A-E CONTRACTS
MAXIMUM DURATION GOALS**

Activity	Contract Fee					
	Less than \$500,000			Greater than \$500,000		
	Dur ^a	ES ^b	LF ^c	Dur	ES	LF
1. Project Initiation	0	1	1	0	1	1
2. Project Scope	1	1	1	3	1	3
3. Criteria Development	4	2	61	4	4	81
4. Acquisition Plan ^d	0	1	1	0	3	3
5. Synopsise	10	2	11	10	4	13
6. CBD Announcement	30	12	41	30	14	43
7. Preselection	10	42	51	10	44	53
8. Selection	10	52	61	12	54	65
9. Higher Authority Selection Approval	0	61	61	16	66	81
10. Security Clearance	0	61	61	0	81	81
11. A-E Selection Notification	2	62	63	2	82	83
12. Criteria Review by A-E	3	64	66	3	84	86
13. Pre-proposal Conference	2	67	68	2	87	88
14. Revised Scope of Work & Project Schedule	2	69	70	3	89	91
15. Government Estimate	7	71	80	14	92	105
16. A-E Proposal	10	71	80	14	92	105
17. Technical Analysis ^e	3	81	83	5	106	145
18. Audit	0	80	80	45	106	150
19. Pre-negotiation Analysis ^e	1	84	84	5	151	155
20. Pre-BCM Review and Approval ^e	1	85	85	3	156	158
21. Fee Negotiation	6	86	91	7	159	165
22. Funds Certification	1	92	97	1	166	174
23. Negotiation Documentation	4	92	95	7	166	172
24. Post-BCM Review and Approval ^e	2	96	97	2	173	174
25. Final Contract Preparation	5	92	97	5	166	174
26. Award Authorization	0	97	97	0	174	174
27. Contract Award	5	98	102	7	175	181

Notes: a Maximum activity duration in calendar days.

b Early start.

c Late finish.

d An acquisition plan is required only for contracts with an estimated contractual cost of \$5 million or more per annum, or a total estimated contract value of \$15 million or more.

e This activity is required only for contracts with an estimated contractual cost exceeding \$100,000.

**CIVIL WORKS A-E CONTRACTS
MAXIMUM DURATION GOALS**

Activity	Contract Fee					
	Less than \$500,000			Greater than \$500,000		
	Dur ^a	ES ^b	LF ^c	Dur	ES	LF
1. Project Initiation	0	1	1	0	1	1
2. Project Scope	0	1	1	0	1	1
3. Criteria Development	6	1	60	6	1	78
4. Acquisition Plan ^d	0	1	1	0	1	1
5. Synopsise	9	1	9	10	1	10
6. CBD Announcement	30	10	39	30	11	40
7. Preselection	9	40	48	9	41	49
8. Selection	12	49	60	12	50	61
9. Higher Authority Selection Approval	0	60	60	17	62	78
10. Security Clearance	0	60	60	0	78	78
11. A-E Selection Notification	2	61	62	2	79	80
12. Criteria Review by A-E	2	63	64	2	81	82
13. Pre-proposal Conference	0	64	64	2	83	84
14. Revised Scope of Work & Project Schedule	5	65	69	7	85	91
15. Government Estimate	5	70	83	14	92	105
16. A-E Proposal	14	70	83	14	92	105
17. Technical Analysis ^e	4	84	87	5	106	135
18. Audit	0	83	83	30	106	135
19. Pre-negotiation Analysis ^e	3	88	90	3	136	138
20. Pre-BCM Review and Approval ^e	2	91	92	3	139	141
21. Fee Negotiation	7	93	99	7	142	148
22. Funds Certification	1	100	110	1	149	167
23. Negotiation Documentation	5	100	104	13	149	161
24. Post-BCM Review and Approval ^e	6	105	110	6	162	167
25. Final Contract Preparation	7	100	110	8	149	167
26. Award Authorization	0	110	110	0	167	167
27. Contract Award	3	111	113	9	168	176

Notes: a Maximum activity duration in calendar days.

b Early start.

c Late finish.

d An acquisition plan is required only for contracts with an estimated contractual cost of \$5 million or more per annum, or a total estimated contract value of \$15 million or more.

e This activity is required only for contracts with an estimated contractual cost exceeding \$100,000.

**INDEFINITE DELIVERY A-E CONTRACTS
MAXIMUM DURATION GOALS**

Activity	Contract Fee					
	Less than \$500,000			Greater than \$500,000		
	Dur ^a	ES ^b	LF ^c	Dur	ES	LF
1. Project Initiation	0	1	1	0	1	1
2. Project Scope	0	1	1	0	1	1
3. Criteria Development	2	1	60	2	1	72
4. Acquisition Plan ^d	0	1	1	0	1	1
5. Synopsise	10	1	10	10	1	10
6. CBD Announcement	30	11	40	30	11	40
7. Preselection	10	41	50	10	41	50
8. Selection	10	51	60	12	51	62
9. Higher Authority Selection Approval	0	60	60	10	63	72
10. Security Clearance	0	60	60	0	72	72
11. A-E Selection Notification	3	61	63	3	73	75
12. Criteria Review by A-E	0	63	63	0	75	75
13. Pre-proposal Conference	0	63	63	0	75	75
14. Revised Scope of Work & Project Schedule	0	63	63	0	75	75
15. Government Estimate	3	64	75	3	76	89
16. A-E Proposal	12	64	75	14	76	89
17. Technical Analysis ^e	0	75	75	0	89	89
18. Audit	0	75	75	45	90	134
19. Pre-negotiation Analysis ^e	2	76	77	5	135	139
20. Pre-BCM Review and Approval ^e	2	78	79	2	140	141
21. Fee Negotiation	3	80	82	3	142	144
22. Funds Certification	1	83	89	1	145	151
23. Negotiation Documentation	5	83	87	5	145	149
24. Post-BCM Review and Approval ^e	2	88	89	2	150	151
25. Final Contract Preparation	5	83	89	5	145	151
26. Award Authorization	0	89	89	0	151	151
27. Contract Award	5	90	94	5	152	156

Notes: a Maximum activity duration in calendar days.

b Early start.

c Late finish.

d An acquisition plan is required only for contracts with an estimated contractual cost of \$5 million or more per annum, or a total contract value of \$15 million or more.

e This activity is required only for contracts with an estimated contractual cost exceeding \$100,000.

APPENDIX F

STANDARDIZED DOCUMENTATION FORMATS FOR THE ARCHITECT-ENGINEER ACQUISITION PROCESS

EXHIBITS

	Page
1. A-E Acquisition Process Tracking Schedule	F- 3
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3. Synopsis Selection Criteria Checklist	F- 11
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5. Sample Notice to Proceed Letter	F- 19

A-E ACQUISITION PROCESS TRACKING SCHEDULE

Military Construction A-E Contracts Contract Fee Less than \$500,000							
Activity	Standard			Schedule ^a		Actual ^a	
	Dur ^b	ES ^c	LF ^d	Start	Finish	Start	Finish
1. Project Initiation	0	1	1				
2. Project Scope	2	1	2				
3. Criteria Development	10	3	64				
4. Acquisition Plan ^e	0	2	2				
5. Synopsize	10	3	12				
6. CBD Announcement	30	13	42				
7. Preselection	10	43	52				
8. Selection	12	53	64				
9. Higher Authority Selection Approval	0	64	64				
10. Security Clearance	0	64	64				
11. A-E Selection Notification	5	65	69				
12. Criteria Review by A-E	7	70	76				
13. Pre-proposal Conference	2	77	78				
14. Revised Scope of Work & Project Schedule	5	79	83				
15. Government Estimate	9	84	97				
16. A-E Proposal	14	84	97				
17. Technical Analysis ^f	3	98	100				
18. Audit	0	97	97				
19. Pre-negotiation Analysis ^f	2	101	102				
20. Pre-BCM Review and Approval ^f	2	103	104				
21. Fee Negotiation	7	105	111				
22. Funds Certification	2	112	118				
23. Negotiation Documentation	5	112	116				
24. Post-BCM Review and Approval ^f	2	117	118				
25. Final Contract Preparation	6	112	118				
26. Award Authorization	0	118	118				
27. Contract Award	5	119	123				

Notes: a Scheduled and actual dates should be input by the person responsible for tracking A-E contracts.

b Maximum activity duration in calendar days.

c Early start.

d Late finish.

e An acquisition plan is required only for contracts with an estimated contractual cost of \$5 million or more per annum, or a total estimated contract value of \$15 million or more.

f This activity is required only for contracts with an estimated contractual cost exceeding \$100,000.

A-E ACQUISITION PROCESS TRACKING SCHEDULE

Military Construction A-E Contracts Contract Fee Greater than \$500,000							
Activity	Standard			Schedule ^a		Actual ^a	
	Dur ^b	ES ^c	LF ^d	Start	Finish	Start	Finish
1. Project Initiation	0	1	1				
2. Project Scope	5	1	5				
3. Criteria Development	10	6	88				
4. Acquisition Plan ^e	0	5	5				
5. Synopsise	10	6	15				
6. CBD Announcement	30	16	45				
7. Preselection	10	46	55				
8. Selection	12	56	67				
9. Higher Authority Selection Approval	21	68	88				
10. Security Clearance	0	88	88				
11. A-E Selection Notification	5	89	93				
12. Criteria Review by A-E	10	94	103				
13. Pre-proposal Conference	4	104	107				
14. Revised Scope of Work & Project Schedule	5	108	112				
15. Government Estimate	14	113	126				
16. A-E Proposal	14	113	126				
17. Technical Analysis ^f	5	127	166				
18. Audit	45	127	171				
19. Pre-negotiation Analysis ^f	6	172	177				
20. Pre-BCM Review and Approval ^f	7	178	184				
21. Fee Negotiation	7	185	191				
22. Funds Certification	2	192	202				
23. Negotiation Documentation	7	192	198				
24. Post-BCM Review and Approval ^f	4	199	202				
25. Final Contract Preparation	8	192	202				
26. Award Authorization	0	202	202				
27. Contract Award	7	203	209				

Notes: a Scheduled and actual dates should be input by the person responsible for tracking A-E contracts.

b Maximum activity duration in calendar days.

c Early start.

d Late finish.

e An acquisition plan is required only for contracts with an estimated contractual cost of \$5 million or more per annum, or a total estimated contract value of \$15 million or more.

f This activity is required only for contracts with an estimated contractual cost exceeding \$100,000.

A-E ACQUISITION PROCESS TRACKING SCHEDULE

Civil Works A-E Contracts Contract Fee Less than \$500,000							
Activity	Standard			Schedule ^a		Actual ^a	
	Dur ^b	ES ^c	LF ^d	Start	Finish	Start	Finish
1. Project Initiation	0	1	1				
2. Project Scope	0	1	1				
3. Criteria Development	11	1	63				
4. Acquisition Plan ^e	0	1	1				
5. Synopsise	10	1	10				
6. CBD Announcement	30	11	40				
7. Preselection	11	41	51				
8. Selection	12	52	63				
9. Higher Authority Selection Approval	0	63	63				
10. Security Clearance	0	63	63				
11. A-E Selection Notification	5	64	68				
12. Criteria Review by A-E	5	69	73				
13. Pre-proposal Conference	1	74	74				
14. Revised Scope of Work & Project Schedule	6	75	80				
15. Government Estimate	6	81	94				
16. A-E Proposal	14	81	94				
17. Technical Analysis ^f	5	95	99				
18. Audit	0	94	94				
19. Pre-negotiation Analysis ^f	5	100	104				
20. Pre-BCM Review and Approval ^f	3	105	107				
21. Fee Negotiation	7	108	114				
22. Funds Certification	2	115	127				
23. Negotiation Documentation	6	115	120				
24. Post-BCM Review and Approval ^f	7	121	127				
25. Final Contract Preparation	9	115	127				
26. Award Authorization	0	127	127				
27. Contract Award	5	128	132				

Notes: a Scheduled and actual dates should be input by the person responsible for tracking A-E contracts.

b Maximum activity duration in calendar days.

c Early start.

d Late finish.

e An acquisition plan is required only for contracts with an estimated contractual cost of \$5 million or more per annum, or a total estimated contract value of \$15 million or more.

f This activity is required only for contracts with an estimated contractual cost exceeding \$100,000.

A-E ACQUISITION PROCESS TRACKING SCHEDULE

Civil Works A-E Contracts Contract Fee Greater than \$500,000							
Activity	Standard			Schedule ^a		Actual ^a	
	Dur ^b	ES ^c	LF ^d	Start	Finish	Start	Finish
1. Project Initiation	0	1	1				
2. Project Scope	0	1	1				
3. Criteria Development	11	1	83				
4. Acquisition Plan ^e	0	1	1				
5. Synopsise	10	1	10				
6. CBD Announcement	30	11	40				
7. Preselection	11	41	51				
8. Selection	12	52	63				
9. Higher Authority Selection Approval	20	64	83				
10. Security Clearance	0	83	83				
11. A-E Selection Notification	5	84	88				
12. Criteria Review by A-E	5	89	93				
13. Pre-proposal Conference	3	94	96				
14. Revised Scope of Work & Project Schedule	7	97	103				
15. Government Estimate	14	104	117				
16. A-E Proposal	14	104	117				
17. Technical Analysis ^f	5	118	150				
18. Audit	33	118	150				
19. Pre-negotiation Analysis ^f	6	151	156				
20. Pre-BCM Review and Approval ^f	6	157	162				
21. Fee Negotiation	7	163	169				
22. Funds Certification	2	170	190				
23. Negotiation Documentation	13	170	182				
24. Post-BCM Review and Approval ^f	8	183	190				
25. Final Contract Preparation	9	170	190				
26. Award Authorizaton	0	190	190				
27. Contract Award	9	191	199				

Notes: a Scheduled and actual dates should be input by the person responsible for tracking A-E contracts.

b Maximum activity duration in calendar days.

c Early start.

d Late finish.

e An acquisition plan is required only for contracts with an estimated contractual cost of \$5 million or more per annum, or a total estimated contract value of \$15 million or more.

f This activity is required only for contracts with an estimated contractual cost exceeding \$100,000.

A-E ACQUISITION PROCESS TRACKING SCHEDULE

Indefinite Delivery A-E Contracts Contract Fee Less than \$500,000							
Activity	Standard			Schedule ^a		Actual ^a	
	Dur ^b	ES ^c	LF ^d	Start	Finish	Start	Finish
1. Project Initiation	0	1	1				
2. Project Scope	0	1	1				
3. Criteria Development	2	1	60				
4. Acquisition Plan ^e	0	1	1				
5. Synopsise	10	1	10				
6. CBD Announcement	30	11	40				
7. Preselection	10	41	50				
8. Selection	10	51	60				
9. Higher Authority Selection Approval	0	60	60				
10. Security Clearance	0	60	60				
11. A-E Selection Notification	5	61	65				
12. Criteria Review by A-E	0	65	65				
13. Pre-proposal Conference	0	65	65				
14. Revised Scope of Work & Project Schedule	0	65	65				
15. Government Estimate	5	66	79				
16. A-E Proposal	14	66	79				
17. Technical Analysis ^f	2	80	81				
18. Audit	0	79	79				
19. Pre-negotiation Analysis ^f	2	82	83				
20. Pre-BCM Review and Approval ^f	4	84	87				
21. Fee Negotiation	7	88	94				
22. Funds Certification	2	95	104				
23. Negotiation Documentation	5	95	99				
24. Post-BCM Review and Approval ^f	5	100	104				
25. Final Contract Preparation	9	95	104				
26. Award Authorlzation	0	104	104				
27. Contract Award	5	105	109				

Notes: b Maximum activity duration in calendar days.

c Early start.

d Late finish.

e An acquisition plan is required only for contracts with an estimated contractual cost of \$5 million or more per annum, or a total contract value of \$15 million or more.

f This activity is required only for contracts with an estimated contractual cost exceeding \$100,000.

A-E ACQUISITION PROCESS TRACKING SCHEDULE

Indefinite Delivery A-E Contracts Contract Fee Greater than \$500,000							
Activity	Standard			Schedule ^a		Actual ^a	
	Dur ^b	ES ^c	LF ^d	Start	Finish	Start	Finish
1. Project Initiation	0	1	1				
2. Project Scope	0	1	1				
3. Criteria Development	2	1	74				
4. Acquisition Plan ^e	0	1	1				
5. Synopsise	10	1	10				
6. CBD Announcement	30	11	40				
7. Preselection	10	41	50				
8. Selection	12	51	62				
9. Higher Authority Selection Approval	12	63	74				
10. Security Clearance	0	74	74				
11. A-E Selection Notification	5	75	79				
12. Criteria Review by A-E	0	79	79				
13. Pre-proposal Conference	0	79	79				
14. Revised Scope of Work & Project Schedule	0	79	79				
15. Government Estimate	10	80	93				
16. A-E Proposal	14	80	93				
17. Technical Analysis ^f	2	94	133				
18. Audit	45	94	138				
19. Pre-negotiation Analysis ^f	5	139	143				
20. Pre-BCM Review and Approval ^f	6	144	149				
21. Fee Negotiation	8	150	157				
22. Funds Certification	2	158	167				
23. Negotiation Documentation	5	158	162				
24. Post-BCM Review and Approval ^f	5	163	167				
25. Final Contract Preparation	9	158	167				
26. Award Authorization	0	167	167				
27. Contract Award	5	168	172				

Notes: a Scheduled and actual dates should be input by the person responsible for tracking A-E contracts.

b Maximum activity duration in calendar days.

c Early start.

d Late finish.

e An acquisition plan is required only for contracts with an estimated contractual cost of \$5 million or more per annum, or a total contract value of \$15 million or more.

f This activity is required only for contracts with an estimated contractual cost exceeding \$100,000.

SYNOPSIS PROJECT DESCRIPTION CHECKLIST

Use this checklist as a guide to expand the project manager's (PM) draft project description (scope of work) when warranted. Contact the PM to corroborate this information. The PM should review each synopsis final draft prior to transmittal to the *Commerce Business Daily*.

1. ☐ Facility type(s) – new or existing.
2. ☐ Facility size(s).
3. ☐ Facility function(s)
 - ☐ List standard and unique interior or exterior facility spaces, functions, and/or features.
4. ☐ Specialized design considerations required for:
 - ☐ Working in and around occupied building(s) which must be kept in operation with minimum interruption
 - ☐ Special foundation design requirements due to unusual subsurface conditions
 - ☐ Soil conditions
 - ☐ Utilities
 - ☐ Heating, Ventilating, and Air Conditioning (HVAC)
 - ☐ Solar energy
 - ☐ Energy Monitoring and Control System (EMCS)
 - ☐ Landscaping
 - ☐ Parking and roads
 - ☐ Fire protection
 - ☐ Existing underground fuel tanks.
5. ☐ Compatible architectural design with the surrounding site
 - ☐ Adjacent building(s) and/or site.

6. ☐ Interior design services.
7. ☐ Historic preservation
 - ☐ Section 106 process
 - ☐ State Historical Preservation Office.
8. ☐ Environmental issues
 - ☐ Existing wetlands
 - ☐ Hazardous wastes (lead paint, PCBs, asbestos, etc.)
 - ☐ Storm water management.
9. ☐ Security clearance required for A-E personnel.
10. ☐ Security requirements
 - ☐ Shielding (RF, EMF, Tempest, HEMP)
 - ☐ SKIF
 - ☐ IDS
 - ☐ Security fencing.
11. ☐ Site located within Explosive Safety Quantity Distance (ESQD) arcs.
12. ☐ Site located within airfield setbacks.
13. ☐ Any existing studies (who prepared them?).
14. ☐ Existing concept (who prepared it?).
15. ☐ Special design schedule requirements.
16. ☐ Computer Aided Design (CAD)
 - ☐ Ability to utilize CAD and its compatibility with the USACE standard.
17. ☐ Post Construction Award Services.
18. ☐ Title II services.

SYNOPSIS SELECTION CRITERIA CHECKLIST

This list should be used in conjunction with the synopsis project description as a guide to include applicable selection criteria. All selection criteria should be coordinated with the project manager. The selection criteria listed below are in addition to *Commerce Business Daily* Note 24.

1. Experience

- a. ☐ Multidisciplinary experience of the firm and its subcontractors in providing complete design and engineering services for the ☐ rehabilitation and repair, ☐ replacement, ☐ new construction for a _____ (designate type of project) as described herein.
- b. ☐ Specialized experience and qualifications required for hazardous waste abatement for asbestos (lead paint, PCBs, etc.) with experience in making recommendations for the disposition of such material. All licenses and/or accreditations necessary for the locality of the site are required.
- c. ☐ Specialized experience and qualifications required for historic preservation: experience with the Historic Preservation process in compliance with the National Historic Preservation Act, Section 106 and ☐ the State Historical Preservation Office; experience in working with buildings ☐ on the Historic Register; ☐ in historic districts.
- d. ☐ Specialized experience and qualifications required for working with foundation designs for unusual subsurface conditions.
- e. ☐ Specialized experience and qualifications required for projects in and around buildings which must be kept in operation with minimal interruptions.
- f. ☐ Specialized experience in interior design services: experience with USACE interior design project requirements and GSA schedule catalogs.
- g. ☐ Specialized experience and qualification required for preparation of comprehensive storm water management plans for the state of _____.

- h. ☐ Specialized experience and qualifications necessary for security requirements: experience with ☐ SKIF, ☐ IDS, ☐ shielding (RF, EMF, Tempest, HEMP).
- i. ☐ Specialized experience and qualifications required for Energy Monitoring and Control Systems (EMCS).
- j. ☐ Specialized experience and qualifications required for underground fuel tank removal, abandonment, or installation.
- k. ☐ Specialized experience and qualifications necessary for ☐ new construction, ☐ upgrade, ☐ repair of fire protection and alarm systems.
- l. ☐ Specialized experience and awareness of requirements in and around wetlands – knowledge of all applicable regulations.

2. **Capability**

Exhibit capabilities in the following areas:

- a. ☐ Ability to sustain the loss of key personnel while accomplishing the work within the required time limits.
- b. ☐ Ability to utilize CAD and its compatibility with the USACE standard.
- c. ☐ Ability to prepare work in the USACE format.

3. **Past Performance**

Provide information regarding the firm's past performance in providing an internal quality control program to assure technically accurate plans, specifications, and construction cost estimates. Indicate the effectiveness of this program providing specific data:

- a. ☐ Internal quality control to maintain design cost limits.
- b. ☐ Track record for providing project costs within established limits.
- c. ☐ Project submissions provided within established performance schedules.
- d. ☐ Track record for preparing complete coordinated biddable contract documents without amendments or construction change orders that are within the control of the A-E firm.

4. **Current Status**

Provide information regarding the firm's current status:

- ☐ Present firm's workload in respect to the project team's availability (including subcontractors).

NOTE: The following sentence should be inserted after the synopsis evaluation criteria listing:

Each firm's past performance, as determined through the required project references and performance ratings, will be reviewed during the evaluation process and does affect the selection outcome.

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SELECTION BOARD EVALUATION SHEET

PROJECT AND LOCATION

DATE

FIRM RATINGS

AREAS OF CONSIDERATION (FAR/DFARS 36.602-1)	WEIGHT	FIRM #1		FIRM #2		FIRM #3		FIRM #4		FIRM #5		FIRM #6	
		RATING		RATING		RATING		RATING		RATING		RATING	
		FACTOR	TOTAL	FACTOR	TOTAL	FACTOR	TOTAL	FACTOR	TOTAL	FACTOR	TOTAL	FACTOR	TOTAL
		FACTOR	TOTAL	FACTOR	TOTAL	FACTOR	TOTAL	FACTOR	TOTAL	FACTOR	TOTAL	FACTOR	TOTAL
A. SPECIALIZED EXPERIENCE IN REQUIRED WORK													
B. CAPACITY OF FIRM TO ACCOM- PLISH WORK IN REQUIRED TIME (Consider Subs, if used)													
C. PAST PERFORMANCE													
D. LOCATION OF FIRM													
E. DOD CONTRACT AWARD VOLUME PREVIOUS 12 MONTHS													
F. OTHER													
TOTAL RATING													

ALL FIRMS CONSIDERED WERE JUDGED TO HAVE THE PROFESSIONAL QUALIFICATIONS NECESSARY FOR SATISFACTORY PERFORMANCE OF THE REQUIRED SERVICES.

MEMBER SIGNATURE

SEE REVERSE SIDE FOR SUMMARY OF FIRM RATINGS

SUMMARY OF FIRM RATINGS						
MEMBER	FIRM #1	FIRM #2	FIRM #3	FIRM #4	FIRM #5	FIRM #6
TOTAL RATING						
RATIONALE - TIE BREAKING						
FIRMS RECOMMENDED						
RATIONALE FOR SELECTION	The No. 1 firm was selected over the No. 2 firm because					
	The No. 2 firm was ranked over the No. 3 firm because					
APPROVED BY		(Chairman - Alternate Chairman, Selection Board)				

SELECTION BOARD EVALUATION GUIDE

- The Architect-Engineer final selection guidelines are based upon the FAR and the approved supplements to FAR.
- The following procedures are established to document the final selection process as applied by the Sacramento District.
- Each of the factors will be weighted by the selection board after they have reviewed the project requirements.
- Each member will judge the various elements of the submittal and assign a rating factor between 1 and 3 based on the Selection Criteria Guide. Factors will be assigned on a one-tenth decimal system.

SELECTION CRITERIA GUIDE

A. SPECIALIZED EXPERIENCE IN REQUIRED WORK

1. Adequate
2. Much better than average
3. Exceptional

B. CAPACITY OF FIRM TO ACCOMPLISH WORK IN REQUIRED TIME *(Consider subs, if used)*

1. Adequate
2. Better than average
3. Exceeds all requirements

C. PAST PERFORMANCE

1. Average or none on file
2. Above average
3. Excellent

D. LOCATION OF FIRM

Weight and factor to be determined by board based upon make-up of final slate.

E. DOD CONTRACT AWARD VOLUME PREVIOUS 12 MONTHS

Weight and factor to be determined by board based upon relative amount of current workload for each firm.

F. OTHER

Some projects may require prime expertise in more than one field. For those projects, the Board may establish a secondary area of specialized experience.

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SAMPLE NOTICE TO PROCEED LETTER

CERTIFIED MAIL
RETURN RECEIPT REQUESTED

Subject: Contract No. DACA _____

Gentlemen:

Your final proposal in the amount of \$ _____ covering design of
_____ (project title) _____ at
_____ (location) _____ has been
accepted.

The formal contract is enclosed for your review. Upon your acceptance of this contract and its provisions, you are hereby notified to proceed with said work.

It is requested that the enclosed contract documents and Corporate Certificates be properly executed and all copies returned to this office. A duplicate original will be furnished for your records after execution by the Government.

If you have any questions regarding the execution of the enclosed documents, contact _____ (contract specialist) _____ at _____ (phone number) _____.

Sincerely,

Contracting Officer

Enclosures