

**Facilities Engineering**  
**CONSTRUCTION AND FACILITIES MANAGEMENT OFFICE OPERATIONS**

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**By Order of the Secretaries of the Army and the Air Force:**

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**History.** This is a total rewrite of NGR (AR) 420-10, 15 February 1990, which is hereby superseded. Because the regulation has been extensively revised, the changed portions have not been highlighted.

**Summary.** This regulation sets the responsibilities, organization, functions, and personnel for State Construction and Facilities Management Offices.

**Applicability.** This regulation applies to Army National Guard construction and facilities management operations, no matter the funding source or project initiator. This regulation does not directly pertain to activities associated with the execution of a military construction appropriation.

**Proponent and exception authority.** The proponent of this regulation is the Chief of Installations, National Guard Bureau, Army Installations Division, NGB-ARI. The Chief of Installations has the authority to approve exceptions to this regulation that are consistent with controlling law and regulation. However, this authority may not be delegated.

**Management Control Process.** This regulation contains management control provisions in accordance with AR 11-2, but it does not identify key management controls that must be evaluated. They are contained in NG Pam (Army) 415-5.

**Supplementation.** Supplementation of this regulation requires the approval of the National Guard Bureau, Army Installations Division, NGB-ARI, 111 South George Mason Drive, Arlington, VA 22204-1382.

**Suggested Improvements.** Users of this regulation are invited to send comments and suggested improvements on DA Form 2028 (Recommended Changes to Publications and Blank Forms) to the National Guard Bureau, Army Installations Division, NGB-ARI, 111 South George Mason Drive, Arlington, VA 22204-1382.

**Distribution:** B.

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\* This regulation supersedes NGR (AR) 420-10, 15 Feb 90

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## **Chapter 1 General**

### **1-1. Purpose**

This regulation provides basic policies and responsibilities for conduct and management of State level public works activities by the Construction and Facilities Management Officer (CFMO). It includes guidance for setting facility maintenance and repair standards and policies for planning and executing facilities projects, including environmental requirements but excluding Military Construction National Guard requirements.

### **1-2. References**

Required and related publications are listed in Appendix A. Refer to the Appendix if you are not familiar with a publication cited in the basic text.

### **1-3. Explanation of Abbreviations and Terms**

Abbreviations and special terms used in this regulation are explained in the glossary.

### **1-4. Construction and Facilities Management Office Mission Statement**

To provide state-of-the-art, community based, installations and training sites that, by virtue of their geographical dispersion, can be leveraged by the Army and the State; and that facilitate communications, operations, training, and equipment sustainment to support the deployment of required forces and other assigned State and Federal missions.

### **1-5. Operating Philosophy**

a. The relationship between the National Guard Bureau (NGB) and the State Military Department is governed by the fact that all Army National Guard (ARNG) facilities are owned by, leased for, or licensed to the States. As a result the States, and not the Federal government, operate and maintain all ARNG facilities.

b. The relationship between NGB and the State is that of a grantor and grantee as defined in 31 U.S.C. §§ 6301-6308. More specifically, the NGB transfers funds to the State through a cooperative agreement, as detailed in NGB-AQ cooperative agreement directives, so that the States may provide certain services in support of the Federal mission of the ARNG to NGB specified standards. Other statutes and Federal regulations apply as shown in NGB-AQ cooperative agreement directives.

c. The Facilities Inventory and Support Plan (FISP) registers the real property inventory and the level of Federal reimbursement authorized for each real property facility.

d. The CFMO provides technical oversight of the program and, in conjunction with the United States Property and Fiscal Officer (USPFO), provides fiscal oversight.

## **Chapter 2 Responsibilities**

### **2-1. The Assistant Secretary of the Army (Installations and Environment)**

a. Has overall responsibility for providing guidance on installation facilities, housing, and environmental policy and program direction.

b. Has approval authority for all sustainment, restoration, and modernization projects classified as repair that have an estimated Federal share of over \$3 million.

c. Provides assistance and approval in certain land acquisition transactions.

d. Delegates work classification authority to Chief, National Guard Bureau (CNGB).

### **2-2. Department of the Army, Assistant Chief of Staff for Installations Management**

a. Consists of the Army staff element responsible for policies, plans, programs, and procedures in matters of installation facilities, housing, and environmental functions.

b. Develops and directs policy, planning, programming, and budgeting involving installation management and resourcing of installations for the Army.

c. Sets policy guidance on base support services and facilities as they relate to relationships among the Army components.

### **2-3. Chief, National Guard Bureau**

a. Establishes National Guard priorities and policies to support the commanders of the unified combatant commands, the military services, and the States/Territories.

- b. Delegates work classification authority to Chief of Installations.

#### **2-4. National Guard Bureau, Director Army National Guard**

- a. Acquires, manages and distributes resources to meet the ARNG priorities.
- b. Influences the development of policies that support the commanders of the unified combatant commands, the military services, and the States/Territories.

#### **2-5. National Guard Bureau, Army Installations Division (NGB-ARI)**

- a. Administers real property operations and maintenance programs supporting the mission of the ARNG. Recommends to the CNGB policy guidance in the planning, programming, acquisition, operation and disposal of ARNG land, utilities, infrastructure and facilities. Justifies requirements and provides resources and approved policy guidance to the States and Territories regarding the planning, programming and execution of Sustainment, Restoration and Modernization (SRM) and Base Operations programs that support the readiness of the ARNG.
- b. Functions as the Office of Primary Responsibility (OPR) for the Construction and Facilities Management Office and all aspects of the ARNG facilities program, to include organization, functions, personnel and staffing issues.
- c. Recommends to and implements CNGB policy involving installation management and resourcing of installations for the ARNG; develops and directs planning, programming, and budgeting in this area.
- d. Recommends to the CNGB, implements, and provides staff supervision for public works activities policy; to include facilities and housing management and Construction and Facilities Management Office work management, organization, and staffing.
- e. Directs the development and implementation and oversees the execution of facilities programs in support of installation management ARNG wide.
- f. Advises ARNG leadership, Department of the Army (DA), and OSD Reserve Affairs on policy, planning, development, implementation, and evaluation of comprehensive installation management and facilities programs to meet ARNG needs.
- g. Provides training to Construction and Facilities Management Office staff on functional processes and procedures for execution of responsibilities described in this regulation.
- h. Provides or recommends technical support and services to the States in construction, facilities engineering, utilities contracting, real estate, research and development, and technology transfer. This includes reviews of projects beyond USPFO approval authority and scheduled reviews of CFMO programs to provide assistance.
- i. Provides facilities management functional and technical advice and assistance to the States. Prepares and reviews technical support activities, and recommends improvements in facilities management policy and guidance.
- j. Transfers new technology and provides technical support information and guidance to the States in facilities engineering, energy efficiency, public works management and business practices, real property master planning, automated systems, and professional development and training.
- k. Manages development, acquisition, training, fielding, customer support, and sustainment of CFMO information management systems; and maintains the corporate database for the ARNG's real property inventory and other facility engineering processes.
- l. Assists States in the acquisition and sale of utility services and privatization of utility systems.
- m. Implements procedures to ensure that real property planning processes are established and integrated into facilities management.

#### **2-6. National Guard Bureau, Army Environmental Programs Division (NGB-ARE)**

- a. Recommends to the CNGB policy and guidance, implements and communicates approved policy and guidance, and provides staff supervision to ensure compliance with all applicable environmental laws and regulations.
- b. Coordinates with NGB staff and the States on issues pertaining to environmental requirements to foster environmental stewardship and ensure conformance with International Organization for Standardization (ISO) 14001.
- c. Advises ARNG leadership, DA, and OSD Reserve Affairs on policy, planning, development, implementation, and evaluation of comprehensive environmental programs to meet ARNG needs.
- d. Reviews and approves environmental requirements in order to better justify environmental funding levels and identify efficiencies across the ARNG.
- e. Provides environmental management functional and technical advice and assistance to the States to facilitate their environmental activities. Prepares, reviews, and executes technical support, and recommends improvements in environmental management policy and guidance.

- f. Transfers new technology and provides technical support information and guidance to the States in environmental management.
- g. Provides technical supervision, guidance, and assistance to the States in environmental program development and execution. This includes technical review of projects and scheduled reviews of environmental programs to provide assistance and technology transfer.
- h. Implements procedures to ensure the use of environmental work management procedures in planning, programming, setting priorities, performing, evaluating, and reporting.
- i. Assists States in identifying the need for and obtaining environmental permits. Monitors compliance through external audits in accordance with ISO 14001.
- j. Advises and coordinates NGB and State staff environmental documentation in accordance with the National Environmental Policy Act (NEPA).
- k. Provides assistance in planning activities associated with major land acquisitions. Conducts, reviews and approves Environmental Baseline Studies for real estate transactions involving the ARNG.
- l. Assists implementation of Integrated Training Area Management (ITAM) program in conjunction with the ARNG Training Division to maintain realistic training conditions and to stay in compliance with environmental requirements.
- m. Assists States with the development and implementation of Integrated Natural Resources Management Plans and Integrated Cultural Resources Management Plans.
- n. Coordinates and manages the development of a nationwide Geographical Information System (GIS) database to support ARNG missions.
- o. Develops plans for conducting historical and archeological surveys and assists with managing historically, architecturally, archeologically or culturally significant resources.
- p. Assists States during preparation and review of pollution prevention, spill prevention, control and contingency and other environmental management plans.
- q. Plans and executes the environmental restoration program for the ARNG as part of the Army's Installation Restoration Program to clean up past practice contamination at Federally owned facilities. Assists States with cleanup requirements at other than Federally owned facilities.

## **2-7. The Adjutant General**

- a. Establishes public works organizations that provide facilities engineering and environmental services for the State and its supported installations.
- b. Ensures that a CFMO well qualified in facilities management or engineering is appointed to run the Construction and Facilities Management Office. Provides for program stability, continuity, and institutional knowledge within the organization.
- c. Ensures that the Construction and Facilities Management Office is organized and staffed in the most effective and efficient manner.
- d. Ensures open staff communication so that the Force Structure, Operations and Training, Surface and Air Maintenance staffs, and Director of Information Management, among others, provide sufficient lead time to the CFMO so that he/she may plan, program, and execute projects to support changes in equipment, doctrine, and mission.
- e. Establishes and implements procedures to prevent changes to structures or facilities, removal or disposal of facility components, and changes in the current use of facilities without the prior, formal, approval of both the CFMO and the USPFO.
- f. Provides a clear and coherent vision for the preparation and update of the State's Real Property Development Plan.
- g. Provides a coherent environmental policy and vision for the preparation of all ARNG plans, activities, and operations.
- h. As the installation commander, is responsible for environmental compliance and resource stewardship.
- i. Ensures that matching funds are available when required.

## **2-8. United States Property and Fiscal Officer**

- a. Accountable and responsible for the proper obligation and expenditure of all Federal facility funds provided to the State (usually but not always through the Master Cooperative Agreement).
- b. Responsible to monitor, advise, and assist the facilities program, in order to ensure that Federal funds are expended only on authorized facility projects or programs as set forth in NGB-AQ cooperative agreement directives.
- c. Final approval authority for all NGB Form 420-Rs (OMNG Project Request) as set forth elsewhere in this regulation. As such, ensures that all projects have previously been classified and approved by the CFMO and that no funds are obligated or expended without said approval.

d. The accountable officer for reporting all Federally owned real property and the responsible person to sign the DD Form 1354 (Transfer and Acceptance of Military Real Property) as the Federal representative.

### **2-9. Construction and Facilities Management Officer**

a. Serves as primary point of contact in the State for the Army Installations Division and as principal advisor to the Adjutant General (AG) on all aspects of the State's real property, facilities engineering, construction, and environmental management programs.

b. Is the only individual within the State who has the authority to classify work, which is the final step before project approval and the commencement of the activities of maintenance, repair, or construction. Recommends approval and oversees all projects, regardless of funding source or project initiator, including troop construction projects.

c. Is the one individual within the State through whom all real property actions involving Federal dollars or activity must go.

d. Ensures that real property master planning for the State is accomplished in accordance with published ARNG regulations and policies. Develops and manages comprehensive annual and long range plans covering all real property investment, sustainment, restoration, and modernization initiatives.

e. Manages facility engineer resources by accomplishing financial planning, programming, budgeting, budget execution, accounting and review activities, resource management/annual work planning, and information systems support.

f. Coordinates the approval of State sustainment, restoration and modernization projects, including self-help, to be executed by the Construction and Facilities Management Office, troop units, and other State ARNG activities and tenants (including private sector entities) to ensure technical sufficiency and compliance with statutes, regulations, and the State's Real Property Development Plan; and is the sole source of work classification for all work accomplished on all State facilities. Determines most effective method of designing all projects involving Federal support.

g. Establishes and implements an effective work management system, including customer service standards. Plans and prioritizes project work, maintains a central database for work requirements, and maintains a centralized tracking system to account for project work.

h. Manages real estate, monitors space utilization, and performs real property inventories, reports, and surveys required by AR 405-45, AR 405-70, AR 405-80, NGR 405-80, and any other published ARNG policy and guidance.

i. Manages State environmental programs to ensure compliance with AR 200-1 and AR 200-2, and ensures that environmental issues are integrated into the processes of facilities engineering and housing. This program will ensure that State facilities are in compliance with Federal, State, and local environmental statutes, regulations, and policies.

j. Manages cultural resources program in accordance with AR 200-4. Ensures that historical inventories, historical preservation plans, and archeological surveys are completed. Consults with proper State and Federal agencies and private organizations prior to undertaking work on structures or land that meet the criteria of, or are listed in, AR 200-4.

k. Manages lands, forests, fish, endangered species, and wildlife resources in ARNG maintained and operated areas in accordance with AR 200-3, with particular emphasis on management of threatened and endangered species.

l. Produces the State's pest management plan and implements integrated pest management in accordance with AR 200-5.

m. Manages the Qualified Recycling Program in accordance with AR 420-49.

n. Manages the State's fire and emergency response programs.

o. Ensures that all non-ARNG tenant facility initiatives comply with the State's Real Property Development Plan, standards for exterior and interior design, and environmental requirements; and provides technical approval to ensure engineering adequacy and compliance with applicable ARNG construction, operations, maintenance, and fire and life safety criteria.

p. Conducts traffic engineering activities in accordance with AR 55-80, and coordinates traffic engineering requirements with appropriate law enforcement, safety, security and transportation officials.

q. Responsible for overseeing operations and personnel certification of the State's Federally supported utility systems, the acquisition and sales of Federally supported utility services, and the technical support to contracting officials acquiring contracts for Federally supported utility services.

r. Promulgates and executes the Federally supported facility portion of the State's energy management program.

s. May be delegated the responsibility to manage the State's Federally supported electronic security program.

t. Is a voting member and Executive Secretary of the State's Real Property Planning Board (if established), voting member of the Environmental Quality Control Committee (if established), and voting member of the State's Program Budget Advisory Committee. Justifies the facility portion of the State's operating program budget.

u. Certifies and processes NGB Forms 420-R or DD Forms 1390/1391 (FY \_\_ Military Construction Program/FY \_\_ Military Construction Project Data) for sustainment, restoration, and modernization projects based upon the dollar thresholds given in this regulation. Ensures that any restoration or modernization projects dealing with indoor ranges are first reviewed by the Joint Service Reserve Component Facility Board.

v. Performs or oversees assigned contract administration tasks with authorities, as delegated by supporting contracting officers.

w. Serves as member and Records Custodian of the Joint Service Reserve Component Facility Board for his/her State in accordance with DoDI 1225.8. Stores all records of the Board, submits all required reports, ensures that all required minutes of the Board's proceedings have been received by NGB-ARI, and may serve as chair on a rotating basis.

x. Applies management control review procedures as an assessable unit manager in accordance with AR 11-2, and identifies deficiencies to the AG.

y. Requests assistance from the proponents and outside agencies with areas of recognized expertise in work that cannot be accomplished efficiently and effectively within existing State capabilities.

## **Chapter 3 Organization**

### **3-1. Organization Basis**

a. The Construction and Facilities Management Office is organized and staffed to perform Statewide installation facilities engineering, housing, and environmental management support functions.

b. Basic organizational concepts for Construction and Facilities Management Office activities are given in the latest approved Most Effective Organization (MEO), as approved by the Office of Primary Responsibility, the Army Installations Division (NGB-ARI).

c. The MEO divides the Construction and Facilities Management Office into recommended workcenters and provides detailed guidance on critical missions and functions. In addition, it defines roles and key positions in the organization.

### **3-2. Consolidated Operation**

The Construction and Facilities Management Office shall operate as a consolidated engineering activity for the entire State. This includes all facility funding, project approval, project oversight, and real property planning and actions. Project approval and oversight remain with the CFMO no matter the ARNG or non-ARNG entity that may be funding the project.

### **3-3. Typical Organization**

a. Figure 3-1 displays the organization of a typical Construction and Facilities Management Office.

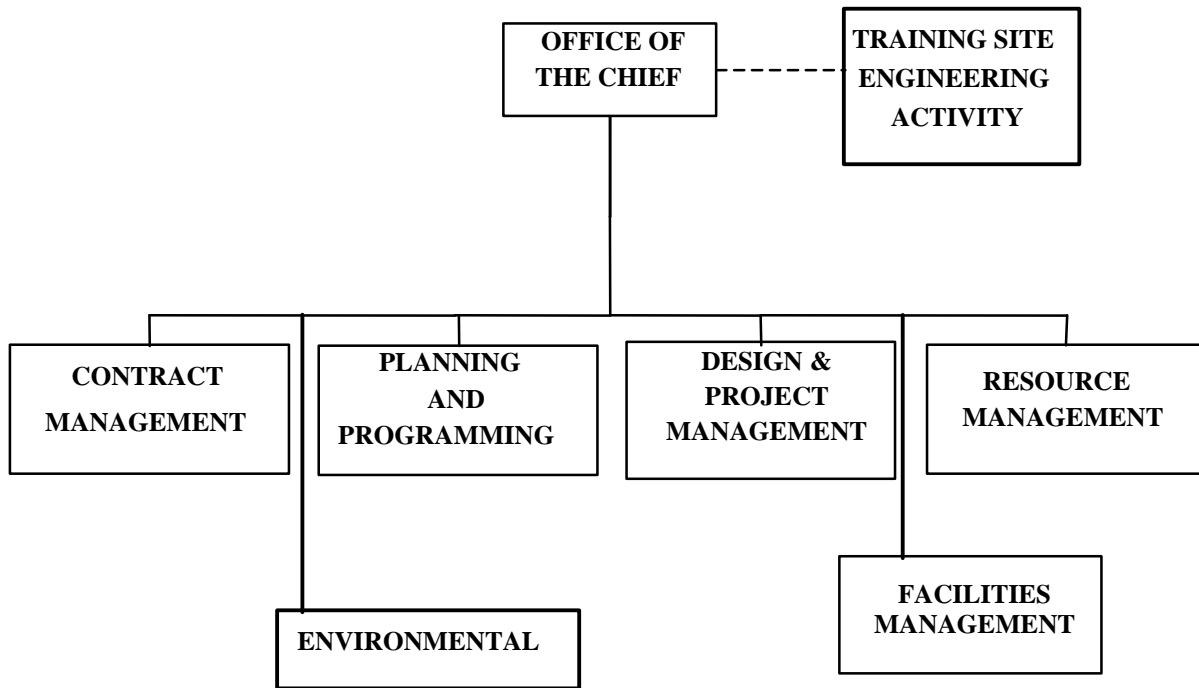
b. The AG may approve a different environmental, natural, and cultural resources management organization which reports directly to him/her, in lieu of the preferred organization which has these functions as part of the Construction and Facilities Management Office. Should the AG choose this alternative then the CFMO would not be responsible for the items in paragraphs 2-9l through 2-9p. However, creation of a separate organization does not reduce the CFMO's management responsibilities or requirements to ensure that all projects are properly coordinated and receive appropriate environmental approval.

c. The functional areas within the Construction and Facilities Management Office must effectively coordinate, particularly resources management and project and facility management personnel. The high potential for statutory violations in the areas of sustainment, restoration, and modernization, as well as military construction, including the need to classify work under strict guidelines, and the extent of support agreements and reimbursable services, make it essential to achieve and sustain precise costing of services.

## **Chapter 4 Operations**

### **4-1. Basic Functions**

a. The CFMO is the principal State staff officer for the organization, control and accomplishment of facilities engineering, housing, and environmental management activities.



**Figure 3-1. Construction and Facilities Management Office Organization.**

b. Functionally, the CFMO shall provide for the following:

(1) Engineering operations, which include, but are not limited to, engineer troop construction programs and coordination of self-help programs.

(2) Engineering plans and services, which include, but are not limited to, design and engineering services, real property master planning, programming of major construction, real property management, and facilities space management.

(3) Buildings and grounds, including, but not limited to, sustainment, restoration, and modernization (including operations and maintenance construction) to the State’s buildings, structures, roads, railroads, hardstands, airfields, and improved/semi-improved grounds, custodial services, pest control, self-help and preventive maintenance programs, packing and crating services, and maintenance of Construction and Facilities Management Office equipment.

(4) Utilities, including, but not limited to, operation, sustainment, restoration, and modernization (including construction) of the State’s utility plants and systems, management of the State’s fixed facilities energy conservation program, refuse and solid waste collection and disposal services, and recycling program management.

(5) Environmental, natural and cultural resources management, which pertains to all environmental media program areas. Unless the commander adopts an alternative structure for different organizational placement as in paragraph 3-3, the chief of Environmental Programs shall report directly to the CFMO, but should have direct access to the AG regarding significant environmental compliance issues.

(6) Fire and emergency services, which include, but are not limited to, all fire fighting (except aircraft) by civilian or military personnel, fire prevention (technical services), hazardous materials responses, confined space rescue, and ancillary services.

(7) Sustainment, restoration, and modernization (including operations and maintenance construction) supply support, which includes management of Construction and Facilities Management Office supply and storage activities, property accountability for Construction and Facilities Management Office equipment, and performance or oversight of delegated contract administration tasks, including quality assurance surveillance and evaluation of contractor performance.

(8) Public works resources management, which includes financial planning, programming, budgeting, budget execution, accounting and review activities; the work management program; work planning; managing internal information management systems support and coordinating external information management systems support; and



industrial engineering support to the directorate. Support activities may include reimbursable activities and agencies throughout the State.

#### **4-2. Planning**

a. The CFMO shall accomplish short and long range planning, with the Adjutant General's approval, for future development of land, facilities, and infrastructure of the State, following published NGB-ARI master planning methodology.

b. The Real Property Development Plan.

(1) Shall be the basis to support acquisition, management, and disposal of real property.

(2) Shall serve as a framework and decision support tool for assisting in the allocation of available sustainment, restoration, and modernization resources and for supporting requested military construction projects.

(3) Shall identify the AG's goals and objectives for development and operation of the State and its supported installations, and shall identify the major work to be done to real property to assure continued mission performance.

(4) Shall be kept up to date.

c. The plans shall identify facilities that are not essential to missions and future development of the State and its individual installations and ensure that resources are not spent on such facilities.

#### **4-3. Business Practices**

a. Review and analysis. The CFMO shall record all work for performance evaluation, for future planning and scheduling of similar work, and for reports required by higher authority. The value of review and analysis extends to all Construction and Facilities Management Office business practices to ensure that ARNG facilities are operated and maintained according to sound commercial practices and required Federal, State, and local standards.

b. "Facilities Center" is the ARNG's information management system used by NGB and Construction and Facilities Management Offices to track and maintain all facilities related data.

c. Work and cost reporting.

(1) Construction and Facilities Management Office records shall provide visibility over what, where, when, and how much work is being performed on real property facilities, including work performed by contractors.

(2) Costs incurred by the Construction and Facilities Management Office for work on real property facilities, direct and reimbursable, regardless of Federal funding source or method of accomplishment, shall be reported on work documents. The CFMO shall capture costs in enough detail to ensure compliance with project approval authority and the Chief Financial Officer Act, to develop accurate rates for reimbursable services, and to support Construction and Facilities Management Office review and analysis of work accomplished.

d. Customer service. The CFMO shall establish and implement customer service standards. Customer service is a compelling factor in the improvement of business practices, evaluation of effectiveness, establishment of work standards, and cost considerations.

e. Alternative methods and sources. The CFMO shall make maximum use of alternative performance methods and labor sources when necessary for providing services and executing projects.

#### **4-4. Sustainment, Restoration, and Modernization**

a. Sustainment, restoration, and modernization shall be accomplished at a level that is economically justified with the objectives of supporting mission requirements and preventing deterioration that will require major restoration or replacement. It is essential that the States use maintenance and repair standards, design guides, real property plans, and resource management plans together, not separately. The intent is to provide quality facilities using durable, energy efficient, low maintenance cost items that ensure mission readiness and an excellent working or living environment in accordance with the principles of Sustainable Design and Development and Force Protection.

b. Conditions that affect the level of sustainment, restoration, and modernization to be accomplished at a real property facility are:

(1) Current use. The CFMO shall include the current use of a real property facility in real property records and other facilities engineering, housing, and environmental management documentation. The design and current actual use of a real property facility shall be included in the real property database.

(a) Current use is required for Installation Status Report purposes; that is, to analyze facility assets versus facility requirements and determine facility ratings.

(b) The minimum level of sustainment, restoration, and modernization for a real property facility in active use shall be full protection against deterioration and provision of a functional living and working environment.

(c) The established sustainment, restoration, and modernization level shall ensure economic and efficient use of the facility for its intended purpose and for the expected period of active use. The priority given to sustainment of

new and newly restored facilities shall be high enough to ensure that the government's capital investment is protected and missions are supported.

(d) States shall establish scheduled sustainment and preventive maintenance programs to accomplish all recurring maintenance necessary to preserve and maintain facilities in such condition that they may be used effectively for their designed functions. Building preventive maintenance should be used to augment scheduled maintenance.

(2) Fire, safety, and health standards: 29 CFR Part 1900.2 – Part 1925.3, AR 40-5, AR 385-10, and AR 420-90 provide general safety, health, and fire protection standards that should be observed. In addition, specific sustainment, restoration, and modernization related safety requirements for prevention of hazards in utilities systems and other facilities are found in various regulations and technical publications for the systems or facilities. For example, guidance on requirements for gas system maintenance plans, leak detection surveys, system maps, safe working procedures, and emergency response plans is included in TM 5-654.

(3) Planned disposal (facility reduction). Sustainment, restoration, and modernization of vacant facilities planned for disposal shall be limited to that needed to minimize fire and safety hazards and to prevent pilferage. Disposal of unneeded, high maintenance facilities is a critical task for the State. This action is imperative if the State is to focus limited sustainment, restoration, and modernization resources on the most mission critical facilities.

(4) Environmental and natural or cultural resources factors. (See AR 200-1, AR 200-2, AR 200-3, and AR 200-4 for applicable considerations and requirements.) Because Construction and Facilities Management Office operations are affected by Federal, State, and local regulations, failure to comply with these requirements could result in mission impairment and lengthy adverse legal proceedings.

(5) Energy management. For guidance on energy management, see AR 11-27, AR 420-49, and the Department of Army Energy Resources Management Plan.

c. The responsibility to sustain a facility extends throughout its life cycle from initial construction until final disposal. Even a facility identified as excess, underutilized, vacant, or uninhabitable must receive a caretaker level of maintenance to ensure that it is properly secured and does not threaten human health, safety, or welfare on the installation or the surrounding community. This is particularly true of leased and licensed facilities where there is a specific, written, legal requirement of protection and maintenance.

## **Chapter 5**

### **Project Approval and Execution**

#### **5-1. General**

a. The CFMO shall determine the scope of work to be included in a project, based on good engineering practices, environmental impact, operational or administrative considerations, and lifecycle cost effectiveness. Customers and tenants normally identify the makeup of projects based on facility condition, validated force structure requirements, and command priorities. The CFMO advises customers and tenants on the technical, regulatory, and statutory feasibility of their projects and shall consult with them on their requirements. However, the CFMO must ensure that all projects are reflected in, and comply with, real property and resource management plans. All projects, no matter what appropriation is funding the project, must also meet NGB approved facility standards as delineated in such publications as NGR 415-10, NG Pam 415-12, MIL-STD-3007, and other technical publications referenced in the MIL-STD.

b. No entity within the State nor any tenant organization shall start any project work without the prior written project approval of both the CFMO and the USPFO, as documented on an approved NGB Form 420-R or DD Forms 1390/1391. (All projects within the CFMO approval authority do not require prior written approval of the USPFO.) All projects, no matter what the funding source, will proceed only if under the technical oversight of the CFMO. DA Pam 420-11 and NG Pam 420-10 provide guidance on project definition and documentation.

(1) All NGB Form 420-Rs R or DD Forms 1390/1391 remain at the State level, unless the CFMO is requesting additional funds or the USPFO wishes guidance from NGB-ARI. In either of those cases, the completed, signed package is forwarded to NGB-ARI for action.

(2) All completed, signed NGB Form 420-Rs or DD Forms 1390/1391 remain valid only if the project does not exceed its USPFO approved scope or 125% of its estimated cost and if the form is less than two years old. In those cases, the form requires amendment, staffing, and approval as if it were a new project, before the project may continue.

c. Any project, construction or other type of sustainment, restoration, and modernization, includes all work necessary to produce a complete and usable facility or a complete and usable improvement to an existing facility. Projects shall not be split into increments solely to reduce the estimated costs below statutory limitations, contracting thresholds, or project approval levels.

d. Work to be done on an existing facility shall be consistent with the design use and remaining economic life of the facility. If construction work will change the facility category code according to DA Pam 415-28, the CFMO shall record this on the NGB Form 420-R or DD Forms 1390/1391 (as appropriate) and change the real property database upon project completion. However, an addition or change to the real property database requires NGB-ARI approval before that facility (or portion thereof) may be coded to receive Federal support.

e. The CFMO shall not proceed beyond conceptual design, even on tenant-funded projects, without receiving DoD Explosive Safety Board (DDESB) approval when planning to construct facilities for manufacturing, storing, handling, transporting, or testing military explosives or ammunition. This includes all active ranges except those that exclusively use munitions in Hazard Classification 1.4.

(1) See AR 385-64, paragraph 6-2, for procedures for submitting plans to the Board.

(2) The CFMO shall also have the DDESB review and approve site plans for facilities which do not involve hazardous materials but which would be exposed to such risks if not properly located. This refers to facilities located in an explosives safety clear zone, which means located within inhabited-building distance of existing or proposed facilities that contain or were designed to contain ammunition or explosives.

(3) The CFMO shall ensure that the State Safety Officer submits such site plans through the NGB's Army Aviation and Safety Division (NGB-AVS) to DDESB.

(4) Preparation and contents of site plans will be in accordance with Preliminary and Final Site Submittal Checklist and Site and General Construction Plan Guide, USATCESP-385-02.

f. The CFMO shall not proceed beyond preliminary site planning without receiving NGB-AVS review of all new range construction projects and validation that the surface danger zone has been properly mapped and applied.

g. Separate operations and maintenance construction and other type sustainment, restoration, and modernization projects may be grouped into one contract for procurement, or a single project may be accomplished with more than one contract. In the latter instance, the total funded cost of all contracts associated with a single project shall not exceed the total authorized cost of that project.

h. Both construction and other types of sustainment, restoration, and modernization work may be approved on one programming document, provided that work in each category is within the USPFO's approval authority. Each category of work is separately subject to the appropriate approval limitations given in this regulation. If the USPFO's authority for one or more categories of work is exceeded, separate approval documents are required for work that is to be approved by higher authority. The estimated funded and unfunded costs (see paragraph 5-4 of this regulation) for each category of work shall be identified separately on the project approval document.

i. Construction and other types of sustainment, restoration, and modernization projects shall comply with applicable requirements of the National Environmental Policy Act (42 U.S.C. §§4321-4370a), National Historic Preservation Act (16 U.S.C. §470 et. seq.), and other environmental requirements. (See AR 200-1, AR 200-2, AR 200-3, AR 200-4, and AR 200-5.)

j. The amount of Federal reimbursement for a project is based upon available Federal funds and the supportability of the facilities involved in the project as recorded in the real property database and defined in NGB-AQ cooperative agreement directives.

k. At the conclusion of each project, the CFMO shall properly post the real property database, paying particular attention to recording capitalization for all new construction and for real property improvements in excess of \$100,000.

## **5-2. Operations and Maintenance Construction Projects**

a. The erection, installation, or assembly of a new facility; the relocation of a facility; the complete replacement of an existing facility; or the addition, expansion, extension, alteration, or conversion (to a new type use) of an existing facility. This includes installed building equipment (real property) and related site preparation, excavation, filling and landscaping or other land improvements. It also includes increases in components of facilities for functional reasons when a facility is not being repaired and the components are not required to meet current standards, and it includes the extension of utilities to areas not previously served. Construction is an activity that may be a part of either the restoration or modernization program.

b. Projects costing less than \$25,000 in Federal share.

(1) The CFMO shall classify and certify the project.

(2) The CFMO is the approval authority and no NGB Form 420-R is required, provided that the CFMO maintains an auditable trail, satisfactory to the USPFO.

c. Projects costing at least \$25,000 in Federal share.

(1) The CFMO shall classify and certify all operations and maintenance construction on an NGB Form 420-R.

(2) The approval authority is the USPFO.

(3) The CFMO must attach an explanation, which should reference NG Pam 415-12, for projects that will result in buildings that exceed by 10% the area for that facility type as shown on the current DA Form 2369-2-R (Tabulation of Existing and Required Facilities – Facilities Requirements) for the State.

(4) Although the standard project documentation is an NGB Form 420-R, the CFMO shall document a construction project on DD Forms 1390/1391 in the case of a complex project joint with a non-ARNG entity, in order to better delineate scope and the appropriate cost share of the parties to the construction. The CFMO may also document any other complex project on DD Forms 1390/1391.

d. Approval of an NGB Form 420-R only approves the project, does not provide funding, and in no way obligates Federal funds.

e. The Federal share of the project cost cannot exceed the statutory ceiling in 10 U.S.C. §18233a(b). The Adjutant General and the USPFO jointly shall establish controls to prevent projects from exceeding approval limits. If it becomes apparent that the projected total funded cost of an operations and maintenance construction project will exceed the statutory limit, all work shall be halted immediately, the CFMO shall notify NGB-ARI, and the CFMO shall begin processing a request for Military Construction Appropriation funds.

f. The following practices constitute statutory violations and are prohibited:

(1) Acquisition or improvement of real property facilities through a series of operations and maintenance construction projects.

(2) Subdivision of a construction project to reduce costs to a level that meets a statutory limitation, or the splitting or incrementing of a project to reduce costs below an approval or contracting threshold.

(3) Development of an operations and maintenance construction project solely to reduce the cost of an active military construction project below the level at which Congress must be informed of a cost variation.

g. Operations and Maintenance construction authority shall not be used to begin or complete construction projects contained in the annual Military Construction Authorization Act, nor be used as a basis for completing projects financed under other authorizations when available funding is lacking.

h. Any project proposed under operations and maintenance construction authority that has been previously denied authorization by Congress requires approval by the Secretary of the Army or designee, regardless of cost.

i. Project cost limitations in effect at the time of approval of an operations and maintenance construction project remain in effect throughout the life of the project.

j. Throughout the term of a lease, expenditures for sustainment, restoration, and modernization, including operations and maintenance construction, for leased facilities may not exceed 25% of the first year's rental, except that in the case of a nominal rental fee the projects may not cost more than 15% of the fair market value of the facility.

k. The Joint Services Reserve Component Facility Board must first review and approve any indoor range project.

### **5-3. Sustainment, Restoration, and Modernization (Less Construction) Projects**

a. Terms.

(1) Sustainment consists of maintenance and repair activities necessary to keep an inventory of facilities in good working order. It includes regularly scheduled adjustments and inspections, preventive maintenance tasks, and emergency response and service calls for minor repairs. It also includes major repairs or replacement of facility components (usually accomplished by contract) that are expected to occur periodically throughout the life cycle of facilities. This work includes regular roof replacement, refinishing of wall surfaces, repairing and replacement of heating and cooling systems, replacing tile and carpeting, and similar types of work. It does not include landscaping, mowing, soil stabilization, and similar activities, which are defined as municipal services.

(2) Restoration includes repair and replacement work to restore facilities damaged by lack of sustainment, excessive age, natural disaster, fire, accident, or other causes. It reduces the backlog of facilities rated C-3 and C-4 on the Installation Status Report. Restoration may overhaul, reprocess, or replace deteriorated component parts or materials to current industry standards. Restoration is also the relocation or reconfiguration of land and building components and utility systems and the upgrade of the same to current building and other codes.

(3) Modernization includes constructing new or altering existing facilities solely to implement new or higher standards (including regulatory changes), to accommodate new functions (or change the purpose of a facility), or to replace building components that typically last more than 50 years (such as foundations and structural members).

b. Projects costing less than \$100,000 in Federal share.

(1) The CFMO shall classify and certify the project.

(2) The CFMO is the approval authority and no NGB Form 420-R is required, provided that the CFMO maintains an auditable trail, satisfactory to the USPFO.

(3) Such CFMO approval, however, in no way obligates Federal funds.

c. Projects costing at least \$100,000 in Federal share.

(1) The CFMO shall classify and certify all sustainment, restoration, and modernization (less construction) projects on an NGB Form 420-R.

(2) The approval authority is the USPFO for all projects with a Federal share between \$100,000 and \$3 million.

(3) All projects above \$3 million in cost must be documented on DD Forms 1390/1391 and submitted through NGB-ARI to the Assistant Secretary of the Army (Installations and Environment) for approval.

(4) Although the standard project documentation is an NGB Form 420-R, the CFMO shall use DD Forms 1390/1391 in the case of a complex project joint with a non-ARNG entity, in order to better delineate scope and the appropriate cost share of the parties. The CFMO may also document any other complex project on DD Forms 1390/1391.

d. Demolition projects on Federally owned land are an exception to paragraphs 5-3b and 5-3c above.

(1) The CFMO shall certify all such projects on an NGB Form 420-R.

(2) The approval authority is the USPFO no matter what the Federal share.

e. Approval of an NGB Form 420-R only approves the project, does not provide funding, and in no way obligates Federal funds.

f. Projects shall not proceed unless:

(1) The restoration cost (or restoration, modernization, and alterations cost for a combined undertaking) does not exceed 50 percent of the replacement cost of the facility for projects whose funded costs are greater than \$750,000. However, if the project cost exceeds 50% of the replacement cost, the State may apply to NGB-ARI for an exception to policy.

(2) Environmental documentation has been completed in accordance with AR 200-1, AR 200-2, AR 200-3, AR 200-4, and AR 200-5.

(3) Projects, regardless of costs, are consistent with force structure plans, are more cost effective than replacement, and are an appropriate use of operations and maintenance funds.

(4) For restoration or modernization projects involving indoor ranges, the Joint Services Reserve Component Facility Board has first reviewed the project.

#### 5-4. Project Costs

a. When sustainment, restoration, and modernization, including construction, are combined into one undertaking, each may be treated as a separate project for approval limitation purposes. Engineering estimates may be used to allocate the funded costs between construction and the other components. This will determine project approval authority. When the work is so integrated that separation of construction from the other components is not possible, the entire undertaking shall be funded as one construction project. In this case the operations and maintenance construction limit shall apply to the one, overall project.

b. Appropriations that finance the project shall be used to reimburse other appropriations for all Federally funded costs initially financed by such other appropriations. Funded costs include --

(1) The Federal share of the purchase of real property, materials, supplies, services, rental trailers and buildings, utilities, or other items applicable to the project.

(2) Installed capital equipment and installed building equipment.

(3) Transportation costs applicable to materials, supplies, real property items, installed equipment, and Government-owned equipment.

(4) Civilian labor costs, including State civilian prisoner labor if this labor is Federally reimbursed.

(5) Contracted supervision and inspection costs. These include your Title II/Type C A-E services (Supervision, Inspection, and Overhead).

(6) Troop travel and per diem directly related to the project for soldiers who are doing actual site preparation and construction, if these costs were incurred solely because of the construction project. (This is not the same as normal CFMO project management.) (See paragraph 5-4e(9) for more details.)

(7) Costs for maintenance and operation of government-owned equipment (including organic troop unit equipment) and rental cost for non-Government equipment.

(8) Costs for preparation of operation and maintenance manuals for installed systems.

(9) Demolition and site preparation costs.

(10) The cost of installing equipment in place in new facilities.

(11) Costs of mitigation identified in environmental documentation completed in accordance with AR 200-2.

c. For purposes of work classification and project capitalization, the total funded cost of a multi-year project over \$750,000 on a single real property facility shall include all phases of the project.

d. In comparing funded project costs with facility replacement cost, all known major repairs and alterations to the facility will be included. Replacement cost will be based on a facility of the same square footage and same type

construction (temporary, semi-permanent or permanent), and may be computed using the methodology and cost tables of TM 5-800-4. In determining the replacement cost, any costs of demolition, asbestos removal, site work, and historic considerations shall be included.

e. Unfunded project costs are limited to the following. Unfunded costs do not count against approval and statutory limits, but the sum of the funded and unfunded costs constitute the amount at which the CFMO shall capitalize the project in the Federal real property files and the Federal real property database.

- (1) Costs financed from military personnel appropriations.
- (2) Depreciation of government-owned equipment (except depreciation cost of a plant owned by capital working funds).
- (3) Materials, supplies, and items of installed building equipment that have been obtained from other U.S. Government agencies or foreign governments without reimbursement. When such items become available as excess distributions from other government agencies, their value shall be at Federal Supply Catalog.
- (4) Costs of real property items relocated on the same installation except transportation and relocation costs.
- (5) Planning, engineering, and design costs before construction. These include your Title I/Type A and B A-E services.
- (6) Costs for licenses and permits required by State or local laws for pollution abatement.
- (7) Materiel costs of equipment-in-place items obtained on a non-reimbursable basis.
- (8) Federal military prisoner and Federal civilian prisoner labor. Use of State civilian prisoner labor is a non-funded cost as long as the State Military Department does not receive Federal reimbursement for their services.
- (9) Costs for travel and per diem for troop labor if the construction project is only part of a larger activity, such as an annual training exercise. That is, the travel and per diem for troop labor is a funded project cost if the sole purpose of bringing the troops to a site is to assist in the project, even if the project is considered troop training. However, the travel and per diem is an unfunded project cost if the project work is incidental to a larger training exercise.

#### **5-5. Technical Reviews**

All technical reviews are the responsibility of the CFMO, except security reviews pertaining to projects for facilities that involve the electronic processing of classified material (and projects which include provision of a radio frequency interference or TEMPEST shielded enclosure). The State official responsible for TEMPEST security shall accomplish this technical review in the initial planning stages of a project. Requirements for shielded enclosures must be approved by The Deputy Chief of Staff for Intelligence (DAMI-CI), 1000 Army Pentagon, Washington, D.C. 20310-1000.

#### **5-6. Act of Nature Damage Projects**

Expedited project approval and execution procedures shall be used for projects for restoration of facilities damaged by fire, storm, flood, freeze or other natural occurrences, regardless of the project funding source. Necessary approvals and Congressional notifications shall be obtained while prospective contractors are preparing their proposals. The CFMO should begin and complete work on the project as quickly as possible. Submission requirements are contained in NGB-AQ cooperative agreement directives.

#### **5-7. Real Property Facility Project Files**

a. The CFMO shall establish a project file for each project within the scope of this regulation when construction costs are \$25,000 or more and when other sustainment, restoration, and modernization costs are \$100,000 or more. For single undertakings involving both construction and other sustainment, restoration, and modernization activities, only one project file will be established. Electronic document processing and storage may be used for these files. Each file shall represent a complete historical record of a project, from inception to filing of the actual costs incurred, and shall contain, if applicable, the following documentation for each project:

- (1) NGB Form 420-Rs and/or appropriate State forms. The file may contain more than one work request, if it is desired to control each classification of work.
- (2) Record of estimates, justification for the project (to include environmental and safety considerations and requirements which the project addressed), and related correspondence (initial estimate, identification of estimator, NGB Form 420-R or DD Forms 1390/1391, job phase calculation sheets, identification of funded and unfunded costs, calculations to illustrate how costs were developed, identification of crafts involved, and source documents used for the estimates, etc).
- (3) Requests for approval and signed approval documents, including letters, estimates, specifications, and plans.
- (4) National Environmental Policy Act, National Historic Preservation Act, Occupational Health and Safety Administration, code reviews, and similar type findings, reviews, and approvals associated with the project.

- (5) Revised plans and estimates, if changes to these documents were required by the approving authority.
- (6) On projects approaching regulatory or statutory limitations, a day-to-day blotter record showing all actual costs incurred to date. Maintenance and analysis of this blotter record should prevent violation of the Anti-Deficiency Act.
- (7) Appropriate contractual documents, to include inspection and final acceptance reports.
- (8) DD Form 1354 properly signed and dated. This applies whether or not the project is on Federal land.
- (9) Warranty schedules and dates.
- b. Project files should include other documentation that is pertinent to the history of the project, such as:
  - (1) A document signed by the requesting agency indicating when the need for a construction project became known, when the work must be completed, and what the consequences would be if the project were not completed by the specified time.
  - (2) A notation that the inventory of military real property has been changed to include the sum of the actual facilities engineering, architectural, and other outside services for design, plan, specification, and survey costs of a construction project. (The changes shall be reported in the real property data base.)
  - (3) Documentation of proper posting to the real property database of any changes in facility use codes and required capitalization for all construction projects and real property improvements in excess of \$100,000.
- c. Project files should be retained for at least three years after completion of the project, unless the State specifies a longer retention period.

## **Chapter 6 Personnel**

### **6-1. Manpower Guidance**

Manpower guidance is based on NGB manpower studies and allocations from the Facilities Programs Personnel Allocation Standard (FP-PAS) and the NGB-ARE Environmental Manning Model. (For details on the latter two, see NGB-AQ cooperative agreement directives and NGB-ARE policy and guidance memoranda.) The former allocates positions to accomplish Federal facilities engineering responsibilities, and the latter two allocate personnel to support the State's responsibilities under the cooperative agreement.

### **6-2. Assignment of Personnel**

- a. This regulation does not provide authority to establish positions, civilian personnel grade levels, or classification for any given set of duties, functions, or responsibilities. Positions are to be filled by personnel who meet the requirements of the appropriate job series in Office of Personnel Management qualification standards. Provided that these qualifications are met, there is no requirement that military personnel be branched Army Corps of Engineers.
- b. Engineer positions. The following key positions are normally filled by qualified engineers, facility managers, project managers, or technical professionals. Longevity of assignment in these positions is strongly encouraged. These qualifications and the recommended tenure are particularly important in the case of the CFMO.
  - (1) CFMO.
  - (2) Chief, Planning and Programming
  - (3) Chief, Design and Project Management
  - (4) Chief, Facility Management
- c. Other key positions.
  - (1) The Chief of Environmental Programs should have a combination of education and experience in the environmental sciences with management skills and be a qualified environmental engineer, environmental planner, environmental protection specialist, natural resources scientist, or historic preservation specialist. Certification as a Registered Environmental Manager is recommended.
  - (2) The principal master planner should be a qualified planner, architect, or engineer.
  - (3) There should be a qualified fire services professional to lead the fire and emergency services program.

### **6-3. Use of Civilian Personnel, Inmate Labor, or Troops**

- a. Sustainment, restoration, modernization, and operation of real property shall be done through the most economical means available, consistent with mission and statutory requirements. AR 570-4 prescribes policies which apply to the use of non-CFMO personnel and soldiers in performing Construction and Facilities Management Office activities using Federal procedures.
- b. Inmate labor can be used under carefully controlled circumstances as a more economical method of providing some base services.

c. State law applies to the use of State inmates and other non-standard personnel in performing Construction and Facilities Management Office activities using State procedures.

**6-4. Training and Education Programs**

The CFMO shall develop a training program that identifies training needs and maintains management and technical proficiency of Construction and Facilities Management Office personnel. Public works and related professional training opportunities, appropriate certifications, and State licenses should be part of the training plan.



## Appendix A References

Most of these references are available electronically as listed below:

1. United States Code:  
[www4.law.cornell.edu/uscode/](http://www4.law.cornell.edu/uscode/) or  
[www.access.gpo.gov/congress/cong013.html](http://www.access.gpo.gov/congress/cong013.html) or  
<http://uscode.house.gov/usc.htm>.
2. Code of Federal Regulations: [www.access.gpo.gov/nara/cfr/cfr-retrieve.html#page1](http://www.access.gpo.gov/nara/cfr/cfr-retrieve.html#page1).
3. Executive Orders: [www.nara.gov/fedreg/eo.html](http://www.nara.gov/fedreg/eo.html). However, this reference, except for recent executive orders, only provides a summary and citations to the Federal Register. The address of the Federal Register is [www.access.gpo.gov/nara/index.html](http://www.access.gpo.gov/nara/index.html).
4. Office of Management and Budget Circulars: [www.whitehouse.gov/omb/circulars/](http://www.whitehouse.gov/omb/circulars/).
5. Acquisition Regulations:  
[www.arnet.gov/far/](http://www.arnet.gov/far/) or  
[www.acq.osd.mil/dp/dars/dfars.html](http://www.acq.osd.mil/dp/dars/dfars.html) or  
<http://acqnet.sarda.army.mil/library/zpafar.htm>.
6. Department of Defense Publications: [www.dtic.mil/whs/directives/](http://www.dtic.mil/whs/directives/).
7. Department of Defense Financial Management Regulation: [www.dtic.mil/comptroller/fmr/](http://www.dtic.mil/comptroller/fmr/).
8. DFAS Publications:  
[www.asafm.army.mil/secretariat/document/dfas37-100/dfas37-100.asp](http://www.asafm.army.mil/secretariat/document/dfas37-100/dfas37-100.asp) and  
<https://dfas4dod.dfas.mil/centers/dfasin/library/ar37-1/>.
9. Army Regulations and Pamphlets: [www.usapa.army.mil/](http://www.usapa.army.mil/).
10. Technical Manuals: [www.usace.army.mil/inet/usace-docs/armymtm/](http://www.usace.army.mil/inet/usace-docs/armymtm/).
11. National Guard Regulations and Pamphlets: [www.ngbpdc.ngb.army.mil/](http://www.ngbpdc.ngb.army.mil/).

## Section I Required Publications

### AR 11-2

Management Control. (Cited in para 2-9x.)

### AR 11-27

Army Energy Program. (Cited in para 4-4b(5).)

### AR 40-5

Preventive Medicine. (Cited in para 4-4b(2).)

### AR 55-80

Highways for National Defense. (Cited in para 2-9p.)

### AR 200-1

Environmental Protection and Enhancement. (Cited in paras 2-9i, 4-4b(4), 5-1h, and 5-3f(2).)

### AR 200-2

Environmental Effects of Army Actions. (Cited in paras 2-9i, 4-4b(4), 5-1i, 5-3f(2), and 5-4b(11).)

### AR 200-3

Natural Resources - Land, Forest, and Wildlife Management. (Cited in paras 2-9k, 4-4b(4), 5-1i, and 5-3f(2).)

### AR 200-4

Cultural Resources Management (Cited in paras 2-9j, 4-4b(4), 5-1i, and 5-3f(2).)

### AR 200-5

Pest Management (Cited in paras 2-9l, 5-1i, and 5-3f(2).)

### AR 385-10

Army Safety Program. (Cited in para 4-4b(2).)

**AR 385-64**

US Army Explosives Safety Program. (Cited in para 5-1e(1).)

**AR 405-45**

Inventory of Army Military Real Property. (Cited in para 2-9h.)

**AR 405-70**

Utilization of Real Property. (Cited in para 2-9h.)

**AR 405-80**

Management of Title and Granting Use of Real Property. (Cited in para 2-9h.)

**AR 405-90**

Disposal of Real Estate. (Cited in para 3-4b(3).)

**AR 420-49**

Utilities Services. (Cited in paras 2-9m and 4-4b(5).)

**AR 420-90**

Fire Protection. (Cited in para 4-4b(2).)

**AR 570-4**

Manpower Management. (Cited in para 6-3a.)

**29 CFR Part 1900.2 – Part 1925.3**

Occupational Safety and Health Administration, Department of Labor. (Cited in para 4-4b(2).)

**DA Energy Resources Management Plan.**

(Cited in para 4-4b(5).) (This publication may be obtained from the Commander, U.S. Army Logistics Evaluation Agency, ATTN: LOEA-PL, New Cumberland, PA 17070-5007.)

**DA Pam 415-28**

Guide to Army Real Property Codes. (Cited in para 5-1d.)

**DA Pam 420-11**

Project Definition and Work Classification. (Cited in para 5-1b.)

**DoDI 1225.8**

Programs and Procedures for Reserve Component Facilities Programs and Unit Stationing. (Cited in para 2-9w.)

**ISO 14001**

Environmental Management Systems – Specification with Guidance for Use. (Cited in para 2-6b.)

**MIL-STD-3007**

Standard Practice For Unified Facilities Criteria And Unified Facilities Guide Specifications. (Cited in para 5-1a.)

**NG Pam (AR) 415-12**

Army National Guard Facilities Allowances. (Cited in paras 5-1a and 5-2c(3).)

**NG Pam (AR) 420-10**

Construction and Facilities Management Office Procedures. (Cited in para 5-1b.)

**NGR 405-80**

Army National Guard Real Estate Program. (Cited in para 2-9h.)

**NGR 415-10**

Army National Guard Facilities Construction. (Cited in para 5-1a.)

**TM 5-654**

Gas Distribution Systems Operation Maintenance. (Cited in para 4-4b(2).)

**TM 5-800-4**

Programming Cost Estimates for Military Construction. (Cited in para 5-4d.)

**USATCESP 385-02**

Site and General Construction Plan Developers Guide. (Cited in para 5-1e(4).)

**10 U.S.C. §18233a(b)**

Facilities for Reserve Components, Limitation on Certain Projects. (Cited in para 5-2e.)

**16 U.S.C. §470 et. seq.**

National Historic Preservation Act. (Cited in paras 5-1i and 5-7a(4).)

**31 U.S.C. §§ 6301-6308**

Using Procurement Contracts and Cooperative Agreements. (Cited in para 1-5b.)

**42 U.S.C. §§4321-4370a**

National Environmental Policy Act. (Cited in para 5-1i.)

**Section II**

**Related Publications**

**AR 1-33**

Memorial Programs

**AR 210-14**

The Army Installations Status Report Program

**AR 350-4**

Integrated Training Area Management

**AR 385-10**

The Army Safety Program

**AR 385-16**

System Safety Engineering and Management

**AR 385-63**

Policies and Procedures for Firing Ammunition for Training, Target Practice, and Combat

**AR 405-10**

Acquisition of Real Property and Interests Therein

**AR 415-28**

Real Property Category Codes

**AR 415-32**

Engineer Troop Unit Construction in Connection with Training Activities

**AR 420-18**

Facility Engineering Materials, Equipment, and Relocatable Building Management

**AR 420-70**

Buildings and Structures

**31 CFR Part 205**

Rules and Procedures for Funds Transfers

**32 CFR Part 33**

Uniform Administrative Requirements For Grants And Cooperative Agreements To State And Local Governments

**36 CFR Part 800**

Protection of Historic Properties

**DA Pam 385-64**

Ammunition and Explosive Safety Standards

**DA Pam 405-45**

Real Property Inventory Management

**DA Pam 420-7**

Natural Resources - Land, Forest, and Wildlife Management

**DFAS Manual 37-100-XX**

The Army Management Structure

**DoDD 1225.7**

Reserve Component Facilities Programs and Unit Stationing

**DoDD 3210.6**

Defense Grant and Agreement Regulatory System

**DoDD 6055.9**

DoD Explosives Safety Board (DDESB) And DoD Component Explosives Safety Responsibilities

**DoDD 7600.10**

Audits of State and Local Governments, Institutions of Higher Education, and Other Nonprofit Institutions

**DoDI 4000.19**

Interservice and Intragovernmental Support

**NG Pam (AR) 25-1**

Training Site General Information

**NG Pam (AR) 385-16**

Guidelines for Converting Indoor Firing Ranges to Other Uses

**NG Pam 415-5**

Army National Guard Military Construction Program Execution

**NGR 5-3**

ARNG Training Centers

**NGR 11-27**

ARNG Energy Conservation Plan

**NGR 130-6**

United States Property and Fiscal Officer: Appointment, Duties and Responsibilities

**NGR 200-3**

State and Federal Environmental Responsibilities

**NGR 335-10**

Army National Guard Management Control System

**NGR 385-10**

Army National Guard Safety and Occupational Health Program

**NGR 385-15**

Policy, Responsibilities, and Procedures for Inspection/Evaluation, and Use of ARNG Indoor Ranges

**NGR 415-5**

Army National Guard Military Construction Program Development and Execution

**OMB Circular A-87**

Cost Principles for State, Local, and Indian Tribal Governments

**OMB Circular A-89**

Federal Domestic Assistance Program Information

**OMB Circular A-102**

Grants and Cooperative Agreements with State and Local Governments

**OMB Circular A-123**

Internal Control Systems

**OMB Circular A-133**

Audits of States, Local Governments, and Non-Profit Organizations

**TM 5-634**

Solid Waste Management

**TM 5-683**

Electrical Interior Facilities

**TM 5-684**

Electrical Exterior Facilities

**TM 5-815-2**

Utility Monitoring and Control Systems

**10 U.S.C. Chapter 159**

Real Property

**10 U.S.C. Chapter 169**

Military Construction and Military Family Housing

**10 U.S.C. Chapter 1803**

Facilities for Reserve Components

**31 U.S.C. Chapter 65**

Intergovernmental Cooperation

**31 U.S.C. Chapter 75**

Requirements for Single Audits

**Section III  
Prescribed Forms**

**NGB Form 420-R**

OMNG Project Request. (Cited in paras 2-8c, 2-9u, 5-1b, 5-1b(1), 5-1b(2), 5-1d, 5-2b(2), 5-2c(4), 5-2d, 5-3b(2), 5-3c(1), 5-3c(4) 5-3d(1), 5-3e, and 5-7a(1).)

**Section IV  
Referenced Forms**

**DA Form 2369-2-R**

Tabulation of Existing and Required Facilities – Facilities Requirements. (Cited in para 5-2c(3).)

**DA Form 2702**

Bill of Materials. (Cited in para 5-7a(1).)

**DD Form 1354**

Transfer and Acceptance of Military Real Property. (Cited in paras 2-8d and 5-7a(6).)

**DD Form 1390**

FY\_\_ Military Construction Program. (Cited in paras 2-9u, 5-1b, 5-2c(4), 5-3c(3), 5-3c(4), and 5-7a(1).)

**DD Form 1391**

FY \_\_ Military Construction Project Data. (Cited in paras 2-9u, 5-1b, 5-2b(3), 5-3b(3), 5-3b(4), and 5-7a(1).)

**Glossary**

**Section I  
Abbreviations**

**A-E**

Architect-Engineering

**AG**

Adjutant General

**AR**

Army Regulation

**ARNG**

Army National Guard

**ASIP**

Army Stationing and Inventory Plan

**CFMO**

Construction and Facilities Management Officer

**CFR**

Code of Federal Regulations

**CNGB**

Chief, National Guard Bureau

**DA**

Department of the Army

**DD**

Department of Defense

**DDESB**

Department of Defense Explosives Safety Board

**DoD**

Department of Defense

**DoDD**

Department of Defense Directive

**DoDI**

Department of Defense Instruction

**FISP**

Facilities Inventory and Support Plan

**FP-PAS**

Facilities Programs Personnel Allocation Standard

**GIS**

Geographical Information System

**ISO**

International Organization for Standardization

**ITAM**

Integrated Training Area Management

**MEO**

Most Efficient Organization

**MILCON**

Military Construction

**NEPA**

National Environmental Policy Act

**NG**

National Guard

**NGB**

National Guard Bureau

**NGB-AQ**

National Guard Bureau Acquisition

**NGB-ARE**

Army Environmental Programs Division

**NGB-ARI**

Army Installations Division

**NGB-AVS**

Army Aviation and Safety Division

**NGR**

National Guard Regulation

**OMB**

Office of Management and Budget

**OPR**

Office of Primary Responsibility

**OSD**

Office of the Secretary of Defense

**Pam**

Pamphlet

**RPDP**

Real Property Development Plan

**TM**

Technical Manual

**USATCESP**

U.S. Army Technical Center for Explosives Safety Publication



**U.S.C.**  
United States Code

**USPFO**  
United States Property and Fiscal Officer

## **Section II**

### **Terms**

#### **Canceled Funds**

An appropriation, five years after the entire period of availability for its obligation has ended. In the case of almost all operations and maintenance appropriations this is at midnight on 30 September five years after the fiscal year named on the appropriation. At this time the appropriation shall be closed and any remaining balance (whether obligated or unobligated) in the account shall be canceled and thereafter shall not be available for obligation or expenditure for any purpose.

#### **Construction**

The erection, installation, or assembly of a new facility; the relocation of a facility; the complete replacement of an existing facility; or the addition, expansion, extension, alteration, or conversion (to a new type use) of an existing facility. This includes installed building equipment and related site preparation, excavation, filling and landscaping or other land improvements. It also includes increases in components of facilities for functional reasons when a facility is not being repaired and the components are not required to meet current standards, and it includes the extension of utilities to areas not previously served. Construction is an activity that may be a part of either the restoration or modernization program.

#### **Demolition**

The complete dismantling, tearing down, razing, wrecking, or burning of a fixed building or facility, to include the removal of foundations, utilities, and all debris, the backfill of all areas excavated by the work to maintain site grades and contours, and the reseeded of the property.

#### **Expired Funds**

An appropriation, when balances no longer are available for incurring new obligations, because the time available for making such obligations has expired. In the case of almost all operations and maintenance appropriations this is at midnight on 30 September of the fiscal year named on the appropriation. At this time the appropriation is only available.

#### **Facility**

A separate and individual building, structure, utility system, or other real property improvement identifiable with a category code from DA Pam 415-28. Supporting elements for structures, such as sidewalks, fire hydrants, gasoline and diesel fuel dispensing systems, flammable materials buildings, roads, fencing, and hard stand, are all separate facilities.

#### **Facilities Center**

A customized version of a commercial off the shelf computer integrated facilities management system. It serves as the ARNG's information management system used by NGB and the CFMOs to manage real property assets from cradle to grave and to track and maintain all facilities related data, including project data.

#### **Facilities Inventory and Support Plan (FISP)**

An electronic document to provide detailed information on all Federally/State owned, State operated, ARNG facilities within each individual State, Commonwealth, or Territory. It details information on structures, activities, locations, and lists other pertinent data required for Federal participation for support. It identifies facilities, to include those that are eligible for support with Federal funds.

#### **Installation**

An aggregation of contiguous or near contiguous, common mission-supporting real property holdings under the jurisdiction of the State, the District of Columbia, Territory, or Commonwealth controlled by and at which an ARNG unit or activity is permanently assigned. For the purpose of Installation Status Report reporting and the

calculation of programming inventory, each State shall be considered a separate installation. However, for real property inventory reporting, each entity with a FISP installation number will be reported as an installation.

**Maintenance**

The work required to preserve and maintain a piece of real property or a real property facility in such condition that it may be effectively used for its designated functional purpose. It includes work done to sustain existing components (such as renewal of disposable filers, painting, caulking, refastening loose siding, and sealing asphalt pavement) and cyclic work done to prevent damage which would be more costly to restore than to prevent. Maintenance is an activity that is part of the sustainment program.

**Modernization**

The construction of new or alteration of existing facilities solely to implement new or higher standards (including regulatory changes), to accommodate new functions (or change the purpose of a facility), or to replace building components that typically last more than 50 years (such as foundations and structural members). Modernization is a program, and as such must be distinguished from the activities that make it up: repair and construction.

**Primary Facility**

Main facility or facility complex required to perform an essential mission or function.

**Real Property Development Plan (RPDP)**

The constantly updated end product of the State's real property master planning process. It identifies the Adjutant General's goals and objectives for development and operation of the State and its supported installations and shall identify the major work to be done to real property to ensure continued mission performance. It becomes the basis to support acquisition, management, accountability, and disposal of real property and serves as a framework for allocating available sustainment, restoration, and modernization resources and to support requested military construction projects.

**Real Property Improvement**

An improvement which increases a real property asset's square footage, size, efficiency, or useful life. That is, if a replacement was undertaken to improve or expand the efficiency of an asset that was in good working order, then the replacement is a construction activity that needs to be capitalized. When a facility or facility component has failed, is in the incipient stages of failing or is no longer performing the functions for which it was designated, it is considered a repair activity and should not be capitalized.

**Repair**

The restoration of a piece of real property or a real property facility to such condition that it may effectively be used for its designated functional purpose. Repair may be to overhaul, reprocess, or replace deteriorated component parts or materials. It may also include the relocation or reconfiguration of land and building components and utility systems and the upgrade of the same to current building and other codes. Repair is an activity that may be a part of the sustainment, restoration, or modernization programs.

**Restoration**

Repair and replacement work to restore facilities damaged by lack of sustainment, excessive age, natural disaster, fire, accident, or other causes. It reduces the backlog of facilities rated C-3 and C-4 on the Installation Status Report. Restoration may be to overhaul, reprocess, or replace deteriorated component parts or materials to current industry standards. Restoration is also the relocation or reconfiguration of land and building components and utility systems and the upgrade of the same to current building and other codes. Restoration is a program, and as such must be distinguished from the activities that make it up: repair and construction.

**Sustainment**

Maintenance and repair activities necessary to keep an inventory of facilities in good working order. It includes regularly scheduled adjustments and inspections, preventive maintenance tasks, and emergency response and service calls for minor repairs. It also includes major repairs or replacement of facility components (usually accomplished by contract) that are expected to occur periodically throughout the life cycle of facilities. This work includes regular roof replacement, refinishing of wall surfaces, repairing and replacement of heating and cooling systems, replacing tile and carpeting, and similar types of work. It does not include landscaping, mowing, soil stabilization, and similar activities, which are municipal services. The activities of maintenance and repair make up the program sustainment.

**Section III**  
**Special Abbreviations and Terms**

**TEMPEST**

This is not an acronym. Rather, it is an unclassified U.S. government code word for compromising emanations; now called Emissions Security or EMSEC.