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APRIL'S THEME:

Knowledge Management

DWIGHT'S NOTES

The "Government Executive" and other management publications have recently been addressing the Government's strategic human capital management. The term human capital is a relatively new term and has arisen due to the high percentage of Federal employees who will be retirement eligible during the next ten years. So, what does this have to do with this month's theme, Knowledge Management (KM). One of the benefits of KM is that it captures the "knowledge" of the workforce, to include those approaching retirement, allowing the organization to minimize the loss of corporate knowledge when those individuals retire or otherwise leave the organization. The basis of KM must quickly be integrated into the thought process of the Corps. In many districts and at many of our field offices over half of the employees can retire in five years. KM process must be used to capture knowledge now. While, the term sounds technical, the common and accepted knowledge management philosophy is that KM is 75% people and business processes, 25% technology. M. K. Miles and John Larzarone from Technology Integration Branch are spearheading KM for the division. John and I are also providing national level leadership for a new Society of American Military Engineers (SAME) Knowledge Management Committee. I encourage you to become conversant in the KM arena and begin to incorporate KM strategies into the way to gather, communicate and use your organization's collective knowledge.

Engineering and Construction Division is nearing the end of its short stay at the Kingman Building near Fort Belvoir. Workspace has been identified and vacated in the GAO Building for the relocation of all of the division. The moving day is now set for 18 May 2001. We'll have the entire E&C team located together at the GAO Building on 21 May. I'm looking forward to this important event because it will help us provide better service to Military Programs and Civil Works and send a positive signal to you that engineering and construction are important core functions from HQUSACE throughout the command. During the week before and the week after the move there will be some disconnects due to logistic and facility problems. If you cannot reach the individual that you need, contact either Ray Navidi or Charlie Baldi, at 202-761-4238 or 202-716-4239. Ray and Charlie are keeping the same desks and will be available to assist you.

The ASDSO Peer Review of the Corps Dam Safety Program is nearing the halfway point. The peer review team has visited HQUSACE and Southwestern Division. Plus they are reviewing the documentation furnished to them by the various districts and divisions. Future peer review visits are scheduled for Northwestern Division, North Atlantic Division, and Great Lakes and Ohio River Division. To date the review team has stated that they have been very impressed by the knowledge of dam safety procedures found at the working level in the field. The individuals who work on the dams

Dwight's Notes (continued)

and at the power plants within the Corps have expressed an in-depth knowledge of dam safety practices. This knowledge has been evident in the quick action taken by the St. Paul District to safeguard the dams damaged by high wind driven waves and sheet ice during the Easter weekend.

I have called a meeting of the MSC Engineering and Construction chiefs for 2-3 May 2001 at the Kingman Building. At that meeting we will discuss the USACE Vision and Campaign Plans, MSC Involvement in Tech Transfer, Design - Build Initiatives, Corps Water Management System (CWMS), and Anti-Terrorism / Force Protection in MILCON and Civil Works projects on the first day. On the second day, the meeting will review the Capable Workforce Initiative, H&H and Construction Capabilities Assessments, and Establishing GS-13 Technical Expert Positions in Districts along with the Success with the Regional Business Center Concept. Bill Branch, NWD, and his team have completed their Corps-wide assessment of H&H requirements and capabilities and will present their findings and recommendations to MG Van Winkle and BG Hawkins in the near future.

Washington D.C. is a lively place this time of year. The Hill, the White House, agencies like ours, lobbyists, industry groups, etc. are engaged in the gives and takes of the federal budget. The Chief, MG Van Winkle, BG Hawkins and your commanders are visiting Members, testifying to the Congress, and meeting with various publics to facilitate the dialogue that is so important to our democratic process.

I personally devote about 50% of my time engaged with federal agencies, private sector organizations and professional societies. I encourage you to carve out an appropriate amount of your time reaching out to our partners as well. You need to help us tell the Corps and the Army's story to important organizations such as Associated General Contractors of America (AGC), American Consulting Engineers Council (ACEC), American Institute of Architects (AIA), Construction Management Association of American (CMAA), American Society of Civil Engineers (ASCE), SAME, National Society of Professional Engineers (NSPE), and others through ongoing relationships with their local, regional and national chapters.

Last, but not least, take pride in your profession or field by being registered or certified by recognized authorities. Professional registration or certification demonstrates proficiency in your occupation and commitment to public service, which are hallmarks of being a member of this great organization.

Essayons,
Dwight

(Editors' note: If you want to share your thoughts with our readers regarding Dwight's Notes send an email to the E&C News editor (charles.pearre@usace.army.mil). A synopsis of your comments will be published in the next issue.)

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Knowledge Management

KNOWLEDGE MANAGEMENT (KM)

The Technology Integration Branch of Engineering & Construction (E&C) Division (CECW-EE) is responsible for various technology integration activities. Among these is directing the HQUSACE E&C Knowledge Management (KM) effort. Because you may have heard of knowledge management - it seems to be one of the new "buzz" words - we'd like to take this opportunity to provide some insight into what KM is and is not and where we in E&C see KM heading for our division.

If you look at recent brochures promoting commercial conferences, you'll see that many now list KM as a "track". Within government circles, federal CIO's (chief information officers) recognize the benefits that KM can provide and they are making a substantial effort to promote and quantify the benefits of KM. Many professional organizations (like the American Society of Civil Engineers) and industry are using KM within their organizations and many reflect this effort in their WebPages. So, what is KM? Quite simply, it is what the title says, the management of knowledge. Big help, right? Try thinking of KM as the management of all knowledge within a corporate organization (like USACE) or some portion of the organization (like a branch or division) so that the right information gets to the right person within the organization so that he/she can make the best business decision for

the organization. An additional benefit of KM is that it captures the “knowledge” of the workforce, to include those approaching retirement, allowing the organization to minimize the loss of corporate knowledge when those individuals retire or otherwise leave the organization.

So what does KM have to do with technology? Ideally, probably nothing. In a small office environment, everyone knows who knows what, does what, and where things can be found. As an office grows, it becomes harder for individuals to know everyone and what they know. Once an organization has multiple offices, it’s next to impossible to expect everyone to know where to go to ask the right questions. So, in the real world, capturing the knowledge people have and somehow making it available to others that need that knowledge, generally requires the use of technology. Also, capturing what is termed unstructured knowledge - useful information in emails and individual files (like your Word or PowerPoint files) – and getting that knowledge (i.e. solutions) to become corporate-wide solutions requires the use of technology. A common and accepted knowledge management philosophy is that KM is 75% people and business processes, 25% technology.

I think at this point, a more formal explanation of what knowledge management is might further clarify the concept. The knowledge resident in an enterprise (like USACE) - called enterprise knowledge - consists of human capital, social capital, and corporate capital. The human capital, which is the knowledge of individuals within the enterprise, is perhaps the most valuable asset available to the enterprise. The social capital is inherent in the networks, relationships, and interactions that exist in the enterprise. This too is a valuable source of knowledge. The corporate capital, which is the documented information, is a final source of knowledge available to the enterprise. Consider if you will that today's workforce is expected to be composed of knowledgeable experts in their specialties. Further, decision makers need to have full access to the knowledge resident in the enterprise, and the enterprise must be able to rapidly impart corporate knowledge to the untrained, inexperienced members to make them more valuable and proficient. With this massive amount of available information, experts and decision-makers must be able to quickly sort out and access the relevant knowledge. Knowledge management is a program initiative defined as an integrated, systematic approach to identifying, managing, and sharing all of an enterprise's information assets, including databases, documents, policies and procedures, as well as previously unarticulated expertise and experience resident in individual workers.

How do we envision KM working to help us? Consider a newly hired civil engineer. Years ago he/she may have been guided by a mentor with 25+ years of experience until he/she “learned the ropes”. In today’s office, there may not be anyone with 25+ years of experience. If there is, it’s very likely that workload doesn’t allow the experienced engineer the luxury of taking the time to bring the new engineer up to speed. In the knowledge centric organization, that same civil engineer will be able to acquire much of what he/she needs to know through a customized website called a Portal. Not only will he/she be able to find what they need, but also the technology behind the Portal will automatically provide information to the engineer that he/she should be aware of. Thus the Portal will allow the engineer to pull needed information from the “stored” knowledge and the Portal will push information to the engineer that the Portal believes that engineer needs to know. How would a Portal know what you need to do your job? All of us work with a small group of people on a regular basis. That “community” might vary depending on the work. Designing a levee would probably have the civil engineer working with a different community than when that same engineer is working on an airfield pavement.

As an example, let's assume a mechanical engineer is logged onto the Portal as being interested in the building HVAC community. Then, if a CEGS that deals with air conditioning equipment is updated through the notice program, or completely redone, the Portal would notify the engineer. Like a customized MY YAHOO page, the Portal will allow the individual to customize the look and content of the Portal page.

One of our first efforts is to identify the HQUSACE E&C communities of practice. We hope to use these communities to better target the revised E&C WebPages.

So far, E&C has accomplished/participated in the following steps along the road to our becoming a knowledge centric organization: participated in a "KM Tool" briefing to the Senior Management Board (SMB) and worked to get the CADD/GIS Technology Center Board of Directors to endorse a KM role for ITL as a result of the Navy "Foundation Knowledge" work they are doing (NAVFAC is using the Foundation Knowledge Portal for the facilities management of Navy bases, see the NAVFAC site at <http://www.foundationknowledge.com/>; the Army has the "Army Knowledge Online" Portal at <http://ako.us.army.mil/>). The SMB has agreed to establish a KM Steering Group and has discussed the establishment of a "Chief Knowledge Officer" for USACE. The KM Advisory Board, begun by the Installation Support Division (ISD) to support their KM effort, is transitioning into a HQUSACE advisory board. This will change the focus of the board from an advisory role to ISD to an advisor/coordinator/facilitator on all the HQ KM efforts. The KM advisory group, with representatives from CECW, CECI, CEMP, CERD, ERDC, CEHR and others, has been formed to focus on putting a KM program in place. The KM advisory group will be looking at the myriad of corporate data systems with KM potential, e.g., the Registry of Skills (RoS) and Corps Lessons Learned (CLL) System. The advisory board's role will be to develop an integrated, coordinated approach from these individual initiatives for a USACE KM program.

So, summing up, the three keys to a KM program are; the enterprise must know what it needs to know; have the tools to access the relevant knowledge (human, social and corporate) and have a process to provide the knowledge to those who need it. To this end, HQUSACE is working toward a corporate approach to getting information required for decisions from all parts of the enterprise.

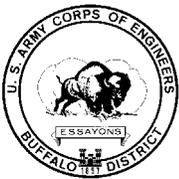
We are still on the learning curve of knowledge management, but we are energized about it. We hope to be able to help you use it to have your organizations be successful in supporting USACE objectives.

POC: JOHN R. LARZARONE, CECW-EE, 703-428-7322

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District of the Month

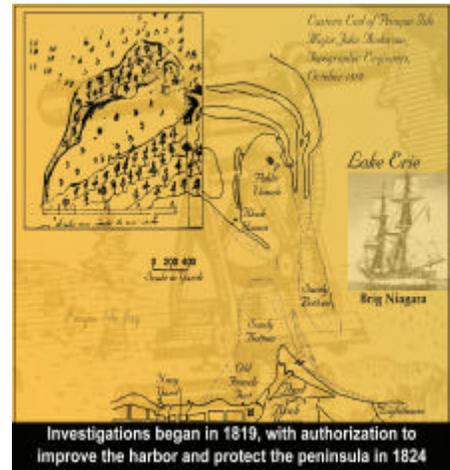
BUFFALO DISTRICT



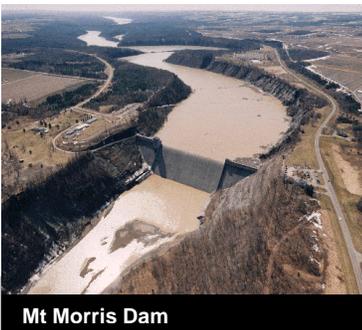
What comes to mind when you think of Buffalo? Never won the Super Bowl. Or the Stanley Cup. Rustbelt. It's cold and snowy. All true, but, not the *whole* truth. Look at the origin of the word "Buffalo" and what you find it is that the name probably comes from the days of the French *voyeurs* that named the area for its "beau fleuvre" or "beautiful river." Generally, the climate is in fact temperate, with a pleasant spring, summer and fall. The people are friendly (*USA Today* recently named Buffalo: "The City with Heart"). There are many colleges and universities; Buffalo is home to world-class architecture by Frank Lloyd Wright, Louis Sullivan and Stanford White; there's a growing high tech

corridor, a world-class philharmonic orchestra and theatres and good restaurants abound. And don't forget our world famous "Buffalo Chicken Wings."

HISTORY - The Buffalo District is one of the oldest districts and traces its roots to a Corps of Engineers officer, Capt. Theodore Maurice, first assigned to the territory in 1824 to supervise engineer operations on Lake Erie. The Corps improved several ports following the first Rivers and Harbors Act in 1824 with Erie Harbor, PA, the first to benefit. Before the end of the decade, the ports of Buffalo, Dunkirk, Fairport, Huron, and Lorain on Lake Erie and the ports of Rochester, Great Sodus Bay, and Oswego on Lake Ontario were improved. During the early years, the engineer officers assigned to the Great Lakes were supervised from West Point. In 1857, the first permanent Corps office opened in Buffalo. In 1911, the Oswego District was consolidated with Buffalo District followed in 1920 by the Cleveland District, in 1942 by the Syracuse District, and in 1978 by Northwestern Ohio, separated from the Detroit District.



Today, the Buffalo District covers 38,000 square miles ranging from Massena, New York, to Toledo, Ohio, encompassing the U.S. drainage basins for both lower Great Lakes and the St. Lawrence River. It comprises a significant portion of the industrial heartland. There are over 300 employees in seven field offices (Toledo, Orwell, Bowling Green, Cleveland, New York/Pennsylvania, Plum Brook, and Auburn) and the district headquarters.



The district program totals approximately \$90 million annually. The two largest components of the program are environmental restoration and operations and maintenance (O&M) of Great Lakes ports, including 100 miles of federal channels and 38 miles of dikes and breakwaters. The district assists the Corps' water resources management effort by planning, designing, constructing, and maintaining navigation, flood control, and public erosion control projects. Buffalo's substantial expertise in water resources management involves it in ongoing programs related to water quality and water supply. It also has regulatory authority over shoreline and wetland development. Mt. Morris Dam, a normally dry flood control dam in the Rochester, NY area has already prevented damage of more than \$826 million. The Black Rock Lock on the Niagara River at the terminus of the old Erie Canal is another facility built and operated by the district. Buffalo also designed and constructed the massive Eisenhower and Snell locks on the St. Lawrence Seaway. The Seaway project linked America's heartland with the Atlantic, and while it was a huge engineering effort, it was also an unusually complicated exercise in intergovernmental cooperation. By the time the Seaway officially opened on 26 June 1959, the United States had spent \$130 million and Canada \$340 million. The managerial achievements of coordinating such a complex project have resulted in a fruitful partnering relationship among these entities.



CIVIL WORKS PROGRAM - Buffalo District's civil works missions include flood damage reduction; commercial and recreational navigation; beach erosion and shoreline protection; fish and wildlife mitigation; and environmental programs. The largest of these is the "Formerly Used Sites Remedial Action Program" (FUSRAP) under which we are cleaning up sites containing materials contaminated with low levels of residual radioactivity from the early days of the nation's atomic energy program. The district has a large harbor O&M program and supports the treaty-established water control functions of the International Joint Commission for the Great Lakes - St. Lawrence River System. In addition, the district has a strong Continuing Authorities program, which develops projects under the flood damage reduction, streambank protection, and navigation authorities.

The district has constructed 28 commercial and recreational navigation projects, 21 flood damage reduction projects, and six erosion control projects and also has constructed confined disposal facilities at several of the major harbors to contain polluted sediments. The commercial harbors within the district support the Great Lakes - St. Lawrence Seaway System that is the Nation's fourth ("North") seacoast. From 1993 to fiscal year 2000, total flood damages prevented by district projects and emergency operations have been estimated at over 1 billion dollars. The district's Shoreline Erosion Control Project at Presque Isle, Pennsylvania won two Outstanding Engineering Achievement Awards in 1993 from the Michigan Society of Professional Engineers and the National Society of Professional Engineers.



The Presque Isle Peninsula is a long narrow spit forming one of the finest natural harbors on the Great Lakes. It is an ecological wonder of old and new land, which attracts international attention. An ancient Lake Erie feature, the peninsula is a National Natural Landmark, which presents five different series of primary plant succession, from beach to forest. The River and Harbor Act of 1824 authorized improvement of Erie Harbor and protection of the peninsula, which by its position forms the harbor. Since then, the federal government and the

Commonwealth of Pennsylvania have constructed protective works to prevent the storm damage that time and again breached the fragile neck and jeopardized the harbor. The numerous protective works and sand nourishment provided only temporary protection and because they did not treat the peninsula as a whole, also induced some ecological harm.

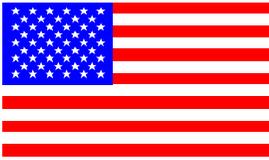
To preserve the peninsula, Congress authorized in 1986 the construction of 58 offshore rubblemound breakwaters and initial beach restoration. The breakwaters, constructed parallel to shore, mimic nature and act as a barrier reef that reduces storm damage, encourages beach growth and allows sediment to travel through the littoral system naturally to reach the ecologically sensitive distal end, known as Gull Point. At the time, construction of this type and size of project for shore preservation was unknown in North America. In fact, this innovative method of preservation and shoreline protection coupled with replenishment and recycling of beach material is projected to save \$50,000,000 over the 50-year life of the project.



A wide range of studies and projects are underway in the district including: a large Continuing



Authorities Section 205 study at Cross Lake, NY; a flooding/water quality study for the Buffalo, NY combined sewage system; a lake cleanup study/project at Onondaga Lake near Syracuse, NY (called "the most polluted lake in the country"); several environmentally-oriented studies for new Corps authorities/programs; and the development of several new confined disposal facilities at major commercial harbors. The district is also developing a Long Term Management Strategy for dredged material disposal at Toledo Harbor, OH, at the direction of the Assistant Secretary of the Army for Civil Works.

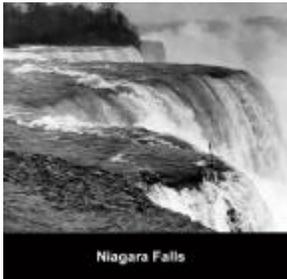


INTERNATIONAL JOINT COMMISSION -

The International Joint Commission (IJC) is a joint U.S.-Canadian Commission that oversees matters concerning the boundary waters of the two nations.



The Buffalo District Commander is U.S. Chairman of the Working Committees of two IJC boards -- the International Niagara Board of Control and the International St. Lawrence River Board of Control, for which he is also the U.S. Regulation Representative. The district commander is also the On-Site Representative of the International Niagara Committee (INC), an entity which is not under the authority of the IJC, but rather the U.S. Department of State and the Canadian Department of External Affairs.



It is the responsibility of the INC to monitor flows over Niagara Falls to assure adherence to the requirements of the Niagara Treaty of 1950. Work of the Niagara Board is primarily related to monitoring the operation of the control structure which apportions flow between the Falls and the hydro-electric intakes; conducting studies on matters affecting levels and flows in the Niagara River; and advising the IJC.

The St. Lawrence Board is responsible for setting the Lake Ontario outflows; conducting studies requested by the IJC on matters affecting lake levels and flows and is continually responding to citizen's groups who see the Board's regulation plan as responsible for high lake levels, erosion problems, low lake and river levels and the consequent impact on recreational boating.

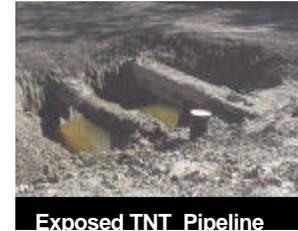


ENVIRONMENTAL MISSIONS - The fiscal year 1998 Energy and Water Appropriations Bill transferred management of FUSRAP from the U.S. Department of Energy (DOE) to the Corps. The bill was signed into law on October 13, 1997. DOE had managed FUSRAP for the past 17 years. In addition to transferring FUSRAP to the Corps, the legislation provided \$140 million in fiscal year 1998 funding, or approximately twice the funding appropriated in fiscal year 1997. In the short time Buffalo District has had the FUSRAP program, it has completed remediation of two sites with two others nearing completion. Of special note, the Ashland II remediation

completed in 1999 was the congressional test case to see if the Corps could meet or beat DOE milestones. Using a "Virtual Team" approach, which drew on expertise across district and division

boundaries, Buffalo beat both the time and cost milestones to solidify the Corps' claim on the FUSRAP program. Some of the sites investigated include the Niagara Falls Storage Site (Lewiston, NY), Ashland 1&2 Linde (Tonawanda, NY), and Painesville (Painesville, OH). The Niagara Falls Storage Site was originally part of the former Lake Ontario Ordnance Works, a site used for producing explosives during WWII. During the war the Niagara Falls Storage Site was used by the Manhattan Engineer District for storing radioactive residues and wastes from uranium ore processing conducted during the development of the atomic bomb. The Buffalo District-led team also accomplished the first site closure (Bliss & Laughlin) since the Corps began managing FUSRAP, as well as finishing the Ashland 2 phase of a Record of Decision.

Buffalo District has completed over 30 site investigations under the Defense Environmental Restoration Program-Formerly Used Defense Sites program (DERP-FUDS). These sites were formerly owned or used by DoD and may now be farms, National Parks, schools, industrial or residential areas. They include: Hanna City Air Force Station; Lincoln Ordnance Depot; George Field Army Air Station; Kinchloe Air Force Base, and the Lake Ontario Ordnance Works. As a result of the investigation and feasibility studies at Kinchloe, two new wells now provide safe drinking water for 10,000 people.



The district was also heavily involved in the U.S. Environmental Protection Agency's (USEPA) Assessment and Remediation of Contaminated Sediments (ARCS) program. Buffalo conducted a pilot demonstration of a thermal desorption unit for removal of PAH's at Buffalo and PCBs at Ashtabula, Ohio; performed an environmental dredging demonstration in the Buffalo River and looked at sediment and pollutant loss from conventional clam shell dredge, a closed bucket and a hydraulic dredge. Buffalo also had the first environmental dredging project in Corps history approved for Ashtabula, Ohio.

Buffalo District assists USEPA in the Superfund Program by providing technical assistance and design oversight at five sites and worked with the Corps' Waterways Experiment Station (WES) in the development of a major sediment and PCB transport model study in the Ashtabula River. The Support for Others (SFO) includes inspection of rehabilitation and modernization of 20 municipal housing projects under a Housing and Urban Development (HUD) program for two HUD Field Offices. The District rehabilitated Department of Immigration and Naturalization field sector Border Patrol Stations on the St. Lawrence River and Niagara Falls. More recently, Buffalo District has undertaken, in partnership with Louisville District, the \$150 million decommissioning and dismantling of NASA's Test Reactor Facility #3 at Plum Brook Station in Sandusky, Ohio. Using cutting-edge technology and state-of-the-art techniques, we plan to set the high water mark in achievement for small districts.



ISO 9000 - At Buffalo District, quality is not something we do, but rather the way we do things. Although we are a small district, by leveraging the resources of the entire Corps, we are able to accomplish great things. We have developed a continually improving quality management system that facilitates communication among all our team members. We have achieved high marks on our customer satisfaction surveys, not just because of the plans and procedures we have in place, but because of the commitment and dedication of our people to do the right thing, the right way, the first time. In our spirit of continuous improvement, Buffalo District is embarking on a journey towards working under an ISO 9000 compliant system, seeking certification of our Project Management Business Process by the end of 2002.

Buffalo District...a proud heritage, a proud future. And watch for us--some day, Buffalo will win the Super Bowl and the Stanley Cup!

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JACK RINTOUL, CELRB-CO, 716-879-4494
AND BRUCE SANDERS, CELRB-PE, 716-879-4210**

(Editors' note: John Landahl, Chief of Engineering Division, asked me to include this note about the article. "The article was prepared by a Project Delivery Team headed by Bruce Sanders, Administrative Officer, Engineering Division under the auspices of John Landahl, Chief of Engineering Division and Jack Rintoul, Chief of Construction-Operations Division. Major contributors were: Design Branch, Lower Great Lakes Hydraulics & Hydrology Branch, Environmental Branch, Construction Branch, Public Affairs Office and Programs, Planning and Project Management Branch.")

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Update

DEFENSE TO PRESENT THREE AWARDS TO CORPS FOR VALUE ENGINEERING (VE) SUCCESS

Mr. William A. Brown, Sr., HQUSACE Deputy Director of Military Programs; Colonel Mark A. Roncoli, Great Lakes & Ohio River Division's Chicago District Commander; and Mr. Eugene Degenhardt, Mississippi Valley Division's St. Louis District Value Engineering Officer will each be recognized by the Office of the Secretary of Defense at a Pentagon Award Ceremony on 6 June 2000.

Mr. Brown will be honored for his Management in support of the Military Programs Value Engineering Program for the past two years. During this period, the Corps has documented over \$101 million in Military cost savings and avoidance.

Chicago District and Colonel Roncoli will be honored as Top Installation for Value Engineering Achievements. Recent Chicago District Value Engineering efforts are expected to result in over \$40 million in Civil Works savings in coming years.

Mr. Degenhardt will be honored as Top Value Engineering Professional. He has led the Value Engineering effort in St. Louis for 19 years, documenting over \$130 million in cost savings and avoidance. He has conducted over 130 workshops, studies and seminars, and taught over 2200 students. His work has previously been documented via POSITIVE front-page news for the Corps.

These three gentleman, have documented credible, auditable, proof of excellent Corps stewardship of taxpayer resources.

POC: MICHAEL HOLT, CECW-EV, 703-428-6930

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SURVEY OF LOCK AND DAM MECHANICAL AND ELECTRICAL EQUIPMENT FAILURES

The web site at <http://www.mvr.usace.army.mil/failuredata/> collects and documents information on mechanical and electrical equipment failures at our Civil Works lock and dam projects. The data is needed to perform the necessary risk based analysis for making decisions on future major rehabilitation. It can also be referred to as a reference to see what is occurring at other Corps facilities. Currently the survey has more than 500 inputs. It is set up for easy input right on the Internet. For security, the user initially must log in and set up a password. The first time the survey is entered, the user will need to enter preliminary information such as facility name, location, and type of equipment.

However, the user only needs to do this once. Any time after that when re-entering the survey, the preliminary information is retained as long as the same password is used, and different failure information can be inputted. The failure information that is entered is then automatically submitted to a database that can also be queried to find information by many different index searches i.e., search by lock facility or equipment. Lockmasters, mechanics, electricians, and maintenance personnel as well as engineers are welcome and should be encouraged to use it. Input the data as accurately as possible. This may require reviewing maintenance records, invoices, logbooks, and in some cases just memory. Please distribute this message to appropriate personnel in district and project offices so that failure data can be collected and our decisions on mechanical and electrical equipment rehabilitation priorities can be enhanced. If you or project personnel have questions regarding the survey, please contact James Bartek (CEMVR-ED-DG) at 309-794-5599 or Bryan Radtke (CEMVR-ED-DG) at 309-794-5588.

POC: ANDY WU, CECW-EIS, 703-428-7342

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SAFETY PLUS – A GREAT CELEBRATION

Vicksburg District, US Army Corps of Engineers held a great celebration of construction safety success in March at the Jackson, MS Hilton. Over eighty Government and contractor personnel from across Vicksburg District gathered to recognize successful safety efforts on construction projects completed during the past year. Both contractor personnel and Corps project personnel were recognized.

As a part of the celebration, several recognized leaders in the safety arena from the Corps and the construction industry made presentations to the group emphasizing the importance of sound safety practices in construction. This seminar is an annual event held as a part of the Vicksburg District Construction Division's Safety Plus Program. The program has shown phenomenal success in contributing to reduced accident rates on Corps of Engineers projects throughout the Vicksburg District.

The highlight of the celebration was the awards banquet held on Wednesday night. In addition to great Hilton food, the banquet included a keynote address from New Orleans humorist and Safety Specialist, Mr. Bruce Wilkinson. COL Crear, District Commander, recognized the following contractors for safe performance:

Quinn Construction – Vicksburg District Annual Safety Plus Award, Small Projects category.

Lincoln Builders – Vicksburg District Annual Safety Plus Award, Large Projects category; Vicksburg District nomination for Chief of Engineers Safe Contractor of the Year Award for 2000.

Cajun Constructors – Chief of Engineers Safe Contractor of the Year Award, 1999.

The seminar and banquet was a great success in focusing on safety and bringing the entire Government-Contractor partnership to “believe in Safety.”

POC: J. LEO PHILLIPS, CEMVK-CD, 601-631-5096

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3RD ANNUAL BUSINESS CONFERENCE

Vicksburg, Mississippi, is recognized as the one of the Mid South's leading centers of Federal procurement, water resources engineering, and research and development. Home to the U. S. Army Corps of Engineers' Vicksburg District, Engineer Research and Development Center, Mississippi Valley Division, and 412th Engineer Command, Vicksburg has more engineers and PhD's than any city its size in the nation.

The U.S. Army Corps of Engineers' Vicksburg District invites area businesses, contractors, and vendors to connect with this vast resource and its business opportunities through the Vicksburg District's 3rd Annual Business Conference.

Speakers, exhibitors, procurement experts, technical experts and contacts from all over the United States will help you learn how to tap into the billions of dollars of projects, contracts, and supply requirements the Corps must execute over the next year and beyond. Our Vicksburg District leaders will be available throughout the conference to talk to you, and help you learn about these business opportunities.

The 3rd Annual Conference, which last year drew almost 500 attendees from 21 states and 176 organizations, is a chance for you to take your business to the next level by connecting with the Army Corps of Engineers. For many, this is the business opportunity of a lifetime.

This year's workshops will provide practical information on how you can "Build YOUR Business Connections with the Corps" and cover such areas as: special contracting opportunities in Research & Development, A/E process and administration, small project business opportunities, 404 permit requirements, Small Business Administration Programs (HUBZone, 8(a), small disadvantaged businesses, women owned businesses), historically black college and university programs, Corps wide contracting opportunities, construction contract administration, as well as information on Mississippi's contract procurement center.

Historic Vicksburg offers plenty of things to do and see. From the specialty shops of historic downtown, to the Vicksburg National Military Park, to riverboats docked along the "Mighty Mississippi" that provide games of chance, to beautiful antebellum homes and numerous local restaurants that offer rich and varied cuisine - Vicksburg has something for all.

So come join us and take advantage of the networking opportunities available during the riverboat reception on the Mississippi River during the evening of May 15, 2001 and build the relationships that will align you for business success. For more information and to register, visit our web site at <http://www.mvk.usace.army.mil/BusConf2001/Default.htm>.

For questions contact the Vicksburg District by e-mail at busconf@mvk02.usace.army.mil by E-mail or call our Conference Customer Service representative at 601-631-5412.

A special welcome letter to businesses from the District Commander is available at <http://www.mvk.usace.army.mil/BusConf2001/pdf/comwelcome.pdf>.

POC: MICHAEL H. LOGUE, CEMVK-PA, 601-631-5052

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BILL SEEKS TO REFORM CORPS

An independent panel would review plans for large-scale projects before the Army Corps of Engineers could move forward on them, under a bill introduced in the House on 29 March 2001 (H.R. 1310).

The Army Corps Reform Act of 2001, introduced by Rep. Ron Kind, D-Wis., calls for the creation of a stakeholder advisory committee and an independent panel that would review controversial projects and projects costing more than \$25 million.

"The Army Corps of Engineers is, at present, an embattled agency," Kind said. "The purpose of this legislation is to enable the Army Corps to regain its historically strong public reputation as an agency with a high degree of skill and integrity."

For more information on this bill see the following sites on the Internet:

<http://www.govexec.com/dailyfed/0301/033001m1.htm> or <http://thomas.loc.gov/>. Query on H.R. 1310 at the Thomas site.

POC: CHARLES PEARRE, CECW-EIS, 703-428-7343

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HYDROGRAPHIC QUANTITY SURVEYS

Engineer Federal Acquisition Regulation Supplement (EFARS) 36.516-100 gives an order of preferred methods for performing quantity surveys for contracts for dredging or underwater material placement when payment is to be based on actual quantities. The preferred order is:

1. Use qualified in-house survey crews.
2. Contract with a qualified independent hydrographic survey contractor (using the Brooks Act qualification-based selection procedures in FAR Subpart 36.6).
3. Have the dredging contractor perform the quantity survey.

For the first and second methods, FAR clause 52.236-16, Quantity Surveys, is used. For the last method, Alternate I to this clause is used. This clause is prescribed in FAR 36.516.

EFARS 36.516-100 states that the last method should only be used in "exceptional circumstances" since the contractor's survey has the least credibility of any of the payment survey methods. Very small or very remote projects may be justified exceptional circumstances. The administrative convenience of awarding one contract (dredging with quantity surveys) instead of two contracts (one for dredging and one for quantity surveys) is not an adequate justification. Three conditions must be satisfied to have the dredging contractor perform the payment survey:

1. The contracting officer has a reasonable assurance that the surveys will be adequate for payment purposes.
2. A qualified Government inspector will be present during the collection of the survey data.
3. The district commander approves.

In summary, avoid the use of contractor-performed quantity surveys. If there is no practical recourse, follow the procedure listed above as required by the FAR and EFARS. Also, "encourage" the dredging contractor to use a qualification-based selection process, instead of a low bid method, when selecting a surveying subcontractor. (But then, this raises an obvious question: If the dredging

contractor is able to hire a qualified surveying firm to do the quantity surveys, why doesn't the Corps just directly hire that firm or another firm?)

POC: DON EVICK, CECW-ETE, 202-761-4227

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PROHIBITION ON NUMERICAL WEIGHTING IN EVALUATIONS

On 5 March 2001, the Acting Deputy Assistant Secretary of the Army (Procurement) issued a memorandum prohibiting the use of numerical weighting (scoring) for evaluating contractor proposals. This policy applies to source selections for construction contracts including design-build, *as well as architect-engineer (A-E) selections*. This directive will affect the contracting practices of many districts and centers. Hence, the Principal Assistant Responsible for Contracting is considering a mechanism for providing training in non-numerical evaluations. For A-E evaluations, Appendices O and P of EP 715-1-7, A-E Contracting, already show examples of qualitative evaluation methods.

POC: DON EVICK, CECW-ETE, 202-761-4227

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Dam Safety

NDSP SEMINAR - 2002 - RESPONDING TO DAM SAFETY EMERGENCIES

The topic for the next annual National Dam Safety Program Seminar will be "Responding to Dam Safety Emergencies." The seminar will be held 20-22 February 2002 at the National Emergency Training Center, Emergency Management Institute in Emmitsburg, Maryland. Districts interested in presenting papers at the seminar should contact their MSC Dam Safety Program Manager. Information on registration for the seminar will be posted as soon as it is available. Early registration is recommended since the 2001 seminar was sold out.

POC: CHARLES PEARRE, CECW-EIS, 703-428-7343

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NATIONAL DAM SAFETY DAY

In support of the public awareness portions of the National Dam Safety Program, FEMA will sponsor a National Dam Safety Day program on Thursday, 14 June 2001, at the National Press Club in Washington, DC. District Dam Safety Program Managers are encouraged to work with their Public Affairs Office to public Dam Safety publicity and public events during the week of 10 June 2001. Additional information on the planned events in Washington will be in future issues of this newsletter.

POC: CHARLES PEARRE, CECW-EIS, 703-428-7343

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Information

OPINION COLUMN: LET'S PUT THE "E" BACK IN USACE

Are engineers still the primary strength of the Corps?

This question is not intended to exclude non-engineers; it is simply the premise for some self-examination. There is increasing turnover, a decrease in people who see the Corps as a lifelong commitment, an absence of esprit de corps, and a decline of the engineer culture. I believe the reason may be a lack of focus on our core competencies -- engineered planning, design, construction, and operation of public works projects for our nation and our military.

After 225 years, the Corps is still a valuable national asset. But it may be time for us to decide what we "want to be when we grow up," and to define those features that differentiate us.

Each time we take on a project with less than full engineering review, allow a product to be produced at less than Corps standards, speak ill of another Corps element in earshot of customers, and each time we place our personal (or section, or division, or district) interest ahead of the customer's, we contribute to a decline in the "way the Corps of Engineers does things."

Some argue that customers will no longer pay for "the Corps Way," and contend that we should do whatever customers want, even if it means skipping steps we used to insist on. I argue that we must insist on quality, and assist our customers to understand why that is necessary.

Business - Why is it important to maintain this high standard? Beyond ethical considerations, it is a matter of business and economy. The reason we exist, and the reason we obtained business in the past, is because we are unique in our composition, and unique in the products we offer. We are a group of engineers with the ability to procure, manage, and administer public funds to build projects that fall within the public domain. We can employ private contractors, but we retain overall responsibility for the projects.

To do this, we maintain a strong cadre of professional engineers. That and that alone, differentiates us from other agencies, and from private firms who are cited as our competition.

Strong contracting/procurement capability and sound project management business processes (PMBP) are important, but they are not our core competencies. It is not possible for us to compete with other agencies that do not maintain an engineering cadre, or for them to compete with us. Private firms cannot claim the same capabilities, since none of them have the same public responsibility. No one else carries the burden of being the nation's engineer, with ties to both the military and civilian sectors. No other agency has our breadth of programs and talent; no private firm has our diversity of missions.

Do all of these unique features cost more money? You bet! But a well-informed customer, the Congress, and the public will recognize that our value added far exceeds those costs.

We often advertise our skills in management, contracting/procurement, and even financial management, while downplaying our role as engineers. Why would our customers choose their planner/designer/builder based on those capabilities? If you were choosing a hospital to perform heart bypass surgery, would you ask how well they balance their books, or about their automated systems? Of course not. You would ask about the skill and past performance of the surgeon, and this hospital's success rate in this procedure. While cost might be a consideration, it would run a distant second to your medical questions.

Similarly, our customers gravitate toward us because we have engineering skills, not because we can project exactly when their last dime will be spent.

Challenges - A number of challenges face our technical elements (engineering, construction, and so on). These challenges may, in part, be responsible for the management-over-engineering emphasis:

- Skyrocketing overhead rates fueled by costs not directly attributable to projects or programs. Some of the most expensive items are Corps-specific information technology systems, which are not necessary to perform our technical functions, and not considered value added by customers. There are many commercial substitutes for these systems; they need not be created or maintained by the Corps.
- A lack of balance in assigning costs to projects, programs, and customers. Customers notice who gets the most attention. Some of our best "reimbursable" customers believe their funds are cross-subsidizing the high attention that our "flat rate" military customers get. If we are to operate efficiently, we should fairly charge all customers their relevant costs. We should identify and eliminate all non-value-added costs, not bury them in our overhead structure or a labor multiplier.
- Erosion of our leadership in design and construction. Our models, specifications, and operating procedures are no longer the benchmark of the industry. Our standing continues to diminish, even as others come to recognize the value of a uniform, coordinated set of values.
- The way some in USACE and DoD view us -- not as the premier agency for federal infrastructure, but as an agency on the ropes. An expensive alternative to private contracting, something to be reorganized and fixed. Actually, we have a many practitioners who know their business well.
- Our performance metrics should measure value as perceived by our customers. As presently structured, they only allow our Headquarters and major subordinate commands to gauge the speed at which we obligate and expend funds. This may be a good way to measure performance at the Office of the Secretary of Defense, but it has little to do with delivering high-value engineering services.
- While we have made numerous organization and name changes, we have not identified and segregated the management practices, which are unique to the PMBP, and assigned them to a project manager. The underlying premise and value of PMBP is to consolidate those practices in an accountable, responsible individual. We have not eliminated the duplication of management, or learned to share information, funds, and efforts across functional lines.
- As our numbers and influence decrease, our tendency to hide behind an architect-engineer design or a contractor-produced product increases. Our relationship with these parties does not diminish our responsibility as project integrators. In fact, such behavior infuriates our customers.

Engineer pride - So is a resurgence of engineering pride the answer? Some recent experiences and research might lead us to that conclusion, and to hope that the pendulum may be swinging back:

Kosovo - Not long ago, a Corps contingent deployed to Kosovo with the peacekeeping force. Initially, our role was not clear and changed rapidly as the situation escalated. Ultimately, we were tasked to create base camps for 7,000 soldiers in less than four months.

We used the engineering talent of the Corps and the Engineer Regiment to accomplish that mission. We did not have direct control over the thousands of soldier-engineers, their equipment, the material, or other resources. We did have the engineering expertise to quickly assess the situation, prepare the necessary plans, and immediately implement them.

Customer satisfaction -- This author recently completed a thesis (Selecting and Evaluating Management System Metrics: An Analysis of Project Management in the U.S. Army Corps of Engineers). The research found strong positive correlation between customer satisfaction and quality, cost, and schedule, in that order.

New Chief -- Our new Chief of Engineers, Lt. Gen. Robert Flowers, recently visited Baltimore District and expressed a clear understanding of the challenges in identifying and supporting our engineering core competencies. He is also moving the Engineering and Construction Division from Fort Belvoir, Va., into Corps Headquarters, and is planning other strategic actions to elevate the importance of the engineering community in the Corps.

Core competency - Based on the above, I believe Corps-wide retro-reinvention is in order. Engineering is what we do best; it is our history, our core competency, and our legacy. It should be the attribute we showcase to our customers, the Congress, and the taxpayers. The project management business process is simply the way we manage and deliver engineering services and products; contracts are simply one tool we use in that process; our organization, performance metrics, and information systems should be structured to support engineering efforts. The value of our efforts should be determined in the context of the profession(s), which govern them, and measured by the customers who receive them.

In short, we are engineers. We provide engineering services and products. It's time to reclaim the legacy of the U.S. Army Corps of Engineers!

POC: JIM MOORE, CENAB-COF-HTS, 570-895-7052

(**Editor's Note:** This article written by Jim Moore, Resident Engineer, Northeastern Resident Office, Baltimore District, appeared as an Opinion Column in the March 2001 Engineer Update.)

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AMERICAN ASSOCIATION OF STATE GEOLOGISTS MEETING

Mr. Michael Klosterman, Chief Geologist for the Corps, met with the Chairman and 8 members of the Liaison Committee of the American Association of State Geologists (AASG) on Tuesday, 20 March 2001. The purpose of the meeting was a mutual exchange of information regarding the Corps cooperative efforts with States on earth science issues. Specific topics discussed included (1) the Corps Civil Works budget outlook for 2002, (2) the Corps environmental program including the Everglades Project, (3) abandoned mine land restoration activities, (4) coastal zone programs, and (5) seismic liquefaction studies and implementation. Other discussions included the Corps organizational structure, the process by which states and other stakeholders can partner with the Corps, and the procedure by which State agencies can provide personal and institutional services to the Corps. Following the meeting, Mr. Klosterman was invited to attend the AASG awards banquet at which

Representative Ralph Regula (R-OH) and Senator Joseph Lieberman (D-CN) addressed the audience and were presented awards for their support of earth science issues.

POC: MIKE KLOSTERMAN, CECW-ET, 703-428-7337

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JOB VACANCIES

Again, this month there are a large number of position announcements in the system.

Northwestern Division Office Vacancies

Chief, Technical Engineering-Construction Division: The Northwestern Division office is seeking a Full Assistant to the Director, Military and Technical Directorate and Chief, Technical Engineering-Construction Division in the Military and Technical Directorate (MTD) in their office in Portland, Oregon. The advertisement is for an interdisciplinary position, which may be filled by any of the following disciplines: Supervisory Architect (GS-0808), Supervisory Civil Engineer (GS-0810), Supervisory Environmental Engineer (GS-0819), Supervisory Mechanical Engineer (GS-0830), or Supervisory Electrical Engineer (GS-0850). The individual will serve in a dual capacity as Full Assistant to the Director, Military and Technical Directorate and as the Chief, Technical Engineering-Construction Division in the Military and Technical Directorate (MTD). The incumbent is responsible, through an immediate staff, for the accomplishment of military, civil, HTRW and Support for Others (SFO) engineering and construction activities from the inception of design through completion of construction. Civil, Military, HTRW and SFO programs are carried out throughout the Division, which covers all or part of fourteen (14) states and involves an annual expenditure of approximately one billion dollars. Participates in planning, supervising and coordinating the activities of a staff of approximately 14 professional engineers, and administrative and support personnel located in two regional offices. The staff is responsible for command and control, regional interface, program management and quality assurance. The staffs major functions include quality process management, technical assistance, lessons learned, technology transfer, training and development, technical boards, dam safety, 1391 review/certification, Value Engineering oversight, and DCE inspections. Major programs include, but are not limited to, navigation, flood control, beach erosion, dam safety, government housing, military installations, aerospace construction, etc., and involve such features as concrete, rock and earth fill dams; hydroelectric power plants, diversion tunnels; spillways; channels; reservoirs; harbor dredging and breakwaters; jetties; levees; dikes and bridges; airfield pavement; hangars; hospitals; administration and operation buildings; housing roads; railroads; etc. Plans and adjusts the workload of the Technical Engineering-Construction Division. Determines the necessity for, or recommends the preparation of, a variety of special engineering or managerial studies.

Senior Regional Engineer: The Northwestern Division office is seeking a Senior Regional Engineer in their Engineering-Construction Division, Military and Technical Directorate (MTD) in Portland, Oregon. The advertisement is for an interdisciplinary position, which may be filled by any of the following disciplines: Supervisory Architect (GS-0808), Supervisory Civil Engineer (GS-0810), Supervisory Environmental Engineer (GS-0819), Supervisory Mechanical Engineer (GS-0830), or Supervisory Electrical Engineer (GS-0850). The individual will serve as MSC (Northwestern Division) Senior Regional Engineer, subject matter expert, and technical advisor for all engineering aspects of the Military Program throughout the Division. Provides technical expertise and regional interface for design and construction of a diverse range of military projects that include barracks, hospitals, airfields, hangers, munitions buildings, maintenance shops, headquarters buildings, family housing, academic facilities, health facilities, and environment al cleanup at existing and formerly used

defense sites. The Military Program covers 14 states with an annual budget of \$500 million. Based on a comprehensive knowledge of engineering policies and techniques, provides expertise and guidance to key operating officials and counterparts at the district and MSC levels, HQUSACE, MACOMS, MAJCOMS, other government agencies, and private interests. Serves as an expert in national forums on the engineering aspects of military projects which requires the analysis of a broad base of scientific and technical information to develop sound engineering products and services. Spearheads formation of engineering teams to launch major initiatives such as program and business process reviews, case studies, and command staff inspection visits to assess effectiveness, efficiency and quality within the Corps of Engineer functions as related to the total project delivery process. Provides regional leadership regarding all disciplines and facets of engineering for the Military Program. Provides strategic direction of future impacts on engineering organizations and structures based on new program requirements, new and innovative technologies, and facility acquisition methods for enhancing corporate success. Takes the lead in organizing engineering and technical assistance to resolve conflicts identified within the Regional Business Center. Serves as the Divisions subject matter expert, technical advisor, and consultant to the Chief of Technical Engineering and Construction Division on all engineering activities in the districts of the Division and provides regional leadership of engineering aspects for military projects designed, built, and operated in the Division. Serves as regional expert for the engineering design quality programs. Duties involve applying this expertise to the planning, design, and construction of projects of the Military Program.

Engineering and Construction Quality Assurance (QA) Coordinator: The Northwestern Division office is seeking an Engineering and Construction Quality Assurance (QA) Coordinator in their Engineering-Construction Division, Military and Technical Directorate (MTD) in Portland, Oregon. The advertisement is for an interdisciplinary position, which may be filled by any of the following disciplines: Supervisory Civil Engineer (GS-0810), Supervisory Environmental Engineer (GS-0819), Supervisory Mechanical Engineer (GS-0830), or Supervisory Electrical Engineer (GS-0850). The individual will serve as the MSC (Northwestern Division) Engineering and Construction Quality Assurance (QA) Coordinator, subject matter expert, and technical advisor with responsibility for coordination and administration of the broad engineering and construction quality assurance program for all Civil Works, Military, and HTRW projects designed and constructed throughout the Division. The diverse range of Civil Works projects include harbors, navigation, locks, dams, powerhouses, canals, storm damage protection, flood control, water supply, bridges, levees, environmental restoration and recreation facilities. Military projects include barracks, hospitals, airfields, hangers, munitions buildings, maintenance shops, headquarters buildings, family housing, academic facilities, health facilities, and environmental cleanup at existing and formerly used defense sites. This broad spectrum of projects requires incumbent to apply a wealth of authoritative engineering and related scientific knowledge together with practical engineering know-how in order to understand problems and to recommend alternative solutions. Based on a comprehensive knowledge of engineering policies and techniques, provides expertise and guidance to key operating officials and counterparts at the district and MSC levels, HQUSACE, other government agencies and private interests. For example, incumbent frequently discusses quality assurance and technical policy issues and problems with the seven district functional chiefs; advises and collaborates with other Division and HQUSACE staff to find acceptable solutions to unique problems and issues. The geographical area of operations for the Division programs under oversight of the incumbent covers 5 districts and over 770,000 square miles that includes the states of Washington, Oregon, Idaho, Nevada, Montana, Wyoming, Colorado, North Dakota, South Dakota, Minnesota, Minnesota, Iowa, Nebraska, Kansas, and Missouri.

Apply for the above Northwestern Division Office positions by submitted a three-page resume plus supplemental data sheet, prepared IAW the West Region Resume Kit. This will also allow you to receive consideration for other vacancies serviced by the West Region Civilian Personnel Operations Center (WCPOC). To access the job kit through the Internet, type in <http://www.cpoc.army.mil/Home/WestCPOC.htm> to access the West Region's Homepage. Select "Employment Opportunities" and the "Resumix." Option, which will take you to the "How To Apply Through Resumix" box. "How To Apply Through Resumix" will show you, step by step, the procedures required to submit your resume for consideration. In addition to applying for this current vacancy, you may select up to 19 other geographic locations and occupations combined for a total of 20, and register for consideration for both permanent and temporary opportunities within the West Region.

Seattle District Vacancies

Program, Project, and Technical Manager: The Seattle District is seeking a Program Manager, Project Manager, and Technical Manager in their Civil Projects Branch, Programs and Project Management Division. The advertisement is for an Interdisciplinary position which may be filled by any of the following disciplines: Community Planner, GS-020; Economist, GS-110; Biologist, GS-401, Fisheries Biologist, GS-482; Civil Engineer, GS-810; Environmental Engineer, GS-819; Mechanical Engineer, GS-830; Electrical Engineer, GS-850; and Hydrologist, GS-1315 at the GS-13 level. The individual will serve as Puget Sound and Adjacent Water Programs Manager and serve as a Program Manager, Project Manager, and Technical Manager for assigned programs and projects. Primary point of contact with major program activity headquarters office and is responsible for monitoring overall program execution. The program involves a broad range of activities involving new construction and/or maintenance and repair of a wide variety of highly complicated facilities and structures typically under accelerated schedules for a variety of customers within a sizable geographic area. Assists customer in development and revisions to current and future year programs. Receives new work from program activity. Attends major customer program planning meetings. The incumbent is responsible for managing and directing the efficient and effective accomplishment of the investigating, planning, scope development, design, and construction of major projects for assigned program areas through a matrix management process. Projects managed have a substantial impact on civil works programs and projects and are complicated by a number of interrelated factors including accelerated schedules, multiple customers, major technical issues, conflicting interests of customers and stakeholders, a variety of statutes, regulations and funding sources, special requirements for equipment, materials and design features, geographic dispersion and high visibility. The incumbent identifies, coordinates, and integrates sponsor/customer requirements into a comprehensive management plan that is fully coordinated with all contributing agencies and organizations including various functional elements within the District. Controls and manages assigned project budgets and schedules ensuring that District commitments to the sponsor/customer are met; and serves as the point of contact for sponsor/customers and other external agencies for assigned projects. Serves on A-E preselection boards when required. As a Technical Manager on design and engineering projects for a wide variety of facilities and systems for civil works projects assignments include design studies and/or planning and design projects for new construction or major modifications to existing facilities and systems.

Electrical Engineer: The Seattle District is seeking an Electrical Engineer in their Design Branch, Engineering and Construction Division in Seattle, Washington. The advisement is for an Electrical Engineer, GS-850-13. The position serves as the District's technical specialist in electrical design and

construction. Designs generally are either prepared within the District or by Architect-Engineer (A-E) firms. Projects primarily are within the geographical areas of the District and NWD. Assignments are complex and diverse and involve Military Construction projects, HTRW, Civil Works, and Support for Others. Military construction projects cover a large variety of buildings-barracks, child care facilities, dental/medical facilities, family housing, special test/maintenance facilities, munitions storage facilities, Army Reserve Centers, aircraft hangars, aircraft control/warning stations, radar units, fire stations, multistory administration buildings, commissaries, tactical maintenance shops, sewage disposal plants, and other electrical related utility systems. Civil Works projects include hydroelectric power plant facilities, multipurpose dams, pump stations, reservoirs, channels, levees, water control and conveyance facilities. As the recognized technical specialist in electrical design, focuses on specific electrical engineering features such as exterior overhead and underground electrical power distribution; interior building lighting and power; street and floodlighting; airfield night and navigational lighting; electrical generator installations for critical light and power requirements for hospitals, security purposes and other critical facilities and structures; fire alarm system; electrical light, power and control installations for dams and other civil works projects; communications/signal circuits, networking, and television systems; energy monitoring and control systems (EMCS); cathodic protection system; intrusion detection system; control systems; public address, intercommunications and other sound reinforcement systems; lightning protection system; and grounding system.

Mechanical Engineer: The Seattle District is seeking a Mechanical Engineer in their Design Branch, Engineering and Construction Division in Seattle, Washington. The advisement is for a Mechanical Engineer, GS-830-13. The position serves as the District's technical specialist in mechanical design and construction. Designs generally are either prepared within the District or by Architect-Engineer (A-E) firms. Serves as staff specialist in the Electrical-Mechanical Section of the Seattle District office in planning, designing, and coordinating mechanical engineering activities for civil works, military works, and work for others. The employee's expertise covers a wide range of professional engineering work requiring superior knowledge in the fields of mechanics of materials, fluid mechanics, thermodynamics, and control theory.

Apply for the above Seattle District positions by submitted a three-page resume plus supplemental data sheet, prepared IAW the West Region Resume Kit. This will also allow you to receive consideration for other vacancies serviced by the West Region Civilian Personnel Operations Center (WCPOC). To access the job kit through the internet, type in <http://www.cpo.army.mil/Home/BestCPOC.htm> to access the West Region's Homepage. Select "Employment Opportunities" and the "Resumix." Option, which will take you to the "How To Apply Through Resumix" box. "How To Apply Through Resumix" will show you, step by step, the procedures required to submit your resume for consideration. In addition to applying for this current vacancy, you may select up to 19 other geographic locations and occupations combined for a total of 20, and register for consideration for both permanent and temporary opportunities within the West Region.

Hydraulic Engineering Center Vacancy

HEC continues to have vacancies occur as staff retires. We have had half-dozen retirements of senior staff over the past six months, and will have another two to three over the next 18 months. This is an excellent time to consider joining HEC and participating in our resurgence with new staff to meet the challenges in the coming years. We have excellent work on the books at the present, and the future looks even brighter. We have previously announced vacancies as follows (see the HEC Web page, E&C newsletters): two senior technical 13's (referrals in but not yet filled); two entry through

journeyman 9/12 engineers (referrals in but not yet filled), one supervisory GS-14 (Water Resource Systems Division Chief - referral in but not yet filled), and another supervisory GS-14 (Water Management Systems Division Chief) now being recruited - see description below. Please pass this message to staff that might be interested.

Supervisory Hydraulic Engineer GS-14: This vacancy is for the Chief, Water Management Systems Division (WMS). This division was established in FY 2000 and is the successor to the Technical Assistance Division that had previously existed for almost 30 years. WMS is the HEC division that addresses the methods and technology that support execution of the Corps water control management mission. Activities include research and development, technical assistance, training, and guidance development. A recent focus of the division has been leading the Corps Water Management System (CWMS) development and integration project. CWMS is nearing the end of the development cycle and field deployment activities are gearing up to achieve fielding beginning in the summer and continuing for eighteen months thereafter. The division chief leads these activities for the Center, represents HEC with HQUSACE and others on water management matters, and serves as a member of the HEC senior management group that determine policies and practices for the Center.

This position will be filled through the Western Civilian Personnel Operations Center (WCPOC) located in Ft. Huachuca, AZ. You may submit a resume via Resumix by following the instructions at <http://www.wcpoc.army.mil>. You may alternatively apply via the Delegated Examination Unit (DEU) procedure, also available at the above Web site. For administrative information and assistance, contact Diane Cuming at HEC. For technical and other job-related information, contact the Darryl Davis, Director, HEC. See the Web site at <http://www.hec.usace.army.mil> for information about HEC.

Kansas City District Vacancy

Chief, Facilities Support Section: The Kansas City District has announced an Interdisciplinary position as Chief, Facilities Support Section in their Kansas City, Missouri, office. The position is at the GS-13 and is open to the following disciplines: Supervisory Architect GS-808, Supervisory Mechanical Engineer GS-0830, and Supervisory Electrical Engineer. As section chief, the individual directs, coordinates, and supervises the work activities of employees engaged in the accomplishment of the mechanical, electrical and architectural design functions assigned to the section. The section chief is responsible for accomplishing the design or the review and acceptance of design work accomplished by an architect-engineer (A-E). The above multi-disciplinary designs are required in such projects as multiple-purpose reservoirs, local flood protection systems, military facilities, appurtenant facilities, hazardous, toxic and radioactive waste (HTRW) remediation projects, and recreation facilities. Features include all types of heating and air conditioning systems, ventilating systems, refrigeration, plumbing, fire prevention and control facilities, mechanical and electrical features of pumping plants and hydropower plants, interior/exterior electrical distribution systems, electrical substations, interior wiring, intrusion detection systems (IDT), communication systems and architectural and interior systems designing. Insures that the proper interpretation of Government design criteria of each discipline is adhered to in-house and A-E designs. Responsible for the accomplishment of the design work for assigned projects to assure work progress and maintenance of engineering planning and design schedules. In addition, the section chief is responsible for insuring quality, timely and within budget, work performance of subordinates. Reviews design, as deemed necessary, including drafts of technical portions of specifications, by subordinates to assure adequacy, economy, workability, feasibility, etc. The individual plans work to be accomplished and delegates work. Mentors, advises,

and instructs on both technical and administrative matters. Evaluates performance, recommends selection of candidates for appointment, reassignment and promotion. Hears and resolves employees' complaints. Effects minor disciplinary actions and recommends action in serious cases. Identifies developmental and training needs and makes provisions for employees to receive training. Reviews job descriptions of subordinates for accuracy. Participates in review and improvement of work methods on organization features and the structuring of positions to eliminate unnecessary positions and achieve optimum use of those remaining.

To obtain more information about the position go to <http://www.cpol.army.mil>, click on Employment, Army's Vacancy Announcements, enter the announcement number S01GH020845SH5 and follow the instructions on the announcement to apply using the Resumix system.

Honolulu District Vacancy:

Chief, Quality Assurance Branch, Palau Resident Office: The Honolulu District has announced a Supervisory Civil Engineer position at the GS-13 level in their Palau Resident Office. This is opportunity to "Live and Work in a Tropical Paradise. The Palau Office was established in 1999 to manage the construction of the Palau Compact Road Project. The project consists of 53 miles of paved road to be built on the island of Babeldaob. The terrain is mostly hilly to mountainous jungle with the project representing a significant engineering and construction challenge unlike anything the Army Corps of Engineers is currently undertaking. With multiple bridges, causeways over estuaries, and all work being done to US standards, the project offers any engineer interested in a major construction project the opportunity of a lifetime. The project is still in the early stages of construction with two to four years of opportunity remaining before completion. The logistical and housing needs of Resident Office staff are fully supported by the construction contractor. Excellent fully furnished housing and vehicles are provided. Palau's unique and pristine marine environment is a world class destination for divers. Endless opportunities exist for free time activities associated with the warm tropical waters surrounding the multiple islands and endless tropical reef systems of Palau. There are plenty of outdoor activities such as fishing, boating, kayaking, sailing, mountain biking, and hiking to keep you busy, in shape, and in touch with the environment and your fellow adventurers in Palau. There is much general information available via the Internet using keyword Palau. For further information regarding the project or living and working conditions in Palau, please contact Alex Morrison, Dennis Mitchell, or Catheren Gill at telephone No. 011-680-587-5001 or by email at C.Alex.Morrison@poh01.usace.army.mil, Dennis.W.Mitchell@poh01.usace.army.mil, or Catheren.B.Gill@poh01.usace.army.mil.

To obtain more information about the position go to <http://www.cpol.army.mil>, click on Employment, Army's Vacancy Announcements, enter the announcement number 53EW027283 and follow the instructions on the announcement to apply using the Resumix system.

*POC'S: SUSAN SMITH-ANDERSON, CENWS-HR, 206-764-3736,
DARRYL DAVIS, CEIWR-HEC, 530-756-1104,
WILLIAM J. ZANER, CENWK-EC, 816-983-3178,
AND LOUIS MUZZARINI, CEPOH-EC-C, 808-438-9050*

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INSTALLATION SUPPORT, MIDDLE EASTERN STYLE: INTERNS OFFERED A RARE TRAINING OPPORTUNITY

Architect and engineer interns are being given a unique experience to broaden their skills in the installation support business in the international environment.

The Transatlantic Programs Center (TAC) has asked divisions and districts across the Corps to provide their interns with the opportunity to work at Army and Air Force facilities in Kuwait.

The first intern from outside of TAC, Michael Yu from Fort Worth District, recently completed a four-month tour in the Installation Support Office in Kuwait.

“This experience was incredibly rewarding,” Yu said. “The ISO in Kuwait has a fast-paced environment where I saw projects from inception through completion. While I worked in design and quality assurance under the guidance of seasoned professionals, they relied on me to perform my tasks correctly and in a timely manner that always met the customer’s needs.

“I initially signed up for three months and then extended an additional month,” Yu said. “This tour provided broad exposure to the various engineering processes and functions, in an international environment, where I had the opportunity to work directly with U.S. military members and with foreign contractors. I wanted to expand my engineering experience beyond the continental United States because of my belief that we must think and act globally. This assignment gave me an opportunity that I wouldn’t have gotten stateside.”

When TAC commander Col. Tim Wynn solicited Corps offices last summer, he said that this intern training experience would provide “great value in terms of the variety of work experience, real time and real world tasks, and exposure to a foreign culture.”

William Brown, Functional Chief Representative for CP-18, endorses this training experience for interns. “The Corps must maintain an overseas perspective if we are to remain responsive to the Army’s needs. The opportunity for CP-18 interns to spend a few months in the Kuwait ISO provides our young engineers and architects with valuable experience serving the Army at a location where support is most needed. Down the road, when the Army calls for our support to deployments or other actions, personnel with prior overseas experience will be better prepared and, therefore, more responsive to those needs. I encourage all districts without an overseas component in their intern training programs to strongly consider the Kuwait ISO rotational assignment opportunity.”

Impact of the ISO’s mission -- “It is unfortunate but a fact that Army and Air Force installations in Kuwait are generally understaffed for their mission,” Wynn said. “They don’t have the continuity of permanent staff generally found at U.S. installations. Recognizing this need, the Installation Support Office performs a variety of engineering and contracting tasks to help meet their quality of life and operational needs.”

The Army uses Camp Doha, a former industrial warehouse complex that’s been converted to an Army installation since Kuwait’s liberation from Iraq. Air Force units operate in two sectors designated for their use at the country’s two air bases, Ali Al-Salem and Ahmed Al-Jaber. U.S. forces are in Kuwait as a result of country-to-country agreements, with the host nation involved in providing and funding the facilities.

The Installation Support Office, located at Camp Doha with about a dozen permanently assigned people, is a relatively new organization formed in January 1998. The staff of engineers, construction representatives, and contracting officers provides a full range of services to the Army Director of Public Works and the Air Force Base Civil Engineers.

“Interns assigned to Kuwait provide us with an excellent personnel source to supplement our quality assurance efforts, especially at the air bases,” said Col. Larry Ghormley, TAC’s Gulf Regional Engineer who oversees all engineering programs in the Arabian Gulf region on behalf of U.S. Central Command. “Interns also have the opportunity to work in our design branch and to work with our contracting specialists who manage the job order contract (JOC) that provides most of the construction services for projects managed by the Corps at Camp Doha and the air bases.

“This work has a direct impact on the conditions for U.S. soldiers and airmen stationed in Kuwait,” Ghormley said. “Interns who work at Al-Salem air base, for instance, are working on projects that provide critical support for the Air Force missions in the Gulf region.”

Ron Rhodes, a TAC senior engineer on assignment in Kuwait, echoed this theme. “Our installation support business is on the front lines of U.S. military strategy in this region. We’re supporting airmen who fly combat missions *every* day. We’re supporting soldiers who are here in defense of Kuwait. Our installation support business has a sense of urgency that differs from a stateside installation.”

Amanda Benes, a TAC architect intern, has spent time in Kuwait on two occasions. She said that improving the conditions for U.S. forces is gratifying.

“The conditions are austere at the air bases. For instance, within these tent camps where airmen live and work, they have to walk to the latrines,” Benes said. “The installation of a prefabricated building or a trailer unit dramatically improves conditions. Even small projects - like the addition of walls and air conditioning - go a long way toward making these military members a little more comfortable when the temperature reaches 130 degrees in the summer.”

Yashpal Kainth, ISO senior architect, Design Team leader, said that the work at the air bases “helps the base civil engineers achieve phased improvements of their facilities. In many cases, the work that’s been done has been as an interim measure. The air force is gradually improving the facilities to ensure their needs are met.”

Installation support is part of the Air Force’s facilities equation. And it’s an important part that helps provide a degree of constancy for the engineering needs at the air bases, Rhodes said. “The base civil engineering staffs rotate every 70 to 120 days. This rotation schedule requires constant attention to the customer’s needs. Interns assigned here get this customer exposure.”

What interns can expect -- Interns who sign up for Kuwait can expect to be involved in all phases of design, contracting, and construction activities.

“For small projects, it is entirely possible that the intern will see it from start to finish,” Kainth said. “In the design process, they participate in discussions with the customer, and they may be involved in all design phases. Then interns will get involved in the contracting process where they learn to prepare the request for proposal package that is sent to the JOC contractor, and they will learn to prepare

estimates. Once the project gets to construction, they review shop drawings, participate in the field surveys, and provide quality assurance oversight.”

With dozens of task orders open at any given time, interns won't see every project at its beginning. For those instances, Kainth said he spends the necessary time reviewing a project in detail with them. “When the intern is assigned a quality assurance job, it's useful for the intern to know how the design was developed. I spend time explaining these details before they go out on the job.”

When the project transitions to construction, they go through a similar orientation with the quality assurance staff and are given specific responsibilities.

“With the rainy season this past Fall, we had an urgent project to design and install a temporary drainage system at the Air Force camp on Al-Jaber,” Yu said. “The topography of the area contributed to the flooding that was occurring in the housing sector. I worked on this project from start to finish, with resolution required quickly. And we had to tie in the solution with the ongoing upgrade to the water and sewer systems.”

What the work involves -- “Our installation support office operates almost entirely on operations and maintenance appropriations provided by the customers,” said project manager Ron Tomechko. “Project workload is driven by the availability of funds, military actions, and anticipated needs. ISO operations can be affected by increases to the operational tempo of the military units in the theater.”

Because of the varying factors, predicting long-term workload has been a challenge. When the job order contract was awarded in May 1998 to Kuwait Dynamics Ltd., a degree of uncertainty prevailed about how much it would be used.

“Since its award, we've placed \$14 million worth of construction on this contract,” said Robert Strom, project manager. “This is phenomenal, considering that we awarded the contract for one year with four option years, expecting the total amount of the contract not to exceed \$25 million. And we're just in the second year of the contract.

“The work is accomplished via task orders, generally ranging between \$100,000 and \$300,000 each,” Strom said. “Right now we have 35 quality assurance projects and 77 design projects.

“The enormous amount of work at the air bases has prompted the U.S. Air Force's request for a separate JOC for their work,” Strom added. “This contract will likely be for five years, based on the Air Force's facility improvement plans.”

The current contract provides a broad range of projects such as maintenance and repair, minor construction, utility and infrastructure upgrades, and base operations. Typical projects include offices, dining facilities, cold storage, water and sewer upgrades, access roads, power supply, trailers, pads, maintenance facilities, shops, aprons, and force protection measures.

Benes and Yu said they were both impressed with the pace of the work, stating that their normal 10-hour duty day flew by. “These were the most pleasant 10-hour days I've ever had,” Yu said. “There simply wasn't enough time to get everything done, and I found the pace exhilarating.”

Because of the fast nature of the projects, the engineering staff in Kuwait completes most designs. However, TAC's technical staff in Virginia has assisted on some projects. "Interns may find that they will be coordinating with TAC headquarters staff on various technical issues," Strom said.

This experience exposes interns to TAC's virtual office concept where work is accomplished at physically separated sites. "This allows engineers in Winchester and Kuwait to work on the same projects, and the process is facilitated because of our communications system connecting the two offices," said Mike Howell, Technical Directorate.

While the installation support business in Kuwait started with its share of uncertainties, this engineering tool is now being heavily relied on. "With the frequency of the Air Force rotations, we have become *the* continuity for helping the Air Force with its facility needs. We are delighted to have this responsibility," Strom said.

Why an intern should consider an overseas assignment -- "I'd recommend that interns sign up for a tour in Kuwait for two reasons: to get career experience and to get international experience and exposure," Benes said.

"The professional opportunity is unparalleled. When I compare my work experiences to those of my college classmates, mine have been so much broader at this early stage of my career. The Corps' intern program is invaluable because of its exposure to all the engineering disciplines, as well as the project management and contracting processes.

"I thoroughly enjoyed immersing myself in the culture, as well," Benes continued. "Where else can you get off from work and go watch the camel races? You can take advantage of the MWR (morale, welfare, and recreation) activities that are offered on Camp Doha – a weekend trip to Bahrain, or go boating, fishing, or snorkeling. Plus the traditional shopping areas are renowned for the rugs and gold, and Kuwait City has several upscale malls. While I often tired of eating at the Camp Doha mess hall, there are plenty of good restaurants of all types, with reasonably priced food."

Interns assigned to Kuwait live at Camp Doha where housing and all basic amenities are provided. "I had never had this degree of exposure to life on an Army installation," Yu said. "I was pleasantly surprised by the Army's efforts to take care of its forces."

Interns live in "half" a trailer where they share bath facilities with another occupant. Food, laundry facilities, and transportation are provided. Like others assigned to Camp Doha, they're paid a modest amount of per diem (\$3.50 per day). Of course, they're paid overtime.

"Money wasn't an issue for me," Yu said. "I wanted the international experience and everything that came with it. I'm grateful to my mentor in Fort Worth District who encouraged me to do this."

Interns interested in working in Kuwait should contact Philip Dinello, TAC's intern coordinator, at 540-665-3636 or Philip.I.dinello@usace.army.mil.

"The enthusiasm that these interns bring is refreshing," Rhodes said. "Their assignment is a learning experience for them. When they come in, we promise them exposure to design, construction, and contracting processes. We guide them, teach them, and endeavor to broaden their experience base,

while giving them substantive work that contributes directly to the Corps' mission in Kuwait. The intern program is good for the intern, good for us, and good for the Corps."

POC: PHILIP DINELLO, CETAC-PD-TF, 540-665-3636

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WRDA 2000, SECTION 211

Section 211 of the Water Resources Development Act of 2000 reads in its entirety:

SEC. 211. PERFORMANCE OF SPECIALIZED OR TECHNICAL SERVICES.

(a) *DEFINITION OF STATE-* In this section, the term 'State' has the meaning given the term in section 6501 of title 31, United States Code.

(b) *AUTHORITY-* The Corps of Engineers may provide specialized or technical services to a Federal agency (other than an agency of the Department of Defense) or a State or local government under section 6505 of title 31, United States Code, only if the chief executive of the requesting entity submits to the Secretary--

- (1) a written request describing the scope of the services to be performed and agreeing to reimburse the Corps for all costs associated with the performance of the services; and
- (2) a certification that includes adequate facts to establish that the services requested are not reasonably and quickly available through ordinary business channels.

(c) *CORPS AGREEMENT TO PERFORM SERVICES-* The Secretary, after receiving a request described in subsection (b) to provide specialized or technical services, shall, before entering into an agreement to perform the services--

- (1) ensure that the requirements of subsection (b) are met with regard to the request for services; and
- (2) execute a certification that includes adequate facts to establish that the Corps is uniquely equipped to perform such services.

(d) *ANNUAL REPORT TO CONGRESS-*

(1) *IN GENERAL-* Not later than the last day of each calendar year, the Secretary shall provide to the Committee on Transportation and Infrastructure of the House of Representatives and the Committee on Environment and Public Works of the Senate a report identifying any request submitted by a Federal agency (other than an agency of the Department of Defense) or a State or local government to the Corps to provide specialized or technical services.

(2) *CONTENTS OF REPORT-* The report shall include, with respect to each request described in paragraph (1)--

- (A) a description of the scope of services requested;
- (B) the certifications required under subsection (b) and (c);
- (C) the status of the request;
- (D) the estimated and final cost of the services;
- (E) the status of reimbursement;
- (F) a description of the scope of services performed; and
- (G) copies of all certifications in support of the request.

Interim guidance for compliance with this legislation, which changes the procedures by which USACE may respond to requests for support from state and local governments, is provided at the website below. We are also now requiring requests for new non-DOD Federal work, not covered under existing

MOA's, to be submitted to HQUSACE (CEMP-N) for approval using the worksheet at Appendix A of the interim guidance. Please read the entire guidance carefully. The guidance is on the web at <http://www.hq.usace.army.mil/cecs-i/IISWWW/WebLinks/Section211.html>. We will issue clarifying comments as necessary. None of this applies to work for DOD agencies.

We have made two modifications to our interim guidance on Section 211. First, we will no longer require a District Office of Counsel legal opinion on the merits of the request. The checklists for Federal and State and local requests have been updated to reflect this decision and can be found at the website. Second, the requirement for submitting Report Form for Intergovernmental Cooperation Act requests has been changed from quarterly to an initial submission, a submission in November, and the final submission that contains the final cost of the services provided. The revised form is found with the Chief's interim guidance at the website.

POC: LESLIE GEIGER, CEMP-NE, 202-761-4268

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WRDA 2000, SECTION 219

Section 219 of the Water Resources Development Act of 2000 reads in its entirety:

SEC. 219, ENGINEERING CONSULTING SERVICES. *In conducting a feasibility study for a water resources project, the Secretary, to the maximum extent practicable, should not employ a person for engineering and consulting services if the same person is also employed by the non-Federal interest for such services unless there is only 1 qualified and responsive bidder for such services.*

This provision must be considered when selecting consultants for water resources projects under either the Brooks Act for architect-engineer services or source selection procedures for other types of professional services. The synopsis or solicitation should warn that the Government reserves the right to not award to an offeror if the offeror has provided, or is providing, engineering or other consulting services for the local project sponsor, and a conflict of interest is anticipated that likely can not be avoided or mitigated. Organizational and consultant conflicts of interest are covered in considerable detail in [Federal Regulation Subpart 9.5](#).

Early and close coordination among engineering, project management, contracting and counsel is essential if there is the potential for a conflict of interest in hiring a consultant who has also worked for a project sponsor.

POC: DON EVICK, CECW-ETE, 202-761-4227

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Training

ESSENTIAL TEAM LEADERSHIP SEMINARS

The Team Leadership Seminars of the Management Development Centers prepare skilled team leaders to be catalysts for success as federal organizations turn more and more to teams as the best vehicle for achieving critical results. These seminars are even more powerful when tailored to specific agency goals, culture, and team members. Ask about Team Leader Certification to provide team leaders in your organization with a common foundation of knowledge, skills, and practices.

Team Building and Team Leadership - This seminar focuses on the fundamental team skills necessary to work effectively in a team-oriented environment. The seminar examines how to apply basic team processes and tools to foster commitment, increase trust, empower people, and create synergy for accomplishing organizational goals.

Apr 30-May 4 '01 (D)

Jun 4-8 '01 (D)

Aug 13-17 '01 (S)

Sep 17-21 '01 (D)

Learn more about this seminar at <http://www.leadership.opm.gov/fs31.html>

Managing Project Teams - Managing Project Teams is for team/project leaders and managers at GS-11 or equivalent and above who want to focus on project team results in terms of time, budget, and customer satisfaction. The seminar provides team leaders and members with project management and team leadership skills to better plan, organize, lead, and control work in today's changing work climate. Jul 30-Aug 3 '01 (D)

Learn more about this seminar at <http://www.leadership.opm.gov/fs30.html>

Developing High Performing Teams - Developing High Performing Teams is for experienced team leaders and for leaders committed to using teams to improve organizational performance. The seminar incorporates the latest techniques, approaches, and methods in the development of high performing teams as an organization-wide strategy.

Jun 11-15 '01 (D)

Aug 6-10 '01 (D)

Learn more about this seminar at <http://www.leadership.opm.gov/fs29.html>

Team Facilitation Skills Workshop - Establishing and nurturing team performance is a challenge facing Federal managers and teams leaders today. This workshop provides strategies, processes and tools to facilitate successful teams.

Jun 18-22 '01 (D)

Aug 27-31 '01 (D)

Learn more about this seminar at <http://www.leadership.opm.gov/fs32.html>

(D)= Denver, CO

(S)= Shepherdstown, WV

Some Key Results from these seminars are listed below

- Learn how to set up teams for success
- Create an organizational environment that rewards teamwork
- Gain the ability to apply collaborative problem solving techniques
- Learn leadership techniques for managing work teams
- Develop performance outcomes and measurement systems
- Manage multiple projects with competing priorities
- Evaluate functions of successful project-based organizations
- Understand the team performance curve

Who should attend - These seminars are for team leaders, facilitators, and supervisors at GS-11 or

equivalent and above who are beginning the transition to a team environment. Contact the Western Management Training Center today for space availability 304-870-8008.

POC: CHARLES PEARRE, CECW-EIS, 703-428-7343

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WORKSHOP ON STREAMBANK AND CHANNEL STABILIZATION AND RESERVOIR WATER QUALITY ENHANCEMENT TECHNIQUES

The Corps is sponsoring a 5-day workshop entitled "A Workshop on Streambank and Channel Stabilization and Reservoir Water Quality Enhancement Techniques. The workshop will include a variety of technical presentations on channel rehabilitation, channel and stream stability, physical and environmental impacts of channelization, bendway weirs, traditional bioengineering and innovative bank protection methods, stream hydraulics, sediment transport, reservoir limnological processes and water quality management opportunities, in-reservoir and tailwater quality enhancement technologies. Participants will acquire knowledge through classroom lectures, case histories, and field site reconnaissance exercises. Workshop manuals and computer codes will be provided to aid assessment and design.

The future workshop locations and dates are Denver, CO – July 16-20, 2001 and Louisville, KY – August 27-31, 2001

The workshop will benefit Corps of Engineers Planners, Engineers, Hydrologists, Project Personnel, Regulators, Project Managers, and Environmental Personnel; Local and Regional EPA Officials; State Departments of Environmental Quality; State Departments of Natural Resources; Federal and State Soil Conservation Agencies; State Water Pollution Control Agencies; State and Federal Fish and Wildlife Agencies; Hydropower Producers and Power Administrators; Local Lake Associations and Lake and Reservoir Managers; and Municipal Water Associations

The US Army Engineer Research and Development Center, Waterways Experiment Station, will conduct the workshop with an interdisciplinary team of engineers and scientists, including Dr. Steve Wilhelms, Dr. Steve Ashby, Dr. John Hains, Mr. David Derrick, Dr. Lisa Hubbard, Dr. John Crossman, and Dr. David Biedenham.

There is a \$200 non-refundable, but transferable registration fee if registered 30 days prior to the workshop. After that, the registration fee is \$300. The workshop is limited to the first 50 paid registrants.

To register for the workshop or for additional information, contact Ms. Laurin Yates at 601-634-3792; Fax 601-634-4158; or e-mail laurin.i.yates@wes02.usace.army.mil. Or visit our web site: <http://chl.wes.army.mil/training/lectures/wqual2001>. Please provide your name, organization, mailing address, telephone number, fax number, and e-mail address.

POC: BEVERLEY GETZEN, CECW-PD, 202-761-4489

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HEC-RAS SHORT COURSES ON THE RIVER ANALYSIS SYSTEM FOR CIVIL ENGINEERS

Pennsylvania State University has announced three short courses on the River Analysis System. The courses and the scheduled dates are shown below:

HEC-RAS	May 7-11, 2001
HEC-HMS	June 25-28, 2001
Advanced HEC-RAS	August 13-15, 2001

All three courses will be held at the Penn Stater Conference Center Hotel in State College, Pennsylvania.

The HEC-RAS Program Features

- * Computations of water surface profiles
- * Bridge and culvert hydraulics
- * Floodplain determination
- * FHWA bridge scour computations

For more detailed information on these programs, please see the Pennsylvania State University Web site at <http://www.outreach.psu.edu/c&i/hecras/>. For information about all of Penn State's upcoming programs, visit their Web site at <http://www.outreach.psu.edu>.

POC: CHARLES PEARRE, CECW-EIS, 703-428-7343

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Open Discussion and Comments

NEWSLETTER FORMAT

Comment Received from the Seattle District - I took a look at this recent newsletter. The PDF format means that none of the links work -- except for the few that form kind of a table of contents on one of the first few pages. And those links take one down into the body of the message but there is no return.

Earlier editions that were in WORD format were useful, because the links worked. Links in the PDF document can be copied to WORD (for example) and edited and then used, but it's a pain.

I understand that PDF is perhaps more "universal" than WORD, so maybe you're going for the tradeoff. Certainly one can scroll the entire document as I did.

Overall, it's an informative newsletter.

Response - We have been working on E&C overall homepage and web sites to include the PDF version of the E&C News. Last month we had problems with access to the Civil Works IM contractor and did not get all the links in the PDF file. In the future we hope to do the conversion for Word to PDF within E&C in order to insure that all links are working. Thanks for your comments.

POC: CHARLES PEARRE, CECW-EIS, 703-428-7343

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(Editors' note: If you want to share your thoughts with our readers regarding a subject of general interest, send an email to the E&C News editor at charles.pearre@usace.army.mil. A synopsis of your comments will be published next time).

Editors' Notes

FUTURE THEMES

For individuals wishing to submit articles for future issues of the Engineering and Construction News, the themes for the next three issues are shown below:

May 2001 Army Transformation
June 2001 World Class Technical Capabilities
July 2001 Sustainable Design (Sustainability)

The Districts of the Month will be as follows:

May 2001 Far East
June 2001 Available for YOUR District
June 2001 Available for YOUR District

POC: CHARLES PEARRE, CECW-EIS, 703-428-7343

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SUBSCRIBE TO ECNEWS

Engineering and Construction News uses a subscription list on the Corps List Server. The name of the list is LS-ECNEWS. The purpose of the list is to distribute the Engineering and Construction community newsletter, *Engineering and Construction News*.

You can subscribe or unsubscribe to LS-ECNEWS by sending an e-mail message to majordomo@ls.usace.army.mil with no subject line and only a single line of text in the message body. That single line of text should have the following format: **subscribe ls-ecnews** or **unsubscribe ls-ecnews**. The List Server system will automatically pick up your originating e-mail address from the message and add it to or delete it from the distribution list.

If you have any questions about the list server, see the List Server E-Mail Delivery System web page at <http://eml01.usace.army.mil/other/listserv.html>. Or you may contact Charles Pearre if you have additional questions on the subscription list.

POC: CHARLES PEARRE, CECW-EIS, 703-428-7343

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