

United States Coast Guard's Alteration of the Burlington Bridge Project





HIGHLIGHTS

United States Coast Guard's Alteration of the Burlington Bridge Project

February 11, 2015

Why We Did This

After an alteration of the BNSF Railway bridge (Burlington bridge) in Burlington, Iowa, was completed in 2012, the United States Coast Guard (Coast Guard) requested that we audit the sharing of costs, known as the final apportionment of cost, to determine its accuracy.

What We Recommend

To improve the Coast Guard Bridge Program, we recommend the Coast Guard obtain supporting documentation for bridge alteration costs and review its internal policies and procedures.

For Further Information:

Contact our Office of Public Affairs at (202) 254-4100, or email us at DHS-OIG.OfficePublicAffairs@oig.dhs.gov

What We Found

Coast Guard could not provide proper documentation to support the final apportionment of cost for the Burlington bridge alteration, of which \$74 million was allocated to the Coast Guard and \$8 million to BNSF Railway (BNSF). Specifically, the Coast Guard did not properly document its review of the construction contractors who bid on the new bridge. In addition, the financial documentation for changes to originally planned work did not always support the cost of the work. The Coast Guard also did not have a process to evaluate and verify BNSF's reported salvage value or expected savings in maintenance and repair costs. Based on our review of available documentation, we were unable to confirm either the Coast Guard's or BNSF's share of the final cost to alter the Burlington bridge. As a result, the Coast Guard cannot be certain it was appropriate to pay \$74 million as the Federal share of the final cost of the bridge alteration.

United States Coast Guard Response

The Coast Guard concurred with both our recommendations.



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Department of Homeland Security

Washington, DC 20528 / www.oig.dhs.gov

FEB 11 2015

MEMORANDUM FOR: Rear Admiral Todd Sokalzuk
Assistant Commandant for Resources and
Chief Financial Officer
United States Coast Guard

FROM: Mark Bell *Mark Bell*
Assistant Inspector General for Audits

SUBJECT: *United States Coast Guard's Alteration of the Burlington
Bridge Project*

Attached for your action is our final report, *United States Coast Guard's Alteration of the Burlington Bridge Project*. We incorporated the formal comments from the Assistant Commandant for Resources and Chief Financial Officer in the final report.

The report contains two recommendations aimed at improving the overall effectiveness of the Coast Guard Bridge Program. Your office concurred with all the recommendations. Based on information provided in your response to the draft report, we consider all recommendations open and resolved. Once your office has fully implemented the recommendations, please submit a formal closeout letter to us within 30 days so that we may close the recommendations. The memorandum should be accompanied by evidence of completion of agreed-upon corrective actions and of the disposition of any monetary amounts.

Consistent with our responsibility under the *Inspector General Act*, we will provide copies of our report to appropriate congressional committees with oversight and appropriation responsibility over the Department of Homeland Security. We will post the report on our website for public dissemination.

Please call me with any questions, or your staff may contact Don Bumgardner, Acting Deputy Assistant Inspector General for Audits, at (202) 254-4100.

Attachment



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Abbreviations

DHS	Department of Homeland Security
OIG	Office of Inspector General
WCD	work change directive



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Executive Summary

In August 1991, under the *Truman-Hobbs Act of 1940*, as amended, the United States Coast Guard (Coast Guard) determined that the BNSF Railway bridge (Burlington bridge) in Burlington, Iowa, unreasonably obstructed navigation. Thus, the Coast Guard ordered the bridge owner, BNSF Railway, to alter the bridge. According to the *Truman-Hobbs Act of 1940*, as amended, the Government and the bridge owner are to share alteration costs. After the Burlington bridge alteration was completed in 2012, the Coast Guard requested that the Department of Homeland Security (DHS) Office of Inspector General (OIG) audit the sharing of costs, known as the final apportionment of cost, to determine its accuracy.

The Coast Guard could not provide proper documentation to support the final apportionment of cost for the Burlington bridge alteration, of which \$74 million was allocated to the Coast Guard and \$8 million to BNSF Railway. Specifically, the Coast Guard did not properly document its review of the construction contractors who bid on the new bridge. In addition, the financial documentation related to changes in originally planned work did not always support the cost of the work. The Coast Guard also did not have a process to evaluate and verify BNSF Railway's reported salvage value of the old bridge or BNSF Railway's expected savings in maintenance and repair costs. Based on our review of available documentation, we were unable to confirm either the Coast Guard's or BNSF Railway's share of the final cost to alter the Burlington bridge. As a result, the Coast Guard cannot be certain it was appropriate to pay \$74 million as the Federal share of the final cost of the bridge alteration.

We recommend that the Coast Guard obtain supporting documentation for the costs of the Burlington bridge and review its internal policies and procedures to ensure that bridge alteration projects are supported by proper documentation.



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Background

Under the *Truman-Hobbs Act of 1940*, as amended, (Truman-Hobbs Act) and the Code of Federal Regulations, when the Coast Guard determines that a bridge is an unreasonable obstruction to navigation, the Commandant of the Coast Guard orders an alteration of the bridge by issuing an “Order to Alter” to the bridge owner.¹ Alterations may include structural changes, replacement, or removal of the bridge to ensure that navigation through or under the bridge is reasonably free, easy, and unobstructed. Within the Coast Guard, the Coast Guard Bridge Program manages bridge alterations. As of July 2014, the Coast Guard was managing 13 Orders to Alter for bridge alteration projects, ranging from the initial stage of planning to closing out the project. Of these projects, construction had been completed on four bridges, including the Burlington bridge in Burlington, Iowa.

Since 1868, there has been a 2,000 foot-long bridge with an opening span for marine traffic at mile 403.1 of the Upper Mississippi River. BNSF Railway (BNSF), the current bridge owner, and its predecessors maintained the original bridge. The bridge was updated in 1891 and had major refurbishments in 1928 and 1962. However, the bridge’s outdated design became an unreasonable obstruction to Mississippi River marine navigation. Between 1992 and 2001, vessels struck the bridge 92 times. On August 6, 1991, the Coast Guard issued a formal Order to Alter to BNSF.

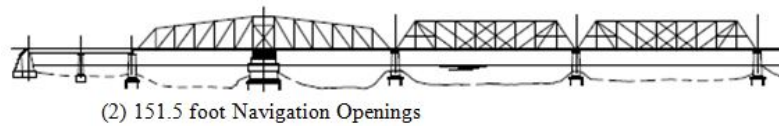
The order required BNSF to reconstruct the opening span so that it generally aligned with the old span but had new clearances. The following figure illustrates the differences between the bridge’s old swing span and the replacement vertical lift span.

¹ 33 Code of Federal Regulations § 116, *Alteration of Unreasonably Obstructive Bridges*

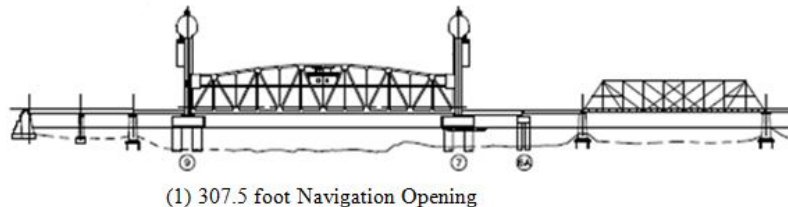


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Bridge before Alteration



Bridge after Alteration

Source: Coast Guard

Under the Truman-Hobbs Act, BNSF was to submit all contractor bids for bridge design and construction, as well as its recommended bids, to the Coast Guard for review and approval. Once BNSF entered into a contract, the Coast Guard had to review and approve any changes to the contract made through work change directives (WCD), which were incorporated into change orders.

BNSF and the Coast Guard shared the cost of the new bridge. BNSF was responsible for the costs associated with the direct and special benefits it would gain from altering the bridge, expected savings in repairs and maintenance, increased carrying capacity, requirements of highway and railroad traffic, and the expired service life of the old bridge. The Coast Guard was responsible for the balance of the costs, including those attributable to the necessities of navigation.

The total cost of the bridge, as well as each party's share of the cost, was documented in a final apportionment of cost. In the final apportionment, the cost of the Burlington bridge project totaled \$82,514,939—the Coast Guard was responsible for \$74,313,742, and BNSF was responsible for \$8,201,197. Appendix C contains the final apportionment of cost.

Officials from the Coast Guard Bridge Program requested an audit of the final apportionment of cost. In responding to this audit request, we requested all documentation from the Coast Guard related to the apportionment to determine whether it supported the total cost and each party's share of the cost.



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Results of Limited-scope Audit

The Coast Guard could not provide proper documentation to support the final apportionment of cost for the Burlington bridge alteration, of which \$74 million was allocated to the Coast Guard and \$8 million to BNSF. Specifically, the Coast Guard did not properly document its review of the construction contractors who bid on the new bridge. In addition, the financial documentation related to changes in originally planned work did not always support the cost of the work. The Coast Guard also did not have a process to evaluate and verify BNSF's reported salvage value of the old bridge or BNSF's expected savings in maintenance and repair costs. Based on our review of available documentation, we were unable to confirm either the Coast Guard's or BNSF's share of the final cost to alter the Burlington bridge. As a result, the Coast Guard cannot be certain it was appropriate to pay \$74 million as the Federal share of the final cost of the bridge alteration.

Review and Approval of Contractors

The Coast Guard documented its 1992 review and approval of the design and engineering contractor for the new Burlington bridge, but it could not provide documentation supporting its 2009 review of bids for the bridge construction.

Under the Truman-Hobbs Act, bridge owners are required to submit all bids for design and construction of new bridges to the Coast Guard, as well as recommendations of the most competent bids. Also according to the act, after review, the Coast Guard has the discretion to either direct the bridge owner to rebid the contract or authorize the owner's contractor selection.

Although the Coast Guard documented its authorization of BNSF's recommended construction contractor, it could not provide documentation of its review of the four qualified construction bidders or pre-approval discussions with BNSF. According to Coast Guard Bridge Program officials, such discussions did take place. Because it did not properly document the discussions, we could not determine whether the Coast Guard thoroughly evaluated the contractors' costs and expertise to ensure that the selected contractor was the best value for the Government.



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Work Change Directives

The Coast Guard's oversight of the Burlington bridge construction appeared to be reasonable, but the component relied on BNSF to maintain documentation related to WCDs, and the documentation did not adequately support the cost of the work done under some of the WCDs.

For all additions, deletions, or revisions to work planned under the original construction contract, BNSF was to send WCDs, which are incorporated into change orders, to the Coast Guard for review and approval of the work and its cost. During the construction of the Burlington bridge, 68 WCDs were incorporated into a total of 15 change orders. These WCDs accounted for an additional cost of about \$16 million to the original value of the construction contract.²

Of the 68 WCDs, Coast Guard approved 20, totaling about \$10.9 million, which did not support the estimated cost of the work.³ The WCDs were missing documentation, such as estimates for the expected costs, including estimates for the costs of labor, materials, and overhead. Without such support, the Coast Guard cannot be certain of the cost of work done under these WCDs.

Salvage Value and Repair and Maintenance Costs

The Coast Guard did not have a process to evaluate and verify the BNSF-calculated salvage value of the old Burlington bridge or the value of expected savings in repair and maintenance costs. Without such a process, the Coast Guard cannot be certain of the validity of the calculated values and may have been entitled to greater savings.

In the final apportionment of cost, BNSF included a salvage value of \$10,000, which reduced both the total cost of the project, as well as each party's share of the cost. BNSF also included expected savings of \$100,000 in repair and maintenance costs, which reduced the Coast Guard's share of the bridge replacement. The Coast Guard accepted BNSF's calculation of both the salvage value

² The original estimated cost of the WCDs was \$16 million; the final cost of these WCDs was \$15.4 million.

³ The original estimated cost of the WCDs was \$10.9 million; the final cost of these WCDs was \$10.5 million.



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and expected savings in repair and maintenance costs. According to Coast Guard Bridge Program officials, they did not require or review any supporting documentation in either case. The estimated market value for the salvaged steel on the original bridge was about \$184,000. BNSF also could not provide reliable data to support its calculation of expecting savings in repair and maintenance costs.

Recommendations

We recommend that the Chief, Coast Guard Bridge Program:

Recommendation #1:

Obtain supporting documentation for the costs of the Burlington bridge. Once this has been addressed, coordinate with DHS to determine who should conduct a project close-out audit of the final apportionment of cost.

Recommendation #2:

Review internal policies and procedures to ensure that bridge alteration projects are supported by proper documentation.

Management Comments and OIG Analysis

The Coast Guard provided comments on the draft of this report. A copy of the response in its entirety is included in appendix B. The Coast Guard also provided technical comments and suggested revisions to our report in a separate document. We reviewed the technical comments and made changes in the report when appropriate.

Management Comments to Recommendation #1

Concur. The Coast Guard asserted that complete, accurate, and reliable documentation was maintained throughout the project. However, the Coast Guard also acknowledged that, as discussed with the OIG team, certain documents did not fully meet audit requirements.

The Coast Guard also responded to three specific documentation-related issues cited in OIG's report:



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1. Review and approval of contractors: According to OIG, the information it received showing the Coast Guard's involvement and analysis of bid proposal competency and pricing did not include analysis to support approval of the bridge owner's selection based on low cost. The Coast Guard will ensure this is done for future projects.

2. Work change directives: OIG did not find sufficient supporting documentation for the WCD process. BNSF used WCDs to direct the contractor to perform additional work or change agreed upon work. Because not all WCDs resulted in changes that incurred cost through a work change order, the Coast Guard agreed that the documents may not withstand full scrutiny of an audit. To avoid this, the Coast Guard will make changes as needed for future projects.

3. Salvage value and repair and maintenance costs: According to the report, the Coast Guard did not have a process to validate the scrap value of the old bridge or the expected value of repair and maintenance costs.

a. Scrap value: According to the Coast Guard, the salvage value included in the final apportionment of cost was the contractor's bid amount, not a value provided by BNSF. The Coast Guard relied on the engineering firm's estimated value of scrap, which it said was validated by the competitive bid process. The Coast Guard agreed to document an estimate and analysis of associated costs for future projects.

b. Expected repair and maintenance cost savings: According to the Coast Guard, repair and maintenance costs were evaluated during the design phase of the project, and it was determined repair and maintenance costs would increase over the new bridge's life cycle. This determination was reflected in the preliminary apportionment of cost (July 24, 1996) and in the updated apportionment of cost (March 2002). This analysis, however, was not revisited during contract execution.

After reviewing the documentation, the Coast Guard believes the Defense Contract Audit Agency is the appropriate organization to perform the contract close out audit; it will add the audit to its current agreement with the Defense Contract Audit Agency.



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The Coast Guard estimates that the Defense Contract Audit Agency will complete its audit by December 2015.

OIG Analysis

Recommendation #1 will remain open and resolved pending the results of the Defense Contract Audit Agency audit.

During the audit, we examined all 68 WCDs issued for the Burlington bridge. The WCDs were used to support the final approved work change orders. Therefore, we also examined the corresponding work change orders for the 20 WCDs that did not support the estimated cost of work because they were missing documentation. The work change orders we reviewed for these 20 WCDs were also missing the necessary support.

In addition, the Coast Guard did not have an independent entity validate the process of estimating the salvage value and repair and maintenance costs. For example, the engineering firm that BNSF hired to manage the project validated the salvage value of the bridge. Entities that are independent in fact and appearance should validate estimates to ensure they are reasonable.

Management Comments to Recommendation #2

Concur. The Coast Guard has reviewed internal policies and will initiate the following actions:

1. Ensure supporting documentation of the review and approval of contractors, including:
 - a. Instruction to the bridge owner on solicitation for bids
 - b. Guidance on the selection process for best value
 - c. Bid opening and evaluation
 - d. Independent review of bids and bridge owner selection
 - e. Coast Guard approval or denial of bridge owner selection
2. Clearly document the standard work change process to be used in bridge alteration projects, including:
 - a. Documenting cost of work based on third party estimates and/or actual costs
 - b. Establishing the work change order as the means to document Government review and approval of



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- estimated/actual costs and determination of Government participation (necessary/betterment)
 - c. Documenting the increase in project cost
 - d. Documenting the impact on apportionment of cost
3. Document third party estimates for salvage value, including:
- a. Estimated value of material
 - b. Estimated costs of preparation and delivery of salvaged material
4. Document third party estimates for repair and maintenance costs for the new bridge, including:
- a. Machinery operation, maintenance, and recapitalization cost over the life span of the bridge
 - b. Structural maintenance and repair cost

The Coast Guard estimates it will add changes to its *Tactics, Techniques, and Procedures*, which will be completed by February 2015.

OIG Analysis

The recommendation will remain open and resolved until we have reviewed the changes to the *Tactics, Techniques, and Procedures*.



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Appendix A **Objectives, Scope, and Methodology**

DHS OIG was established by the *Homeland Security Act of 2002* (Public Law 107-296) by amendment to the *Inspector General Act of 1978*. This is one of a series of audit, inspection, and special reports prepared as part of our oversight responsibilities to promote economy, efficiency, and effectiveness within the Department.

The main objective of the audit was to confirm the BNSF share of the Burlington bridge alteration costs and the resulting Coast Guard portion. The scope of the audit was limited to confirming the calculations in the Burlington bridge final apportionment of cost document.

To understand the responsibilities of the Coast Guard and BNSF, we reviewed the *Truman-Hobbs Act of 1940*, as amended (33 U.S.C. § 511, et seq.) and Title 33, Part 116, of the Code of Federal Regulations. We used the Federal Acquisition Regulation as a guide, but not as authoritative guidance because the Coast Guard did not enter into a contract with Ames Construction, Inc. to alter the Burlington bridge. We also interviewed officials in the Coast Guard Bridge Program who were directly involved in managing the Burlington bridge project.

We planned to use a phased approach to confirm the final apportionment of cost:

- Phase 1. Review selection and approval of contract proposals, review approval of WCDs and change orders, and identify direct and special benefits to BNSF.
- Phase 2. Review the actual contract costs paid.
- Phase 3. Based upon testing performed in Phases 1 and 2, recalculate the final costs to BNSF and the Coast Guard.

Because of the deficiencies we identified during our initial testing in Phase 1, we did not complete Phase 2 or 3 testing.



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We conducted this performance audit between December 2013 and September 2014 pursuant to the *Inspector General Act of 1978*, as amended, and according to generally accepted government auditing standards. Those standards require that we plan and perform the audit to obtain sufficient, appropriate evidence to provide a reasonable basis for our findings and conclusions based upon our audit objectives. We believe that the evidence obtained provides a reasonable basis for our findings and conclusions based upon our audit objectives.



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Appendix B Management Comments to the Draft Letter Report

U.S. Department of
Homeland Security

United States
Coast Guard



Commandant
United States Coast Guard

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5730
NOV 26 2014

MEMORANDUM

From: 
T. A. Sokalzuk
COMDT (CG-8)

Reply to: Audit Manager
Attn of: Mark Kulwicki
(202) 372-3533

To: Anne L. Richards
Assistant Inspector General for Audits

Subj: DHS OIG DRAFT REPORT: UNITED STATES COAST GUARD'S ALTERATION
OF THE BURLINGTON BRIDGE PROJECT

Ref: (a) DRAFT Report, OIG Project No. 13-170-AUD-USCG, Rev(A) of Oct 27, 2014

1. This memorandum transmits the Coast Guard's response to the draft report identified in references (a).
2. The Coast Guard concurs with all the recommendations listed in the draft report and is actively pursuing improvement of documentation to facilitate future audits. Our response in enclosure (1) demonstrates that the Coast Guard has measures in place to ensure that Coast Guard oversight of Trumann-Hobbs bridge alteration projects is managed properly and information is properly protected. Accordingly, the Coast Guard requests that you consider both recommendations as Closed and Implemented.
3. If you have any questions, my point of contact is Mr. Mark Kulwicki who can be reached at 202-372-3533.

#

Enclosure: (1) USCG Response to OIG Draft Report on Burlington Bridge Alteration



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UNITED STATES COAST GUARD STATEMENT ON DHS OIG DRAFT REPORT:

United States Coast Guard's Alteration of the Burlington Bridge

OIG Project No. 13-170-AUD-USCG

OIG Recommendation #1: Obtain supporting documentation for the costs of the Burlington Bridge. Once this has been addressed, coordinate with DHS to determine who should conduct a project close-out audit of the final apportionment of cost.

Response: Concur. The Coast Guard believes that complete, accurate and reliable documentation was maintained throughout the Project; however, certain documents did not fully meet audit requirements as discussed by the audit team. The Coast Guard is confident that its documentation fully supports both the \$74 million Federal government share and the \$8 million Burlington Northern and Santa Fe Railroad (BNSF) share of the total Project cost. The report cites three specific issues associated with documentation:

1. Review and Approval of BNSF's Contractors –During the review, the OIG determined that a key piece of documentation needed was an evaluation of the bid proposals and the Coast Guard's approval of the bridge owner's selection of the best qualified contractor based on cost. The audit team acknowledged receiving decision memo's, emails, and spreadsheets that showed Coast Guard's involvement and analysis of competency and pricing; however the documentation did not provide an analysis to support approval of the bridge owner's selection on basis of low cost. The Coast Guard will ensure this is done on future projects.
2. Documentation Associated with Work Change Directives (WCD) –In their review, the auditors did not find sufficient supporting documentation in the Work Change Directives process. For this project, BNSF used WCD's to provide direction from the bridge owner to the contractor to perform additional work or otherwise change the agreed work for the project. As not all WCD's resulted in changes that incurred cost to the Government via Work Change Order, the Coast Guard agrees the thoroughness of these documents may not withstand full scrutiny of audit review. The Coast Guard will make changes as needed in future projects to ensure this is avoided in the future.

Work Change Orders are the official document used for contract changes and approval of those changes by the Coast Guard. The Coast Guard provided copies of all approved Work Change Orders with its supporting documentation including WCDs, contractor daily sheets, and subcontractor invoices to the audit team. During execution of the contract, the Coast Guard reviewed documentation that supports each Work Change Order and found each Work Change Order was justified in terms of necessity and cost. The monthly and quarterly reports prepared by the bridge owner, as required under ARRA, to ensure transparency of the ARRA funds used for this Project were previously reviewed by DHS OIG for the 2011 ARRA audit and found to be proper.

3. Salvage Value and Repair and Maintenance Costs –The report indicates the Coast Guard did not have a process to validate scrap value of the old bridge and repair and maintenance costs.
 - a. Scrap Costs – In the review, the audit team sought the calculation used by the Coast Guard to determine the scrap value of the bridge. The Coast Guard's process for scrap costs is to include that credit as a line item in the competitive bid process. The salvage value included in the final apportionment of cost is the bid amount of the contractor, not a value provided by BNSF. The price was deemed reasonable based on the estimate of the engineering consultant and was within \$10,000 of the other bids

Enclosure (1)



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received. Although a bulk salvage price of \$184,000 was cited in the report, the final price of \$10,000, and subsequent \$174,000 difference, may be associated with break down, shipping, and lead paint remediation not captured in the bulk price quote.

The Coast Guard relied on calculated value estimates of scrap metal value to be performed by the engineering firm (HNTB) and validated by the competitive bid process. Documentation of an estimate and analysis of associated costs will be provided on future projects.

- b. Expected Repair and Maintenance Cost Savings –An evaluation of repair and maintenance costs was performed during the design phase of the project and the findings determined that repair and maintenance costs would increase over the lifecycle of the new bridge. These findings are reflected in the preliminary apportionment of cost dated July 24, 1996 and in the updated apportionment of cost from March 2002. This analysis, however, was not revisited during the execution of this contract.

The Coast Guard would also like to note that the risk to the Government was minimal as BNSF's projected \$100,000 decrease in repair and maintenance costs actually reduced the Federal government share for the project amounting to a loss accepted by BNSF.

After reviewing the documentation, the Coast Guard believes that the appropriate organization to perform the financially oriented contract close out audit is the Defense Contracting Audit Agency. Coast Guard has two ongoing audits with DCAA and can add this new review to the current agreement.

OIG Recommendation #2: Review internal policies and procedures to ensure that bridge alteration projects are supported by proper documentation.

Response: Concur. The Coast Guard has established reliable policies and procedures to ensure that bridge alteration projects are supported by proper documentation. In a 2011 final letter report titled "*Use of American Recovery and Reinvestment Act Funds by the U. S. Coast Guard for the Alteration of Bridges Program*", DHS OIG found that the CG was properly administering the ARRA Alteration of Bridges program according to plans and requirements.

The Coast Guard has reviewed internal policies and will initiate the following actions:

1. Ensure supporting documentation of the review and approval of contractors to include:
 - a. Instruction to the bridge owner on solicitation for bids
 - b. Guidance on the selection process for best value
 - c. Bid Opening and Evaluation
 - d. Coast Guard independent review of bids and bridge owner selection
 - e. Coast Guard approval/denial of bridge owner selection
2. Clearly document the standard work change process to be used in bridge alteration projects to include:
 - a. Document cost of work based on third party estimates and/or actual costs

Enclosure (1)



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- b. Establishing the work change order as the means to document the government review and approval of estimated/actual costs and determination of government participation (necessary/betterment)
 - c. Document the increase in project cost
 - d. Document the impact on apportionment of cost
- 3. Document third party estimates for salvage value to include:
 - a. Estimated value of material
 - b. Estimated costs of preparation and delivery of salvaged material.
- 4. Document third party estimates for repair and maintenance costs for the new bridge to include:
 - a. Machinery operation, maintenance, and recapitalization cost over the life span of the bridge
 - b. Structural maintenance and repair cost

The Coast Guard conducted the review throughout the audit and expects to add changes to the Tactics, Techniques, and Procedures (TTP) currently in development. Anticipated completion date is January 2015.

Enclosure (1)



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Appendix C Burlington Bridge Project – Final Apportionment of Cost

Total Cost of Project	\$82,524,939
Less Salvage	(10,000)
Less Contribution by Third Party	<u>0</u>
Cost of Alteration to be Apportioned	\$82,514,939
Share to be Borne by the Bridge Owner:	
Direct and Special Benefits:	
A. Removing Old Bridge	\$2,203,146
B. Fixed Charges	429,919
C. Betterments	3,006,368
Expected Savings in Repair or Maintenance Costs:	
A. Repair	50,000
B. Maintenance	50,000
Costs Attributable to Requirements of Railroad and/or Highway Traffic	322,696
Expenditures for Increased Carrying Capacity	1,361,133
Expired Service Life of Old Bridge	<u>777,935</u>
Share to be Borne by the Bridge Owner	\$8,201,197
Share to be Borne by the United States	\$74,313,742

Source: BNSF



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Appendix D

Office of Audits Major Contributors to This Report

Sandra John, Director
Devon Houston, Audit Manager
David DeHaven, Auditor
Hope Franklin, Auditor
Kelly Herberger, Communications Analyst
Megan McNulty, Independent Referencer



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Appendix E **Report Distribution**

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Assistant Secretary for Office of Public Affairs
Assistant Secretary for Office of Legislative Affairs
Chief Privacy Officer
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Chief, Homeland Security Branch
DHS OIG Budget Examiner

Congress

Congressional Oversight and Appropriations Committees, as appropriate

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