

DEPARTMENT OF THE ARMY
Little Rock District, Corps of Engineers
P. O. Box 867
Little Rock, AR 72203-0867

Regulation
No. 5-1-1

15 March 1993

Management
ARMY IDEAS FOR EXCELLENCE PROGRAM

1. This change to SWLR 5-1-1 provides revisions to Appendix A, IDEA Processing; Appendix B, IDEA Criteria; Appendix C, Evaluation Guidelines; and Appendix D, Benefits Calculations.
2. New or changed material is indicated by an asterisk (*).
3. Substitute the enclosed pages as indicated below:

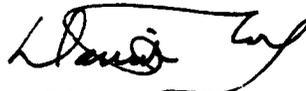
Remove Pages

A-1, A-2
B-1, B-2
C-1, C-2, C-3, C-4

Insert Pages

A-1, A-2
B-1, B-2
C-1, C-2, C-3
D-2, D-3

4. File this change in front of the publication for reference purposes.



DAVID R. RUF
Colonel, Corps of Engineers
District Engineer

9 Encls

DISTRIBUTION A

Regulation
No. 5-1-1

11 January 1991

Management
ARMY IDEAS FOR EXCELLENCE PROGRAM

Summary. This publication establishes policies and procedures of the Army Ideas for Excellence Program in accordance with AR 5-17. It also provides instructions for the submission and evaluation of IDEAs and provides guidelines for payment of awards.

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1. Purpose. To establish basic policies, procedures, responsibilities and authorities governing the administration of the Army Ideas for Excellence Program (AIEP) within the Little Rock District.
2. Applicability. This regulation is applicable to all employees of the Little Rock District.
3. Program Goals and Objectives.
 - a. Provide an opportunity and an organized method for employees to submit constructive ideas.
 - b. Promote an atmosphere that invites participation, cooperation, imagination, creativity, and innovation.
 - c. Promote the concept of seeking ways to approve IDEAS rather than disapprove.
 - d. Provide evaluations that are unbiased, consistent, and efficient within 30 days.
 - e. Recognize all persons who improve government operations through adopted IDEAs.

4. Policy.

a. In all cases in which a submission qualifies as an IDEA, there will be a final disposition as to adoption or nonadoption, and prompt payment of any awards due as the result of adoption. An adopted IDEA is one which has been implemented or on which there has been, after formal adoption, official action which guarantees implementation.

b. Evaluators should be predisposed to approve rather than disapprove IDEAS and be willing to work in cooperation with suggesters to seek the valuable elements in all submissions.

c. No IDEA will be disapproved solely because it is contrary to present law, regulation, or other written provision.

d. Only the District Engineer may disapprove an IDEA. The Deputy District Engineer for Project Management (DDE<PM>) has been delegated the authority to act for the District Engineer in making necessary decisions affecting IDEA submissions, including the disapproving of IDEAS and signing for him in relation to these matters.

5. Responsibilities.

a. Suggesters and Evaluators will follow the procedures and guidelines established in the appendices.

b. Chief, Management Analysis Branch, Resource Management Office and the Army Ideas for Excellence Program Coordinator (AIEPC) shall:

- (1) Manage and promote the Army Ideas for Excellence Program (AIEP).
- (2) Establish local policy and procedures.
- (3) Process, track and monitor IDEAS.
- (4) Audit evaluations for completeness and compliance with program guidance.
- (5) Ensure awards are consistent, equitable, timely and granted IAW program guidance.

c. Managers and Supervisors shall:

- (1) Support and promote the Army Ideas for Excellence Program.
- (2) Provide necessary assistance to employees in submitting IDEAS.
- (3) Encourage IDEAS and prompt evaluation of IDEAS.
- (4) Make job responsibility determinations on approved IDEAS.


CHARLES C. McCLOSKEY III
Colonel, Corps of Engineers
District Engineer

- 4 Appendixes
- APP A - IDEA Processing
- APP B - IDEA Criteria
- APP C - Evaluation Guidelines
- APP D - Reconsideration Requests

DISTRIBUTION A

APPENDIX A

IDEA PROCESSING

A-1. IDEAs will be submitted on a signed Suggestion Form, DA 1045, to the Army Ideas for Excellence Program Coordinator (AIEPC), Management Analysis Branch, Resource Management Office (CESWL-RM-M).

A-2. The AIEPC will determine the eligibility of the submission based on the guidelines in Appendix B.

A-3. If the IDEA is eligible the AIEPC will:

*a. Assign an AIEP number and enter it on DA Form 1045.

*b. Sign and date the acknowledgment of receipt on DA Form 1045 and forward a copy to the suggester. The suggestion will have status in the AIEP as of the date of acknowledgment of receipt on DA Form 1045.

*c. Using SWLR 10-1-1, Organization and Functions, identify the Functional Proponent (FP), which is the office or organization that has principal technical jurisdiction over the subject matter of the IDEA, and forward for evaluation. If an office receives a IDEA for which it is not the FP, they will coordinate with the AIEPC to determine which office is the FP.

A-4. The FP will evaluate the IDEA based on the guidelines in Appendix C.

A-5. *If the AIEPC determines the submission to be ineligible, the submission will be returned to the suggester with an explanation for the action taken.

A-6. If an IDEA appears to be a duplicate it will be forwarded to the proper FP with advice of its apparent duplicate character, if known. The FP will confirm that the IDEA is in fact identical to another and return it to the AIEPC. If the FP determines the IDEA is not a duplicate, it will be evaluated IAW normal procedures. If a suggester proposes an original solution to a previously addressed problem, the IDEA should be processed.

A-7. In no case will an individual be kept from submitting an IDEA because it is alleged to fall within job responsibility. Job responsibility determinations will be made after adoption and in accordance with the criteria listed in paragraph C-5, Appendix C.

A-8. Upon completion of the evaluation the FP will forward it to the AIEPC, Management Analysis Branch for review and necessary action. If an IDEA is not being recommended for approval the AIEPC will review the evaluation for compliance with AIEP guidelines before forwarding to the Executive Office for signature. If the evaluation does not comply with the guidelines stated in Appendix C it will be returned to the FP for appropriate action. Then if the AIEPC believes the evaluation is still inadequate, the evaluation and Management Analysis Branch comments will be forwarded to the Executive Office for final disposition.

A-9. The approving official is responsible for insuring action is taken to implement all IDEAS approved for adoption. An approved IDEA will be implemented within one year of adoption.

A-10. Every suggester has a material interest in the use and disposition of their IDEA. Proprietary rights exist from the date that the AIEPC receives the IDEA until 2 years after the date of final action to the suggester (i.e., the date the suggester is notified of final outcome).

APPENDIX B

IDEA CRITERIA

B-1. To be accepted into the Army Ideas for Excellence Program an IDEA must:

- a. be submitted on a signed DA Form 1045;
- b. present a problem or situation;
- c. propose a solution (merely stating a problem, without proposing a solution, is not enough); and
- d. provide the potential benefits/savings calculations with an explanation of the figures used.

B-2. The basic content of an IDEA must include the following:

- *a. a complete description of the current practice, method, procedure, task, directive, or policy affected. If possible, cite the particular law or regulation involved;
- *b. a detailed description of the proposed method or change with an explanation of why the present practice should be changed and why the change would be beneficial;
- c. an explanation of known or estimated benefits; and
- d. drawings, photographs, or other supporting documentation, if applicable.

B-3. An IDEA (or reconsideration request) will not be processed for evaluation when it:

- *a. does not comply with paragraph B-1 and B-2 above.
- b. is vague or incomplete.
- c. is only a complaint.
- d. merely calls attention to a word omission or typographical or printing error which is normally corrected during formal reviews.
- e. proposes realignment of text or addition of a word when there has been no serious misunderstanding or error reported by anyone other than the suggester.

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f. proposes a change in housekeeping practices or routine work orders for the maintenance of buildings (including bulbs, washing windows, or painting), grounds (including but not limited to trimming hedges, spraying, fertilizing, landscaping, maintaining or installing sidewalks, repainting curbs and crosswalks, and implementing other installation beautification projects). If the IDEA increases safety, saves property or material, improves working conditions, or has the potential for improving the use of energy resources that may result in tangible or intangible benefits, then it may be accepted.

g. suggests the use of items in the Army, DOD or Federal stock for their already intended purposes.

h. would only benefit an Army contractor. However, if it suggests a change in contractor services or products that would benefit the Army or the Federal Government, it is eligible.

APPENDIX C
EVALUATION GUIDELINES

C-1. Suggesters are entitled to clear, complete, and fair evaluations of IDEAS. Evaluators should be predisposed to approve rather than disapprove, and be willing to work, often in cooperation with Suggesters, to discover and adopt the valuable elements in all IDEAS. For an adoption to be valid, the Functional Proponent (FP) must be willing and able to implement the idea adopted. Adoption carries with it the obligation to implement at the earliest possible time not to exceed one year.

C-2. *Complete evaluations using DA Form 2440 shall be made within 30 days of dispatch from the AIEP Coordinator. Thirty days is the Department of Army goal and extensions are not granted. The time period for evaluations continues to run until the suggester is notified. If an evaluation will require more than 30 days to evaluate an estimated completion date will be provided to the AIEPC within 30 days. Delinquent IDEA evaluations over thirty days will be referred to the District Engineer or his designee.

C-3. A complete evaluation will include:

*a. a clear indication of the evaluator's assessment of the IDEA. If the evaluator has authority, the IDEA must in all cases be adopted or not adopted, or approved for testing. Only if the evaluator has received the IDEA by mistake (i.e., is not the appropriate FP) or if additional information is necessary to evaluate the IDEA can the IDEA be returned without action. This will be noted on the DA Form 2440 by checking block 3e and providing an explanation in block 4.

*b. an explanation which addresses each of the suggester's points and, in the case of adoption, indicates how benefits and costs were determined. In the case of a recommendation to not adopt, specific, clear reasons (not excuses) will be given to justify the recommendation. The evaluation need not be lengthy, but it must reflect that the IDEA has been given serious consideration. It will be tactful and written in a manner that will encourage a suggester to continue submitting their IDEAs for improvement.

*c. specific reasons why the IDEA should or should not be approved for adoption even though final evaluation must be by higher authority.

d. a complete explanation of net estimated or actual benefits, whether tangible or intangible; that is, total benefits less costs of implementing the idea, and an award recommendation (See Appendix D). Such a statement is required for all adopted IDEAs, as well as for those which must be forwarded for higher level decision, or which are approved for testing. Evaluators will make cost/benefit analyses in the process of evaluation, whether the conclusions are positive or negative.

e. copies of all comments provided by other offices. If more than one organization would have input to an evaluation, the FP to which the IDEA is initially assigned must coordinate with the others involved and prepare a final assessment taking all other comments into account.

f. if NOT recommending approval, the signature of the District Engineer or his designee. Only the District Engineer or his designee may disapprove an IDEA and block 8 of DA Form 2440 must be prepared for the District Engineer's signature. The suggester may request reconsideration. (See Appendix E)

C-4. An IDEA that requires higher level approval shall be thoroughly and completely evaluated on a DA Form 2440. The evaluation will include recommendations, reasons for the recommendations, an explanation of potential benefits/savings, and a recommended award. All IDEAS which require higher level approval or IDEAS adopted at local level and forwarded for wider consideration will be forwarded by the AIEPC to higher headquarters. The District Engineer or his designee must endorse the forwarding of any IDEA to higher headquarters.

C-5. Job responsibility determinations are not part of the process of deciding to adopt or not adopt an IDEA.

a. If an approved IDEA is thought to be within the suggester's job responsibilities the AIEPC will forward the IDEA with its evaluation to the suggester's supervisor requesting a determination. The supervisor will make the responsibility determination. The official who has evaluated the IDEA is disqualified from making the job responsibility decision, though they may contribute to the decision. This decision will always be made within the individual's chain of command.

b. Experience has shown that the best IDEAS are those having to do with the suggester's own work. Therefore, decisions to deny an award on the basis of job duties will be taken only after the closest scrutiny with the benefit of every doubt granted to the suggester. In all cases in which the decision is to deny a recommended award, the District Engineer or his designee will concur in writing. In such a case, the suggester could be a candidate for a Special Act Award under the Incentive Awards Program. An IDEA which clearly and directly results from a temporary or special assignment may be considered to be within job duties. If an IDEA falls wholly within job duties a cash award is not appropriate and a letter of appreciation will be given. If it falls partly within job responsibility, exceeds performance standards entirely or in part, or involves only a minor duty of the job, an award should be paid. The award may be reduced by the District Engineer or his designee by a percentage consistent with the extent of job duties involved.

c. An IDEA is outside job responsibility if it:

(1) is not explicitly stated in the job description or performance standards, or equivalent documents for military;

(2) is implemented above the installation level, or at another installation, and the suggester does not have specific job responsibility for providing ideas beyond the immediate installation; or

(3) provides tangible benefits at least five times the suggester's salary.

C-6. An award will be processed for payment when the AIEPC has been provided by the adopting official an approximate date that action will be taken to implement the IDEA (i.e., forwarding a change to a publication, issuing implementation instructions for new procedures, taking action to implement an automated program, etc.). This date will be indicated in block 3a of DA 2440. An IDEA may be immediately adopted and a full award paid if full implementation within 1 year of adoption is guaranteed.

C-7. In some cases IDEAS should be tested, usually for a period not to exceed one year or less when practicable. IDEAS should be approved for testing when they offer a prospect of benefit to the government that cannot be determined without a test. If an IDEA is approved for testing Block 3e on DA Form 2440 will be marked and the test period will be noted in Block 4 along with the evaluation. At the end of the test period, the IDEA will be either permanently adopted and an award paid based on documented benefits, or disapproved. In either case, full evaluations will be done at both the beginning and the end of the test period.

C-8. If an IDEA is approved for testing, the suggester will receive a letter of appreciation pending completion of the test and validation of savings.

C-9. IDEAS requiring deviations to regulations will be completely evaluated and forwarded to the AIEPC for forwarding through higher headquarters to the regulation proponent, who will approve or disapprove the test. If a test is approved, an evaluation of the IDEA test results will be provided to the AIEPC to be forwarded to the regulation proponent recommending whether a waiver to the regulation should be approved for implementation. If it is concluded, after testing, that the IDEA should be implemented, an appropriate regulation change will be processed and published by the regulation proponent. If it is decided, after testing, not to implement the IDEA the District may continue to use the IDEA procedure until the end of the fiscal year. At that time compliance with the appropriate regulation must be resumed.

APPENDIX D

BENEFITS CALCULATIONS

D-1. To the greatest extent possible, awards should be based on tangible benefits. Only if it is extraordinarily difficult to measure benefits in dollar terms should intangible-benefit calculations be used.

a. Tangible benefits may be calculated on the basis of estimated value, but actual value is preferable. In most cases, savings should be determined for the first full year of use, whether for testing or full implementation. Offsetting costs should then be subtracted in order to arrive at the net benefit on which an award would be based. If costs exceed 50 per cent of first-year benefits, calculations may be based on an average of net benefits for the first three years, unless the reasonable life of the initial installation or the clearly predictable period of use is less than three years. In that case, calculations should be based on the shorter of the latter two periods. Direct savings, cost avoidances, and increased output at the same cost are all forms of tangible benefit (i.e., they are measurable in dollar terms). Therefore, all will be counted equally in arriving at the basis for an award.

b. All tangible dollar and manpower savings must be verifiable and are subject to audit.

c. The amount of the cash awarded for tangible benefits will be determined in accordance with the scale shown below. Table shown at Figure 1 provides a quick guide.

<u>Estimated First-Year Benefits to Government</u>	<u>Amount of Award</u>
Up to \$10,000	10% of Benefits
\$10,001 to \$100,000	\$1,000 for the first \$10,000 plus 3% of benefits over \$10,000
\$100,001 or more	\$3,700 for the first \$100,000 plus 3% of benefits over \$100,000

D-2. Intangible benefits must of necessity be estimated on the basis of judgement rather than precise facts or provable calculations. If benefits are intangible, value and extent of application should be clearly indicated. Recommendations for awards will include justification on the basis of value and extent of application. Table shown at Figure 2 provides a quick guide for calculating awards based on intangible benefits.

Estimated First-Year Benefits to Government	Amount of Award
Up to \$10,000	10 percent of benefits
\$10,001-\$100,000	\$1,000 for the first \$10,000, plus 3 percent of benefits over \$10,000
\$100,001 or more	\$3,700 for the first \$100,000 plus 0.5 percent of benefits over \$100,000

Quick Guide for Calculating Awards Based on Tangible Benefits

Benefits	Award	Benefits	Award	Benefits	Award	Benefits	Award	Benefits	Award
Up to \$10,000	10%	50,000	2,200	90,000	3,400	170,000	4,050	1,800,000	12,200
11,000	1,030	51,000	2,230	91,000	3,430	175,000	4,075	1,900,000	12,700
12,000	1,069	52,000	2,260	92,000	3,460	180,000	4,100	2,000,000	13,200
13,000	1,090	53,000	2,290	93,000	3,490	185,000	4,125	2,100,000	13,700
14,000	1,120	54,000	2,320	94,000	3,520	190,000	4,150	2,200,000	14,200
15,000	1,150	55,000	2,350	95,000	3,550	195,000	4,175	2,300,000	14,700
16,000	1,180	56,000	2,380	96,000	3,580	200,000	4,200	2,400,000	15,200
17,000	1,210	57,000	2,410	97,000	3,610	225,000	4,325	2,500,000	15,700
18,000	1,240	58,000	2,440	98,000	3,640	250,000	4,450	2,600,000	16,200
19,000	1,270	59,000	2,470	99,000	3,670	275,000	4,575	2,700,000	16,700
20,000	1,300	60,000	2,500	100,000	3,700	300,000	4,700	2,800,000	17,200
21,000	1,330	61,000	2,503	101,000	3,705	325,000	4,825	2,900,000	17,700
22,000	1,360	62,000	2,560	102,000	3,710	350,000	4,950	3,000,000	18,200
23,000	1,390	63,000	2,590	103,000	3,715	375,000	5,075	3,100,000	18,700
24,000	1,420	64,000	2,620	104,000	3,720	400,000	5,200	3,200,000	19,200
25,000	1,450	65,000	2,650	105,000	3,725	425,000	5,325	3,300,000	19,700
26,000	1,480	66,000	2,680	106,000	3,730	450,000	5,450	3,400,000	20,200
27,000	1,510	67,000	2,710	107,000	3,735	475,000	5,575	3,500,000	20,700
28,000	1,540	68,000	2,740	108,000	3,740	500,000	5,700	3,600,000	21,200
29,000	1,570	69,000	2,770	109,000	3,745	550,000	5,950	3,700,000	21,700
30,000	1,600	70,000	2,800	110,000	3,750	600,000	6,200	3,800,000	22,200
31,000	1,630	71,000	2,830	110,000	3,755	650,000	6,450	3,900,000	22,700
32,000	1,660	72,000	2,860	112,000	3,760	700,000	6,700	4,000,000	23,200
33,000	1,690	73,000	2,890	113,000	3,765	750,000	6,950	4,100,000	23,700
34,000	1,720	74,000	2,920	114,000	3,770	800,000	7,200	4,200,000	24,200
35,000	1,750	75,000	2,905	115,000	3,775	850,000	7,450	4,300,000	24,700
36,000	1,780	76,000	2,980	116,000	3,780	900,000	7,700	4,360,000	25,000 ²
37,000	1,810	77,000	3,010	117,000	3,785	950,000	7,950		
38,000	1,840	78,000	3,040	118,000	3,790	1,000,000	8,200		
39,000	1,870	79,000	3,070	119,000	3,795	1,050,000	8,450		
40,000	1,900	80,000	3,100	120,000	3,800	1,100,000	8,700		
41,000	1,930	81,000	3,130	125,000	3,825	1,150,000	8,950		
42,000	1,960	82,000	3,160	130,000	3,850	1,200,000	9,200		
43,000	1,990	83,000	3,190	135,000	3,875	1,250,000	9,450		
44,000	2,020	84,000	3,220	140,000	3,900	1,300,000	9,700		
45,000	2,050	85,000	3,250	145,000	3,925	1,350,000	9,950		
46,000	2,080	86,000	3,280	150,000	3,950	1,400,000 ¹	10,200		
47,000	2,110	87,000	3,310	155,000	3,975	1,500,000	10,700		
48,000	2,140	88,000	3,340	160,000	4,000	1,600,000	11,200		
49,000	2,170	89,000	3,370	165,000	4,025	1,700,000	11,700		

Notes:

1. Awards over \$10,000 require the approval of the Office of Personnel Management.
2. Maximum award authorized by the Office of Personnel Management. A presidential Award of up to \$10,000 may be paid in addition to the \$25,000.

TANGIBLE AWARDS
 AR 5-17
 FIGURE 1

Value of Benefit	Extent of Application			
	Limited	Extended	Broad	General
	Affects functions, mission, or personnel of one office, facility, installation, or an organizational element of a headquarters. Affects a small area of science or technology.	Affects functions, mission, or personnel of several offices, facilities, or installations. Affects an important area of science or technology.	Affects functions, mission, or personnel or an entire regional area of command. May be applicable to all of an independent agency or a large bureau. Affects a broad area of science or technology.	Affects functions, mission, or personnel of several regional areas or commands, or an entire department or large independent agency, or is in the public interest throughout the Nation or beyond.
MODERATE VALUE-Change or modification of an operating principle or procedure which has moderate value sufficient to meet the minimum standard for a cash award; an improvement of rather limited value of a product, activity, program or service to the public.	\$25-100 (compare w/\$250-1,000 tangible benefits)	\$100-250 (compare w/\$250-500 tangible benefits)	\$250-500	\$500-1,000
SUBSTANTIAL VALUE-Substantial change or modification of an operating principle or procedure; an important improvement to the value of a product, activity, program, or service to the public.	\$100-250 (compare w/\$1,000-2,500 tangible benefits)	\$250-500 (compare w/\$2,500-5,000 tangible benefits)	\$500-1,000 (compare w/\$1,000-2,500 tangible benefits)	\$1,000-2,500 (compare w/\$1,000-2,500 tangible benefits)
HIGH VALUE-Complete revision of a basic principle or procedure; a highly significant improvement to the value of a product, major activity, or program, or service to the public.	\$250-500	\$500-1,000 (compare w/\$5,000-10,000 tangible benefits)	\$1,000-2,500 (compare w/\$10,000-60,000 tangible benefits)	\$2,500-5,000 (compare w/\$2,500-5,000 tangible benefits)
EXCEPTIONAL VALUE-Initiation of a new principle or major procedure; a superior improvement to the quality of a critical product, activity, program, or service to the public.	\$500-1,000	\$1,000-2,500 (compare w/\$10,000-260,000 tangible benefits)	\$2,500-5,000 (compare w/\$60,000-260,000 tangible benefits)	\$5,000-10,000 (compare w/\$360,000-1,360,000 tangible benefits)

Extent of Application:

Limited - District/Division Level

Extended - MACOM (HQUSACE) Level

Broad - Army Level

General - DOD Level

INTANGIBLE AWARDS

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FIGURE 2

D-3

APPENDIX E

REQUEST FOR RECONSIDERATION

D-1. A suggester may request reconsideration of an IDEA or other aspect of an IDEA's disposition. The request must be submitted to the AIEPC in writing within 60 days of the date of notification of final disposition.

D-2. In support of the request, the suggester must:

a. provide evidence that the evaluator or other official who made the previous determination misinterpreted, overlooked, or was vague about a major aspect of an IDEA; or

b. point out errors of fact or logic; or

c. provide new material, information, or rationale; or

d. clarify significant issues or questions.

D-3. Mere disagreement with previous determination is not by itself justification for reconsideration. The request will first be reviewed by the AIEPC to determine if it qualifies for reconsideration. If the proposal qualifies, it will be processed as the original idea was processed. The AIEPC will send it to the Functional Proponent who last evaluated the IDEA. The IDEA will be reevaluated at each appropriate level of command and evaluated at one level higher than the rejecting official. The District Engineer or his designee must approve the forwarding of any requests for reconsideration to higher headquarters. The reconsideration of an IDEA that was not adopted will not extend proprietary rights.

D-4. If a suggester whose proprietary rights have not expired believes that official action has been taken to implement all or part of an IDEA without proper credit being given, the suggester may request a reexamination. Such request must be directed to the AIEPC. The suggester must indicate the regulation, directive, or action which implemented the IDEA, and should provide all possible supporting evidence. If the AIEPC determines that the suggester has raised issues which warrant consideration, the AIEPC will send the request for inquiry to the organization which allegedly made use of the IDEA. That organization will provide within 60 days a reply to the AIEPC. The response will be reviewed by the District Engineer or his designee and if approved, will be forwarded to the suggester.