



US Army Corps
of Engineers®

ENGINEERING AND CONSTRUCTION BULLETIN

No. 2002-14

Issuing Office: CECW-ET / CEMP-MA

Issued: 22 May 2002

Expires: 22 May 2004

Subject: MILCON Project Close-out, The RED ZONE Meeting

Applicability: Guidance

1. The U.S. Army Corps of Engineers is endorsing the Air Force's Air Combat Command (ACC) initiative called *The Red Zone Meeting* as an approach for timely completion and close-out for MILCON projects. The Red Zone meeting gets its name from the football term used to describe the team effort to move the ball the last 20 yards into the end zone. The close-out of a MILCON project sometimes can be equally as hard and most definitely requires the whole team's efforts.
2. The Red Zone meeting is held approximately 60 days before the anticipated Beneficial Occupancy Date (BOD). The whole Project Delivery Team (PDT) meets to discuss the close-out process, to build a schedule of events and assign responsibilities for actions necessary to produce a timely physical as well as fiscal close-out of the project. Enclosed is a copy of the ACC brochure describing their program.
3. The Corps of Engineers will apply the Red Zone meeting process to all MILCON projects. The Red Zone meeting should be included in every Project Management Plan (PMP). Ongoing projects with existing PMPs should incorporate Red Zone meetings if project BOD has not been reached. The Corps Project Manager will chair the meeting and ensure all the key players are in attendance. The enclosed sample checklist will help to ensure key milestones are discussed. The Word file for the sample checklist will be sent out with the distribution of this Engineering and Construction Bulletin. This file can be customized to include unique requirements for individual projects.
4. The Red Zone Video has been loaded on the Corps' FTP site at <ftp://ftp.hq.usace.army.mil/video>. The file name is *RedZoneexpressd.avi*. There are a few options to view the video: 1) You can double-click on the file name and the file will download and you can view through Windows Media Player. This download can take up to 5 minutes or so depending on your computer and Network traffic; 2) You can create a CD of the video by right clicking on the file at the ftp site. Choose "Save Target As" and a dialogue box will open up. Choose the directory where you want to save the file to and save the video file. Once the file is saved, then use your own CD creation software (like Adaptec) to create the CD. After you verify that the CD works, you can delete the file from your hard drive; and 3) Contact your local help desk and have the file copied to your local server and then you can view through the Media Player (as described above) but it will be faster than from the FTP site.

DWIGHT BERANEK, P.E.
Chief, Engineering and Construction Division
Directorate of Civil Works

J. JOSEPH TYLER, P.E.
Chief, Programs Management Division
Directorate of Military Programs

SAMPLE

Red Zone Meeting Checklist

Date: _____

Contract No.	
Description / Location	
Contractor	
Contracting Officer	

Action	Completion Milestone	√
Inspections		
Fire		
Safety		
Pre-final		
Mechanical Test & Balance		
Commissioning		
Landscaping Complete		
Beneficial Occupancy Date (BOD)		
Furniture Installation		
Comm Installation		
As-Built Contract Drawings		
Provide all O&M manuals, tools, shop drawings, spare parts, etc. provided to customer		
Provide Warranty documents to Customer		
Contract completion		
Final Inspection		
User move-in		
DD Form 1354, Transfer of Real Property completed & signed		
Ribbon cutting		
DD Form 2626 - Construction Contractor Performance Evaluation		
DD Form 2631 – A-E Performance Rated after Construction		
Final Payment Completed		
Release of Claims		
Return of Unobligated Funds		
Move Project from CIP to General Ledger		
Financial completion		

SUMMARY

Today's meeting established the financial status, as well as milestones, estimated completion dates and OPRs for all the actions necessary to complete the project in question.

A "fill-in the blank" summary of key elements of this data is provided below for your annotation:

COMPLETION MILESTONES

<i>Inspections</i>	_____
Fire	_____
Safety	_____
Pre-final	_____
Final	_____
BOD	_____
Furniture installation	_____
Comm installation	_____
DD Form 1354 compl	_____
As built delivery	_____
O&M manual delivery	_____
Contract complete	_____
User move-in	_____
Ribbon cutting	_____
Financial completion	_____



HQ ACC/CEC

129 Andrews St, Suite 102
Langley AFB VA 23665
(757) 764-3108 (DSN 574) Voice
(757) 764-5339 (DSN 574) Fax

ACC MILCON Execution Goals

- President's Budget project RTA: 31 Aug FY-1*
- President's Budget project award: 31 Dec FY*
- Congressional insert project RTA: 1 Jul FY*
- Congressional insert project award: 31 Aug FY*
- Complete projects within original budget*
- Complete projects within original schedule*
- Physical completion within 90 days of BOD*
- Financial closeout within 180 days of BOD*

**AIR COMBAT COMMAND
CONSTRUCTION DIVISION**

RED ZONE MEETING



**BRINGING TOGETHER THE TEAM TO
COMPLETE A MILCON PROJECT**

BASE: _____

PROJECT: _____

ACC Program Mgr: _____

Date: _____

RED ZONE MEETING

What is the Red Zone Meeting?

We're meeting today to discuss, define and achieve consensus on the construction and financial status of a MILCON project. The ultimate goal is to build a schedule of events necessary to achieve project completion and financial closeout. The meeting is held 60 days before anticipated beneficial occupancy.

Why is it called "The Red Zone"?

The name refers to the term used in football to describe the effort required to get the ball the last 20 yards into the end zone. Once you get inside the 20, things start to tighten up, and it takes coordination and a concerted team effort to achieve the goal of getting 6 points.

How does that relate to this project?

Typically, getting to within 60 days of beneficial occupancy is easy. The tough part comes with the final push to complete the project, get the users moved in, finish the financial end of the business and close it out.

Who should be here today?

ACCC/CEC Prog Mgr	CoE Program Mgr
Contractor	User
CE Ops Fit	CE Fire Prot Fit
CE Eng Fit	CoE Resident Eng
Communications	Contracting Officer
A/E of Record	

How will this meeting be run?

The HQ ACC/CEC program manager will chair this meeting, and guide the discussion in two main areas; financial and construction status. Key project elements in these areas

will be discussed, and consensus achieved on remaining balances for the project funding accounts. Responsibilities will also be assigned for specific actions relative to project completion required to achieve financial completion. The results will be recorded by the ACC program manager and become a part of the project file.

Financial Status

Knowing the funding status is crucial to building the plan to complete and closeout this project. We determine these amounts from the following calculations:

Contract funding

Contract award amount	\$ _____
Executed modifications	+ \$ _____
Total contract funding	\$ _____
Progress payments	- \$ _____
Value, unplaced work	\$ _____

Contingency funding

Contingency @ award	\$ _____
Contingency replenishment +	\$ _____
Total contingency	\$ _____
Executed modifications	- \$ _____
Unobligated contingencies	\$ _____

Any use of remaining contingency funds requires ACC approval after this date.

SIOH funding

SIOH @ award	\$ _____
SIOH after award	+ \$ _____
Total SIOH	\$ _____
Billed to date	- \$ _____
Unobligated SIOH	\$ _____

Construction Status

In order to determine the specific actions required to finish this project and assign responsibilities for those actions, it is necessary to establish the current completion schedule:

Notice to proceed: _____
 Original duration: _____
 Original contract completion: _____
 Executed time extensions: _____
 New contract completion date: _____

Key project completion milestones:

Mech test & balance	Ribbon cutting date
Landscaping compl	As built delivery
Final cleaning	O&M manual delivery
Fire inspection	Punchlist completion
Safety inspection	Physical completion
Pre-final inspection	DD Form 1354 signed
BOD	Final invoice
Furniture delivery	Final payment
Equipment delivery	Release of claims
Comm installation	Final SIOH billing
O&M training	Return of unobl funds
User move-in	Financial completion

The ACC program manager will record the agreed to dates for all of the above as well as the OPR for meeting these dates.