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October 31, 2025

REQUEST FOR QUALIFICATIONS (RFQ)

TO: Design Professionals

FROM:  Dale Reynolds, Administrator
Division of Public Works

SUBJECT: DPW PROJECT NO. 26600
Boise Cemetery Memorial Road Edging, New Access and Statue ADA Access,
Idaho Department of Veteran Services (IDVS)
Boise, Idaho

RFQ submittal packages will be received at the Division of Public Works (DPW) office, located at **502 N. 4th Street, PO Box 83720 Boise, ID** 83720-0072, by **10:00 a.m.**, Mountain Standard Time Zone, on **December 1, 2025**, for providing design services to the State of Idaho.

Questions that arise as a result of this Request for Qualifications should be addressed to:

Stephanie Florence, Project Manager
Division of Public Works
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PO Box 83720
Boise ID 83720-0072
(208) 332-1921
Stephanie.florence@adm.idaho.gov

An informational meeting and walk through of existing areas affected by the project will be held on **November 17, 2025, at 9:00 a.m. (MT)**. Interested parties should meet at the Admin Office building of the Boise Veterans Cemetery located at 10100 N Horseshoe Bend Rd, Boise, ID 83714.

Funding for the project is from the State. The Division of Public Works (DPW) will administer the project according to the terms and conditions of the award, State laws and guidelines. The Design

Professional will receive general instructions through the State. A Project Manager from DPW will be assigned to serve as project manager and liaison between the Department of Administration, the Agency, and the Design Professional.

The Design Professional shall warrant the following: not knowingly hire or engage any illegal aliens or persons not authorized to work in the United States as required by Title 67, Chapter 79, Idaho Code. The Design Professional shall take steps to verify that any misrepresentation in this regard or any employment of persons not authorized to work in the United States constitutes a material breach and shall be cause for the imposition of monetary penalties and/or termination of any Contract resulting from this RFQ.

Pursuit to Title 54, Chapter 3 of Idaho Code, the Design Professional shall specifically identify an individual architect licensed in the State of Idaho who will supervise all architectural services contained in this Request for Qualifications.

DPW reserves the right to investigate the financial responsibility and past project management for the design firm and/or consultants. Unfavorable responses regarding financial statements, bank references, interviews with past consultants, employees, creditors, past or current litigation, or design professionals and/or consultants that were the cause of improperly managing a DPW project in the past seven years are grounds for rejection of RFQ submittal.

Modifications (addenda) to this RFQ, if any, will be posted on the Division of Public Works web page at <https://dpw.idaho.gov/professional-services/>. It is recommended that responders to this RFQ check this page prior to making their submittal.

DESCRIPTION OF PROJECT

Project Background and Description

This project includes the installation of concrete edging along the existing asphalt roadway to enhance structural integrity and extend the lifespan of both the pavement and adjacent landscaping. The current transition between the asphalt and surrounding areas poses a safety concern and does not comply with the National Shrine Standards. The new concrete border will act as a durable barrier, preventing edge deterioration and ensuring a clean, safe separation between paved and landscaped zones. Additionally, the project involves paving a new access road to support the expansion of the Idaho Veterans Memorial.

Concrete edging



Idaho Veterans Memorial section



The project also includes the construction of a new ADA-compliant access ramp and platform to provide inclusive access to the Memorial Statue. Currently, there is no accessible route for individuals using wheelchairs or walkers. The scope of work involves paving a new access path, installing a concrete ramp and surrounding platform, and constructing a 360-degree concrete pad to ensure full mobility around the statue. Additionally, the project will incorporate ADA-compliant handrails and accent lighting to enhance both safety and aesthetics. This portion of the project will require detailed design and review, electrical infrastructure for lighting, and all associated concrete work to meet current accessibility standards.

Memorial statue area



REQUIRED SERVICES

The State of Idaho, through the Division of Public Works, is requesting proposals for complete design services. The design team will be responsible for programming, schematic design, design development, construction documents, approvals by the authorities having jurisdiction, construction administration, and closeout. The project is expected to be a traditional Design/Bid/Build delivery method. A total project budget of approximately \$850,000.00 has been established to include fees, reimbursables, construction, permits, contingencies, tests, other project related expenses. A relatively complete construction cost estimate will be required following the Schematic Design Phase and must be updated at each additional phase.

At the time of submittal, the Design Professional and required consultants must be properly licensed to practice in the State of Idaho for their specific disciplines.

The Design Professional will be required to upload all documents to DPW's cloud-based project management system, Projectmates. Documents may include, but are not limited to meeting minutes, sketches, diagrams, programming analysis, photographs relevant to the project, drawings, project manual, schedules, cost estimates, etc.

The Design Professional will be required to meet monthly with the Owner's Project Manager, the Owner's Field Representative, IDVS, and other team members for the purpose of providing a verbal and written report regarding the previous month's progress. Such monthly meetings will show funds expended in the completion of the project and specific accomplishments related to the project.

The Design Professional shall keep in mind that during all phases, code compliance and ease of facilities maintenance should be incorporated into the design.

The Design Professional shall develop all necessary presentation materials for, at a minimum, one (1) presentation to the Permanent Building Fund Advisory Council.

STATEMENT OF QUALIFICATIONS (SOQ) PROPOSAL CONTENT

A. Cover Sheet: Include one (1) single sided page with only the following information (no photos):

1. Prime firm name and the office location that will primarily serve this project.
2. Name and title of the Primary Point of Contact (consist of no more than one).
 - a. Primary Point of Contact phone number (include area code).
 - b. Primary Point of Contact email address.

The Primary Point of Contact provided will be notified of all shortlist rankings (if interviews are required), schedule updates, final rankings, and general Request for Qualification information.

Failure to include the specific primary contact information may result in your firm being found non-responsive.

Please Acknowledge Addenda on the Cover Sheet if applicable.

B. Basic Qualifications: Include a summary of your firm's qualifications specific to this project type. Limit to one (1) single sided page with the following elements (no photos or resumes). Points will be deducted for missing information.

1. General company information (size, history, number of years in business, etc.).
 - a. Business headquarters in Idaho?
2. Special expertise as they relate to this project type.
 - a. Short description of experience, qualifications, and training.
 - b. Provide a list of public sector or government projects completed within the past ten years that involved asphalt paving, installation of curbing, and ADA-compliant access to memorials, shrines or statues located in parks, cemeteries, or other publicly accessible outdoor spaces.
 - c. List no more than four examples. No further information is needed other than the name of the project, construction completion date, and which project category listed above represents.
3. Resources available to meet the project schedule.
4. Experience working with multiple stakeholders and managing input.
5. Explanation of your design team's design process, specifically during programming.
6. List the licensed Architect, registered in the State of Idaho, who will supervise all design services contained within this project. Include the License Number.

C. Team Member Qualifications: Provide a description of the team's individual qualifications. Only include members who would be assigned to this project. Limit to half page for each person. (Photos are optional).

Include **only** the following team members (no more than 4 team members will be scored):

1. Project Manager.
2. Architect.
3. Civil Engineer.
4. Additional Project Team Member (at the team's discretion).

The following information should be included for each individual:

1. Name & title.
2. Number of years in current role
3. Firm name and location.
4. Education and training.
5. Brief overview of their responsibilities specific to this project.
6. Brief overview of their experience related to this project.

D. Technical Approach to Project: Describe your team's understanding of and approach for the following items. Points will be deducted for missing information. Limit to two (2) single-side pages (no photos).

1. Understanding of DPW's processes, as outlined in **REQUIRED SERVICES**. Explain how your firm has used Projectmates (or similar owner project management system), guided the client through design phases, performed CA responsibilities, IDOPL or other code agency experience, presented at PBFAC (or similar), and incorporated a client's design standards.
2. Understanding of the project scope and individual program needs, as outlined in the **DESCRIPTION OF PROJECT**. Please describe how your firm will implement the **National Shrine Commitment Operational Standards and Measures** throughout the course of this project. In response, include any relevant experience your team has in applying these standards on past projects, particularly in environments with similar operational, cultural, or ceremonial significance.
3. Additionally, please address the following elements with specific reference to how they relate to this project:
 - a. **Challenges & Opportunities** – Identify potential challenges and opportunities unique to this project and how your team plans to address them.
 - b. **Alternative Concepts & Ideas** – Share any innovative concepts or design ideas you may have. Supporting sketches or drawings are welcome.
 - c. **Designing Within Budget** – Explain your approach to maintaining design integrity while adhering to budget constraints.
 - d. **Approach to Value Engineering** – Describe how your team incorporates value engineering without compromising quality or intent.
 - e. **Approach to Schedule** – Outline your strategy for meeting project milestones and maintaining schedule discipline.
 - f. **Stakeholder Input** – Detail how you will engage with stakeholders, including Shrine representatives, to ensure alignment with project goals.
 - g. **Construction Administration** – Describe your approach to construction oversight, quality control, and communication during the construction phase.

E. Examples of Work: Provide three (3) examples of completed projects from the past ten (10) years that involved ADA compliance, as well as concrete and asphalt work. If projects represented are completed with a collaboration, please include full credit of the other firm name(s). Projects should be similar in size, scope and budget as this project. Limit each project to one (1) single-sided page (4 total pages).

Include the following information for each example:

1. Project name, location, design of ADA-compliance, concrete and asphalt projects, and date of substantial completion of construction.
2. Project photo(s).
3. Short project summary and an explanation of how the project complies.
4. Name(s), title, and firm name of the design team members that completed the project. If the team members are the same as in Section C - TEAM MEMBER QUALIFICATIONS, please identify next to the individual's name that they meet this requirement if applicable.
5. Initial projected construction budget and final construction cost (including explanation of discrepancies).
6. Additional points will be awarded for projects:
 - a. Completed in the State of Idaho.
 - b. Completed for the State of Idaho Division of Public Works (DPW).

F. Format: To assist evaluation, it is desirable to format the submittal similar to the headings listed above. The submittals should be clear and to the point, following the page length guidelines provided. Pages should be no larger than 8-1/2 x 11, single-sided, and the font size no smaller than 10 points.

If information requested is not addressed in the numerical section or corresponding lettered subsection in which it is requested, points will NOT be awarded for those criteria.

SUBMITTAL

Submit two (2) bound printed copy of the submittal 8-1/2 x 11 format; include one USB drive containing a PDF of the submittal. RFQ submittal packages will be received at the Division of Public Works (DPW) office by **December 1, 2025, by 10:00 a.m. Mountain Standard Time.**

EVALUATION, FINAL RANKING, INTERVIEW PROCESS

A selection committee consisting of two (2) persons from DPW, two (2) persons from the Agency, and an independent Design Professional will rank the submittals. The initial ranking criteria will be weighted as indicated below and used to determine the teams selected for an interview, if deemed necessary. Interviews will not be held if the gap in points between the top ranked team and the subsequent team(s) exceeds the allowable interview points.

The ranking process is accomplished in two steps: Initial ranking based on the written submittal and final ranking based on an interview. The Selection Committee will score the written submittals based on the criteria. If interviews are conducted, the teams invited for an interview will be given content in the interview invitation. The remaining points will be awarded for the interview. If interviews are not conducted, then scores will be final based on the SOQ only.

The Selection Committee may choose to interview any, all, or none of the respondents as may be in the best interest of the State. The names of all firms that submitted Statement of Qualifications and the names, if any, selected for interviews shall be public information. At the conclusion of the RFQ process and once a contract is awarded, committee comments and evaluation scores, as well as contents of all Statement of Qualifications become public information. Firms not selected will be notified in writing after the conclusion of the selection process.

If applicable the timeframe for the teams invited for an interview is approximately one hour: 25-30 minutes for the presentation; 15-20 minutes for the selection committee's Q&A; and 5-10 minutes for the Design Professional team's closing comments. After interviewing the selected teams, the selection committee will rank the interviews to determine the final score.

Initial Ranking, Written Point Scoring		
	Criteria	Maximum Possible Points
A	Cover Sheet	4
B	Basic Qualifications	11.5
C	Team Member Qualifications	16
D	Technical Approach	15
E	Examples of Work	20.5
F	Format	3
Written Total		70
Presentation – Interview Point Scoring		
	Criteria	Maximum Possible Points
	Competency and abilities to address the items that will be provided to the teams selected for interviews	13.75
	Selection Committee's Q & A	11.25
	Overall Presentation	5
Interview Total		30

AWARD

Based on the results of the Statement of Qualifications and Interviews, DPW will recommend a course of action to the PBFAC at their next regularly scheduled meeting. If recommended, a notice of intent to negotiate will be issued by DPW.

PROPOSED DATES:

Informational Walk-Through	November 17, 2025
Last Day for Questions	November 20, 2025
Addendum Issued (if applicable)	November 21, 2025
Receive SOQ Submittals	December 1, 2025 (DPW in Boise)
Oral Interviews	January 5, 2026 (DPW in Boise)
PBFAC Selection Approval	February 3, 2026
Negotiate Contract	February 2026

SELECTION

The State will attempt to select a firm at the next scheduled Permanent Building Fund Advisory Council meeting. Upon selection of a firm, the State will issue a letter of intent. However, final award is contingent upon the successful negotiation of an Agreement.

The contents of the submittal may be used in a legal contract or agreement. Proposers should be aware that methods and procedures proposed could become contractual obligations. The successful firm will be required to sign an agreement including the State's standard terms, including a requirement to carry and maintain a minimum of \$1,000,000 professional liability insurance coverage. The State reserves the right to reject any or all proposals received as a result of this request.

The State may also negotiate separately with any source in any manner necessary to serve the best interests of the State of Idaho. Awards will be made on the basis of submittals resulting from this request and subsequent interviews and associated ranking criteria noted above.

ATTACHMENTS

1. National Cemetery Administration, National Shrine Commitment Operational Standards and Measures.
2. Existing photos.
3. Cemetery Map - Boise

End 26600 Design Professional RFQ

New Asphalt Road Area



Completed Concrete Area Example



Areas With Concrete Curbing Needed.



ADA Compliant At Memorial Statue



National Cemetery Administration

National Shrine Commitment

Operational Standards and Measures



Version 4.0
October 2009

NATIONAL CEMETERY ADMINISTRATION
NATIONAL SHRINE COMMITMENT
OPERATIONAL STANDARDS AND MEASURES

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INTRODUCTION

This document sets forth the National Cemetery Administration's (NCA) standards for performance in the key cemetery operational areas of interments, grounds maintenance, headstones, markers, niche covers, equipment maintenance, and facilities maintenance, which have been approved and endorsed by the Under Secretary for Memorial Affairs and other NCA senior managers.

The purpose of these standards is to provide guidance and direction for maintaining national cemeteries as the shrines they are intended to be and as defined below:

A national shrine is a place of honor and memory that declares to the visitor or family member who views it that, within its majestic setting, each and every Veteran may find a sense of serenity, historic sacrifice and nobility of purpose. Each visitor should depart feeling that the grounds, the gravesites and the environs of the national cemetery are a beautiful and awe-inspiring tribute to those who gave much to preserve our Nation's freedom and way of life.

The standards contained in this volume began with efforts by NCA workgroups of cemetery directors, foremen, and headquarters staff in November 1999 and continued with the review and evaluation of appearance standards recommended by Logistics Management Institute in fulfilling the requirements of Pub. L. 106-117, Veterans Millennium Health Care and Benefits Act of 1999, and the Study on Improvements to Veterans Cemeteries (Vol. 3, Cemetery Standards of Appearance). NCA Operational Standards and Measures, Version 1.0 was published and distributed in January 2003, version 2.0 was published in October 2004, and version 3.0 was published in October 2006, and version 3.1 in Oct 2007. This document reflects changes based on the 2009 Lessons Learned Conference. The document presented here is version 4.0

The standards and measures in this document should be considered as goals and requirements for the performance of key operational processes and should be applied at both open and closed national cemeteries where work is done by either a Federal or contract workforce.

Interment Operations

Scope and Purpose

The interment operations standards include all actions from initial application processing to preparing for establishment of turf on the gravesite.

Each standard is supported by measures that are used to gauge success at meeting the established standards. Several standards may require geographically defined Standard Operating Procedures to account for variances in climate, topography, and soil conditions throughout the system.

1. Application Processing/Scheduling of Interments

Standard 1.1: Committal services are scheduled to assure minimal delays for families.

Measure 1.1a: The percent of committal services scheduled in [BOSS](#) within two hours of application receipt when eligibility documentation is provided.

Target: 98%

Measure 1.1b: The percent of committal services scheduled in [BOSS](#) within 48 hours of application receipt when eligibility documentation is not provided.

Target: 98%

Measure 1.1c: The percent of funeral directors who respond to the annual [Survey of Satisfaction with National Cemeteries](#) and indicate it takes less than 2 hours to confirm the scheduling of an interment.

Target: 75%

2. Layout of Burial Sections

Standard 2.1: Interment sections match gravesite layout plan.

Requirement 2.1a: Occupied gravesites match the current [gravesite layout plans](#).

Target 2.1a: Yes

Measure 2.1b: The percent of cemetery [gravesite layout plans](#) which are updated semi-annually by the Memorial Service Network offices.

Target 2.1b: 100%

3. Site Preparation

Standard 3.1: Each day's gravesites present a neat appearance prior to burial.

Requirement 3.1: Gravesites are excavated properly, at the proper depth, spoils or sod appropriately removed or made presentable, and headstones for reopeners appropriately placed.

Target 3.1: Yes



Standard 3.2: Integrity of existing graves around the worksite will be preserved.

Requirement 3.2a: Corrective action to repair damage through daily operations is initiated by close of business the same day.

Target 3.2a: Yes

Measure 3.2b: Number of complaints from visitors and family members about the condition of a grave damaged due to interment activities

Target 3.2b: 0 Complaints

Standard 3.3: Open graves are identified and protected.

Requirement 3.3: Open graves are protected by appropriate devices while unattended.

Target 3.3: Yes



Standard 3.4: Outer burial receptacles awaiting installation are sufficient for the needs of the cemetery and placed in an orderly manner in an appropriate location.

Requirement 3.4a: Outer burial receptacles are placed in a manner so they do not obstruct occupied graves or hinder the flow of traffic through the cemetery.

Target 3.4a: Yes



Requirement 3.4b: The cemetery maintains an [adequate inventory](#) of outer burial receptacles.

Target 3.4b: Yes

Requirement 3.4c: Outer burial receptacles required for future installation are stored in an appropriate location away from public view.

Target 3.4c: Yes



4. Committal Service

Standard 4.1: Committal services are conducted with dignity and respect for the decedent, and compassion for their loved ones.

Measure 4.1a: The number of complaints from visitors and family members about the committal service when the national cemetery is responsible.

Target 4.1a: 0 Complaints

Measure 4.1b: The percent of respondents to the annual [Survey of Satisfaction with National Cemeteries](#) who were somewhat or very satisfied with the committal service

Target 4.1b: 94%

Standard 4.2: Committal services are conducted in clean and orderly shelters that provide for the safety, privacy, and special needs of the family.

Measure 4.2: The percent of respondents to the annual [Survey of Satisfaction with National Cemeteries](#) who agree or strongly agree that the committal shelter was clean, free of safety hazards and private.

Target 4.2: 98%



Standard 4.3: Veterans receive a committal service or memorial service.

Requirement 4.3: The cemetery provides a committal service or has a program to memorialize [unaccompanied Veterans](#).

Target 4.3: Yes

5. Verification and Handling of Remains

Standard 5.1: All caskets and urns are checked and verified to assure accurate placement, and are undamaged by cemetery personnel.

Measure 5.1a: The percent of caskets and urns that are properly tagged and placed in the correct gravesite.

Target 5.1a: 100%

Measure 5.1b: The percent of caskets or urns that are undamaged by cemetery staff from receipt through interment operations.

Target 5.1b: 100%



6. Appearance of Gravesites and Active Burial Sections

Standard 6.1: Each day's burial/niche sites are covered, initially groomed, marked, and presentable for visitors before close of business each day.

Requirement 6.1a: Daily interment or inurnment sites are marked with a correct and aligned temporary marker.

Target 6.1a: Yes



Requirement 6.1b: Daily burials are level with the surrounding terrain, tamped, raked smooth, and made ready for the application of seed or sod.

Target 6.1b: Yes



Requirement 6.1c: Daily burials have floral arrangements neatly placed on the grave.

Target 6.1c: Yes



Measure 6.1d: The percent of respondents to the annual [Survey of Satisfaction with National Cemeteries](#) who agree or strongly agree that the appearance of their loved one's gravesite is excellent.

Target: 6.1d: 93%

7. Appearance of First Interment Sections

Standard 7.1: The active burial section presents a [disciplined evolution](#), not a construction site.

Requirement 7.1: Subsections show evidence of progress toward completion; grass is being established, headstones and markers delivered are being set, excess dirt, debris, tools and equipment are removed.

Target 7.1: Yes



Grounds Maintenance Operations

Scope and Purpose:

The purpose of these standards is to promote general grounds appearance that is aesthetically pleasing, is generally consistent throughout all the national cemeteries, and allows us to fulfill our national shrine commitment.

Grounds maintenance standards have been developed and include actions necessary for the initial establishment of turf on a gravesite and the perpetual maintenance of a cemetery's gravesites, assembly areas, committal shelters, visitor information areas, administration buildings, and other areas, as appropriate. Each standard is supported by measures that will be used to gauge success at meeting the established standards. Several standards may require geographically defined Standard Operating Procedures to account for variances throughout the system.

General:

Generally, turf should be healthy, trees and shrubs should be properly maintained, roadways, curbs, and walkways should be edged and have appropriate drainage. Perpetual care requires regular and consistent maintenance procedures.

Levels of Maintenance:

To establish maintenance priorities, areas of the cemetery are described here in order of their potential to affect the visual impression of families and visitors.

Visually Prominent Areas

- Interment areas
- Committal service shelters
- Columbaria
- Areas adjacent to the main entrance road
- Turf, trees and planting areas adjacent to flagpole/assembly area
- Memorial walkways/paths / Monuments
- Public information building
- Visitor entrance to the administration building
- Entrance gate
- Primary roads and routes to the committal service shelters
- Lodges and other buildings in prominent locations

Medium Visual Impact Areas

- Non-burial areas adjacent to secondary roads
- Areas adjoining the memorial walkways/paths
- Areas adjacent to the maintenance building and yard

Low Visual Impact Areas

- Non-use areas
- Soil spoils areas
- Areas viewed at considerable distance

1. Cemetery Grounds Management Plan

Standard 1.1: All maintenance activities are included in a current [Cemetery Grounds Management Plan](#).

Measure 1.1a: The percent of national cemeteries that have a written, current [Cemetery Grounds Management Plan](#) that includes all maintenance activities and schedules for that cemetery.

Target 1.1a: 100%

Measure 1.1b: The percent of [Cemetery Grounds Management Plans](#) that are reviewed and updated on an annual basis.

Target 1.1b: 100%

Measure 1.1c: The percent of National Cemeteries that are accomplishing all activities in their [Cemetery Grounds Management Plan](#).

Target 1.1c: 100%

2. Turf

Standard 2.1: [Visually prominent areas](#) have a well-established, healthy stand of turf.

Requirement 2.1a: [Visually prominent areas](#) are [generally weed free](#).

Target 2.1a: Yes

Requirement 2.1b: [Visually prominent areas](#) with established turf are [generally free of bare areas](#).

Target 2.1b: Yes



Requirement 2.1c: [Visually prominent areas](#) are maintained within one inch above the range of that which is professionally recommended for that type and region according to the [Cemetery Grounds Management Plan](#).

Target 2.1c: Yes



Measure 2.1d: The percent of respondents to the annual [Survey of Satisfaction with National Cemeteries](#) who agree or strongly agree that the maintenance of the cemetery grounds is excellent.

Target 2.1d: 98%

Standard 2.2: The turf used is compatible with the geographic region.

Measure 2.2: The percent of national cemeteries using turf that is compatible with the geographic region.

Target 2.2: 100%

Standard 2.3: All turf is free of debris, i.e., leaves, fallen branches and trash.

Requirement 2.3a: Turf areas are cleared of leaves and other natural debris as needed or at least weekly.

Target 2.3a: Yes

Measure 2.3b: The percent of turf in [Visually Prominent Areas](#) that is free of trash.

Target 2.3b: 100%

Standard 2.4: The grade of every gravesite blends in with adjacent grade levels.

Measure 2.4a: The percent of gravesites that have grades which are level and blend with adjacent grade levels.

Target 2.4a: 95%



Measure 2.4b: The percent of [Sunken Graves](#) that have been identified and a plan of action developed to re-establish the ground level and cover within 30 calendar days of the date identified.

Target 2.4b: 100%

Standard 2.5: Turf areas have adequate drainage.

Requirement 2.5: Visually prominent areas do not show evidence of standing water.

Target 2.5: Yes



Standard 2.6: Visually prominent areas in the cemetery are properly trimmed and edged.

Requirement 2.6a: Headstones show turf is trimmed to the recommended mowing height.

Target 2.6a: Yes



Requirement 2.6b: Markers show turf edged vertically even with the marker and are free of trimming debris.

Target 2.6b: Yes



Requirement 2.6c: Other features on cemetery grounds are trimmed or edged within appropriate limits.

Target 2.6c: Yes



Standard 2.7: Gravesite re-openers avoid damage and ensure continuation of a well-established, healthy stand of turf.

Measure 2.7a: The percent of grave re-openers during the growing season that show healthy turf re-established within 60 days of the interment.

Target 2.7a: 100%

Measure 2.7b: The percent of winter grave re-openers that show healthy turf re-established within 60 days of the start of the growing season.

Target 2.7b: 100%

Standard 2.8: Avoid damage and ensure continuation of a well-established, healthy stand of turf during grounds maintenance operations.

Requirement 2.8: Turf damage due to grounds maintenance tasks is identified and corrective action initiated by close of business the same day.

Target 2.8: Yes

Standard 2.9: Visually prominent areas in which turf is not a part of the cemetery design are maintained in a manner that is appropriate for the medium in place.

Cemeteries Using Sand or Mineral Based Ground Cover:

Requirement 2.9a: Gravesite areas are cleared of leaves and other natural debris as needed or at least weekly.

Target 2.9a: Yes

Measure 2.9b: The percent of Visually prominent areas that are free of trash.

Target 2.9b: 100%

Measure 2.9c: The percent of gravesites that have grades that are level and blend with adjacent grade levels.

Target 2.9c: 95%

Measure 2.9d: The percent of sunken graves that have been identified and a plan of action developed to re-establish the ground level within 30 calendar days of the date identified.

Target 2.9d: 100%

Requirement 2.9e: Visually prominent areas do not show evidence of standing water.

Target 2.9e: Yes

Requirement 2.9f: Headstones and markers with sand or mineral based ground cover surrounding them are generally weed free.

Target 2.9f: Yes

Requirement 2.9g: Burial areas appear raked and groomed.

Target 2.9g: Yes



Measure 2.9h: The percent of grave re-openers that are raked and groomed to return the grave to its original state within the same workday.

Target 2.9h: 100%

Measure 2.9i: The percent of respondents to the annual [Survey of Satisfaction with National Cemeteries](#) who agree or strongly agree that the overall appearance of the national cemetery is excellent.

Target 2.9i: 98%



3. Trees and Shrubs

Standard 3.1: Trees and shrubs (including donated trees) are compatible with the geographic region.

Measure 3.1: The percent of national cemeteries using trees and shrubs that are compatible with the geographic region.

Target 3.1: 100%



Standard 3.2: Trees and shrubs are healthy, and free of pests and disease, and/or are maintained in accordance with the [Cemetery Grounds Management Plan](#).

Requirement 3.2: Trees and shrubs are healthy and free of pests and disease, and/or are maintained in accordance with the [Cemetery Grounds Management Plan](#).

Target 3.2: Yes



Standard 3.3: Trees and shrubs are maintained so that they enhance and do not detract from the appearance of public areas.

Measure 3.3: The percent of respondents to the annual [Survey of Satisfaction with National Cemeteries](#) who agree or strongly agree that the maintenance of other cemetery landscaping is excellent.

Target 3.3: 95%

4. Planting Beds

Standard 4.1: Cemetery [planting beds](#) are well maintained, attractive, and compatible with the geographic region.

Measure 4.1a: The percent of national cemeteries using plant material in the [planting beds](#) that are compatible with the geographic region.

Target 4.1a: 100%

Measure 4.1b: The percent of [planting beds](#) that are generally weed free.

Target 4.1b: 100%

Requirement 4.1c: Plants in [planting beds](#) are healthy, free of pests and disease, and are maintained in accordance with the [Cemetery Grounds Management Plan](#).

Target 4.1c: Yes



5. Waste Management

Standard 5.1: [Green \(organic\) waste](#) is disposed of and does not detract from cemetery appearance.

Measure 5.1: The percent of national cemeteries that participate in an organic recycling program.

Target 5.1: 80%

Standard 5.2: Trash is collected, disposed of, and does not detract from cemetery appearance.

Measure 5.2a: The percent of national cemeteries that have central trash collection points established in locations that are concealed, or maintained to minimize public visibility.

Target 5.2a: 100%

Requirement 5.2b: Public-use trash containers are adequate in number and well-marked, clean, neat, and in good repair.

Target 5.2b: Yes

Measure 5.2c: The percent of national cemeteries that participate in [solid waste recycling programs](#).

Target 5.2c: 80%.

Standard 5.3: [Spoils areas](#) do not detract from cemetery appearance.

Measure 5.3: The percent of national cemeteries with [spoils areas](#) that are located, concealed, or maintained to minimize public visibility.

Target 5.3: 90%



6. General Maintenance

Standard 6.1: Daily maintenance activities do not detract from the dignity and solemnity of the cemetery.

Measure 6.1: The number of complaints that are received as a result of operations, noise, equipment, etc., that intruded on the visitor's experience.

Target 6.1: 0 complaints.

Standard 6.2: All areas where cemetery operations have been conducted are neat, clean, and free of debris and equipment at the end of the workday.

Requirement 6.2a: Debris, equipment, tools, and supplies are removed at the conclusion of each task and at the end of the workday.

Target 6.2a: Yes

Requirement 6.2b: Roads, walkways, shelters, and burial sections are free of grounds maintenance debris by the end of the workday.

Target 6.2b: Yes

Standard 6.3: The National Cemetery Administration's floral policy is posted where the largest number of visitors will see the information.

Measure 6.3: The percent of national cemeteries that have floral regulations posted in [visually prominent areas](#).

Target 6.3: 100%



Standard 6.4: Containers for vases are well marked, and the containers and vases are in good condition.

Requirement 6.4a: Containers for floral vases are well marked, clean, neat, and in good repair.

Target 6.4a: Yes

Requirement 6.4b: Floral vases are clean and in good repair.

Target 6.4b: Yes



Headstone, Marker and Niche Cover Operations

Scope and Purpose

The headstone, marker, and niche cover operations standards include all actions from the processing of the initial request through the order, manufacture and delivery of the headstone, marker, or niche cover to the ongoing maintenance of the headstone, marker, or niche cover.

Each standard is supported by measures that are used to gauge success at meeting the established standards.

1. Headstone/Marker/Niche Cover/Application/Order

Standard 1.1: The request for a headstone, marker, or niche cover is completed within prescribed time frames.

Measure 1.1: The percent of headstone, marker, and niche cover requests that are inscription approved (released from the cemetery in BOSS) within seven calendar days of interment.

Target 1.1: 100%

Standard 1.2: Inscription data are accurate and complete.

Measure 1.2: The percent of inscriptions ordered by national cemeteries that are accurate and complete.

Target 1.2: 99%

2. Delivery/Inspection/Storage

Standard 2.1: All headstones, markers, and niche covers are inspected and verified for contractor accuracy and quality.

Measure 2.1a: The percent of inscribed headstones, markers, and niche covers received damaged that are reported and reordered within two workdays of delivery.

Target 2.1a: 100%

Measure 2.1b: The percent of headstones, markers, and niche covers received with incorrect inscriptions that are reported and reordered within two workdays of delivery or inscription on site.

Target 2.1b: 100%

Measure 2.1c: The percent of inscribed headstones, markers, and niche covers received with poor quality that are reported and reordered within two workdays of delivery.

Target: 2.1c: 100%

Standard 2.2: Headstones, markers, and niche covers are handled and stored to prevent damage prior to setting.

Measure 2.2: The percent of headstones, markers, and niche covers received annually that are replaced due to cemetery damage prior to setting.

Target 2.2: Less than 1%



3. Installing a Headstone, Marker, or Niche Cover

Standard 3.1: Graves in national cemeteries are marked within 60 days of the interment.

Measure 3.1a: The percent of graves in national cemeteries marked with a permanent headstone, marker, or niche cover that is set within 60 days of the interment.

Target 3.1a: 95%

Measure 3.1b: The percent of headstones, markers, or niche covers set within 10 workdays of receipt.

Target 3.1b: 100%

Standard 3.2: Headstones, markers, and niche covers are properly installed.

Measure 3.2a: The percent of upright headstones in current active burial sections that are installed to be uniform in height (24"- 26" above ground) and horizontally and vertically aligned with inscriptions visible and installed to ensure a pleasing top line while compensating for ground contours.

Target 3.2a: 100%



Measure 3.2b: The percent of flat markers that are installed to be uniform in height (parallel with the ground, and no more than 1" above grade) and horizontally and vertically aligned.

Target 3.2b: 100%



Measure 3.2c: The percent of niche covers that are installed to be horizontally and vertically aligned. The proper rosettes and security screws are used.

Target 3.2c: 100%



Measure 3.2d: The percent of headstones set in existing sections (reopeners, reservations, etc.) that are installed to be uniform in height with headstones in that section, and are set to ensure the inscription is visible.

Target 3.2d: 100%

Requirement 3.2e: Headstones and markers are set consistent with the [gravesite layout plan](#).

Target 3.2e: Yes

4. Maintaining Headstones, Markers, and Niche Covers

Standard 4.1: Headstones, markers, and niche covers are clean, free of debris and [objectionable accumulations](#).

Measure 4.1a: The percent of headstones, markers, and niche covers that do not show evidence of debris or [objectionable accumulations](#).

Target 4.1a: 95%



Measure 4.1b: The percent of respondents to the annual [Survey of Satisfaction with National Cemeteries](#) who agree or strongly agree that the upkeep of headstones, markers, and niche covers is excellent.

Target 4.1b: 96%

Standard 4.2: Proper height and alignment of each headstone and marker is maintained.

Measure 4.2: The percent of headstones and/or markers in a national cemetery that are at the proper height and alignment.

Target 4.2: 90%



Standard 4.3: Headstones, markers, and niche covers are not damaged by cemetery operations (e.g., interment, grounds maintenance, headstone, marker, niche cover, maintenance, and facility maintenance operations).

Measure 4.3: The number of headstone, marker, and niche cover replacements within the last 12 months due to damage during cemetery operations.

Target 4.3: Less than 0.1% of the cemetery's inventory of occupied graves.

Standard 4.4: Headstone, marker and niche cover inscriptions are visible and legible, as appropriate for the age, and historic significance of the marker.

Measure 4.4: The percent of historical headstones, markers, and niche covers replaced during the past 12 months that are replaced with a headstone, marker, or niche cover of the same dimensions, material, inscription, and features.

Target 4.4: 100%

Standard 4.5: Headstones, markers, or niche covers stolen, vandalized or damaged beyond reasonable repair by actions outside the cemetery's control (e.g., storms, automobile accidents) are repaired or replaced.

Measure 4.5: The percent of headstones, markers, or niche covers damaged beyond reasonable repair, stolen or defaced that are repaired or reordered within two calendar days of the date damage is identified.

Target 4.5: 100%

Standard 4.6: Headstones, markers, and niche covers that are no longer useable are disposed of in a manner that prevents reuse.

Requirement 4.6a: Headstones, markers, and niche covers that are no longer useable are destroyed in a manner that obliterates the inscription and disposed of to prevent reuse.

Target 4.6a: Yes

Requirement 4.6b: Bronze markers or niche covers are recycled within one year of removal from the grave or niche.

Target 4.6b: Yes

Equipment Maintenance Standards

Scope and Purpose

The purpose of these standards is to promote proper equipment maintenance that is generally consistent throughout all national cemeteries, allows the National Cemetery Administration to fulfill its national shrine commitment, and protects the fiscal and tangible resources entrusted to its care.

Equipment maintenance standards include actions that are part of both general and preventive maintenance for all cemetery equipment. Each standard is supported by measures that are used to gauge success at meeting the established standards.

General

In general, preventive and general maintenance for all cemetery equipment will be performed according to the manufacturer's recommendations.

1. Cemetery Equipment Maintenance Program

Standard 1.1: All equipment maintenance activities and schedules are included in a current [Cemetery Equipment Maintenance Program](#).

Measure 1.1: The percent of national cemeteries that have a [Cemetery Equipment Maintenance Program](#) that contains all equipment maintenance activities and schedules.

Target 1.1: 100%

2. Records and Documentation

Standard 2.1: Maintenance and service costs and program records are current and accurate.

Requirement 2.1: Current and accurate maintenance and service costs and program records are maintained in the [current inventory and maintenance system](#).

Target 2.1: Yes

Standard 2.2: Equipment documentation is current.

Requirement 2.2: Manufacturers' manuals, operating instructions, titles (if applicable), etc., are current and accessible for each piece of equipment.

Target 2.2: Yes

Standard 2.3: Equipment inspections and preparations are conducted according to manufacturers' recommendations prior to each use or operation.

Measure 2.3: The percent of operator/preventive maintenance and checklist activities as prescribed by manufacturers' that are completed and recorded daily.

Target 2.3: 100%

3. Condition of Equipment and Tools

Standard 3.1: Tools are available, properly maintained, and secure.

Requirement 3.1a: Tools are stored in a secure location when not in use.

Target 3.1a: Yes



Requirement 3.1b: Tools are cleaned and stored in the proper location at the end of each workday.

Target 3.1b: Yes



Standard 3.2: Equipment is functional, in good condition, and visibly marked as national cemetery or Federal property.

Measure 3.2a: The percent of cemetery equipment and vehicles that present a clean and neat appearance based upon use.

Target 3.2a: 100%

Measure 3.2b: The percent of non expendable cemetery equipment and vehicles that are visibly marked with an inventory control number.

Target: 3.2b: 100%

Measure 3.2c: The percent of cemetery-owned vehicles that are marked with the national cemetery name and/or “Federal Property.”

Target 3.2c: 100%



Measure 3.2d: The percent of GSA leased vehicles that are marked with a magnetic sign showing the national cemetery name and/or “Federal Property.”

Target 3.2d: 100%



Measure 3.2e: The percent of non functional equipment that is identified and the appropriate paperwork for turn in is submitted within 90 days of identification.

Target 3.2e: 100%

Requirement 3.2f: Personnel performing repairs on cemetery equipment are qualified and classified to do that work.

Target 3.2f: Yes

OTHER STANDARDS

1. Facilities

Standard 1.1: Restrooms are clean, functional, sanitary, and appropriately supplied (e.g., soap, paper towels/hand-dryer, and toilet paper) and are accessible.

Measure 1.1a: The percent of all cemetery restrooms that are inspected daily and determined to be clean and supplied in accordance with a Restroom Checklist.

Target 1.1a: 100%



Measure 1.1b: The percent of national cemeteries that have a restroom that meets Accessibility Standards

Target 1.1b: 90%

Standard 1.2: Buildings and structures are well-maintained and are acceptable for their functional use.

Measure 1.2: The percent of cemetery structures that are assessed as acceptable for their function based on the current Building/Structure Score Sheets of the Facilities Condition Assessment.

Target 1.2: 90%



Standard 1.3: Roads, parking lots, curbs, walks, paths, entry features, and perimeter walls/fences are well-maintained and are acceptable for their functional use.

Measure 1.3a: The percentage of access features (roads, parking lots, curbs, walks, paths, entry features, and perimeter walls/fences) that are assessed as acceptable for their function based on the current Site Score Sheet of the Facilities Condition Assessment.

Target 1.3a: 80%



Measure 1.3b: The percent of national cemeteries where marked parking spaces are provided that meet accessibility requirements in their public and employee parking lots or areas.

Target 1.3b: 100%



Standard 1.4: Signage is convenient and helpful.

Measure 1.4a: The percent of respondents to the annual [Survey of Satisfaction with National Cemeteries](#) who agree or strongly agree that the signage is sufficient to assist visitors.

Target 1.4a: 88%



Requirement 1.4b: Cemetery signage is rated [as acceptable for function](#) (clean, legible, accurate, and in good repair) based on the current Site Score Sheet of the [Facilities Condition Assessment](#).

Target 1.4b: Yes



Measure 1.4c: The percent of national cemeteries that have the hours during the cemetery is open to visitors posted in a visually prominent location.

Target 1.4c: 100%

Standard 1.5: Approved [water features](#) are functional and maintained according to their intended purpose.

Requirement 1.5: [Water features](#) (ponds, lakes, fountains, natural or man-made) are rated acceptable for their function based on the current Site Score Sheet of the [Facilities Condition Assessment](#)

Target 1.5: Yes



2. Personnel

Standard 2.1: Cemetery staff wears appropriate attire for the location and task being performed.

Measure 2. 1: The percent of cemetery staff required to wear a uniform who are in compliance with NCA's Directive and Handbook 3010.2, Uniform and Special Clothing for National Cemetery Employees.

Target 2.1: 100%

3. Safety

Standard 3.1: Necessary personal protective equipment (PPE) and safety measures will be adhered to at all times.

Requirement 3.1a: Personnel wear the appropriate PPE for assigned tasks.

Target 3.1a: Yes

Measure 3.1b: The number of accidents that occur as a result of improper use or lack of using PPE or safety measures during cemetery operations.

Target 3.1b: 0 accidents.

Standard 3.2: Grounds are maintained in a manner that avoids safety hazards for visitors and staff.

Measure 3.2a: The percent of safety hazards (holes, pests, hazardous trees and branches, sprinkler heads, etc.) that are identified and corrective action initiated within the same workday.

Target 3.2a: 100%

Measure 3.2b: The number of accidents or reported injury to visitors or cemetery staff due to safety hazards.

Target 3.2b: 0 accidents

Standard 3.3: Cemetery facilities and infrastructures are maintained to avoid safety hazards for visitors and staff.

Requirement 3.3a: Roads, sidewalks, paths and parking lots open to the public or for cemetery operations during adverse conditions are safe and accessible (e.g., clear of ice and snow or storm debris).

Target: 3.3a: Yes

Measure 3.3b: The number of accidents or injuries reported due to unsafe conditions in the cemetery as a result of poor maintenance of facilities and infrastructures.

Target 3.3.b: 0 accidents or injuries

GLOSSARY

Acceptable For Their Function:

- When applied to buildings and structures (OS-1.2), a rating of acceptable for their function consists of an overall score of "C" or higher and no critical category receiving a score of "D" or "F". The percentage of cemetery buildings and structures that are assessed as acceptable is derived by dividing the total acceptable buildings and structures by the total buildings and structures.
- When applied to Access Systems (OS-1.3a) (roads, curbs, sidewalks, bridges and overpasses, and parking lots), a rating of acceptable for their function consists of an overall score of "C" or higher. The percentage of Access Systems (roads, curbs, sidewalks, bridges and overpasses, and parking lots) rated as acceptable for measure OS-1.3a is derived by dividing the total number acceptable Access Systems by the number five (the total number of Access Systems).
- When applied to Signs (OS-1.4b) and Water Features (OS-1.5) a rating of acceptable for their function consists of an overall score of "C".

Adequate Inventory: When applied to outer burial receptacles, the number of outer burial receptacles is consistently sufficient for the forecasted burial needs of the cemetery. Emergency orders are avoided.

Bare Area: An area within established turf where grass seed has not germinated.

BOSS: Burial Operations Support System

Building: a man-made structure that is heated or cooled and/or enclosed within a roof and within exterior walls providing shelter and support of individuals and/or real property. A building is usually a completely enclosed, weather-tight structure.

Cemetery Equipment Maintenance Program: A written schedule which identifies the manufacturers recommended maintenance activities and services for each vehicle and piece of equipment.