



DEPARTMENT OF THE ARMY
U.S. Army Corps Of Engineers
WASHINGTON, D.C. 20314-1000

REPLY TO
ATTENTION OF:

CECS-I

10 February 1998

COMMANDER'S POLICY MEMORANDUM #7

SUBJECT: Reimbursable Support and Our Relationships with the Private Sector

1. One of our strategic goals is to seek reimbursable support opportunities that sustain and enhance our core competencies, our value to the Army and our role in the Army's service to the Nation. In seeking these opportunities we must be mindful of our appropriate role as a Federal agency when providing support to other Federal agencies, state and local governments, and other countries. Our actions must avoid perceptions that we are marketing our services to displace or compete with private firms.
2. We should seek to provide management support to other Federal agencies. Our management capabilities help protect the Federal interest and compliment the expertise of the other agencies in implementing their program management responsibilities. We have many capabilities that some agencies require such as the ability to effectively manage engineering and construction contracts.
3. Private firms are the primary source of engineering services for state, local and tribal governments. Such support is governed largely by the Intergovernmental Cooperation Act (31 U.S.C. 6505) and OMB Circular A-97. We can assist governments in providing government presence and oversight and in providing expertise not readily available commercially.
4. We should also seek ways to promote U.S. business interests overseas. Our roles in international projects have opened opportunities for U.S. business. We currently have authorities to make our expertise available on a reimbursable basis to U.S. firms for work in other countries.

A handwritten signature in black ink, appearing to read "Joe N. Ballard".

JOE N. BALLARD
Lieutenant General, USA
Commanding