

JACKSONVILLE DISTRICT 2001-2004 QUALITY ASSURANCE PLAN

Signature: _____

Alberto Berrios
Chief, QA Section

Recommend Approval:

Signature: _____

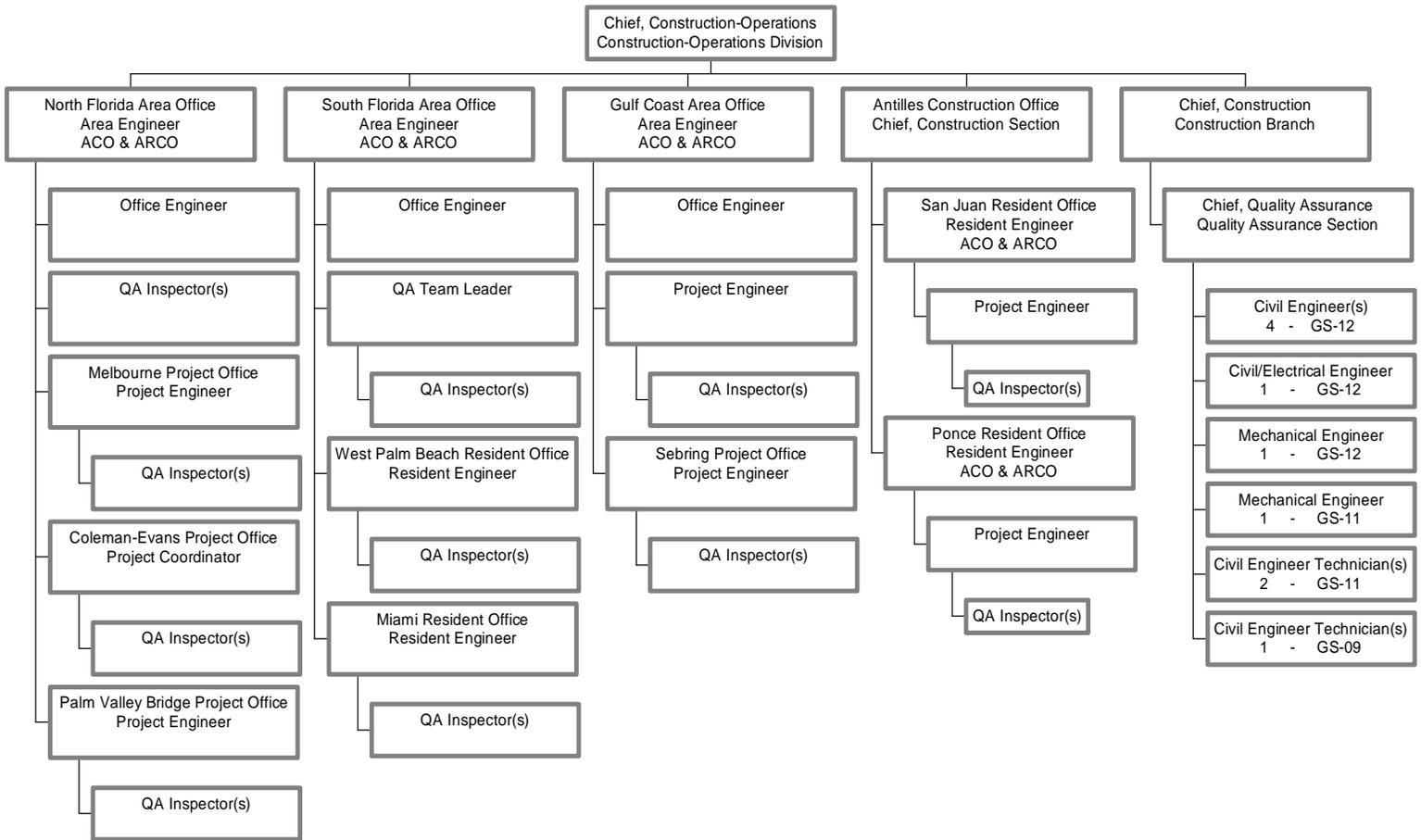
Charles McGehee
Chief, Construction Branch

Approved

Signature: _____

Gordon Butler
Chief, Construction-Operations

QUALITY ASSURANCE JACKSONVILLE DISTRICT



INTRODUCTION

I -1 Overview:

1.1. ER 1180-1-6 defines Quality as 'Conformance to properly developed requirements. In the case of construction contracts, the contract specifications and drawings establish these requirements.' Quality management (QM) is defined as 'all control and assurance activities instituted to achieve the quality established by the contract requirements.' As such, all should strive to meet or exceed these stated requirements at all times, within schedule and budget limits.

1.2. Purpose - Construction Branch

The primary responsibility of the Construction Branch is to provide our District customers with completed construction projects conforming to their needs and to established plans and specifications. Each project should be completed on time, within budget and in a manner that is safe and environmentally sound to all personnel.

1.3 Operating Statement

CO-C will perform all Construction Quality responsibilities in a prevention-oriented manner, not reactive-responsive. All personnel shall conduct their activities to always add value to the process. CO-C personnel shall endeavor to complete tasks and solve problems in a way that:

- Is expedient
- Finishes the activity completely and satisfactory the first time
- Enhances relationships with all parties,
- Adds to the reputation of the District, Branch and to personal stature

I-2 District Construction Quality System

2.1 The District Construction Quality System is made up of varying functions and processes. Improving the quality system, updating of policy, procedure, and initiatives is deemed to be the job of management. The degree of interaction between CO-C and other entities is extensive. The Construction Quality System participants includes all Branch Members, Area Offices, Contractors, Subcontractors acting as QC Staff, Designers (EN-D, EN-G, A/Es, Other Districts), Contracting Officers, Local Sponsors, Users, DP-I, as well as District Level CO-C and Field Offices.

2.2. District Construction primary functions include:

- Quality Assurance and Contract Administration during contracts
- Quality Control of District sub-processes for late design and construction phases.

- Provide feedback to improve the end product and prevent repeat errors.

I-3 Plan Format

3.1 2001 - 2004 "Generic QA Plan" format is as shown in ER 1180-1-6, App A. It is written in rich text format (.RTF) and contains user friendly links such as USACE's documents site at (<http://www.usace.army.mil/inet/usace-docs>). Key personnel are listed with telephone numbers, facsimile numbers, and e-mail links.

3.2 Access

The 'Generic QA Plan' will be placed on Construction-Operations Internet site for use by others CQM participants. District Project Managers, Design Project Managers, Designers and Area Engineers are encouraged to use the Generic QA Plan as a tool to improve organizational knowledge and communication. USACE, Contractors, A/Es, Local Sponsors or other customers are encouraged to access the Generic QA Plan for construction related information.

I-4 FY 2001-2004 Guidance:

The guidance for FY 2001-2004 will be to instill all participants with the desire for excellence in the execution of all District directed responsibilities.

4.1 Short Term Situation

An anticipated growth of approximately 50% in each year 2001-2004 will challenge the organization and will expose any required improvements with current practices. Proposed 2001 -2004 mission increases require an agile, flexible organization adaptive to innovation and change. In FY 2001 – 2004 it will be of the utmost importance to continually evaluate all policies and procedures using prevailing standards to achieve desire goals and objectives of quality.

4.2 Long Term

Total Quality Management theory and field anecdotal experience, although not frequently stated in a policy document, indicate approximately 90% +/- construction quality problems are related to systemic problems. Problems of delay, cost overruns, inferior materials and poor workmanship are indicative symptoms related to planning, supervision and communication. An important element to long term improvement is to strenuously evaluate the existing systems and implement required and needful corrections in a timely manner to prevent future errors.

4.3 Leadership

During FY 2000-2001, new personnel assumed leadership roles within the Construction-Operations Division. The following personnel, Messrs. Gordon Butler, Jose M. (Chemi)

Rosado, Pablo Vazques-Ruiz, and Alberto Berrios, have been tasked to bring new management directives and perspectives into the existing organizational mix.

4.4 Personnel and Realignment

CO-C has hired new employees and realigned existing Florida Area Office boundaries. In addition to new FTE hires, there will be possibility of contracting to others (A/Es) quality assurance functions as well as other projects having Quality Assurance Representatives who are local sponsor employees.

4.5 Changes in Types of Work

The Districts' strong Civil Works earthworks and dredging QA programs will be seen for many programs inclusive of the Kissimmee River Restoration, continuing dredging projects, beach renourishment(s), Puerto Rico levees; the Portugues Dam, new highway bridges, numerous pump stations, and Work for Others building construction. CO-C will be tasked to properly perform quality verification for concrete, masonry, steel, mechanical and electrical activities, some of which may require hiring specialized A/E talent. CO-C will need to integrate new personnel, properly train them in the Corps' Construction Quality Management system, perform QA functions utilizing prevailing Corps standards, and perform all QA activities to achieve quality and consistency between all Area/Resident/Project Offices.

4.6 Operation Tempo

Construction Quality Management has a potentially increased mission load and limited FTEs, which may dictate an increased operational tempo. In order to adequately respond to these requirements, CO-C should seek to simplify time consuming procedures, eliminate restrictive elements and actively promote faster and simpler business practices. CO-C should expect increased use of Design-Build Contracts, increase in Requests For Proposal instead of Fixed Cost Construction, use of 8a contracts for many small scope jobs, A/E contracts for QA services, and Cost- Reimbursement Contracts administered by CO-C. An additional expediency should also be a continuing need for early CO-C interaction with Designers to derive a more rapid feedback.

4.7 A Model Example

As a model, reference is made the DACW17-00-C-0002 PS332B contract. In this contract, Pump Station 322B was a Request For Proposal, bid as a Lump Sum contract with an award fee. The standard specification was modified in order to expedite the project. CO-W construction management and QA effort established an effective Partnering process with the Contractor (Harry Pepper) and shared communicative correspondence via e-mail between all project team members. Submittals were reduced and by-passed standard processing, with a commitment from the Chief, EN-D (Engineering – Design Branch), to process and return submittals as quickly as possible. Wherever possible CO-W and the contractor used

electronic updates, e-mail submittal review, and e-mail electronic pictures to improve communication between Contractor, Field and Designers elements.

I-5 Goals 2001 - 2004

Throughout CY 2001 – 2004, the goals of CO-C and associated elements will be to incorporate new and progressive methods of accomplishing District objectives while providing the customer with a quality end product. To achieve these objectives, it will be necessary for all CO-C elements to:

- Learn to manage risk and think preventative
- Implement quality assurance standards, which will allow QA to be accomplished in a more efficient manner.
- Reduce decision making processes to the lowest possible level
- Implement reliable, verifiable and certifiable “e-communication” standards
- Actively seek to improve Organization Communication between all elements such as Design, ACOR, Contractor, District, Field, and Sponsor
- Reduce Contracts, ECIs, and Documentation to simpler methods
- Constantly strive to implement improvements in Quality System Process by:
 - Incorporate CO-C in the early design phase
 - Be diligent and aggressive to obtain feedback.
 - Share ideas between Area/Resident/Project Offices, other Districts, other agencies
 - Monitor and maintain the measure of performance/customer satisfaction.
 - Improve project during construction
 - Constantly strive to improve QA/QC process
- Improve professional skills of personnel through education, on-the-job training and related resources.

CO-C will be required to objectively evaluate past standard operating procedures and policies. During 2001-2004 each QA - SOP will be evaluated by responsible authorities based on current USACE policies and guidelines. Each QA-SOP or District specific policy will be evaluated on how the supplementary district policy or district specific work practice adds qualitative value or ensures professionally consistent standards between Area/Resident/Project Offices.

In CY 2001-2004, the District desires to implement quantitative processes and standards that allow for fair, responsible change, making ‘change’ a process. CO-C will strive to identify all Area/Resident/Project Office and other customer needs with District elements utilizing all realistic and appropriate ideas from private industry, other districts, and will modify them through a process of corporate decision making to best fit the District’s mission and customer needs. The District will require preventative thinking in order to fix systemic problems only once and solve the problem without repetition, allowing and encouraging each employee to use their initiative to identify flaws in systemic changes instead of one-time fixes to a “symptom”.

1. PURPOSE AND SCOPE

The Generic" QA Plan's intent is to *establish a short term District-wide Quality Assurance operating plan for CY-2001 - 2004*. As a living document it is to be maintained current at Construction-Operations web page. The generic QA plan is to be used to indicate the need to perform tasks and solve problems in a faster, smarter, easier fashion so as to achieve and execute directed mission requirements. It will not become a vehicle to express personal agenda innovations regarding how business is conducted. Appropriate and required changes, determined by District review and concurrence, will then be made in a timely manner.

1.2 PERIOD COVERED

The "Generic QA Plan" was established in 1995 as an annual plan. An annual period for policy and procedure is too small a period for District CO-C short term planning needs. Because USACE has completed major ER policy updates and created major mission increases to the District after FY 1999, this edition of the Generic QA Plan is written for a three year period. Interim policy changes will be added by directive memorandum via e-mail and be posted to the posted document on the Construction-Operations web page. Major revisions will start during April 2004.

1.3 APPLICABILITY

This Generic QA Plan is an effort to establish guidance for all of CO-C and its assurance responsibilities found in ER 1180-1-6, Construction Quality Management (30 September 95)(see USACE I-Net link below). It is broad scope, District wide and should be used as a tool to improve quality control and communication within the District, district elements, with Contractors, and with customers. The use of the Generic QA Plan by all Area Offices, as a centralized policy, should result in CQM executed in a more consistent manner at all Area Offices.

1.3.1 Feedback:

Evaluation and feedback from the field is imperative and desired by the Chief, CO-CQ. In order to validate the generic QA plan, it is necessary that all elements provide feedback for both negative and positive aspects of our business practices with comments and improvement recommendations being sent to the Chief of CO-CQ, Alberto Berrios at alberto.berrios@saj02.usace.army.mil or telephone 904-232-1128. Area Engineers, Resident Engineers, Project Engineers and other QARs are encouraged to field verify the Generic QA Plan in order to accommodate the decision process within our District processes to improve policies. Specific project QC/QA feedback is located on the "Lessons Learned" database currently at District Intranet (<http://intranet.saj.usace.army.mil/learned/>). See para "Reporting"

1.3.2 Job Supplements

The Area Engineer, assigned Resident Engineer, Project Engineer, QA Team Leader or other designee is responsible for the preparation of a site specific and project specific “Job Supplement” for each contract (see ER 1180-1-6 Appendix A, Part XI) to include:

- A copy of Engineering Concerns and Instructions to Field Personnel
- QA Staffing
- QA surveillance responsibilities
- Specific Quality Assurance testing to include a list of tests by ASTM or other designation type and frequency
- Definable features of work as agreed to with Contractor at Coordination Meeting
- Other specific requirements that appear in State or Territory permits, ECIs or contract (Customer O&M needs, Design Intent, Extensions of Design, Local Regulations and Permits)

1.3.3 USACE POLICY- LINK TOOL

Use the following links for important QA references:

ER 415-1-10 Contractor Submittals

<http://www.usace.army.mil/inet/usace-docs/eng-regs/er415-1-10/toc.htm>

ER415-1-11 Biddability, Constructibility, Operability – Environmental Review

<http://www.usace.army.mil/inet/usace-docs/eng-regs/er415-1-11/toc.htm>

ER 1180-1-6 Construction Quality Management

<http://www.usace.army.mil/inet/usace-docs/eng-regs/er1180-1-6/toc.htm>

ER 1180-1-9 Design Build Contracting

<http://www.usace.army.mil/inet/usace-docs/eng-regs/er1180-1-9/toc.htm>

EP 415-1-260 Resident Engineer’s Guide

<http://www.usace.army.mil/inet/usace-docs/eng-pamphlets/ep415-1-260/toc.htm>

EP 415-1-261 Quality Assurance Representative Guides Volumes 1-5

[http://www.usace.army.mil/inet/usace-docs/eng-pamphlets/ep415-1-261\(volume1\)/toc.htm](http://www.usace.army.mil/inet/usace-docs/eng-pamphlets/ep415-1-261(volume1)/toc.htm)

[http://www.usace.army.mil/inet/usace-docs/eng-pamphlets/ep415-1-261\(volume2\)/toc.htm](http://www.usace.army.mil/inet/usace-docs/eng-pamphlets/ep415-1-261(volume2)/toc.htm)

[http://www.usace.army.mil/inet/usace-docs/eng-pamphlets/ep415-1-261\(volume3\)/toc.htm](http://www.usace.army.mil/inet/usace-docs/eng-pamphlets/ep415-1-261(volume3)/toc.htm)

[http://www.usace.army.mil/inet/usace-docs/eng-pamphlets/ep415-1-261\(volume4\)/toc.htm](http://www.usace.army.mil/inet/usace-docs/eng-pamphlets/ep415-1-261(volume4)/toc.htm)

[http://www.usace.army.mil/inet/usace-docs/eng-pamphlets/ep415-1-261\(volume5\)/toc.htm](http://www.usace.army.mil/inet/usace-docs/eng-pamphlets/ep415-1-261(volume5)/toc.htm)

1.3.4 District Construction Resources

Resources such as Construction Forms, CESAJR 351-1-1, EM 385-1-1 are located at:

<http://www.saj.usace.army.mil/conops/index.html>

1.3.5 USACE/ Division I-net Sites:

SAD-Home page (<http://www.sad.usace.army.mil/contents.htm>)

SAC- (<http://www.sac.usace.army.mil>)

SAM- (<http://www.sam.usace.army.mil/org/cd.htm>)

SAS- (<http://www.sas.usace.army.mil/cd.htm>)

SAW- (<http://www.saw.usace.army.mil>)

2. WORKLOAD

Projected FY 2001 workload (49% increase) over FY 00:

Florida \$110.8M

Puerto Rico \$92.3

2.1 CONTRACTS UNDERWAY

See "Construction Project Report" for active contracts which includes projected contracts next six months at. <http://intranet.saj.usace.army.mil/~conops> "Construction-Operations Database"

The Construction Project Report is updated monthly with milestones reported by CO-CS at the District project review board (PRB). Area/Resident Engineers give a brief outline of the current workload, resource allocation, improvements, and problems or potential problems at quarterly field office meeting.

3. ORGANIZATION (See Organization Chart in front.)

- Operationally, the Chief Antilles Construction Office and Area Engineers work for the Chief Construction-Operations. The District Construction Branch Sections work directly for the Chief, Construction Branch.

- Construction functions are organized with Antilles Construction Office, three Florida Area Offices and three District level staff support sections.
- The Deputy District Engineer for Antilles heads a multi-functional office, which has two subordinate Resident Offices. The Ponce Resident Office is located at it's new building at Portugues Dam site off of Route 10 and the San Juan Resident Office co- located with the Antilles Construction Office, San Juan, Puerto Rico.
- The North Florida Area Office (CO-N) has an Area Office located within a five (5) minute drive from the District office building. It is located within the Koger Center, off of Beach Boulevard, Jacksonville. The North Florida office also has a Project Office located at Coleman Evans Superfund Site, Whitehouse, Florida. In August of 2000, the North Florida office assumed responsibility for the Project Office (CESAJ-CO-NM) at Patrick Air Force Base, collocated with the Mobile District's project office. The Palm Valley Project Office was created November 2000 to perform project oversight functions for the replacement of the Palm Valley Bridge, St. Johns County, Florida.
- The Gulf Coast Area Office (CO-G) is co-located with CESAJ-Regulatory Office and next to the Mobile District's Area Office at MacDill AFB, Tampa, Florida.
- The Atlantic Coast Area Office was re-located from it's offices at Patrick Air Force Base, Florida to Palm Beach Gardens, Florida during the latter part of FY 2000 and has been re-designated as the South Florida Area Office (CO-W). The South Florida Area Office has created the West Palm Beach Resident Office, which is located in western Palm Beach County, next to PS 319/362, south of Hwy 80 and Flying Cow Road. Another office, the Miami Resident Office, was created during FY 2001 with a location yet to be determined in Dade County, Florida.
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3.1 CONSTRUCTION (QUICK REFERENCE)

CESAJ

Col. James G. May (904) 232-2241 - District Engineer

LTC Richard D. Peters, Jr (904) 232-2242 – Deputy District Engineer

CESAJ-DS

LTC Dennis Gassert (787) 729-6876 – Deputy District Engineer, Antilles
Fax (787) 729-6879

CESAJ-CO

Gordon M. Butler (904) 232-3765, Chief, Construction-Operations Division
Fax (904) 232-3696

CESAJ-CO-C

Charles McGehee, (904) 232-1122, Chief, Construction Branch
Fax 904-232-3696

CESAJ-DS-CO

Antilles Construction Office

Jose M. ("Chemi") Rosado (787) 729-6880, Chief, Antilles Construction Office
Fax – 787-729-6879

CESAJ-DS-CO-C

Edwin Cuebas (787) 729-6880, Chief, Antilles Contract Administration
Fax (787) 729-6881

CESAJ-DS-CO-S

San Juan Resident Office

Pedro ("Jimmy") Acosta (787) 729-6833, Resident Engineer, San Juan
Fax (787) 729-6681

CESAJ-DS-CO-P

Ponce Resident Office

Pablo Vazques-Ruiz (787) 841-3181, Resident Engineer, Ponce
Fax (787) 841-3164

Florida Area Offices

CESAJ-CO-N

North Florida Area Office

David R. (Russ) Tolle (904) 232-2086, Area Engineer
Fax (904) 232-2147

David Gerland (904) 232-2162, Office Engineer

Ron Musgrave (904) 280-8628, Palm Valley, Project Engineer
Greg Wagner (904) 786-6776, Coleman-Evans, Project Coordinator

CESAJ-CO-NM

Melbourne Project Office
John Wilson (321) 783-3602, Project Engineer

CESAJ-CO-G

Gulf Coast Area Office

Frank Mohr (813) 840-0824, Area Engineer
Fax (813) 842-2123

Ronald Rutger (813) 840-0824, Construction Section Team Leader

Alan Bailey (813) 840-0824, Office Engineer

CESAJ-CO-W

South Florida Area Office

George Cooper (561) 626-5299, Area Engineer
Fax (561) 626-3438

Luis Lopez (407) 783-3726, QA Team Leader

CESAJ-CO-WM

Miami Resident Office

Lisa G. Richardson (954) 232-0746, Resident Engineer

CESAJ-CO-WW

West Palm Beach Resident Office

Al Tibbs (561) 798-1711, Resident Engineer
Fax – (561) 798-0637

3.2 DESCRIPTION

(See <http://www.saj.usace.army.mil/conops/field/offices.html> for Area Offices

See <http://intranet.saj.usace.army.mil/~conops/> for Section functions)

3.2.1 Who, Where, Mail, Phone

See <http://maps.yahoo.com/py/maps.py> as an easy source of maps, driving directions.

DISTRICT HEADQUARTERS - JACKSONVILLE

Courier delivery address: 400 W. Bay Street, 8th Floor
(Pearl St & W. Bay St)
Jacksonville, Florida.

Mailing Address: Commander and District Engineer
U.S. Army Engineer District – Jacksonville
Attn: (CESAJ-CO - __)
P.O. Box 4970
Jacksonville, FL 32232-0019

Chief, Construction-Operations Division - Gordon M. Butler
(904) 232-3765 - CESAJ-CO
Admin Assistant; Mrs. Carole Schwartz

Chief, Construction Branch - Charles McGehee
(904) 232-1121 - CESAJ-CO-C
Admin Assistant, Mrs. Doris Straitt

Chief, Construction Services Section - Kurt Schlotterbeck
(904) 232-3867 - CESAJ-CO-CS
Admin Assistant – Ms. Helen Green

Chief, Contract Administration Section – Mike Tolley
(904) 232- 3695 - CESAJ-CO-CC
Admin Assistant, Mrs. Pat Kelly

Chief, Quality Assurance Section – Alberto Berrios
(904) 232-1128 - CESAJ-CO-CQ
Admin Assistant, Mrs. Monteen Tuten

ANTILLES CONSTRUCTION OFFICE

Courier delivery address: 400 Fernandez Juncos
Parada 7.5 - Puerta de Tierra
San Juan, Puerto Rico

Mailing Address: Deputy Commander for Antilles

U.S. Army Corps of Engineers
Attn: (CESAJ-DS-CO)
400 Fernandez Juncos
San Juan, Puerto Rico 00901-3299

Chief, Antilles Construction Office – Jose M. (Chemi) Rosado
(787) 729-6681 - CESAJ-DS-CO
Admin Assistant, Mrs. Evelyn Torres

Chief, Construction Administration Section – Edwin Cuebas
(787) 729-6880 – CESAJ-DS-CO-C

SAN JUAN RESIDENT OFFICE

Resident Engineer – Pedro J. (Jimmy) Acosta
(787) 729-6833 – CESAJ-DS-CO-S
Admin Assistant – Ms. Francine Reyes

PONCE RESIDENT OFFICE

Resident Engineer – Pablo Vazquez-Ruiz
(787) 841-3181 – CESAJ-DS-CO-P
Fax (787) 841-3164
Administrative Assistant, Mercedes Mercado

Courier delivery address: U.S. Army Corps of Engineers
Ponce Resident Office - Portugues Dam
PR 139, Km 6.1
Ponce, Puerto Rico

Mailing Address:... U.S. Army Corps of Engineers
Ponce Resident Office
GPO Box 7825
Ponce, PR 00732-7825

NORTH FLORIDA AREA OFFICE - JACKSONVILLE

Area Engineer - Russ Tolle
(904) 232-2086 – CEASAJ-CO-N
Fax (904) 232-2147
Ms. Roxie Kulczynski, Administrative Assistant

Courier delivery address: 4070 Boulevard Center Drive - Suite 201
(Pottsburg Building - Koger Center)
Jacksonville, Florida.

Mailing Address: U.S. Army Corps of Engineers – Jacksonville District
North Florida Area Office
4070 Boulevard Center Drive – Suite 201
Jacksonville, FL 32206-3474

NORTH FLORIDA AREA OFFICE, MELBOURNE PROJECT OFFICE – Patrick AFB, FL

Area Engineer - David R. Tolle
John Wilson – Project Engineer
(321) 783-3602 – CESAJ-CO-NM
Fax (321) 783-8502
Ms. Roxie Kulczynski, Administrative Assistant

Courier delivery address: Bldg 534, Room 208
1224 Jupiter Street, Bldg 534, Room 208
Patrick AFB, FL. 32925-3438

Mailing Address: U.S. Army Corp of Engineers – Jacksonville District
Melbourne Project Office
Bldg 534, Room 208
1224 Jupiter Street
Patrick AFB, FL 32925-3438

GULF COAST AREA OFFICE – MacDill AFB, Tampa, FL

Area Engineer – Frank Mohr
(813) 840-0824 – CESAJ-CO-G
Fax (813) 840-2123
Admin Assistant – Ms. Lori Weber

Courier delivery address: Building 1066
1066 Blackbird Street
Patrick AFB, FL. 33621

Mailing Address: U.S. Army Corp of Engineers – Jacksonville District
Gulf Coast Area Office
P.O. Box 19247
Tampa, FL 333686-9247

STAFF SECTIONS:

Construction Services

CESAJ-CO-CS . Kurt Schlotterbeck, Chief
(904) 232-1137

Mr. Schlotterbeck has assigned personnel in his section geographically to provide direct support.

- Gulf Coast Area Office - Carl Pettijohn
904-232-3694
- Atlantic Coast Area Office: - Diana Gerland
904-232-1130S

Clarence S. (Saxby) Anderson
904-232-1053
- North Florida Area Office - Mark Wolff
904-232-1125
- Antilles Construction Office –
 - San Juan Resident Office – Raul Velez-Gonzalez
904-232-1696
 - Ponce Resident Office – Mark Clark
904-232-1139

Contract Administration

CESAJ-CO-CC Mike Tolley, Chief
904 232-1119

Mr. Tolley assigned contract administration personnel responsibilities as follows:

- | | | |
|-------------------|----------------|---------------------------------------|
| • Jody Pascual | (904) 232-3858 | Claims |
| • Roberto Chevres | (904) 232-3278 | Contract Administration – Puerto Rico |
| • Terry Klitzkie | (904) 232-3757 | Contract Administration – Florida |
| • Sam Chine | (904) 232-1124 | Contract Admin – General Support |
| • Chuck Swanson | (904) 232-3256 | Contract Admin – South Florida |

Quality Assurance Section

CESAJ-CO-CQ - Mr. Alberto Berrios, Chief
(904) 232-1128

Mr. Berrios has determined that CO-CQ work is task oriented. Work tasks are requested and assigned through and by the Chief, CO-CQ. Personnel are expected to perform frequent QAR TDY when requested by applicable District entities or responsible field Area/Resident/Project Engineers. The quality assurance section's responsibilities are a

mixture of specialties and without geographic assignments. Cross coverage is SOP. Any District or field element requiring assistance and support, should coordinate all requests through the Chief, Quality Assurance Section who will be responsible for the assigning of individual or group tasks. Personnel assigned to the Quality Assurance Section are:

- | | | |
|-------------------|-----------------|------------------------------|
| • Hadi Horri | (904) 232-2173 | Electrical/Civil Engineer |
| • Phil Bates | (904) 232-1196 | Mechanical Engineer |
| • Bruce Pastorini | (904) 233-1699 | Civil Engineer |
| • Joe Tavares | (904) 232- 3446 | Civil Engineer |
| • Jose Toro | (904) 232-3688 | Civil Engineer |
| • Harry Ike | (904) 232-2756 | Civil Engineer |
| • Bruce Tappmeyer | (904) 232-3835 | Mechanical Engineer |
| • Jim Vecchitto | (904) 232-1126 | Civil Engineering Technician |
| • Tony Santana | (904) 232-3640 | Civil Engineering Technician |
| • Will Smith | (904) 232-3124 | Civil Engineering Technician |

4. STAFFING

4.1 Current Staffing

District Construction Organization Chart located at front of plan. Construction was reorganized in FY 2001 with changes being reflected by the current organization chart.

4.2 REQUIRED STAFFING

The District continues to recruit for various GS series such as Civil Engineers, Environmental Engineers, and Contract Specialist for CY 2001-2004. Additional recruitment has been initiated in order to meet the proposed personnel needs indicated by future construction efforts such as the Everglades Restoration Program by the South Florida Area Office and the Cerrillos Dam by the Antilles Construction Office. Until all offices are at maximum staffing, the temporary assignment of personnel for coverage/cross training will continue.

Site project specific staffing shall be planned in job supplements.

The District guidance is to plan and allocate Quality Assurance on-site man-hours to best control risk.

- Plan site visits for critical events:
 - Events required in accordance with ECIs
 - Preparatory meetings
 - Initial Phase meetings - start of feature
 - Start of large scale operation
 - Notification of problems
 - Start of important testing

5. RESPONSIBILITIES

5.1 General

Construction personnel are responsible to represent the best interests of government to their utmost ability. Personnel shall safeguard all official information that may cause unfair advantage to a bidder or a contractor with whom the government will negotiate. Personnel are to treat all contractors, the public and users in a professional and knowledgeable manner. Personnel are to maintain the highest levels of personal and professional ethical behavior while striving to treat all entities in a fair and equitable manner.

5.2 Terminology

5.2.1 Contracting Officer (CO) or (KO for NAVFAC):

The Contracting Officer is defined (see FAR 2.1) as a person with the authority to enter into, administer and terminate contracts and make determinations and findings. The contract term "Contracting Officer" includes certain authorized representatives of the Contracting Officer acting within the limits of their authority. The Contracting Officers with SF1402 Certificate of Appointment ("Full Warrant") for Jacksonville District awarded contract are:

- Mr. Harley R. Hartley, Chief, Contracting Branch
- Ms. Claudia H. Hundley, Chief, Construction Contracting Section
- Mr. Edward A. Diaz, Chief, Services Contracting Section.
- Ms. Cynthia Jones, Team Leader, AE & Construction Branch
- Ms. Wanda Cruz, Team Leader, AE & Construction Branch
- Ms. Griselle Gonzalez, Team Leader, AE & Construction Branch

The ACO is the individual who administers the contract from time of award to its conclusion. (See Reference O, Page I-2). ACO's are United States Contracting Officers having an SF 1402 Certificate of Appointment. They may make *commitments within explicit delegated CO authority that* may effect price, quality, delivery or other terms of the contract.

In Jacksonville District, Area Engineers (Messrs. Jose M. Rosado, George Cooper, Frank Mohr, and Russ Tolle), Resident Engineers (Pedro J. (Jimmy) Acosta, Pablo Vazquez-Ruiz, Al Tibbs, Lisa Richardson), QA Team Leaders at CO-G (Ron Rutger) and Chief, CO-CC (Mr. Tolley) hold SF1402 Certificate of Appointment ("\$100,000 Limit Warrant"). Area Engineers and Resident Engineers are typically designated as contract ACO, with explicit authorities and limitations as described in the Contracting Officer's delegation of authority. Mr. Tibbs, Ms. Richardson, Mr. Rutger and Mr. Tolley are typically designated as Alternate ACO, to act in the absence of ACO. All Contracting Officer (CO) authority delegations are in writing by memorandum. The typical title is "Subject: Designation of Administrative Contracting

Officer/Contracting Officer's Representative." The memo is signed by the Contracting Officer and sent to the ACO with a copy provided to the Contractor.

5.2.3 Contracting Officer's Representative (COR)

Section 00700 Contract Clause CONTRACTING OFFICER'S REPRESENTATIVE DFARS 252.201-7000 (DEC 1991) defines Contracting Officer's Representative in District Contracts. CORs are authorized in writing by Contracting Officer (including ACOs) to perform specific technical or administrative functions. *The COR is not authorized to make commitments* which may effect price, quality, delivery or other terms of the contract.

The Contracting Officer's Representative (COR) list may be seen in the Contracting portion of the District's intranet Homepage

5.2.4 Resident Engineer

The Resident Engineer (RE) is determined to be the engineer in charge at a resident office, supervisory engineer and delegated ACO/COR authorities.

5.2.5 QA Team Leader

The quality assurance (QA) Team Leader is an experienced QAR, usually the most senior Civil Engineer. The QA Team Leader is not a supervisory engineer but acts as the Area Engineer's representative responsible for QAR development and the staff advisor for the Area Office's overall Quality Assurance planning and execution. The Area Engineer usually uses ACO authority to delegate additional COR responsibilities for the QA Team Leader such as submittal approvals or negotiation of modification scope. The QA Team Leaders at CO-G and CO-W hold SF 1402 authority and usually have alternate ACO delegated authority. QA Team Leaders may assist other Area Office QARs in project QA planning, development and coordination of required District technical support.

5.2.6 QARs

Quality Assurance Representatives are the field personnel, both engineers and engineering technicians, who assure that the contractor's CQC is effective, current, and producing a product conforming to prevailing construction standards. QAR's responsibilities are detailed in ER 1180-1-6 Construction Quality Management (30 Sep 95) in Paragraph 7, Government Responsibilities; Subparagraph (c). Implementation and Enforcement. The EP 415-1-261 Quality Assurance Representative's Guide (Vol. 1-6) provides detailed technical information and QAR checklists for a large variety of definable features of work.

5.2.6.1 Lead Quality Assurance Representative (QAR)

The Lead QAR is that person, selected by the Area Engineer or his designee, responsible for a particular project from initial start to final completion. The Lead QAR may be considered to

be a QA staff foreman. The Lead QAR should be instrumental in development of the QA-Plan Supplement and will be given authority to task other QARs who may be assigned to the project.

5.2.7 Quality Assurance Personnel (QAPs)

All construction branch employees who are assigned technical duties of Contract Administration (CA), Construction Services (CS), or Quality Assurance (QA) and who assure Contractor compliance with Plans and Specifications fall under the broader term QAP personnel.

5.3 Specific

5.3.1 Contracting Officer Responsibilities

The Contracting Officer is the signer of the contract with authorities as defined by law and Contracting Officer Appointment to bind the United States. His delegated authorities to the Administrative Contracting Officer/(COR) Area Engineer are the means of executing the Federal Contracting Regulations.) The Contracting Officer has the responsibility to:

- a. Execute modifications
- b. Rendering Contracting Officer decisions when required under the terms of the contract.
- c. Appoints in writing Administering Contracting Officer (ACO) and Contracting Officers Representative (COR) upon award of contract.
- d. Monitor ACO/COR to insure execution of duties and responsibilities.

5.3.2 Area Engineer (both ACO & COR)

- a. Appointed as ACO/COR by the Contracting Officer upon award of the contract. Perform ACO/COR duties to include:
 - Execute all contract clauses in accordance with contract and the design intent.
 - Interpret specifications and drawings pursuant to clause entitled "Specifications and Drawings".
 - Process routine and administrative correspondence to the Contractor.
 - Request quotations from Contractor for proposed changes and negotiate with Contractor on claims and modifications, subject to Contracting Officer's approval, on negotiated settlements
 - Responsible for coordinating Government furnished survey, Government Furnished Equipment.

- Insures funding and payments are accurate and timely.

b. Manage resources of time, finances, training and personnel to perform Quality Assurance to safeguard the government's interest.

c. Responsible for assurance of Contractor Quality Control Management program to achieve an end product in accordance with plans and specifications, on time and within budget.

d. As ACO, responsible for executing contract modifications which do not exceed \$100,000 and are under the following clauses or special contract requirements: Changes, Differing Site Conditions, Variation in Estimated Quantities and Quantities-Subdivided Items, Value Engineering and Suspension of Work. If the aforementioned contract is on Standard Form 1442, for time extensions for unusually severe weather under the "Default (Fixed Price Construction)" clause of contracts on either Standard Form 1442 or DD Form 1155.

e. Keep the Chief, Construction-Operations Division, Contracting Officer and all district elements within the organizational hierarchy, inclusive of the Chief of Quality Assurance section, informed of project status and problems. (See organization chart).

- f. Execute BCOE specification and plans review and coordinate resultant review comments with CO-CQ. (See Appendix H)

5.3.3 Chief, Quality Assurance Section; Alberto Berrios

a. Review designs for biddability, constructibility, operability and environmentability for assurance of environmentally sound methods. Initiates required changes prior to advertising.

b. Developing policies for implementation of requirements governing field inspection.

c. Coordinating and revising shop drawings and preparing shop drawing submittal registers.

d. Reviewing design and detailed shop drawings on Government furnished equipment procured under supply contracts for large flood control projects.

e. Reviewing and coordinating Value Engineering proposals.

f. Reviewing and coordinating environmental protection plans and inspecting for contractor's compliance.

g. Implementing a QAR and Contractor's training program.

h. Providing technical assistance to field offices and other District offices on construction matters.

- i. Preparing drafts of contract specifications and issuing technical advice on concrete, aggregate, proportioning, mixing and placing.
- j. Maintaining liaison with WES MTC, and OMAHA HTRW TCX and CERL Labs
- k. Providing latest information to field offices and potential contractors on certified HTRW testing laboratories.
- L. Reviewing contractors' field and shop drawings and proposals and advising on technical and electrical matters.
- m. Supervising installation of test equipment in prototypes and testing of concrete, and reviewing for constructibility of technical portions of plans and specifications.
- n. Monitoring installation of instrumentation devices, data collection, inspections and related functions during project construction periods.
- o. Providing technical review of contractor's claims and contract modifications, to include negotiation of equitable adjustments with contractors when required.
- p. Evaluating and updating technical material for field offices.
- q. Performing technical review of Small Business Set Aside contracts.
- r. Performing quality assurance inspections of all construction field offices.
- s. Advising Area/Resident/Project engineers on all technical problems and interpretation of drawings and specifications.
- t. Providing immediate technical direct support as requested by Area Office personnel. Coordinating timely district resolution of technical problems/RFIs.
- u. Responsible for the overall administration of the district quality management program.
- v. Coordinate district level Biddability Constructibility Operability - Environmentability (BCOE) reviews. (See Appendix H)
- x. Track all BCOE's, As-builts, contract plans, and submittals routed through the district. Quality Assurance Section shall assure timely action and review.
- y. Provide assistance visits, training for Area Office personnel and Quality Assurance Representatives when necessary.
- z. Perform Design/Construction Evaluation (QA inspection) to assure contract files are in compliance with all contract requirements.

aa. Provide safety inspection and training assistance to project site to assure safe quality construction. Investigate accidents as required by CESAJ-SO.

bb. Disseminate policy changes, directive and informational lessons learned as needed. Maintain the District Construction QA plan.]

5.3.4 Chief, Construction Services Section; Kurt Schlotterbeck

a. Performing all internal administrative functions of Construction Branch not specifically assigned elsewhere.

b. Maintaining liaison for Construction Branch among all construction field offices, various elements of the District, higher authorities and user organizations.

c. Monitoring construction activities to ensure that authorized funds are not exceeded. Preparing estimates, recording funds requests and programming construction on civil and military projects pertinent to Construction-Operations Division.

d. Reviewing and processing construction contract payment estimates.

e. Performing studies and advance planning to ascertain that jobs are properly staffed and that they do not exceed S&I funds available.

f. Preparing revised cost estimates, when requested by District elements, on civil construction, pertinent to Construction-Operations Division.

g. Assisting in expediting delivery of materials, preparing progress reports, processing directives and initiating requests for directive modifications and transfer of new construction to the using service for civil works and military construction.

h. Preparing and distributing construction progress reports on all ongoing civil and construction contracts.

i. Preparing annual and monthly forecasts of estimated construction work placed and payments to contractor; monitoring performance against estimates; analyzing actual versus forecast estimates and furnishing recommendations/explanations of major differences.

j. Preparing liquidated damage (LD) estimates for all contracts.

5.3.5 Chief Contract Administration Section; Mike Tolley

a. Maintaining liaison with Area, Resident and Project Offices, various District elements and higher echelon regarding the contract administration policy of ongoing construction projects within the Jacksonville District.

- b. Furnishing contract administration assistance to Area, Resident and Project Offices in the preparation and negotiation of unusual or difficult modifications or modifications which exceed their Administrative Contracting Officer (ACO) authority.
- c. Conducting investigations of contractor claims and preparing technical presentations to be used by Counsel in presenting these claims to the Engineer Board of Contract Appeals and the U.S. Court of Claims.
- d. Reviewing and investigating data and recommendations on field changes submitted by field offices in connection with change orders and supplemental agreements.
- e. Reviewing field office modifications and providing comments or assisting as necessary to preclude delays in processing.
- f. Preparing pre-negotiation and post-negotiation documents and negotiating price and time adjustments on contract modifications and claim settlements.
- g. Monitoring the status of contracts that have been physically completed but not fiscally completed.
- h. Monitoring modification processing in order to maintain processing times with established goals.
- i. Monitoring and reporting on the status of DAIWA training completed by construction personnel.
- j. Providing partnering facilitators for field partnering workshops.
- k. Providing input for reports regarding status of claims, modifications, and undefinitized contracts and physically completes projects.
- l. Performing technical analysis of proposals submitted on contracts to be awarded to Small Disadvantaged Business concerns.
- m. Reviewing Government Estimates prepared by field offices and furnished to the District office for approval.
- n. Reviewing and recommending action on estimates prepared by Cost Engineering and furnished to Construction-Operations Division for construction modifications.
- o. Preparing and coordinating requests for audit.

5.3.6 QA Team Leader:

Appointed as COR with Quality Assurance related authorities upon award of contract, QA Team Leader at CO-P and CO-G also perform ACOR duties during the Area Engineer's absence (alternate ACO). Provides operational instructions and supervision of QARs as authorized by Area Engineer.

5.3.7 Quality Assurance Personnel (QARs = Field; Contract Admin-Office)

Quality Assurance Personnel (QARs = Field and Contract Admin = Office) assigned to Jacksonville District Area Offices consist primarily of QA Representatives, but also include contract administration, and other staff engineers who work for Area/Resident Offices. The Lead QAR is that person assigned overall QA responsibility by the Area Engineer (COR) for the contract. This person is delegated authority to coordinate and direct all the QC/QA effort. QA team members may be task organized based on mission needs. Team may vary in size as needed, with TDY supplement if required. QARs are responsible to:

- a. Perform plan-in-hand site visits and prepare comments.
- b. Provide recommendations/comments to ACO on CQC Plan and Accident Prevention Plan (APP) prior to acceptance.
- c. Review and ensure the Submittal Register is updated monthly.
- d. Perform technical review of contractor submittals within limits of their training and abilities.
- e. Continually monitor and evaluate CQC operations to verify that acceptable work is performed per drawings, specifications and submittals.
- f. Ensure QC Daily reports are submitted per CQC Plan. Review CQC reports and require clarification, supplemental information of deficient reports.
- g. Prepare a QA Report for every site visit day.
- h. Perform safety inspections for every site visit day.
- i. Monitor Accident Prevention Program implementation by contractor. Ensure safe working practices per EM 385-1-1.
- j. Attend pre-determined number of toolbox and monthly safety meetings, and ensure minutes are submitted per EM 385-1-1.
- k. Attend pre-determined number of initial and preparatory meetings to ensure thorough understanding of definable work.
- l. Ensure that preparatory phase and initial phase checklists are submitted timely per CQC Plan. Require revision/correction as necessary.
- m. Conduct follow-up inspections to assure that all work conforms to the requirements of the contract drawings and specifications.
- n. Verify CQC performance of tests and three phase inspections.
- o. Notify the CQC of any non-compliance with the contract requirements. If the Contractor fails to comply, notify COR.

- p. Jointly conduct a pre-final, and final inspections. Ensure correction of all punchlist items. Recommend withholding equitable retainage from payments to reflect value of deficiencies.
- q. Review monthly payment requests and verifies amounts to be paid.
- r. Ensure as-built drawings are maintained current and final as-builts are submitted.
- s. Verify compliance with the Buy American Act by routinely checking labels for material and equipment delivered to the jobsite. Ensure QC/QA reports document these checks. With trade agreement changes when in doubt contact CO-CQ.
- t. Recommend lessons learned to Area Engineer, CO-CQ, and other interested district parties (i.e. Safety Officer, other Area Office QARs).
- w. Assist user during warranty to obtain resolution with the contractor.

The QAR represents the ACO, Area or Resident Engineer, for contractual matters and the Chief of Construction Operations specifically for safety. The QAR, while not assigned formal contractual authority, has responsibility to enforce the requirements of the contract (drawings, specifications, contractor-certified submittals and Government-Approved submittals). The QAR does not have authority to waive or to change any of the contract requirements. QARs shall notify the Contractor and ACO in writing when nonconforming construction is discovered. All QARs have authority to immediately stop work for unsafe conditions that are likely to result in injury to workers. When safety stop directions are verbally issued, the written confirmation for the work stoppage shall be expeditiously prepared and reported to the, ACO and Contracting Officer. The specific rationale for a safety work stoppage shall be cited to include reference to the Contractors Accident Prevention Plan, OSHA and EM-385-1-1 requirements.

6.0 TRAINING

6.1 NEEDS ANALYSIS

Needful training overruns to District Training budget and current training policy for CO-C QAR's indicates a reevaluation of the training budget should be undertaken. At present, the training budget is limited to a 3% of overall budget and tied to District overhead. Training needs have increased in magnitude and current budget limits appear inadequate to meet realistic and current responsibilities. As an example, the District is strong in heavy construction and dredging but is perceived to be weak in building construction. FY 1999 CESAD feedback indicated poor Masonry QV and possible problems with Steel/Welding QV for some field offices. As the District increases its' staff during 2001 – 2004, there will be new employees with building construction background. Project specific training is a preventative way to avoid potential problems. RMS (Resident Management System) has been implemented and mandated for all District and field offices. RMS users are presently being trained in the RMS environment. FDOT requirements and the Portugues Dam will require concrete training to include ACI certifications. The CESAJ-CO-CQ section training personnel is currently developing ACI training.

6.1.1 Train District QARs based on mission needs.

There are many instances when training can be directly linked to project needs. Project specific required QA training should be identified by CO-C and EN-D and budgeted for by Project Managers in early E&D Phase, separate from S&A cost. When construction field personnel training is required as part of QA planning for a specific project implementation, it will be treated as a direct cost. When there is training required by District personnel as part of support to a specific problem it shall be treated as a direct cost.

Building Construction

There is a need to train in subjects related to building construction QV. As an expedient training measure to fill training needs and requirements, the District will use Huntsville's exportable training module and CESAJ-CO-CQ instructors to train personnel. Combined training with EN-D, PD, Navy, and other agencies will improve training returns.

New Areas / Technologies

Construction marketplace changes, new technologies and changing mission situation requires District to allocate more resources in 2001-2004 to train CO-C persons. Some examples include:

Increased use of "tilt up" construction and shotcrete construction in Florida requires QAR training. Design build contracts and Cost-reimbursement contracts require training in Contract Admin for both Area Office and District personnel. Increase use of A/E services for inspection and review required training in A/E Contracting for Delivery Order Statements of Work which has been completed.

- South Florida Pump Stations and Quarantine facility require QV for Div 15 and Div 16.
- FY 2001 Florida bridge jobs require personnel in CO-G and CO-N to become familiar with QV for concrete, asphalt pavement, static pile testing, post tensioned concrete, and FDOT retaining wall systems. It is advantageous to the Government to have at least one QAR at CO-N and CO-G trained to FDOT Quality Control Training Program - Level 2 qualification.
- PR Dams construction will require QV of massive concrete and extensive concrete sampling and testing. It is advantageous to the Government to fund the training for QA testing.
- A minimum of one fully trained RMS and CADD person in each Resident Office would facilitate better lower level trouble shooting.

6.1.2 Bring Huntsville Training Courses to the District:

The current policy is to send employees to a prospect course based on Individual Development Program preference. A possible alternative is to bring Prospect Course to Jacksonville. Bringing Prospect Courses and Instructors to Jacksonville could substantially improve our training class frequency and cut travel costs. Placing Con-Ops, EN-D, PD personnel in classes should help improve District cooperation and teamwork.

6.1.3 Train at Area Offices using District Trainers

CO-C has following Prospect Facilitators:

Edwin Cuebas
Alberto Berrios
Bruce Pastorini
Jose Toro
Joe Tavares
Jim Vecchitto

Since 1995 District has trained USACE mandated Construction Quality Management (CQM) for Contractors. In FY 2000 the Dredge Safety exportable course was finalized and available to be taught to Contractors. Additionally, the District has on hand many QV Exportable Courses. As a potential cost-saving incentive for exportable training, opening up student slots to other DOD Agencies, Water Districts, Local Port and Utility Authorities could lower the cost per student. As part of CQM-C, the Base Civil Engineering Squadrons, Base Maintenance Contractors at Patrick and MacDill Air Force Bases have expressed interest in additional Prospect training.

Some general QA training needs for QARs include:

Policy / Training of Submittal process
Concrete Technology (ACI Certifications)
As-built review for coordination and O&M need.
Welding QV, and Non-destructive testing

6.2 Computer Challenge

The pace of change due to LAN computer applications, USACE and SAD mandates is increasing as the needs of USACE increase. CEFMS, Electronic bid packages, review of electronic mark-up, scheduling software used by Contractors; CADD on site and in area offices, were all challenges in 1998. MS Office 97, e-mail, CEFMS and Internet are now standard operating procedure. . New ways of doing business electronically are continually being implemented in FY01, specifically RMS. New electronic requirements will necessitate continuous construction personnel training District/USACE computer applications. Most computer training is being programmed through IM and CO-CQ. The POC of contact for IM related hardware or software is presently CESAJ-CO-CQ, Phill Bates.