

DEPARTMENT OF THE ARMY  
Nashville District, Corps of Engineers  
P. O. Box 1070  
Nashville, Tennessee 37202-1070

LRNR 10-1-3

CELRN-RM-M

Regulation  
No. 10-1-3

31 December 2007

Organization and Functions

Nashville District Mission Statement and Functions

1. Purpose. This regulation describes the authorized missions and functions of the Nashville District.
2. Applicability. This regulation applies district-wide.
3. Reference. ER 10-1-2, Organization and Functions, U.S. Army Corps of Engineers Division and District Offices.
4. Background. ER 10-1-2 prescribes a standard organization structure and functions for Corps of Engineers division and district offices. This publication, in addition to the mission statement, describes how that guidance has been implemented within the organization of the Nashville District. The order in which functions are listed does not portray prioritization of those functions.
5. General. Appendix A to this regulation is the mission statement for Nashville District. Appendix B contains an organizational diagram for the district office. The remaining appendices contain functional statements for each organizational element within the district office.

20 Appendices:  
(Listed on pg. 2)

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APPENDIX A

MISSION

US ARMY ENGINEER DISTRICT, NASHVILLE  
NASHVILLE, TENNESSEE

The geographic area assigned to the district is physically described by the natural boundaries of the Cumberland and Tennessee River Basins. Some 59,000 square miles in parts of seven states and 6,500 miles of navigable waters lie within this boundary.

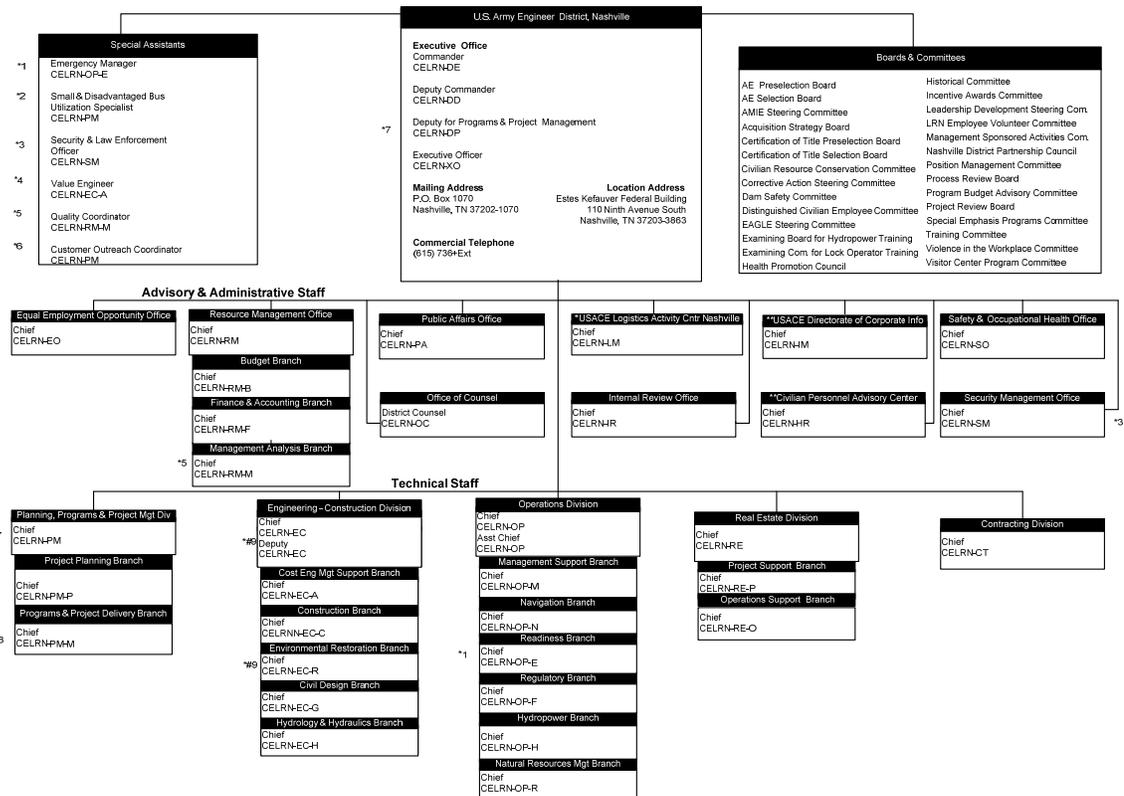
Nashville District's Mission: We serve the region, the Corps, and the Nation by providing collaborative water resource engineering solutions, world class public infrastructure management, and environmental stewardship for the Cumberland-Tennessee River Systems.

Nashville District Mission Essential Task List (METL):

Plan, design and construct quality water resource related projects.  
Operate, maintain, and enhance our hydroelectric, navigation and natural resources assets. Protect, restore and enhance the environment. Prepare for future project and emergency management requirements.

APPENDIX B  
ORGANIZATION DIAGRAM

U.S. Army Engineer District, Nashville



\*USACE Logistics Activity assumed operation effective 1April 2007.

\*\*Transforming to Corps of Engineers Directorate of Corporate Information (CECI) effective 16 May 2007.

APPENDIX C

EXECUTIVE OFFICE

District Commander

Provides leadership, guidance, and direction to the district staff and subordinate field offices in accomplishing the assigned mission.

Deputy Commander

1. Assists the District Commander in providing leadership, guidance, and direction to the office and field activities of the district.
2. Ensures coordination among all divisions and offices as necessary to accomplish the mission, and is Chief of Staff.

Deputy District Engineer for Project Management

1. Provides staff leadership and continuity in establishing management processes to effectively schedule, budget, monitor, resolve, or elevate issues, and anticipates problems impacting on the accomplishment of assigned projects.
2. Chairs the Project Review Board.
3. Serves on the Regional Management Board.

Executive Officer

1. Provides staff assistance to the District Commander, Deputy District Commander, and Deputy District Engineer for Project Management in their role of providing leadership, guidance and direction to the district.
2. Coordinates congressional correspondence and acts as liaison to the District Commander on congressional activities.
3. Coordinates, reviews, and evaluates the effectiveness of administrative operating policies, and makes recommendations for revision and improvement to the District Commander.
4. Supervises special projects as assigned.

Deployee Support Specialist

1. Serves as the primary program specialist for deployee and family support regarding mobilization, deployment and redeployment for the Global War on Terror (GWOT). Provides administrative and technical support and customer service to deployees and their families.
2. Establishes support groups for family members of deployees. Develops and maintains a close relationship with deployees and family members.
3. Acts as a liaison with Army and other military and civilian community human service providers to facilitate and coordinate quality programs and services.

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Coordinates with the Emergency Management Branch, other district elements and military commands to ensure that reporting requirements are met.

4. Assists and coordinates with the Civilian Personnel Advisory Center (CPAC) and potential deployees to locate prospective positions, then assists with the application process.

SPECIAL ASSISTANTS

Quality Coordinator

1. Serves as special assistant to the District Commander on all quality matters, and provides direction and assistance to all organizations in the district in the development and implementation of quality improvement initiatives (see Appendix E, Resource Management Office).

Value Engineering (VE) Officer

1. Serves as special assistant and principal advisor to the District Commander on in-house VE matters.
2. Establishes and maintains an active and productive VE Program, and ensures there is continuous effort on in-house VE studies (see Appendix M, Engineering-Construction Division).

Emergency Operations Manager

Serves as special assistant and principal advisor to the District Commander during exercise alerts and actual emergencies. Serves as initial point-of-contact for coordination with other federal, state and local agencies during emergencies (see Appendix N, Operations Division).

Small and Disadvantaged Business Utilization Specialist

Serves as special assistant and principal advisor to the District Commander for implementing the policy of the government that procuring activities shall aid, counsel, assist, and protect, insofar as possible, the interests of small business and minority business concerns (see Appendix K, Planning, Programs, and Project Management).

Security and Law Enforcement Manager

1. Serves as special assistant and principal advisor to the District Commander on the security program, and exercises staff supervision over the security program. Exercises staff supervision over Provost Marshal activities within the district. Prepares and coordinates emergency plans for physical and personnel security for the district.
2. Responsible for District Security and Intelligence (see Appendix R, Security Management Office).

Customer Outreach Coordinator

Serves as special assistant and principal advisor to the District Commander for all customer outreach initiatives with the District. (see Appendix K, Planning, Programs, and Project Management).

APPENDIX D

EQUAL EMPLOYMENT OPPORTUNITY (EEO) OFFICE

MISSION: Responsible for managing and directing the EEO and Affirmative Employment Programs for the Nashville District.

FUNCTIONS:

1. Manages, implements, and monitors the EEO and affirmative employment programs for the Nashville District.
2. Evaluates and reports EEO program effectiveness to the District Commander and management officials with recommendations for improvement in personnel practices, policies/procedures, or other management activities.
3. Informs the District Commander and staff of EEO conditions in the community that affect employability of minorities, women, disabled veterans and individuals with disabilities, and targeted groups. Monitors the EEO climate in the district.
4. Consults with management to develop flexible and timely solutions to problems, ensuring that actions taken are in harmony with both the merit system and EEO program objectives.
5. Coordinates personnel matters with Human Resources and Office of Counsel to ensure consistency with EEO objectives.
6. Manages the EEO complaint processing program to ensure compliance with regulatory requirements.
7. Develops, implements, and monitors initiatives and activities of the EEO special emphasis programs.
8. Ensures that appropriate EEO training is provided to managers, supervisors, and employees.

APPENDIX E

RESOURCE MANAGEMENT OFFICE

MISSION: Serves in an advisory and administrative capacity to provide financial management, budget guidance, manpower tracking and reporting and management advisory services to the District Commander and other organizational elements. Formulates and recommends general policies, procedures, and systems to improve general and financial management practices, and is responsible for ensuring the accomplishment of resource management objectives within the district. Chief Financial Officer (CFO) serves as district career program manager for, and acts as counselor to, all individuals in the CP-11 and CP-26 career fields. The CFO also serves as voting member of the Project Review Board and the Senior Leader Council.

FUNCTIONS:

1. Budget Branch:

a. Advises Commander, Deputy Commander, Chief Financial Officer, and district staff on all budget matters.

b. Directs the development of the district's Command Operating Budget (COB).

(1) Ensures the COB is developed in accordance with the Consolidated Command Guidance, guidance from higher headquarters, and the Commander's goals and that cost of doing business goals are within the established guidelines.

(2) Prepares, executes and monitors the revolving fund budget execution reports ensuring targets, goals, ceilings, and limitations are within established guidance.

(3) Serves as principal advisor to the Deputy Commander on the formulation, execution, and financial goals of the General and Administrative (G&A) Offices and their respective revolving fund accounts.

(4) Advises the facility account managers on the formulation, execution, and analysis of facility accounts.

(5) Monitors budget execution and provides status reports and recommendations to the Program Budget Advisory Committee (PBAC) and other district staff members.

(6) Analyzes budgetary anomalies and trends and provides recommendations based on analysis results.

(7) Provides budget guidance to district team members regarding formulation, execution, and analysis of the COB.

(8) Maintains oversight of the Corps of Engineers Financial Management (CEFMS) Operating Budget Module.

c. Prepares and submits to HQUSACE the three-year Civil Automated Budget.

d. Prepares, submits, and manages the district's Plant Replacement and Improvement Program (PRIP). Presides over meetings with Deputy District Commander and operating officials to establish priority PRIP items.

e. Administers the district's Manpower Management Program.

(1) Advises Commander and staff on manpower issues.

(2) Manages all manpower modules used for determining manpower requirements, i.e. Corps of Engineers Manpower Requirements System (CEMRS) and Automated Schedule 8. Prepares reports and submits to higher headquarters.

(3) Recommends distribution of manpower resources, analyzes, and formulates projections. Monitors utilization, analyzes utilization reports, and submits to higher headquarters.

(4) Maintains required workforce documentation, i.e. the Integrated Manning Document (IMD), and the Total Army Analysis Documentation System (TAADS).

f. Receives and distributes incoming funds.

(1) Receives, records, and distributes obligation authority for civil and military funds in accordance with Funding Authorization Documents and Work Allowance Documents.

(2) Receives reimbursable work order requests (MIPRs) from other Department of the Army activities and government agencies.

(3) Validates funding data, coordinates acceptance with performing activity, ensures costs are appropriate with type of funds received, and closes out and expeditiously returns available customer funds.

## 2. Finance and Accounting Branch:

a. Exercises staff supervision over district accounting activities. Interprets accounting procedures and provides technical advice to organizational components of the district.

b. Analyzes accounting data generated by CEFMS and UFC.

c. Oversees district accounting records to include all EPA backup documentation.

- d. Provides accounting data and assistance in estimating and programming fiscal year operations.
- e. Reviews accounting reports, status of allotments, and financial statements for submission to higher authority.
- f. Prepares plant rental computations.
- g. Performs continuing review of civil work operating account and advises operating managers on execution decisions.
- h. Coordinates payment related actions of vendor/personnel related problems with UFC and district office/field personnel.
- i. Prepares depreciation, insurance, and plant replacement increment schedules for Revolving Fund-owned plants.
- j. Receives and processes District Office collections and prepares deposit to Federal Reserve Bank. Maintains authorized collector listing for the district.
- k. Reconciles and administers miscellaneous suspense accounts for the district.
- l. Develops techniques and implements instructions contained in cost and capital fund finance and general accounting manuals prescribed by higher authority.
- m. Certifies availability of funds for commitment documents.
- n. Performs input of personnel payroll documents, leave and pay audits, and maintains individual employee files. Acts as liaison between the various organizations in the district and the Defense Civilian Pay System (DCPS). Disseminates information on payroll regulations to the district's timekeepers and supervisors.
- o. Monitors personnel data in CEFMS and releases pay period files to timekeepers. Merges timekeeper files for each pay period cycle. Transmits Time & Attendance file data to DCPS.
- p. Processes labor cost transfers to correct disputes and accounting errors.
- q. Plans and performs reviews, special studies, and selective internal examinations of Finance and Accounting functions on a recurring basis. As required, develops and uses quality assurance checklists to review the effectiveness of management controls for financial activities. Performs quality assurance reviews of the policy and procedures for district civil fund activities.
- r. Responsible for coordination of reimbursable work order requests to other DA activities and other government agencies.
- s. Responsible for review, computation, and input of effective labor rates.

- t. Performs reconciliation of personal and real property in conjunction with technical element budget analysts.
- u. Analyzes and oversees revolving fund account operations for the district.
- v. Provides assistance to district employees in the completion of Commercial Purchase Card (IMPAC card) payments in CEFMS.
- w. Responsible for proper setup, input and monitoring of all District cost shared projects from initiation to closeout. Responsible for transfer of completed projects from Construction in Progress general ledgers.
- x. Coordinates review of unliquidated obligations and takes corrective action as required.
- y. Reviews the multipurpose power accounts for the district multipurpose power projects and advises operating managers. Prepares annual accounting reports for SEPA. Oversees the multipurpose power accounting functions and coordinates corrective actions as required.
- z. Initiates CEFMS problem reports and forwards to Huntsville Development Team for resolution. Implements solutions to CEFMS database and provides technical support to district employees.
- aa. Assumes lead role in preparation of audit responses to HQUSACE, SEPA, DODIG and independent audit firms.
- bb. Performs the asset management function for the Nashville District.
- cc. Provides CEFMS Data Manager function and maintains all local data manager tables for the district.
- dd. Performs follow-up and collection/resolution actions for Accounts Receivable outstanding over 150 days.
- ee. Reports on district CFO issues.
- ff. Performs distribution of costs for district's facility accounts.
- gg. Administers the government travel charge card program for Individually Billed Accounts (IBA); ensures that IBAs are properly used and are paid in a timely manner.

4. Management Analysis Branch:

- a. Reviews, evaluates, and recommends actions on existing missions, organization structure, assignment of functions, and proposed changes. Recommends organizational actions based on analysis of workload, functional alignment, staffing, and related factors. Develops organization plans for

long and short-range periods, as required. Coordinates reorganization activities in automated systems (HR, CEFMS) and prepares Permanent Orders on organizational changes. Chief serves as Special Assistant to the District Engineer as the District Quality Coordinator.

b. Participates in studies to design and improve management systems, and develops solutions to problems involving missions, functions, policies, organization, workload, resources, procedures, and methods.

c. Compiles, prepares and publishes the Organization Directory Chart and the Nashville District Mission and Functions Statement.

d. Coordinates the District strategic planning process, including development of the plan and monitoring progress against targets. Develops systems for assessing the activity performance, programs, and trends against assigned missions, programs, and command objectives.

e. Administers the Army Suggestion Program, the Management Control Program, the District Fitness Program, the Commercial Activities Program including completion of the annual FAIR Act Inventory, and the Command Goals and Objectives Program.

f. Coordinates the district quality improvement efforts and administers related quality initiatives.

g. Provides liaison for EIG and USACE Efficiency Reviews. Consolidates information for Division and District Quality Assurance Audits (QAA).

APPENDIX F

PUBLIC AFFAIRS OFFICE

MISSION: Manages the district's ongoing programs of public information, command information, and media and community relations and communication planning, serving as advisor and consultant to the District Commander, senior staff, and other district elements on the public affairs implications of proposed actions. Serves as the official spokesperson and release authority for all information disseminated to the public and the news media.

FUNCTIONS:

1. Analyzes objectives of the district's public affairs program, providing counsel to the District Commander and staff to ensure that major management decisions and policies include consideration for public reaction.
2. Executes programs to disseminate information about the Corps of Engineers to the public through appropriate media, coordinating USACE and CELRD programs at district level.
3. Informs personnel of programs and activities of the district through appropriate electronic and printed media. Produces information publications depicting Corps activities, and builds morale through the Command Information Program and other activities.
4. Prepares speeches and provides appropriate visual aids for the District Commander and Executive Office, and assists key staff members with presentations and public appearances.
5. Arranges interviews, inspection trips, and accommodations for visiting news media representatives, and coordinates media coverage for visiting government officials and dignitaries.
6. Actively pursues media outlets for positive television, radio, newspaper, and magazine features.
7. Provides media training, risk communication training, and communication planning training to selected District personnel as required.
8. Coordinates and supervises public displays, ceremonies, exhibits, ground breakings, dedications, and other special events.
9. Arranges for district representatives to speak to civic or service groups.

10. Assists the District Water Safety Committee in implementing a proactive water safety awareness campaign to publicize message among internal and external audiences. Provides public affairs advice as a member of the National Water Safety Product Development Team.

11. Serves as release authority and central point of contact for design and informational purposes for all web pages of the District Internet Homepage.

12. Provides public affairs support to the outreach program and account executives and to project managers. Also serves on PDTs as required.

13. Provides communication planning expertise to District staff members to ensure District messages are disseminated internally and externally.

APPENDIX G

SAFETY AND OCCUPATIONAL HEALTH OFFICE

MISSION: Furnishes advice, recommendations, assistance and/or services to the District Commander, staff, and technical and operational divisions for the following programs:

Employee Safety and Health  
Contractor Safety and Occupational Health  
Safety in Design  
Safety in Construction  
Safety in Operations  
Public Safety  
HTRW Remediation Safety & Health  
Medical Surveillance Program  
Violence in the Workplace

FUNCTIONS:

1. Manages the Corps of Engineers safety and health program within the district, in accordance with policies and objectives established in AR 385-10, EM 385-1-1, and applicable ERs.
2. Prescribes and coordinates a balanced program of safety and health activities, and performs functions set forth in paragraph 5-2, AR 385-10.
3. Advises the District Commander of accident and health potentials on programs and requirements for control.
4. Assists managers at all levels in the fulfillment of their responsibility for the safety and health of district employees and the safety of government property.
5. Evaluates the application of safety and health criteria in all plans, designs, specifications, operating and maintenance procedures, and training programs.
6. Provides advisory safety engineering services for all district activities in support of accident prevention, including features of design, occupational health, fire prevention and protection, radiological safety, and safety in all end-use items or services.
7. Evaluates the management of all activities for compliance with the policies and objectives of the safety and occupational health program.

8. Conducts progressive research into accident problems and develops corrective controls to aid managers and supervisors in the prevention of future accidents.
9. Serves as staff advisor and evaluates the program for issuing permits to operate motor vehicles and equipment.
10. Surveys facilities for fire protection, fire fighting, and emergency and rescue to establish adequate and efficient utilization.
11. Manages the accident reporting system and compiles, analyzes, and disseminates accident data and any necessary corrective action to be taken.
12. Provides accident prevention and safety engineering guidance and advice on district activities concerning the use of public recreation areas under the control of the Corps of Engineers, particularly with respect to water safety consideration.
13. Manages and contracts for the required medical surveillance program, and employees volunteer optional physicals.
14. Provides the district with required safety, health services, and oversight in support of the HTRW design mission. Oversight and review involvement includes both hired labor (district employees) as well as contracted services.
16. Provides safety and health services through membership in all the district's ERGO teams. This includes review and evaluation of all district activities.

APPENDIX H

OFFICE OF COUNSEL

MISSION: Serves as an advisory and administrative staff office responsible for furnishing legal advice, assistance, and services to the District Commander and all elements of the district, and for maintaining uniformity in the application of law and legal principles concerning civil works in the Nashville District.

FUNCTIONS:

1. Renders assistance and advice to the District Commander and all components of the district on all legal matters.
2. Renders staff advice, supervision, and assistance in the negotiation, award, and preparation of contracts, and drafts of all non-standard form contracts, including Federal Information Processing Resources contracts, hazardous and toxic waste contracts, Economy Act MOUs, non-standard clauses to standard contracts, modifications and other contractual instruments, and reviews such actions for legal sufficiency.
3. Renders staff advice, supervision, and assistance in Alternative Dispute Resolution techniques, and dispute prevention efforts such as partnering and preventive law.
4. Reviews, investigates, recommends, and acts, as appropriate, on all litigation involving the Corps of Engineers, including environmental, regulatory, tort, admiralty, contract, and personnel cases; processes freedom of information and privacy act requests.
5. Responsible for administering the Standards of Conduct Program and the Procurement Fraud Program for the district. Also provides advice and assistance on the Management Controls Program, fiscal integrity, and similar matters, including the Army Rules of Professional Conduct for Lawyers.
6. Renders staff advice, supervision, and assistance on Project Management, local cost sharing and escrow, and environmental and regulatory programs.
7. Reviews, investigates, recommends, and acts, as appropriate, on all contractual and non-contractual claims and appeals, including the presentation of cases before the proper administrative board.
8. Renders staff advice, supervision, and assistance on personnel legal matters, including equal opportunity matters; provides representation in third party proceedings before the Equal Employment Opportunity Commission, Merit Systems Protection Board, and the Federal Labor Relation Authority.

9. Carries out labor policy directives and programs issued by higher authority, including enforcement of contract labor standards, and implements or recommends policies and procedures in relation thereto; promotes good working relationships between USACE, organized labor, and contractors.
  
10. Prepares PCAs and MOAs between the government and local sponsors.
  
11. Acquires real estate interests, or oversees the acquisition of same, for cost-shared civil works projects, in the time and within the budget established with the PM and local sponsor/customer for each civil or environmental/support for others project.

APPENDIX I

INFORMATION MANAGEMENT OFFICE

*US Army Corps of Engineers Directorate of Corporate Information will assume operation May 2008.*

MISSION: Serves as an administrative and advisory staff office, exercising principle staff actions, planning, and policies relating to Information Management (IM), with the exception of Records Management Program. The civil works and military missions of the Information Management Office will be accomplished by organizational elements with responsibilities as follows:

FUNCTIONS:

1. Office of the Chief: Responsible for overall program and provides general oversight for all IM activities in the district.
  - a. Provides staff advisory services to the District Commander in carrying out information management responsibilities.
  - b. Represents district needs to the CELRD, other districts, HQUSACE, and other federal agencies.
  - c. Manages the development and implementation of IM policies in the district.
2. Customer Assistance Team: Provides hardware and software support for the district's computer and communications users. This includes all phases from planning to operational support.
  - a. Implements information systems, ensuring that all software and hardware is compatible, whether requisitioned within IMO or other district organizations.
  - b. Provides user support in all areas of IM resources related to automation.
  - c. Plans, implements, and monitors information systems security in the district.
  - d. Evaluates new equipment and software for possible use in fulfilling the district mission.
  - e. Serves as COR for the computer programming contract and computer network and desktop support contract.
  - f. Manages the district's Communications Master Plan; provides for and/or obtains all IM communication services.
  - g. Operates communications systems including teletype, private line, voice, and data networks.

- h. Serves as district COMSEC officer/custodian, and operates the district Classified Records Center.
  - i. Operates the district Radio Center network and radio base central station.
3. Support Services Team: Provides support to district Information Management activities, including print and publication liaison, and technical and legal libraries.
- a. Plans, directs, manages and supervises Publications and Directives Management and Forms Management.
  - b. Responsible for district Official Mail program, including postage and package management, mail distribution, and COR for the Mailroom contract.
  - c. Responsible for the Freedom of Information Act and the Privacy Act programs, and the Management Information Control program.
  - d. Prepares and monitors the Information Mission Area (IMA) Master Plan for the district, and the IMO budgets.
  - e. Manages and operates the technical and scientific library, including document searches and other research assignments.
  - f. Provides oversight for the Legal Library.
  - g. Serves as the Printing/Reproduction Control Officer.
4. Visual Information Team: Provides audiovisual/graphics support to the district.
- a. Provides for and/or obtains all audiovisual, image processing, illustration, and audiovisual services, and provides ground and aerial photographic coverage.
  - b. Designs, develops, and produces camera-ready artwork, graphics, pamphlets, brochures, and three-dimensional exhibits for the district. Maintains a slide depository and photographic library.
  - c. Serves as Visual Information (VI) Manager for the district.

APPENDIX J

LOGISTICS DELIVERY POINT NASHVILLE

*US Army Corps of Engineers Logistics Activity Center assumed operation effective 1 April 2007.*

MISSION: Serves as an advisory and administrative staff office, provides management and operational support to the district on logistical matters, including transportation and travel, supply, vehicle management, and facilities and services.

FUNCTIONS:

1. Implements Corps-wide logistics programs and develops local policies and procedures. Issues implementation guidance for higher echelon regulations, policies and procedures applicable throughout the district.
2. Conducts Command Supply Discipline inspections and staff visits to other district staff elements and to subordinate area, resident, and project offices to assist in establishing new systems and procedures, and to determine status of logistics program execution.
3. Serves as district POC on logistics matters.
4. Implements the USACE Logistics Activity's (ULA) career programs in the transportation and supply career fields.
5. Prepares, coordinates, and manages Logistics Management Office portions of mobilization, emergency, and other plans.
6. Serves as the Command Supply Discipline Program Monitor.
7. Manages the operations of transportation and travel, supply, vehicle management/maintenance, and facilities and services, being provided to the district as follows:
  - a. Facilities and Services Management: In coordination with the ULA Facilities Division and the District's Real Estate Division, makes recommendations on space utilization for office/work area space management and in implementing higher echelon policies on standards for work space allocations; formulates overall requirements for storage space and facilities; recommends construction, acquisition and disposal (in cooperation with Real Estate Division) of such space and facilities. Reviews applicable procurements for impact on facilities, floor loading, utilities, and work space requirements. The District Facility Manager serves as POC with GSA/building owners on all facilities maintenance problems, building alterations, and workspace allocation requirements. Allocates parking spaces for Corps of Engineers employees.

b. Vehicle Management: Develops general local policies, and implements higher echelon policies and procedures pertaining to the vehicle maintenance. Develops local policy and implementation procedures on vehicle maintenance. Implements policies on "repair" versus "replacement" criteria.

c. Transportation and Travel Management: Implements USACE transportation, travel and motor vehicle management (includes procurement of vehicles) policies and procedures in implementing higher echelon regulations and develops local policies and procedures as required. Administers local motor vehicle and travel management responsibilities. Initiates CBL for movement of material. Initiates charter bus passenger transportation and appropriate aircraft services. Administers the Vehicle Information Management System (VIMS). Provides staff guidance on preparation of travel orders. Acts as order authenticating official. Performs functions of Transportation Agent. Administers the Government's mass transit program.

d. Supply Management:

(1) Develops implementing guidance for higher echelon regulations, policies and procedures concerning supply matters. Initiates or coordinates actions to procure supplies and equipment by requisition or purchase. Serves as POC for office equipment maintenance management. Reviews surplus property listing to ensure maximum use of surplus and excess property. Coordinates district office personal property disposal program requirements. Performs the necessary acquisitions to support the District's central procurement assignment of decalcomania for nationwide CE installations.

(2) Provides technical assistance, review, inspection, and coordination of district-wide property accounting activities, and interprets and administers all property accounting procedures.

(3) Disseminates procedures for and performs, or supervises performance of, property administrator functions and makes periodic examinations of property and material control records, and advises contract administrators on all matters concerning property furnished to contractors.

(4) Responsible for central receiving point functions for the district office. Issues policies and guidance for central receiving points operated at remote district locations. Appoints and provides training to the Receiving Agents.

(5) Through the Regional Property Book Officer, maintains a formal set of property records and files for all non-expendable and other specially designated property issued to the district.

(6) Provides technical assistance, review, inspection and coordination of physical inventories of property by responsible employees.

(7) Reviews and processes all Financial Liability Investigations of Property Loss (FLIPL) for action by proper authority, and ensures other appropriate action to fix responsibility for loss, damage, or destruction of government property.

APPENDIX K

PLANNING, PROGRAMS AND PROJECT MANAGEMENT DIVISION

MISSION: Serves as a technical, administrative, advisory, and operational staff office responsible to the District Commander for staff supervision, assistance, coordination, review, and implementation of policies regarding project planning, programs management, project management including environmental and HTRW work, and the management of Civil Works Programs, including Interagency and International Services (IIS) projects. Provides overall management of all projects and programs in the district.

FUNCTIONS:

1. Office of the Chief: Serves in a dual role as Deputy District Engineer for Project Management (PM) and Chief, Planning, Programs and Project Management Division (PPMD). Provides oversight over position of special assistant and principal advisor to the District Commander on Small and Disadvantaged Business Utilization (SADBU).

a. Planning, Programs and Project Management Division: Exercises principal staff oversight responsibility for Planning, Programs and Project Management of all assigned Civil Works and Interagency and International Services projects. Serves as senior civilian providing leadership to the Corporate Board.

(1) Directs, coordinates, and manages the Project Planning Branch and Programs Project Delivery Branch.

(2) Responsible for implementing and executing the district's Project Management Business Process to provide oversight of all district work to assure project continuity and accountability, including project schedules, costs, budgeting, quality, and customer service.

(3) Manages the development of PMPs, including an integrated project schedule, cost, and budget; monitors project execution, manages changes, and makes and/or recommends necessary adjustments based upon changes and performance in accordance with directives of the PRB and expectations of the customer; prepares required project executive reports; and presents project status and performance to PRB and/or higher levels of government.

(4) Coordinates with functional chiefs to ensure project strategies and commitments are clearly understood and well integrated across the district. Provides input to the District Commander concerning the performance of functional chiefs toward project delivery. Resolves project management issues.

(5) Provides leadership in establishing district management processes and procedures to effectively manage the scope, quality, cost, budget, and schedules of Civil Works, Interagency and International Services (IIS) and all district work. Defines roles and responsibilities, and interfaces with all elements, both internally and externally, so as to provide a strong project and customer orientation, project continuity, and accountability.

(6) Develops the district Civil Works annual and multi-year programs based on input from individual project managers various functional elements. Supports the Civil Works programming process by providing information to accommodate the annual budget and schedule formulation to Congressional budgeting and reporting interests, including reprogramming documents for assigned projects.

(7) Provides project-specific analysis and feedback to the PRB, coordinating resolution of project issues with various functional elements to minimize the impacts on project schedules, costs, and budgets. Provides the required upward reporting of project issues.

(8) Reviews, coordinates, and obtains the appropriate level of approval for project cost estimates and schedule changes in accordance with PMPs, the district PRB, and/or the project sponsor. Submits recommendations for approval to higher headquarters on those costs or schedule changes required by legislation or policy.

(9) Provides principal staff oversight for the development, coordination, and approval (either local or higher headquarters) of Project Cooperation Agreements, MOUs, or other agreements requiring customer, division, or higher headquarters approval.

(10) Integrates project schedules into a comprehensive district schedule, analyzes district workload, develops and coordinates manpower requirements with functional chiefs, and provides recommendations to the District Commander on manpower distribution in accordance with project and program performance.

(11) Monitors development of HTRW project scope and establishes full understanding with design manager and construction manager through pre-design, pre-construction and other technical review conferences to ensure that future actions are in agreement with PMPs.

(12) Reviews and endorses project documents for consistency with PMPs prior to communicating with customer/partner, higher authority or outside agencies.

(13) Responsible for determining whether user-requested changes require PRB approval or if there are operability changes that can be accomplished within the project scope and funds (design and construction contracts).

(14) Receives, interprets, disseminates, and directs the implementation of program and project guidance, directives, and correspondence from higher headquarters.

(15) Prepares programs presentation and defense thereof for higher headquarters.

(16) Serves as Chairman of the district PRB.

(17) Serves as the District's main representative on the Resource Management Board (RMB) and serves on committees in strategically planning for the seven districts and division office to operate as a Regional Business Center. Participates in the Command Council meetings.

b. Responsibilities of the PRB:

(1) Provides senior management oversight of all district projects.

(2) Develops priority list of all district projects.

(3) Resolves major program/project issues, concerns and/or problems that are within the authority of the District Commander. Causes irresolvable issues to be submitted to proper authority level.

(4) Approves all recommendations made to higher authority on major issues, concerns and/or problems.

(5) Approves all major requests made by local sponsors relating to project features and/or additional costs.

(6) Approves PMPs. Reviews and evaluates project execution each month for compliance with PMPs.

(7) Provides oversight of all project management reports.

(8) Takes appropriate action on all major project schedule and/or cost changes in accordance with district approval authority.

(9) Resolves issues between divisions/branches that require a corporate level decision.

(10) Serves as the District's Acquisition Strategy Board.

2. Programs and Project Delivery Branch: Responsible for implementation of the PMBP, including providing support to the PRBs development of PMPs; provides the primary point of contact for all civil works projects; monitors progress; determines project schedule and cost changes; and completes/submits all project management reports. Responsible for developing, defending, and executing the district's

overall Civil Works program; for preparation of CEMRS; for review of all schedules and programs; and for monitoring, in concert with the Project Management Branch, project schedules and costs to ensure that cost estimates, schedules, and milestones are achievable.

a. Responsible for project management of all district projects as defined in ER 5-1-11. Monitors and, where necessary, approves or takes actions relative to project management of Civil Works projects, develops projects in coordination with functional elements and higher authority, and then prepares and submits information associated with project budget submission.

b. Develops a close working relationship with the customer/partner and maintains the relationship as the primary POC for the project. Ensures all reasonable efforts are made to provide for the customer's/partner's requirements, problems, and desires. Ensures partner understanding of local cost-sharing requirements and includes partner as a member of the project team.

c. Provides principal staff oversight for the development, coordination, and approval (either local or higher headquarters) of PCAs, MOUs, or other agreements requiring customer, division, or higher headquarters approval.

d. Develops project scope in conjunction with team members and ensures full understanding with sponsor and technical managers. Participates in the RRC, the FRC, preconstruction conference, technical review, and any other technical review conferences.

e. Ensures Environmental/HTRW commitments are incorporated into the project through all succeeding phases.

f. Develops PMPs in conjunction with district functional elements and the sponsor, which establish project scope, schedule, quality, budget, resources, and technical performance requirements for the management and control of projects. Modifies PMP in accordance with approved changes.

g. Serves as project proponent and as an advisor and consultant to the Corporate Board. Provides project-specific analysis and feedback to PRB, coordinating resolution of project issues with various functional elements so as to minimize the impacts on project schedules, costs, and budgets. Provides the required upward reporting of project issues.

h. Reviews, coordinates and obtains the appropriate level of approval for project cost estimates and schedule changes, in accordance with PMPs, the district PRB, and/or the project sponsor. Submits recommendations for approvals to higher headquarters on those costs or schedule changes required by legislation or policy.

i. Manages project funds in accordance with PMP. Allocates funds in accordance with PMBP to all elements. Revises funding requirements as appropriate. Monitors actual obligations and expenditures to ensure proper utilization of federal and non-federal funds. Ensures non-federal funds are appropriately credited. Manages project contingencies to ensure efficient and effective utilization, reporting as required to the PRB on contingency status, including reforecasting available balance. Ensures funding requirements for ongoing projects are adequate to minimize delays due to funding difficulties. Responsible for approval of requests for funds not within discretionary authority of Area/Resident Engineer.

j. Manages project resources, schedules, and costs, making or recommending adjustments based on changes and performance.

k. Monitors design and construction activities to ensure compliance with PMP. Facilitates resolution of complex issues, especially those issues that affect customer, schedule, quality, and/or have significant impact on available funds. Reviews design documents, makes site visits, and attends meetings, as appropriate, to ensure compliance with the PMP.

l. Prepares, reviews, or endorses project documents for consistency with PMP, FCSEA, and/or PCA prior to communicating with customer/partner, higher authority, outside agencies, or Congressional offices.

m. Works with functional elements to expedite completion of modifications, claims, or resolved engineering proposals; resolution of pre-final and final construction inspection punch list items; and preparation of Operation and Maintenance manuals.

n. Assists in the timely transfer of completed projects to sponsors/partners or others for operation and maintenance.

o. Provides oversight of the District's HTRW Program to insure that all sub-programs and projects are executed in accordance with applicable PMBP guidance and criteria.

- p. Responsible for development of district's Civil Works program.
- q. Prepares reports and provides timely advice and support to the Deputy District Engineer for Project Management. Provides fiscal administrative support and financial control support to Project Management Branch. Supports project managers in the development, preparation, and submission of project and program data for budgetary proposals and changes. Analyzes, reviews, and coordinates all civil works programming activities, exercising primary responsibility for the interpretation of budget directives requiring district action.
- r. Evaluates policy instructions regarding civil works program submissions, coordinates development of program proposals of other staff elements, and analyzes data regarding past performance and fiscal status. Works in concert with Project Management Branch in development of requirements for work allowance and/or revisions.
- s. Prepares budgetary estimates for each project and/or study under all civil works appropriations. Supports Project Management Branch in programming requirements for current and future budget years, revising budget estimates based on approved CELRD, HQUSACE, ASA(CW), and OMB final program allowances. Prepares Continuing Authority funds request for award of construction contracts. Responsible for management oversight on all district programs.
- t. Subsequent to coordination with Project Management Branch and higher authority, prepares justification sheets and other budget documents for annual Civil Works budget submission to Congress.
- u. Prepares Annual Report and furnishes camera-ready copy to CELRD and/or HQUSACE.
- v. Maintains a constant review of civil works programming and budget submission, particularly during periods of budgetary review by higher levels of government. Submits supplementary technical data and/or other information as required.
- w. Participates in the development of 5-year Program, Financial Plan, and related justification and data sheets for use by HQUSACE in obtaining Congressional appropriations.
- x. Coordinates the development and reporting of project funding.
- y. Monitors obligations and expenditures, and coordinates funds distribution and transfers. During course of project, receives revolving fund, expenditure, and obligation/commitment reports from CEFMS, and checks

data against work estimates. Takes necessary action to prevent over obligation of funds, when budget obligation or commitment limits are neared. When the limits of any other budget amounts are noticed, informs appropriate element(s) for action.

z. Has authority to commit funds at the Area/Resident Engineer's request for mandatory changes, defined as only those changes that must be accomplished in order for the project to perform as originally intended. Non-mandatory changes must receive concurrence from the assigned Project Manager prior to commitment of funds.

aa. Advises DPM and/or appropriate Project Manager, design/construction manager, and field office manager of overall contract fund limitations. Advises them of any action necessary to control expenditures or over obligations.

bb. Serves as the district's principal point of contact regarding project authorization activities required under the Water Resources Development Acts.

cc. Assists RM to compile and submit through channels all data/information required under CEMRS manpower system.

3. Project Planning Branch: Manages water resources planning actions. Responsible for the conduct of assigned studies and preparation of reports leading to authorization of Civil Works projects by the Chief of Engineers and Congress. Responsible for project planning in connection with major projects in the Civil Works development program and Continuing Authorities program. Responsible for the implementation of Civil Works Policies and Authorities within the District. Has overall district responsibility for environmental and cultural resource issues and compliance with environmental laws, Executive Orders and implementing regulations promulgated thereunder, paramount of which are the National Environmental Policy Act, Clean Water Act, Fish and Wildlife Coordination Act, Endangered Species Act, Clean Air Act, National Historic Preservation Act, and Native American Graves Protection and Repatriation Act, as well as other applicable federal and state laws and regulations. Responsible for implementation of the PMBP, including providing support to the PRB's development of PMPs; assigned planning documents, provides the primary point of contact for assigned civil works projects; monitors progress; determines project schedule and cost changes; and completes/submits all project management reports.

a. Responsible for project management of assigned district projects as defined in ER 5-1-11. Monitors and, where necessary, approves or takes actions relative to project management of Civil Works projects, develops projects in coordination with functional elements and higher authority, and then prepares and submits information associated with project budget submission.

b. Develops a close working relationship with the customer/partner and maintains the relationship as the primary POC for the project. Ensures all reasonable efforts are made to provide for the customer's/partner's requirements, problems, and desires. Ensures partner understanding of local cost-sharing requirements and includes partner as a member of the project team.

c. Provides principal staff oversight for the development, coordination, and approval (either local or higher headquarters) of FCSAs, PCAs, MOUs, or other agreements requiring customer, division, or higher headquarters approval.

d. Develops project scope in conjunction with team members and ensures full understanding with sponsor and technical managers. Participates in the RRC, the FRC, pre-construction conference, technical review, and any other technical review conferences.

e. Ensures Environmental/HTRW commitments are incorporated into the project through all succeeding phases.

f. Develops PMPs in conjunction with district functional elements and the sponsor that establishes project scope, schedule, quality, budget, resources, and technical performance requirements for the management and control of projects. Modifies PMP in accordance with approved changes.

g. Serves as project proponent and as an advisor and consultant to the Corporate Board. Provides project-specific analysis and feedback to PRB, coordinating resolution of project issues with various functional elements so as to minimize the impacts on project schedules, costs, and budgets. Provides the required upward reporting of project issues.

h. Reviews, coordinates and obtains the appropriate level of approval for project cost estimates and schedule changes, in accordance with PMPs, the district PRB, and/or the project sponsor. Submits recommendations for approvals to higher headquarters on those costs or schedule changes required by legislation or policy.

i. Manages project funds in accordance with PMP. Allocates funds in accordance with PMBP to all elements. Revises funding requirements as appropriate. Monitors actual obligations and expenditures to ensure proper utilization of federal and non-federal funds. Ensures non-federal funds are appropriately credited. Manages project contingencies to ensure efficient and effective utilization, reporting as required to the PRB on contingency status, including reforecasting available balance. Ensures funding requirements for ongoing projects are adequate to minimize delays due to funding difficulties. Responsible for approval of requests for funds not within discretionary authority of Area/Resident Engineer.

j. Manages project resources, schedules, and costs, making or recommending adjustments based on changes and performance.

k. Monitors design and construction activities to ensure compliance with PMP. Facilitates resolution of complex issues, especially those issues which affect customer, schedule, quality, and/or have significant impact on available funds. Reviews design documents, makes site visits, and attends meetings, as appropriate, to ensure compliance with the PMP.

l. Prepares, reviews, or endorses project documents for consistency with PMP, FCSA, and/or PCA prior to communicating with customer/partner, higher authority, outside agencies, or Congressional offices.

m. Works with functional elements to expedite completion of modifications, claims, or resolved engineering proposals; resolution of pre-final and final construction inspection punch list items; and preparation of Operation and Maintenance manuals.

n. Assists in the timely transfer of completed projects to sponsors/ partners or others for operation and maintenance.

o. Provides guidance to all elements of the district on ways of protecting, improving, and restoring ecosystems for projects in planning, design, construction, and operating phases.

p. Provides support to the Regulatory Branch in the areas of environmental and cultural resource compliance associated with administration of the DA permit program.

q. Responsible for the design, implementation, interpretation, and application of environmental/scientific studies and results to district projects and programs.

r. Serves as the district environmental and cultural resource compliance manager. Provides guidance to all elements of the district on ways of protecting, improving, and restoring ecosystems for projects in planning, design, construction, and operating phases. Provides support to the Regulatory Branch in the areas of environmental and cultural resource compliance associated with the administration of the DA permit program. Is responsible for the design, implementation, interpretation, and application of scientific studies and results to district projects and programs.

s. Serves as principal liaison for all customer outreach initiatives with the District.

t. Serves as the District's principal Congressional Liaison Officer

u. Works with project managers and senior leaders to develop, analyze, and use customer feedback on performance satisfaction to generate corrective action and improvements in customer service and business processes.

APPENDIX L

CONTRACTING DIVISION

MISSION: Serves as a technical staff office responsible for directing and coordinating the control and distribution of procurement and contracting activities. Responsible to the District Commander for planning, directing, and supervising all phases of acquisition and inspection activities of the district, except any shop inspection required for materials and equipment procured under supply contracts.

FUNCTIONS:

1. Office of the Chief: Serves as consultant and principal advisor to the District Commander and other staff members on all policy and procedural matters pertaining to the acquisition (except real property) functional area. Responsibilities for district acquisition include advance planning to its completion or delivery. Directs, coordinates, and supervises the Contracting and Purchasing Team within the Contracting Division in the district as follows:

a. Plans, directs, and supervises the proper performance of the contracting functions of the district. Provides for full and open competition, in accordance with the CICA of 1984, through use of competitive procedures. Serves as a member of Nashville District Program Review Board.

b. Provides assistance to the Competition Advocate to promulgate the objective of CICA.

c. Exercises staff surveillance over the contract administration function for the district to ensure compliance with applicable provisions of the Federal Acquisition Regulation (FAR), Defense Federal Acquisition Regulation Supplement (DFAR), US Army Federal Acquisition Regulation Supplement (AFAR), Corps of Engineers Federal Acquisition Regulation Supplement (EFAR), and other pertinent laws and regulations, and to provide administrative support to ensure compliance with the terms and conditions of contracts and purchase orders. Overall management of contracts, with the input from other disciplines in the District, which support the project and the administration, which involve supervision, inspection, and review of contractor performance.

d. Interprets and implements higher authority decisions and directives that affect the contracting and simplified acquisition functional areas, and develops new or revised procedures to ensure compliance.

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

f. Maintains liaison with industry, and government agencies and departments on contracting matters.

g. Reviews qualifications and prepares nominations for appointment of Contracting Officers (COs), Administrative Contracting Officers (ACOs), Contracting Officer Representatives (CORs), and Ordering Officers (OOs); forwards to authority for approval and maintains pertinent files.

h. Manages the Defense Priorities and Allocation System (DPAS). Initiates actions for expediting assistance on critical programs when required.

i. Manages the district career program for, and acts as counselor to, all individuals in the contracting, and purchasing series.

j. Develops and supervises internal programs for adequate cost controls; prepares budget, travel, and training estimates under guidelines established by regulation and the Resource Management Officer for the Contracting Division.

k. Manages district activities in connection with small and disadvantaged business programs as well as other socioeconomic programs as they relate to contracting.

l. Reviews and provides comments on audit and other investigative reports relating to contracting activities.

m. Maintains contract clauses through the Standard Procurement System (SPS)/Procurement Desktop Defense(PD2)solicitation/contract clause matrix function.

2. Contracting/Purchasing Team: Responsible for acquisition planning, soliciting, executing, and administering Architect-Engineering (A-E), construction, service (other than A-E), supply, simplified acquisitions, and Hazardous, Toxic, and Radioactive Waste (HTRW) procurements utilizing cost reimbursement contracts.

3. The following activities applies to the Contracting/Purchasing Team:

a. Plans and executes all procurement actions prior to and including contract awards.

b. Prepares and coordinates with the Small Business Administration (SBA) correspondence and reports as required by regulations.

c. Performs the following specific operational functions in coordination with other staff elements:

(1) Prepares and issues Invitations for Bid (IFBs) and Requests for Proposals (RFPs).

(2) Conducts evaluation to determine responsive and responsible bidder when the sealed bid procedure is used; functions as a participant on the team charged with evaluating sealed bid or negotiated procurements.

(3) Prepares contracting documents for advertised, competitive, and negotiated contracts. Issues notices of award and notices to proceed. Obtains all pre-solicitation authorities such as requests for SBA 8 (a) program contractors. Prepares Pre-/Post-Negotiation documentation.

(4) Conducts pre-award surveys and evaluations.

(5) Maintains contractor mailing lists for procurements. Reviews debarred list to ensure contractor is not in the database.

(6) Reviews mistakes in bids and ensures coordination with Office of Counsel(OC); recommends appropriate action to Contracting Officer. Develops and formalizes the documentation for contract file.

(7) Prepares Contracting Officer's response to protests of award when requested by higher authority.

(8) Conducts pre-award surveys on all contracts, except utilities, in excess of \$100,000 and performs evaluation.

(9) Prepares all synopses for procurement when appropriate.

(10) Processes requests for wage determinations.

#### 4. Post Award and Quality Control Activities:

a. Responsible for the administration of contracts and contract modifications. Ensures that contract documentation is adequate and complete. Conducts reviews of modifications issued by ACOs, conducts review of modifications not issued by ACOs, and participates in reviews with legal and technical personnel on all modifications.

b. Serves as contracting representative/negotiator for negotiated civil works/military modifications, delivery orders, survey and mapping, planning studies, and other professional type services. Acts as team member for complex A-E modifications. Reviews proposed contracting action for compliance with Competition in Contracting Act of 1984 (CICA) and prepares proper documentation as necessary for submission to higher authority for approval. Prepares, in coordination with technical team member(s), Post-Negotiation Memoranda (PNM) for negotiated actions. Ensures that all regulatory requirements have been met.

c. Administers and maintains the official contract files. Ensures that documentation is adequate and complete for inspection by the Department of the Army Inspector General (DAIG), General Accounting Office (GAO), U.S. Army Audit Agency (AAA), and others. Advises District Commander and pertinent district elements of all deficiencies noted, and monitors to ensure appropriate corrective actions are taken.

d. Responsible for requesting, receiving, and incorporating all contract audit reports from DCAA for procurements over \$550,000. Serves as Contract Follow-up Monitor for all contract audits.

e. Participant on the district's Construction Contract Administration field management team(s).

f. Conducts visits to Resident/Area Offices and Construction-Operations Division projects to survey and evaluate contract administration performance.

g. Issues and updates Contracting Division's Standard Operating Procedures (SOPs).

h. Researches, prepares, and furnishes reports to higher authority and furnishes other statistical data to contracting activities, as requested.

i. Reviews contract administration actions taken or performed by other elements of the district to ensure compliance with applicable law, regulations, and policies, and provides recommendations to the District Commander for improvements and corrections in district contract administration procedures. Monitors the implementation of the improvements and corrections.

j. Prepares contracting modification actions, with the exception of those accomplished at the project site by an ACO.

k. Performs contract administration duties on all contracts assigned.

7. Simplified Acquisition Functions (SAP):

a. Responsible for purchasing, monitoring, and administering all simplified acquisitions within the district, including purchase orders, purchases made by credit cards, procurement through other governmental agencies, basic ordering agreements, blanket purchase agreements, and Federal Supply Schedules utilizing Standard Procurement System/Federal Acquisition Computer Network (SPS/FACNET) when appropriate.

b. Monitors and annually reviews purchase actions taken or performed by other elements of the district to ensure compliance with applicable law, regulations, and policies. Provides recommendations for improvements and corrections in district purchase procedures through the Chief, Contracting Division, to the District Commander and other appropriate district staff.

- c. Purchases supplies and services through any of the simplified acquisition procedures such as Electronic Data Interchange.
- d. Maintains mailing lists, prepares and issues IFBs and RFPs (or, where done by others, reviews for consistency with policy and for regulatory compliance prior to release), and receives, opens, and abstracts bids and proposals.
- e. Furnishes reports to higher authority on the volume and type of procurement actions as required by regulation and furnishes other statistical data on purchasing activities as requested.
- f. Conducts orientations for ordering officers prior to appointment.
- g. Issues and monitors all Blanket Purchase Agreements (BPAs) in the district. Determines amount of monetary limitation for each authorized caller under the agreement.
- h. Conducts training classes for all International Merchant Purchase Authorization Card (IMPAC) credit card holders, VISA Check Cashiers, Approving Officials and Alternate Approving Officials.
- i. Manages all aspects of the IMPAC credit card program, including responsibility for review of statements and coordinating settlement of questioned items with the cardholder and the credit card company.

APPENDIX M

ENGINEERING-CONSTRUCTION DIVISION

MISSION: Serves as technical staff office responsible for supervision, direction and execution of engineering and construction activities. Provides engineering and construction services in support of the Nashville District's programs including Civil Works, Interagency and International Services, HTRW, and operation and maintenance.

FUNCTIONS: Responsible for accomplishing the engineering and construction missions of the district using the following organizational elements:

1. Office of the Chief: Responsible to the District Commander for staff supervision, assistance, coordination, review, and implementation of policies regarding engineering, construction and environmental restoration in the Nashville District. Also serves as the principal advisor to the Commander on in-house VE matters. Accomplishes through the following organizational elements:

- Civil Design Branch
  - Civil-Structural Section
  - Electrical-Mechanical Section
  - Geology Section
  - Soils Design and Dam Safety Section
- Construction Branch
  - Nashville Resident Office
  - Upper Cumberland Project Office
  - Kentucky Lock Addition - Resident Office
  - Chickamauga Lock Replacement Resident Office
  - Wolf Creek Resident Engineer Office
- Hydrology and Hydraulics Branch
  - Water Resources Section
  - Water Management Section
- Cost Engineering and Management Support Branch
- Environmental Restoration Branch

a. Responsible for program execution of funds from all funding sources allocated to Engineering-Construction Division. Manages the program execution effectively and efficiently, and maintains adequate internal fund-control procedures to ensure allocations of funds are not exceeded.

b. Working through subordinate branch chiefs, provides technical support for assigned projects under the PMBP.

- (1) Provides technical expertise and opinions on development of PMPs.
- (2) Develops schedules and cost estimates in concert with PMs.
- (3) Assigns technical members to Project Delivery Teams.
- (4) Ensures project products are designed in a cost effective manner.
- (5) Ensures resources are available in accordance with the PMP.
- (6) Advises PM of potential/proposed changes in scope, cost, or schedule prior to making change.
- (7) Provides monthly updates and evaluations of project products to PMS.

c. Provides senior management overview and direction for all technical products produced by the Engineering-Construction Division as well as all construction activities within the District.

d. Serves as a member of district PRB. Attends and actively participates in PRB meetings.

e. Recommends district-level approach to engineering reports, final design, and construction plans and specifications for all projects requiring approval of the District Commander, Division Commander, or Chief of Engineers.

f. Represents the District Commander in conferences with representatives of the Division Commander, Chief of Engineers, and using agencies in connection with

civil works projects for the purpose of resolving technical, controversial, complex, policy, or design problems.

g. Represents the District Commander in contacts with key representatives of private industry; federal, state, and municipal officials, and others on design and construction matters.

h. Oversees and facilitates A-E contracting.

i. Provides oversight for the district's CADD functions.

j. Assigns a Value Engineering Officer, who is responsible for the District Value Engineering program, ensuring that VE studies are performed in accordance with applicable regulations, maintain a training program as required to ensure that staff elements are familiar with the VE process, ensure a continuous VE effort, promote active contractor participation, ensure inclusion of the VE incentive clause in contracts, and report on process made on VE efforts.

2. Civil Design Branch: Provides all civil, geotechnical, structural, electrical, and mechanical engineering services for engineering investigations, planning, designing, and preparing construction plans and specifications for all District projects, and maintains engineering data files. This includes design of foundations; excavations in rock, including tunnels and rock cuts; groundwater investigations to include reviews of hazardous and toxic waste effects on groundwater; construction materials (rock) investigations; design of all grouting programs; navigation structure design and analysis; design of major mechanical/electrical infrastructure components; and design of earth and rock filled structures. Responsible for overall supervision of the district's Dam Safety Program, including the continuing evaluation and inspection of the district's Dam Safety Program, including the continuing evaluation and inspection program and the non-federal dam inspection program. Provides all necessary expertise, advice, consultation, and review for the District on the above engineering disciplines. Responsible for the Hydraulic Steel Structure Inspection Program and the Bridge Inspection Program for the District.

3. Construction Branch (including construction field offices):

Responsible for oversight of the district's construction management program. Establishes construction policies for the district. Participates on design teams and ITR teams. Performs BCOE reviews of contract documents. Provides technical assistance in the negotiation and development of construction contracts. Advises Project Management Division on construction features of projects, estimated costs, and progress of construction for planning purposes. Administers the construction quality

assurance program through QA inspection and testing, and monitoring of the contractor's quality control program. Fully processes and negotiates construction contract modifications within the ACO's authority. Issues RFPs and negotiates individual task orders for task order type construction contracts. Investigates contractor claims to determine merit of the claim. Provides inspection services and construction oversight for other government agencies including HUD and EPA. Coordinates the A-E Responsibility Management Program through initial development, investigation, A-E Responsibility Review Board meetings, and Contracting Officer findings. Maintains as-built records for construction projects.

4. Hydrology and Hydraulics Branch: Responsible for district hydrologic and hydraulic engineering studies and services, water quality studies and services, and for the water control management (operating) of the Cumberland River Basin system of dams and reservoirs. Exercises overall program responsibility for district flood plain management and support of planning, designing, and preparing construction plans and specifications; operating (reservoir regulation) a wide variety of multi-purpose dams and continuing authorities projects; hazardous and toxic waste cleanup; dam safety; and other pertinent programs. Coordinates and administers interagency agreements. Responsible for the district Geospatial Data System, water supply reallocation studies, and the Lead Water Management within the Lakes and Rivers Region.

5. Cost Engineering and Management Support Branch: Provides general engineering and architectural expertise, design, and review of district projects. Formulates design criteria for all relocations and, as necessary, furnishes technical expertise and advise to other district elements on such criteria. Provides engineering surveying services to Engineering-Construction Division and other district elements. Provides CADD management, A-E contracting management, and technical services to Engineering-Construction Division and other district elements. Maintains engineering drawing files. Coordinates and manages engineering support for projects and programs which support outside customers (e.g., Installation Support, 81<sup>st</sup> RSC (ARCOM), Mobilization Planning, DOE Support, and EPA Support). Provides centralized ACASS support for Engineering-Construction Division. Responsible for preparation of technical specifications and special provisions for construction contracts; scheduling and initiating advertisement of construction contracts; formulating general construction plans; preparing cost estimates; and determining probable cost of projects.

6. Environmental Restoration Branch: Supports the Engineering Division in the technical management of HTRW projects, as well as in the administration of engineering service contracts, A-E contracts, and Pre-placed Remedial Action Contracts. Confers with customers or using agencies, including DOE, EPA, and military installations within CELRD to obtain information on HTRW functional requirements and design criteria of the customer or agency. Expands HTRW

functional requirements into a statement of services required, and ensures that appropriate technical portions are incorporated to produce a complete Scope of Services. Performs HTRW investigations and design activities, as well as providing technical review of HTRW work executed by others.

APPENDIX N

OPERATIONS DIVISION

MISSION: Serves as a technical staff office responsible for supervision and direction of operation and maintenance of multi-purpose civil works projects, environmental compliance, the Department of the Army (DA) Regulatory program for permitting work in waters of the United States, emergency management associated with natural and national disasters, and mobilization readiness of the District.

FUNCTIONS:

1. Office of the Chief:

- a. Serves as a technical advisor to the District Commander.
- b. Ensures consistent and thorough implementation of policy, procedures, and programs, as directed by higher authority.
- c. Manages programs to ensure budget execution for Operations and Maintenance (O&M) General, Flood Control and Coastal Emergencies (FC&CE), Aquatic Plant Control, General Regulatory Functions, and National Emergency Preparedness Programs.
- d. Maintains liaison with regional professional and trade organizations, industry, users, and regional agencies.
- e. Manages, monitors, and reports on manpower requirements, allocations, and utilization for Operations Division, and recommends adjustments in allocations.
- f. Conducts division studies and internal reviews for productivity and quality improvements.
- g. Directs, coordinates, and manages the following organizational elements:
  - Management Support Branch
  - Navigation Branch (Locks and Maintenance and Repair Sections)
  - Natural Resources Management Branch
  - Readiness Branch
  - Regulatory Branch
  - Hydropower Branch
  - Operations Project Managers

2. Management Support Branch: Manages the business functions of Operations Division by providing support and guidance to field projects and District Office branches for personnel management, budget execution, contract administration support, Engineering/Construction support, environmental compliance, safety management, union matters, adverse personnel actions, certain congressional contacts, information management, controversial problems or matters of far reaching impact.

a. Provides overall support for financial management and execution of civil funding for O&M General, Flood Control and Coastal Emergencies, General Regulatory Functions appropriations, and other activities, including:

(1) Formulation and submittal of annual program budgets to Programs Branch, Planning, Programs and Project Management Office.

(2) Preparation and execution of reprogramming actions within delegated authority.

(3) Financial guidance and staff support.

b. Prepares, monitors, and manages the division's annual operating budget.

c. Recommends priorities on E&D requests and other work items.

d. Manages division Plant Replacement and Improvement Program (PRIP).

e. Coordinates labor-management relations activities, including negotiation and grievance resolution.

f. Provides policy guidance, technical expertise, and support for project environmental management and compliance, including implementation of The Environmental Assessment and Management (TEAM) Guide and the Environmental Review Guide for Operations (ERGO). Coordinates the District's National Pollutant Discharge Elimination System (NPDES) permit program. Provides technical support to assist Field office managers in achieving and maintaining compliance with applicable federal, state, and local environmental laws.

g. Provides technical support concerning specifications, provisions, quality assurance, acquisition engineering, random sampling surveillance plans, and standard operational procedures for O&M service contracts and O&M funded construction contracts.

h. Provides division administrative support and coordination for personnel actions, training, travel, incentive awards, timekeeping, congressional responses and other correspondence, computer applications, etc.

i. Provides liaison with other District elements in support of Division activities such as contract administration, procurement actions, responses to command inspections and audits, internal controls, safety issues, property accountability including reports of survey, organizational and analytical reviews, etc.

j. Consolidates the division vehicle requirements. Oversees plant utilization trends; establishes plant rental rates.

k. Manages District's Risk Assessment Methodology for Dams (RAM-D) assessments, the Critical Infrastructure Security Program (CISP), and oversees project security upgrades.

l. Manages the division's automated communications and data processing program, including procurement of necessary hardware and software. Coordinates system requirements with Information Management (IM) to ensure consistency throughout the Corps. Installs hardware and software at division projects, and provides troubleshooting assistance to division personnel on equipment not maintained by IM.

m. Operations Division's POC for the LRN Drug Free Workplace Program.

3. Navigation Branch:

a. Provides standardized policy, technical support, coordination, and program compliance review for the management, operation, preventive and major maintenance of all navigation locks, mooring facilities and aids to navigation.

b. Coordinates development of schedules and budget information for maintenance of navigation structures and manages repair work for such structures. Develops budget information, schedules, and performs channel maintenance activities on almost 1200 miles of commercially navigable waterways.

c. Coordinates with the Tennessee Valley Authority (TVA) on all aspects of the Tennessee River Waterway System.

d. Maintains emergency response capability that is both land and water mobile.

e. Provides technical information to Operations Project Managers for budget line items, reviews the navigation features of the annual FY+2 budget submission and recommends priorities.

f. Manages the District underwater diving program.

g. Locks Team:

(1) Conducts annual inspection of mechanical, structural, and electrical components at District locks. Determines major maintenance needs for the district locks, recommends priorities, and initiates E&D requests for capital improvement to locks. Gathers and maintains baseline data for structures.

(2) Provides specialized technical expertise and engineering service, direction, review, and coordination necessary to accomplish major and non-routine maintenance activities at the District's navigation facilities. Makes recommendations, prepares and coordinates detailed plans, specifications, estimates, and schedules; and coordinates procurement of major components/equipment for accomplishing the work. Ensures that drawings are marked up to reflect as-built conditions. Maintains capability to respond quickly to emergency situations at navigation structures, facilities, and activities.

(3) Maintains liaison and coordinates lock operation, maintenance, rehabilitation, and new construction projects at navigation structures.

(4) Coordinates with Engineering-Construction Division on design work for major maintenance, rehabilitation, or new construction projects at navigation structures.

(5) Provides technical support and guidance for the Preventive Maintenance Program.

(6) Manages the training and development program to provide qualified journeyman-level employees. Assigns trainees to permanent duty stations upon completion of training.

(7) Collects data on navigation accidents at locks and navigation structures. Provides estimates for the repair of damages, prepares statement of actual cost of repairs, and makes requests through Office of Counsel for reimbursement.

(8) Compiles, analyzes, publishes, and distributes statistical data on traffic through the locks and commerce moved on the navigable waters of the Nashville District.

(9) Conducts inspections of lock facilities for safety and compliance with regulations and policies.

h. Channels Team

(1) Coordinates all navigation related matters, updates navigation charts, issues Notices to Navigation Interests, and performs navigation condition surveys. Investigates reports of sunken vessels and other obstructions. Takes necessary action to ensure removal.

(2) Reviews various permit applications relative to possible effects on navigation, and coordinates with Engineering-Construction Division and TVA on design work for major channel improvements and mooring facilities.

(3) Manages the District's dredging program.

i. Maintenance and Repair Section:

(1) Operates and maintains operations center facilities at Florence, AL, and Old Hickory, TN.

(2) Performs major mechanical, electrical, and structural work at District navigation structures, locks, dams and hydropower plants.

(3) Performs underwater diving work for the District and region.

(4) Provides technical assistance for preparation and negotiation of contracts for procurement of equipment, maintenance, fabrication, and equipment repair.

(5) Participates in annual inspections of maintenance and repairs needed at District locks.

(6) Provides estimates to repair damages to locks, dams, power plants, and other facilities.

(7) Manages the preventive maintenance program for a large inventory of equipment.

(8) Manages the operation and maintenance of the District's floating plant groups.

(9) Performs emergency assistance operations.

(10) Dredges, clears snags, and removes wrecks/obstructions from district waterways. Maintains bank stabilization and federal mooring facilities.

(11) Provides floating plant to accomplish maintenance and repairs at locks, dams, and hydropower plants.

(12) Assists in developing plant operating and repair costs for the repair of damages to navigation aids.

(13) Constructs and maintains mooring cells, mooring buoys, pile dolphins, and other aids to navigation.

(14) Plans and schedules replacement and/or modernization of District major land and floating plant.

4. Hydropower Branch.

a. Provides standardized policy, technical support, coordination, and program compliance review for:

(1) Management, operation, preventative, and major maintenance of all electrical, mechanical, and structural features at all District flood control dams, navigation dams, hydropower plants, and high voltage switchyards for the purposes of flood control, power production and transmission, navigation channel elevation regulation, recreation, water quality, and other purposes.

(2) The operation of the Electronics Service Section, which provides electrical test and maintenance services for all major power plant and switchyard equipment, both for Nashville and Detroit Districts.

(3) Emergency project operations, including reactions to major power system disturbances such as blackouts, brownouts, frequency disturbances, dam failure, earthquake, fire, and oil and hazardous substance incidents.

(4) The operation and maintenance of the power plant and switchyard remote control systems.

(5) The routine and emergency operation and maintenance of the dams during normal and flood conditions.

b. Manages the training and development program for hydroelectric power plant personnel, which provides qualified journeyman and senior level employees. Assigns trainees to permanent duty stations upon completion of training.

c. Schedules and coordinates annual equipment outages with TVA and Southeastern Power Administration (SEPA).

d. Provides technical support and participates in negotiations for power sales and operating agreements with TVA and SEPA.

e. Participates in the dam safety continuing evaluation and inspection program.

f. Prepares and submits six-year operating budget to SEPA, which is used to establish power sales rates. Provides technical information for budget line items to Operation Manager's and reviews the hydropower features of the annual FY+2 budget, and recommends priorities.

g. Provides engineering technical support to the Power Project Managers on major electrical and mechanical maintenance problems.

h. Prepares Engineering & Design (E&D) requests, and maintains liaison with Engineering-Construction Division on major maintenance contracts.

i. Conducts inspections of hydropower facilities for safety and compliance with regulations and policies.

j. Maintains environmental abatement or control programs relative to hydropower operations such as asbestos, polychlorinated biphenyls (PCBs), and zebra mussels.

5. Natural Resources Management Branch.

a. Provides standardized policy, technical support, coordination, and program compliance review for:

(1) Conservation and protection of lands, waters, forests, wildlife, and cultural resources. Determines availability of project lands and waters for disposal, leases, licenses, or other out grants.

(2) Park Management, including operations, maintenance, and renovation of recreation areas, roads, trails, grounds, water, and wastewater treatment systems, and related project facilities.

(3) The Shoreline Management Program.

(4) The Visitor Assistance and Law Enforcement Programs. Serves as liaison with the U.S. Attorney's Office, U.S. Magistrate, and Office of Counsel. Reviews/approves special public-use restrictions and law enforcement agreements.

(5) The Recreation User Fee Program.

(6) The Interpretive Services and Outreach Program.

(7) The Recreation Research Demonstration Program.

(8) The Sign Program.

b. Manages the Natural Resources Management Career Development Program to provide qualified journeyman-level employees commensurate with attrition. Assigns trainees to permanent duty stations upon completion of training.

c. Manages the technical forestry program, including silviculture, fire management and control, insect and disease control, forest inventories, and determining dollar values resulting from tree vandalism.

d. Manages technical fisheries and wildlife biology programs in coordination with state and other federal agencies, including aquatic plant control, wildlife habitat enhancement, and protection of rare, threatened, and endangered species.

e. Provides technical support for long-range resource management plans, including Operational Management Plans, Master Plans, and Cultural Resources Management Plans. Analyzes public use characteristics, environmental factors, and conflicting demands to determine long-range needs and resolve technical management problems.

f. Provides technical support and database maintenance for the Headquarters, U.S. Army Corps of Engineers (HQUSACE) Operations Maintenance Business Information Links (OMBIL), and other natural resource automated reporting systems.

g. Ensures consistency in public information services, including maps, brochures, exhibits, fact sheets, news releases, fishing reports, and trail guides.

h. Manages the District Volunteer Services Program and the Volunteer Clearinghouse and Take Pride in America Program for HQUSACE.

i. Approves project annual work plans and five-year plans. Prepares E&D requests as necessary.

j. Conducts inspections of recreation facilities for safety and compliance with regulations and policies.

k. Provides technical support to Operations Project Managers for recreation line items; reviews the natural resources management and recreation features of the annual ABS budget, coordinates and reviews RecBest and ESBEST entries and rankings, and recommends priorities.

l. Plans, coordinates, and oversees Motorboat Operator Training and Certification for all District elements.

6. Readiness Branch: Responsible for managing, planning, organizing, and operating the District's programs pertaining to natural disasters, national emergencies, acts of terrorism, and response to hazardous substance spills.

a. Acts as primary advisor to the District Commander and District staff on U.S. Army Corps of Engineers (USACE) emergency preparedness and response, recovery missions and Global War On Terrorism (GWOT) activities. Advises District Commander on program requirements for improving the readiness posture and executing operational responsibilities.

b. Coordinates and supervises staff response in support of the USACE Readiness Program within the District. Provides staff guidance and assistance for accomplishing management responsibilities in accordance with policies and objectives established by higher headquarters.

c. Develops District response requirements and ensure effective integration of district support operations. Reviews Department of Defense (DoD), and other federal, state, and local emergency response agencies policies, regulations, directives, and plans.

d. Develops command policies for the District Commander, and publishes approved policy directives for District staff related to emergency activities.

e. Represents the District Commander on committees at meetings, conferences, and workshops to develop emergency policies, and determines support requirements and services to be provided to the District, as required.

f. Maintains District Emergency Operations Center (EOC) and alternate EOC in a high state of readiness for immediate response to emergency situations.

g. Serves as District point-of-contact (POC) during duty and non-duty hours for all aspects of Emergency Management activities, including receiving USACE emergency action messages; receiving requests/mission assignments from the U.S. Army Corps of Engineers, Great Lakes and Ohio River Division (CELRD), the Federal Emergency Management Agency (FEMA), the U.S. Coast Guard (USCG), the Environmental Protection Agency (EPA), and other federal, state, and local agencies; requesting CONUS Military Support to Civil Authorities; and initiating requests for intra-divisional assistance for personnel, supplies, equipment, and other logistical services.

h. Provides recommendations to District Commander for monitoring and assessing the performance, progress, command objectives, and mission trends of the district readiness program.

i. Develops District All Hazards Plan, including natural disasters, oil and hazardous material spills, post flood response plan, pandemic, continuity of government; evaluating and conducting training exercise/programs; and participating in exercises.

j. Manages the District program for inspection of completed civil works local flood and non-federal flood control works and continuing authority projects. Ensures District scheduling of inspections is timely and reporting to CELRD is performed in accordance with existing policies and procedures.

k. Acts as the USACE staff coordinator for all matters related to the Occupant Emergency Program for the U.S. Federal Building complex.

l. Coordinates, develops, reviews, and revises branch budget and programming requirements. Monitors expenditures of all approved emergency programs.

m. Maintains the Rapid Response Vehicle (RRV) and support team in a ready status.

n. Maintains the Temporary Roofing Planning and Response team (PRT) in a ready status.

7. Regulatory Branch: Responsible for the protection and preservation of the waters of the United States. Evaluates applications for DA permits for work in waters of the United States, and takes appropriate action in cases of unauthorized activities. Serves as the regulatory program manager and primary advisor to the District Commander regarding regulatory issues within the District. Work is accomplished through Eastern and Western Regulatory Sections with field offices in Lenoir City, TN, and Decatur, AL.

a. Ensures the regulatory program is directed toward improving and enhancing the physical, biological, and chemical integrity of the nation's water resources and that regulated activities in these waters are in the best interest of the people, considering environmental, social, and economic concerns.

b. Accepts DA permit applications in accordance with 33 Code of Federal Regulations (CFR), Parts 320-330. Solicits comments from other federal agencies, state agencies, and the general public on permit applications. Reviews and evaluates all comments received from other agencies and the public, and makes all decisions regarding permit applications, including whether to issue a permit and appropriate conditions.

c. Recommends to the District Engineer the need for Environmental Impact Statements (EISs) and public hearings on permit applications. Conducts public hearings and manages preparation of the EIS by the applicant. Reviews, determines adequacy, and adopts EISs prepared by applicants. Reviews and determines adequacy of EISs prepared by other agencies where the EISs cover Corps regulated activities; adopts such EISs or manages preparation of a supplement covering the regulated activities.

d. Verifies whether projects are in compliance with the terms and conditions of nation-wide permits issued by USACE.

e. Develops and administers general permits for a category or categories of activities when those activities are similar in nature and cause only minimal individual and cumulative environmental impacts, or in order to avoid unnecessary duplication of regulatory control by federal, state, or local agencies.

f. Determines the geographic extent of jurisdiction for the various regulatory authorities under the Corps of Engineers regulatory program.

g. Enforces permit conditions that have been included in all DA permits. Enforces the various statutory authorities of the Corps' Regulatory Program where there are unauthorized activities. Where necessary, develops litigation reports for referral of cases to the Department of Justice.

h. Initiates actions to implement directives from higher headquarters to ensure the effective, efficient, and consistent application of the regulatory program.

i. Conducts field investigations and studies, and prepares environmental assessments related to proposed or unauthorized activities requiring DA approval under Sections 9 and 10 of the Rivers and Harbors Act of 1899 and/or Section 404 of the Clean Water Act.

j. Ensures compliance of regulatory actions with environmental laws, regulations, and policies such as the National Environmental Policy Act, the Endangered Species Act, the Wild and Scenic Rivers Act, National Historic Preservation Act, applicable environmentally-related executive orders, etc.

k. Responsible for direct coordination with state water quality agencies, state historic preservation officers, EPA, U.S. Fish and Wildlife Service, and other agencies on permit issues pertaining to the Fish and Wildlife Coordination Act, National Historic Preservation Act, Clean Water Act, and National Environmental Policy Act.

l. Identifies and maintains an inventory of wetlands within the Nashville District, based on field investigations, Wetlands Delineation Manual, and other information. Coordinates those findings specifically related to regulatory responsibilities with appropriate state and federal agencies.

m. Maintains surveillance of all waters of the United States and contiguous wetlands within Nashville District for noncompliance with Sections 9, 10, 13, and 15 of the Rivers and Harbors Act of 1899, and Section 404 of the Clean Water Act.

n. Coordinates USCG bridge permit applications with Navigation Branch to obtain appropriate comments on matters relating to Corps of Engineers interests.

o. Directs, oversees, and supervises the actions and activities of regulatory field offices.

p. Prepares budgets and controls expenditures for the District's regulatory program.

8. Operations Project Manager: (For multi-purpose projects)

a. Supervises, directs, and manages all aspects of operations, maintenance, and administration of assigned water resources development projects and associated resources, including natural, developed, historic, and archaeological resources.

b. Represents the District Engineer as POC and public/customer interface on matters related to the project(s).

c. Prepares cost estimates and justifications for current and future year project budgets and manpower allocations. Reprograms for additional needs, and reallocates to assigned project(s). Sets priorities and allocates available resources to project functional elements.

d. Leads a project support team in execution of project mission, including budgeting, scheduling, purchasing, personnel administration, etc.

e. Operates and maintains structures, lands, and waters for the purposes of recreation, flood control, hydropower, navigation, forestry, fisheries, and wildlife.

f. Manages field sites as an integrated whole, avoiding or minimizing use conflicts. Administers rules and regulations governing public use of all facilities.

g. Oversees inspections of assigned locks, dams, hydroelectric power plants, flood control and water supply structures, recreation areas, navigation aids, river and harbor structures, and other structures such as local flood protection projects, including those turned over to local interests associated with the project(s).

h. Determines need, extent, and schedules for repairs to facilities. Prepares field estimates of direct costs for maintenance work, including minor dredging, bank stabilization, and other similar work.

i. Oversees maintenance work, heavy equipment operations, and preventive maintenance inspections and repairs.

j. Oversees the administration and inspection of service and/or maintenance contracts associated with a field site (locks, dams, power plants, flood control/water supply structures, pumping plants, and natural resources).

k. Ensures all activities, including contracts, conform to applicable environmental laws and regulations. Ensures environmental compliance through the application of the TEAM Guide and the ERGO.

l. Serves as Contracting Officer and oversees all aspects of acquisition procedures from planning, budgeting, initiation, solicitation, selection and final award of purchase orders for procurement actions up to \$25,000.

9. Operations Project Manager: (For single-purpose projects)

a. Supervises, directs, and manages all aspects of operations, maintenance, and administration of assigned navigation projects.

b. Represents the District Commander as POC and public/customer interface on matters related to the project(s).

c. Prepares cost estimates and justifications for current and future year project budgets and manpower allocations. Reprograms for additional needs and reallocates to assigned project(s). Sets priorities and allocates available resources to project functional elements.

d. Leads a project support team in execution of project mission including budgeting, scheduling, purchasing, personnel administration, etc.

e. Operates and maintains structures for navigation purposes.

f. Administers rules and regulations governing public use of navigation facilities.

g. Performs inspections of assigned locks.

h. Determines need, extent, and schedules for repairs to facilities. Prepares field estimates of direct costs of maintenance work.

i. Oversees maintenance work, equipment operations, preventive maintenance inspections, and all repairs.

j. Manages the administration and inspection of service and/or maintenance contracts.

k. Ensures that all activities, including contracts, conform to applicable environmental laws and regulations. Ensures environmental compliance through the application of the TEAM Guide and the ERGO at field sites.

1. Serves as Contracting Officer and oversees all aspects of acquisition procedures from planning, budgeting, initiation, solicitation, selection and final award of purchase orders for procurement actions up to \$25,000.

APPENDIX O

REAL ESTATE DIVISION

MISSION: Serves as a technical office responsible to the District Commander for staff leadership, supervision, assistance, coordination, direction, and review of all real estate activities of the Nashville District.

FUNCTIONS:

1. Supervises and coordinates real estate activities for the civil works mission and other federal agencies as requested.
2. Prepares real estate plans, real estate cost estimates, and design memoranda, as appropriate, in the planning phases of a civil or environmental/support for others project with the time and money agreed to with Programs and Project Management Division.
3. Assists in development of PCAs and MOAs between the government and local sponsors.
4. Establishes cost and schedules for the real estate planning effort with the PM and local sponsor/customer for each civil or environmental/support for others project.
5. Establishes the cost and schedules for land acquisition with the PM and local sponsor/customer for each civil or environmental/support for others project.
6. Acquires real estate interests, or oversees the acquisition of same, for cost-shared civil works projects, in the time and within the budget established with the PM and local sponsor/customer for each civil or environmental/support for others project.
7. On cost-shared civil works projects, approves local sponsor requests for lands, easements, rights-of-way, relocations, and dredged material disposal sites credit, and submits these credits to the PM for final review and inclusion in the project accounts.
8. Takes necessary action involving real estate activities in connection with relocation, abandonment, or the process of vacating highways, railroads, utilities, cemeteries, and town sites.
9. Reviews offers of settlement proposed in connection with condemned properties, and makes recommendations with respect thereto.
10. Prepares gross appraisal on proposed acquisition and disposal projects for incorporation in detail project reports, prepares valuation estimates,

prepares real estate appraisals, approves tract appraisals, utilizes contract appraisers, and reviews appraisal procedure to ensure uniformity.

11. Designates TMs to serve on the Project Management Team and provide physical and fiscal status to the PM as scheduled in the individual PMP and as requested by the PM.

12. Develops interim use plans for civil works real property when it has been determined by appropriate using service that the property is temporarily not needed. Develops plans for joint use when feasible.

13. Develops plans and programs for disposal of civil works real property determined to be excess by the Army.

14. Inspects civil works real property outgranted to others to ensure proper compliance with terms of occupancy agreements of all types, and takes corrective action to enforce compliance inspections performed by project personnel located at civil works projects in accordance with ER 405-1-12. Determines propriety and extent of utilization of civil works real property occupied and/or controlled by DA, and initiates suitable action where utilization is found to be deficient.

15. Implements the Uniform Relocation Assistance and Real Property Acquisition Policies Act of 1970 (Public Law 91-646, 84 Stat. 1984), authorizing benefits due eligible homeowners, tenants, businesses, and farm operations displaced as a result of acquisition of land for federal and federally assisted programs.

16. Establishes authorized rates for rental of government-owned quarters on real property. Reviews and processes appeals from such rates.

17. Implements the Stewart B. McKinney Homeless Assistance Act (Public Law 100-77) regarding underutilized, utilized, and excess real property.

18. Investigates and prepares reports on claims and litigation matters resulting from the use or occupancy of real estate, makes recommendation as to settlement, and coordinates with Office of Counsel as necessary.

19. Prepares outgrant instruments, reviews outgrants for compliance with regulations, and approves certificates of value.

20. Coordinates, researches, and prepares PAS for all outgrants in order to document the hazardous and toxic waste condition of the property.

21. Establishes fair market rental and disposal values, and assures payment of those values through CEFMS billings and collections procedures in accordance with laws, regulations, policies, and, specifically, the Debt Collection Act as it pertains to delinquent payments.

22. Takes action involving the removal of buildings and other improvements in acquisition projects.
23. Prepares reports on federal legislation relating to acquisition, management, and disposal of real property. Prepares assemblies required in connection with obtaining federal jurisdiction, and coordinates with state officials in development and passage of appropriate state legislation authorizing cohesion of such jurisdiction.
24. Initiates, plans, directs, coordinates, and executes program control operations involving development and scheduling of real estate administration programs, budget planning (including execution, review, and analysis), establishment of funding programs and control of funds, analysis of costs, organization, and management of planning. Makes determination of personnel resource requirements for the Real Estate Division.
25. Determines the degree of effectiveness and economy of program execution, including review of performance against schedules, and undertakes action to correct deficiencies.
26. Prepares various types of maps and plans relating to real estate acquisition, management, and disposal actions.
27. Maintains the official historical, statistical, and cartographic library of all owned, leased, and disposed of real estate.
28. Compiles reports and statistical data for real property inventory and reconciliation purposes.
29. Performs real estate functions for other government agencies as directed.
30. Performs real estate functions for other Corps districts, divisions and HQUSACE.

APPENDIX P

CIVILIAN PERSONNEL ADVISORY CENTER

MISSION: Provides advice on human resources services and assistance to recruit, compensate, promote, lead, manage, develop, and retain an effective work force. Develops and maintains a CPAC program, implementing DA, USACE, CELRD, and district policies, programs, and legal and regulatory requirements.

FUNCTIONS:

1. Provides advisory services to managers to ensure consistency and equity of position management and classification actions. This includes job design, position management, and position classification guidance. Assists in evaluating jobs to ensure their proper grade, title, and series. Participates in wage surveys. Reviews, tests, and comments on draft evaluation criteria.
2. Provides advice to managers on recruitment, selection, and career development strategies linked to staffing needs. Advises management on RIF procedures, and counsels on and registers employees in the Priority Placement Program.
3. Assists in the resolution of grievances and appeals. Advises and assists managers on handling conduct and performance problems.
4. Works in partnership with Operations Division to administer a training and development program for civilian employees.
5. Implements and reviews employee programs and policies, i.e., performance appraisal system and Army Career Programs.
6. Administers a positive labor-management relations program to ensure that relations with labor unions are cooperative, constructive, and in accordance with law and regulation.
7. Administers a positive civilian personnel program to ensure equal employment opportunity is afforded to employees and applicants, regardless of race, religion, color, national origin, or gender, in accordance with OPM and DA policy and regulations.
8. Provides leadership and guidance on the incentive awards programs. Establishes incentive awards committees, and takes necessary actions to ensure the program is in compliance with regulations.
9. Provides employees with information regarding benefits and retirement.
10. Administers the District Employee Assistance Program (EAP).

APPENDIX Q

INTERNAL REVIEW OFFICE

MISSION: Serves as an advisory and administrative staff office responsible for directing and performing the Internal Review Program for the Nashville District.

FUNCTIONS:

1. Internal Review:

a. Performs internal reviews and issues reports of known or suspected problem areas; compliance with law, regulations, and policies; economy and efficiency of operations; and program results, including related management controls.

b. Performs follow-up reviews of internal and external audits within the required timeframes, to determine the extent and effectiveness of corrective actions.

c. Prepares and obtains District Commander approval of the annual audit program and the semi-annual update.

d. Reviews and validates in-house value engineering proposals exceeding \$1,000,000 which do not require contract modification.

e. Ensures locally developed automated systems are adequately documented and contain sufficient management controls, provide an audit trail, carry out management policies, conform to legal requirements, and operate efficiently and economically.

f. Provides audit assistance to investigative agencies on cases of fraud, waste, and abuse.

2. Audit Compliance:

a. Provides liaison and coordination with audit representatives of the GAO, IG, DODIG, AAA, and all other external audit groups.

b. Advises the District Commander and staff concerning significant external audit issues, disseminates audit reports received, and coordinates command action on external audit reports.

3. Management Controls:

a. Provides the District Commander and staff professionals advice concerning management control issues; evaluates the district's implementation of the Army's Management Control Program; and performs compliance testing for locally performed vulnerability assessments.

b. Advises the District commander and staff concerning probable material weaknesses for inclusion in the District Commander's Annual Assurance Statement in accordance with the Federal Managers Financial Integrity Act of 1982 and AR 11-2.

c. Reviews the District Commander's Annual Assurance Statement, and provides an assessment of its thoroughness and validity.

APPENDIX R

SECURITY MANAGEMENT OFFICE

MISSION: Serves as an advisory and administrative staff office, provides management and operational support to the district on security and records management, including Antiterrorism and Force Protection, physical security, personnel security, information security, information systems security, industrial security, copier/reproduction program, correspondence, files management, vital records, and historical program.

FUNCTIONS:

1. Establishes district-wide security and records programs and develops local policies and procedures. Issues implementation guidance for higher echelon regulations, policies, and procedures applicable throughout the district.
2. Serves as district point of contact (POC) on security and records management functions.
3. Prepares, coordinates, and manages Security Management Office portions of mobilization, emergency, and other plans.
4. Manages the security and records management programs as follows:
  - a. Security and Law Enforcement Program Management.
    - (1) Supervises and administers the Physical Security Program.
      - (a) Conducts physical security inspections and surveys.
      - (b) Evaluates and recommends appropriate physical security measures to be instituted at district projects.
      - (c) Provides support and assistance to the Critical Infrastructure Security Program. (CISP)
    - (2) Manages the Personnel Security Program. Coordinates with supervisors to identify the sensitivity of positions and ensures all employees and contractors have the appropriate level background investigation and security clearance, as required.
    - (3) Responsible for an effective Information Security Program.
      - (a) Supervises procedures to assure that all persons who may handle classified material have the appropriate clearance and receive an initial and periodic briefing on their responsibilities.

- (b) Implements existing directives and supervises local policies and procedures for the receipt, storage, handling, marking and transmission of classified documents and correspondence.
- (c) Conducts an annual inspection of classified files for regulatory compliance and reviews classified documents for appropriate disposition, declassification, re-grading and/or destruction.
- (d) Oversees and coordinates the provisions of communications security (COMSEC) material and inspection activities for compliance.
- (e) Coordinates matters pertaining to the release of information to foreign nationals, including tours by foreign nationals of district projects, etc.
- (4) Manages the Antiterrorism/Force Protection Program, including required training.
- (5) Maintains an effective Crime Prevention and Awareness Program.
- (6) Maintains liaison with local, county, state, and federal law enforcement.
- (7) Coordinates and acts as the District Foreign Visitor Control Officer and Foreign Disclosure Officer.
- (8) Coordinates with Information Management and monitors the Information Systems Security Program.
- (9) Coordinates and/or makes reports of all significant incidents under the provisions of AR 190-40, as well as offenses/incidents of wrongdoing occurring on or near Corps property under provides of ER 190-1-50.
- (10) Ensures all threats and suspicious incidents are reported in a timely manner to higher headquarters and appropriate law enforcement.
- (11) Co-chairs the Workplace Violence Threat Management Team with the Safety Officer.
- (12) Serves as the primary agency point of contact in the federal building for the Building Security Committee Advisory Board (BSC-AB). Works closely with the General Services Administration, the Federal Protective Service, and the US Marshal Service regarding building security issues.

b. Records Management Program.

(1) Plans, directs, and manages all mandated record control functions, including Records Management, Records Holding Area, Machine Readable Records, Scanned Records, Correspondence Management, Terminology, Abbreviation and Brevity Codes.

(2) Evaluates and recommends records storage equipment needs in the district and technically approves purchases.

(3) Responsible for the management of district Records Holding Area and the transfer/destruction of official documents.

(4) Provides training, guidance and direction in the implementation of the Army Records Information Management System (ARIMS).

(5) Responsible for the guidance and direction for scanning of official files.

(6) Provides guidance and direction for current policies and procedures concerning correspondence.

(7) Responsible for planning, implementing and managing the district's Copier Program. Recommends and approves all copier services for the district.

(8) Establishes and manages the district's copy service contract for reproduction services within the district. Provides guidance and direction for obtaining all printing/reproduction work for the district within regulatory guidelines and Government Printing Office procedures.

(9) Administers the Duplicate Emergency/Vital Records Program. Collects and stores off-site vital records for use during an emergency situation.

(10) Maintains and preserves the district's historical files.

APPENDIX S

CUSTOMER RELATIONSHIP MANAGEMENT

MISSION: Responsible for managing and coordinating the process of enhancing and promoting the Nashville District's relationships with, and quality and service to, its customers, partners, stakeholders, special interest organization, and the public.

FUNCTIONS:

1. Develops and implements processes to form, strengthen and foster relationships in the joint and interagency environments to better accomplish our missions. Actively collaborates more effectively with our customers and stakeholders with a clear focus on external views and requirements.
2. Develops and updates an Outreach Plan to include future planning.
3. Develops and updates a Corps 101 which tells the Corps and district story and explains our authorities and programs to educate our customers, congressional offices and our district employees.
4. Develops outreach tools such as presentations, handouts, training material, project portfolio.
5. Coordinates and analyzes the customer survey.
6. Develops and incorporates a communication action plan for speaking engagement opportunities to local communities and organizations to tell the Corps and district story.
7. Develops a process to empower the workforce with knowledge of authorities and services we can provide throughout our area of responsibility and within the region so that we can be of the utmost benefit to our customers.
8. Develops and strengthens relationships with local, state, and federal stakeholders as well as congressional offices and special interest organizations.
9. Develops a process to reach out to other districts and divisions to solicit lessons-learned and volunteer to be the One-Door-to-the-Corps when it makes sense for the customer.
10. Develops and maintains a database of follow-up items from customer and congressional visits and of issues and concerns.
11. Develops and maintains a customer and congressional relationship matrix to determine:
  - a. What attributes define a key stakeholder
  - b. Key stakeholders for each of our mission areas
  - c. How we can meet our customers needs with our capabilities
  - d. How to improve relationship and educate

APPENDIX T

GLOSSARY OF TERMS

**AAA** - U.S. Army Audit Agency

**ABS** - Automated Budget System

**ACASS** - AE Contract Appraisal Support System

**ACO** - Administrative Contracting Officer

**ADP** - Automated Data Processing

**AE** - Architect Engineer

**AFAR** - Army Federal Acquisition Regulation

**AIEP** - Army Ideas for Excellence Program

**AMPRS** - Automated Management Project Reporting System

**APIC** - Army Performance Improvement Criteria

**ARIMS** - Army Records Information Management System

**AR** - Army Regulation

**ASA(CW)** - Assistant Secretary of the Army for Civil Works

**BCM** - Business Clearance Memorandum

**BCOE** - Bidability, Constructability, Operability, Environmental

**BRAC** - Base Realignment and Closure

**BSC-AB** - Building Security Committee - Advisory Board

**CADD** - Computer Aided Drafting and Design

**CAP** - Continuing Authorities Program

**CEFMS** - Corps of Engineers Financial Management System

**CELRD** - Corps of Engineers Great Lakes and Ohio River Division

**CEMRS** - Corps of Engineers Manpower Requirements System

**CERCLA** - Comprehensive Environmental Response, Compensation, and Liability Act

**CFR** - Code of Federal Regulations

**CICA** - Competition in Contracting Act of 1984

**CFO** - Chief Financial Officer

**CISP** - Critical Infrastructure Security Program

**CO** - Contracting Officer

**COB** - Command Operating Budget

**COMMSEC** - Communications Security

**COR** - Contracting Officer's Representative

**CPAC** - Civilian Personnel Advisory Center

**CONUSA** - Continental United States Army

**CPOC** - Civilian Personnel Operations Center

**DA** - Department of the Army

**DAIG** - Department of the Army Inspector General

**DCAA** - Defense Contracting Audit Agency

**DCPS** - Department of Defense Civilian Pay System

**DERP** - Defense Environmental Restoration Program

**DFAR** - Defense Federal Acquisition Regulation

**DLA** - Defense Logistics Agency

**DOD** - Department of Defense

**DODIG** - Department of Defense Inspector General

**DOE** - Department of Energy

**DPAS** - Defense Priorities and Allocation System

**DPM** - Deputy District Engineer for Project Management

**DPR** - Detailed Project Report

**E&D** - Engineering and Design

**EEO** - Equal Employment Opportunity

**EFAR** - Engineer Federal Acquisition Regulation

**EIG** - Engineer Inspector General

**EIS** - Environmental Impact Statement

**EOC** - Emergency Operations Center

**EPA** - Environmental Protection Agency

**ER** - Engineer Regulation

**ERGO** - Environmental Review Guide for Operations

**F&A** - Finance and Accounting

**FAA** - Federal Aviation Administration

**FACNET** - Federal Acquisition Computer Network

**FAD** - Funding Authorization Document

**FAIR Act** - Federal Activities Inventory Reform Act of 1998

**FAR** - Federal Acquisition Regulation

**FC&CE** - Flood Control and Coastal Emergencies

**FCSA** - Feasibility Cost Sharing Agreement

**FDM** - Feature Design Memorandum

**FEDSTRIP** - Federal Standard Requisitioning and Issue Procedures

**FEMA** - Federal Emergency Management Agency

**FORCON** - Force Configuration

**FRC** - Feasibility Review Conference

**FTE** - Full-Time Equivalent

**GAO** - Government Accounting Office

**GBL** - Government Bill of Lading

**GI** - General Investigations

**GSA** - General Services Administration

**GWOT** - Global War on Terrorism

**HQSACE/USACE** - Headquarters, United States Army Corps of Engineers

**HR** - Human Resources

**HTRW** - Hazardous, Toxic, and Radiological Waste  
**HUD** - Housing and Urban Development  
**IFB** - Invitation for Bid  
**IG** - Inspector General  
**IIS** - Interagency International Services  
**IM** - Information Management  
**IMA** - Information Mission Area  
**IMD** - Integrated Manning Document  
**IMO** - Information Management Office  
**IMPAC** - International Merchant Purchase Authorization Card (Credit Card Program)  
**IPMP** - Individual Project Management Plan  
**ITR** - Independent Technical Review  
**LMO** - Logistics Management Office  
**MCA** - Military Construction Army  
**METL** - Mission Essential Task Listing  
**MILSTRIP** - Military Standard Requisitioning and Issue Procedures  
**MIPR** - Military Interdepartmental Purchase Request  
**MOA** - Memorandum of Agreement  
**MOBTDA** - Mobilization Table of Distribution and Allowances  
**MOU** - Memorandum of Understanding  
**NPDES** - National Pollutant Discharge Elimination System  
**NPS** - National Park Service  
**NRMS** - Natural Resources Management System  
**O&M** - Operations and Maintenance

**OM** - Operations Manager

**OMB** - Office of Management and Budget

**OMBIL** - Operations Maintenance Business Information Links

**OO** - Ordering Officers

**OPM** - Office of Personnel Management

**PAS** - Preliminary Assessment Screening

**PAT** - Process Action Team

**PBAC** - Program, Budget and Advisory Committee

**PCA** - Project Cooperation Agreement

**PD2** - Procurement Desktop Defense

**PDT** - Project Delivery Team

**PLC** - Programmable Logic Controller

**PM** - Project Manager

**PMBP** - Project Management Business Process

**PMP** - Project Management Plan

**PNM** - Post-Negotiation Memoranda

**POC** - Point of Contact

**PPM** - Program and Project Management

**PRB** - Project Review Board

**PRIP** - Plant Replacement and Improvement Program

**PRT** - Planning and Response Team

**PROMIS** - Project Management Information System

**PSP** - Project Study Plan

**RFP** - Requests for Proposals

**QA** - Quality Assurance

**QAA** - Quality Assurance Audits  
**QC** - Quality Control  
**QMB** - Quality Management Board  
**RAM-D** - Risk Assessment Methodology for Dams  
**RCRA** - Resource Conservation and Recovery Act  
**RFP** - Request for Proposal  
**RIF** - Reduction-In-Force  
**RM** - Resource Management  
**RMO** - Resource Management Office  
**RMS** - Resident Management System  
**RRC** - Reconnaissance Review Conference  
**RRV** - Rapid Response Vehicle Team  
**SBA** - Small Business Administration  
**RSC ARCOM** - Regional Support Center Army Reserve Command  
**SADBU** - Small and Disadvantaged Business Utilization  
**SAP** - Simplified Acquisition Functions  
**S&A** - Supervision and Administration  
**SEPA** - Southeastern Power Administration  
**SPR** - Special Project Report  
**SPS** - Standard Procurement System  
**TAADS** - Total Army Analysis Document  
**T&A** - Time and Attendance  
**TDA** - Table of Distribution and Allowances  
**TEAM** - The Environmental Assessment and Management Guide  
**TEQ** - Total Engineering Quality  
**TM** - Technical Manager  
**TVA** - Tennessee Valley Authority

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**UFC** - United States Army Corps of Engineers Finance Center

**USACE** - United States Army Corps of Engineers

**VE** - Value Engineering

**USAF** - United States Air Force

**USARCOM** - United States Army Reserve Command

**USCG** - United States Coast Guard

**VE** - Value Engineering

**YMCA** - Young Men's Christian Association