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MAY'S THEME:

Army Transformation

DWIGHT'S NOTES

Engineering and Construction Division in HQUSACE was reunited on Monday 21 May at the GAO Building! This was a big day for us in many ways. Being in the same location as the rest of headquarters will help E&C remain as an active participant in key headquarters matters. We will be able to support you better from a GAO third floor address than 20 plus miles away from the mainstream of HQ. Most of all, this signals to all that the Chief is serious about "putting the E back win the U.S. Army Corps of Engineers". The reception by the rest of headquarters has been warm and supportive. Larry Delaney, who was PM on the relocation project, did a terrific job orchestrating all the details to make this happen on time and within budget. General Hunter, the DCG, provided leadership and direction needed to ensure all the people in HQ pulled together. Now that we are settled in we'll pursue the high priority matters that will make a difference for the Corps and our customers as full-fledged members of the HQ PMBP. Thanks General Flowers!

One of the very highest priority initiatives involving E&C, HQUSACE, the rest of the Corps and, the entire U.S. Army, is the theme of this issue: Army Transformation. The lessons learned from regional conflicts, such as Bosnia and Kosovo, have driven home the message to the Army that it needs to change in a big way if it is to maintain its relevancy in the post-Cold War world. The Chief of Staff of the Army, General Shinseki, has identified major changes in the way the Army will fight in the future, lighter, quicker and more lethal, in a nutshell. As you will see in the follow-on articles the Corps has major role to play in helping Army Transformation succeed. I ask each of you to stay tuned in on Army Transformation so you are ready to join these efforts as they unfold.

Army Transformation was on the minds of all the soldiers and civilians at the recent ENFORCE 2001 conference at Fort Leonard Wood. ENFORCE is the annual event where the leadership for the entire Engineer "Regiment" (DPW's, Combat Engineers, and USACE) come together to collaborate and set future directions. For USACE senior leaders, the Strategic Vision was the number one topic on the agenda. We spent a lot of quality time with the Chief discussing what it means to be "corporate". Corporate describes the kind of behavior that highly successful teams exhibit: everyone pulling together to achieve a common objective. We in headquarters will be judged and rewarded (or not) by how well we meet this corporate ideal. My recommendation to you is that you sign up to corporateness as well. Stay well versed on what the Chief has on his mind and help him model the way. If you don't (in addition to doing some push-ups) you'll find your district, division, lab, or center will fall far short of meeting its potential.

I saw a lot of teamwork at our MSC Engineering and Construction chiefs meeting held on 2-3 May 2001 at the Kingman Building. I was impressed with the dedication and professionalism of our

DWIGHT'S NOTES (CONTINUED)

technical leaders from around the Corps. We talked about a lot of important issues. At the top of the list was assessing the Corps technical competency and re-enforcing it in areas where we far short of requirements. I left the conference with renewed confidence that we have identified the problems very well and are dedicated to doing what it takes to keeping the Corps the "World's Premier Public Engineering Organization".

I'm very optimistic about the future of the Corps and for the engineers and scientists in our ranks. Every day we are called upon to tackle some pressing engineering problem of regional, national or international dimension. Our leadership knows we need top talent in order to meet these challenges and is sending the right signals, making the right decisions to get us there. You must do your part by investing in yourselves and in your people. Be constant learners, engage actively in your professions (and get registered, if you're not already), shape our nation's perception of the value of engineering and construction, and above all, be a great team member that exceeds our customers' expectations every day.

Essays!!

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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Army Transformation

ARMY TRANSFORMATION

“The year is 2016. The 82nd Airborne Division is heading home to Ft. Bragg. They have successfully completed their mission. The division was combat ready and deployed half way around the world within 120 hours from getting their op orders. It wasn’t an easy mission, but it got done. The division had the speed, fire power and intelligence to defeat the enemy. They did what they had to do. The troops are tired but satisfied. Satisfied in the knowledge that they can best any enemy anytime and anywhere in the world when called upon. The 82nd considers themselves the finest of the Army’s Objective Force Divisions - responsive, deployable, agile, versatile, lethal, survivable, sustainable...hooah!”

Hey, what’s going on here? The Army’s Objective Force...what are you talking about? Okay, let’s rewind back to 2001. Many of you have read or heard about Army Transformation. It’s been in the newspapers, the Engineer Update, the Public Works Digest, Popular Science (talking Light Armored Vehicle here with the firepower of the M-1 main battle tank but on wheels!). It’s been discussed at military trade shows, ENFORCE and at the ASCIM/USACE quarterly. If you somehow missed it, a short course of the what, why and how of Army Transformation:

What? The Army Vision from the Engineer Update: “Soldiers on the point for the Nation, transforming the most respected Army in the world into a strategically responsive force that is dominant across the full spectrum of operations.”

Why? Chief of Staff, Army, GEN Shinseki, from his speech at ENFORCE 2000: “Our business is warfighting. The Cold War is over but we designed today’s force for combat in the Cold War, European scenario. The force is in need of transformation in order to meet the demands of the strategic environment of today and tomorrow.”

How? The Army Transformation Campaign Plan (TCP) translates the Vision from concept to reality. It is the mechanism for integrating and synchronizing the implementation of the Army Vision within the Army.

From the TCP, three major objectives are identified:

1. The **initial force** (conversion of the legacy forces) is a two-brigade force - Initial Brigade Combat Teams (IBCT) - using off-the-shelf equipment. These units will validate an organizational and operational model for the interim force. The initial force will generate the lessons-learned and insight the Army needs to quickly achieve the interim force capability.

2. The **interim force** is a transition force that will fill a capability gap that exists today – one that seeks the objective force to the maximum extent feasible, but leverages today’s state of the art technology together with modernized legacy forces as a bridge to the futures. The interim force will bridge the gap between today’s capabilities and the objective force.

3. The **objective force** is the force that achieves the Army transformation objective. It is the future force - a force that achieves the characteristics described in the Army Vision. The objective force will be a strategically responsive Army capable of dominating at every point on the spectrum of operations. The Army’s objective force will be capable of victory in major theater wars, responsive and flexible for rapid mission tailoring required of crisis response, versatile for success in stability and support operations and durable enough for extended regional engagement. Complete fielding of the Army’s Objective Force is scheduled for January 2032.

How do we fit in Army Transformation? In the TCP, fourteen Lines of Operation (LO) are identified that describe similar, closely related activities that link objectives in time and purpose. The lines of operation have been developed to focus responsibility for and cooperation among the various Army Staff, Secretariat and MACOM players. The E&C main role falls under LO #12: Installations. This LO, with ACSIM as proponent, is defined in the Army Transformation Campaign Plan as: “Manage, modernize, and refine installations as strategic assets through Army transformation; assure necessary installation real property support (i.e., facilities) and services are provided during transformation and for the Objective Force, while providing proper stewardship of the environment.” HQUSACE E&C currently is providing staff support (Mr. Greg Hughes, Mr. Jim Wolcott, Mr. Jeff Hooghouse) to the USACE Transformation Task Force (TTF), headed by the Programs Management Division of Military Programs. Greg, Jim and Jeff are also members of two TTF working groups - Synchronization Matrix Working Group and the USACE Tiger Team (*a.k.a. “Fort Future”*). E&C staff at MSC's and design districts will play an important role in Army Transformation as the Army force structure; doctrine; and equipment are established for transformation. Some of you are already working transformation – Seattle District at FT Lewis turning over a mission support training facilities to support the IBCTs’ tactical training and Mobile District addressing the environmental issues of transformation by preparing a Strategic Environmental Assessment and a Programmatic Environmental Impact Statement. E&C staff across the Corps will be important team players involved with sustaining the legacy forces, help the Army design and build facilities for the interim force and establish the framework for future installation needs of the objective force. It is important that we stay “situationally aware” and “know our job” in support of transformation.

For more information on Army Transformation, check these websites:

<http://www.army.mil/armyvision>

<http://www.usace.army.mil/armytransformation>

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FORT FUTURE

The Army is in the process of radically changing itself to respond to the security needs our nation faces as we move into the 21st century. As you know, this effort is called Army Transformation. Those of us in the engineering community must ensure that necessary changes to Army installations are planned and implemented in parallel with changes to force structure, doctrine, and equipment -- otherwise Army Transformation will not succeed. In concert with ACSIM, USACE has begun to take a very hard look at what installations should look like to support Army Transformation. ACSIM is taking the lead in addressing the near-term installation changes required to support stationing of the Initial and Interim Brigade Combat Teams (IBCT). While USACE is taking the lead for the long-term requirements needed to transition the current installation structure into installations fully supporting the Objective Brigade Combat Teams (OBCT). The work of the team addressing the future long-term installation needs has come to be called "Fort Future." The efforts of the Fort Future team continues to be an integrated part of the overall USACE Transformation Task Force that is coordinating all USACE transformation activities in partnership with the ACSIM and other elements of the Army Staff.

Fort Future is investigating four specific areas:

Fort Future – Strategy: Senior level exercises used to play out installation transformation timelines to identify impediments & devise Policies & Procedure solutions that are responsive to the Army Transformation milestones.

Fort Future - Tools: Research innovative systems to facilitate full spectrum of installation/facility planning, from strategic to tactical life cycle planning and management visualization/simulation systems.

Fort Future - Public Works: Business systems to assist Garrison Commanders and DPWs as they attempt to manage the full spectrum of installation operations on the Army's Transformed installations.

Fort Future - Master Plans: Programmatic master planning & adaptable facilities templates that develop guiding concepts for implementing changes on installations as they prepare to receive transformed units (Long-term decisions for the Objective Force, but also smarter near-term decisions for the Initial and Interim Forces).

The Fort Future effort is a distinct line of action in the Engineer Annex that supports the Army's Transformation Campaign Plan. It will help to integrate installation change requirements with the key decisions on equipment, training, personnel and operations. This will insure that installation requirements are integrated into the total Army Transformation effort starting now at the beginning of the process, rather than being added as an afterthought near the end.

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**FORT FUTURE: INSTALLATION SIMULATION AND MODELING FOR
ACQUISITION, REQUIREMENTS, AND TRAINING**

The Army has initiated a major effort to transform itself into the Objective Force. During the transformation the Legacy Force and Interim Force will provide for national security. The Future Combat Systems is the center piece of the Objective Force and is being developed with a radically new approach to partnering with industry teams and the application of sophisticated virtual technologies. Based on the variety of concepts for the FCS emerging from the current four industry teams, it is likely that the new systems comprising the FCS and the associated training and support requirements, will be

significantly different from those of the current Army. This will alter the specific types and configurations of facilities required on installations to effectively support the quality of life, readiness and deployment of the new forces. For example, a small electric drive vehicle no longer needs its oil changed, but may well require a very sophisticated digital analysis and support capability. This could radically change the face of the classical motor pool.

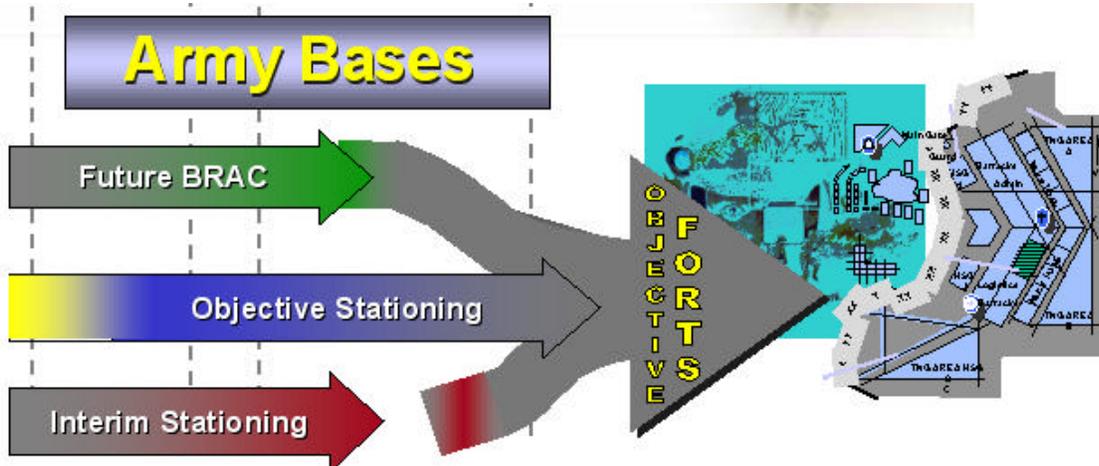
The USACE Transformation OPLAN targets a new approach to planning and operation of installations (Axis III, LO 12) in direct support of the objective force:

*“Manage, modernize, and refine **installations** as strategic assets throughout Army transformations; assure necessary installation real property support and services are provided during transformation and for the Objective Force, while providing proper stewardship of the environment.”*

Furthermore, in a memorandum from the Chief of Engineers to the Army Chief of Staff, LTG Flowers addressed the need to better support installations:

“Stationing the new forces at installations has implications in terms of sustainability, ability to train, and power projection. The new systems and their associated training and support requirements will be significantly different from those of the current Army. To assist the Army in coping with evolving installation requirements for the Objective Force, we need new and better tools to evaluate alternative installation configurations and do flexible master planning. If installation planning does not adopt the same level of innovation as the rest of the Army’s Transformation efforts, the future will find the Army forced to function in outmoded facilities on installations that are ill suited to support the full potential of the Objective Force.”

This installation transformation is illustrated below.



As part of the “USACE Objective Force Installations Tiger Team” established by BG Hawkins to support Line of Operation 12, Installations, of the Army’s Transformation Campaign Plan, the Engineer Research and Development Center [ERDC] has put together a multi-disciplinary team to respond to this innovation challenge. The ERDC team is building on concepts embodied in the Army acquisition community’s embrace of modeling and simulation as a mechanism to shrink the acquisition cycle and to enhance life cycle performance. The concept, Simulation and Modeling for Acquisition, Requirements and Training (SMART), uses simulation from the early conceptual development, through design and engineering and for training soldiers. It is an essential tool for the development of a complex system of systems, as is the case for the future combat system and the installations that will support them.

Army installations and their interactions with the surrounding community and region may also be considered a complex compilation of natural and man-made system of systems, many of which are highly interdependent, hard to understand and evaluate, and whose behavior and performance are difficult to predict. The incremental way in which the Objective Force, while accommodating the Interim and Legacy Forces, will evolve and be deployed will require agile and comprehensive modeling and simulation tools that will allow iterative and optimal planning of installation assets. Currently, there are numerous installation disparate data, models, and legacy systems, which need to be integrated to form a foundation and framework for a modeling and simulation environment. A SMART-based process, Fort Future, will provide a common operating environment, an ability to examine multiple options and allows analysis of the value added of an individual or set of capabilities in a variety of scenarios, all before committing to a particular approach. The same information bases and analysis tools are also used to develop doctrine, provide training and support contingency planning and operations.

Fort Future: A Virtual Approach to Accelerate Army Installation Transformation

Agile Metrics

- Carrying Capacity
- Projection Capability
- Training Availability
- Force Protection
- QOL/Well-being
- Sustainability/life cycle performance
- Environmental Synergy
- Adaptability



Modeling and Simulation

Technologies

- CAD/GIS/Remote Sensing
- 3-D Visualization
- Virtual Planning, Design, Construction, O&M
- Integrated Models/ Decision Support Systems
- Collaboration
- Sensors

Benefits

<ul style="list-style-type: none"> • Richer Analysis • Improved Optimization • Enhanced Situational Awareness • Reduced Acquisition Cycle 	<ul style="list-style-type: none"> • Rapid Scenario Development • Robust Real-time Knowledge • Risk Reduction • Improved Communication
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US Army Corps of Engineers®

Engineer Research & Development Center

The Objective Force Tiger Team, along with Kristine Allaman, Director, Installation Support Division [ISD] and Ed Link, Deputy Chief of Staff for Research and Development [DCSR&D] met at the Champaign site of ERDC on 3-4 April 01. Three sets of “scenario’s” were established to illustrate and demonstrate the “possible” of Fort Future: Strategic; Operational; and Tactical Installation Planning Tools. Each scenario demonstrated existing tools that could be brought to bear to provide this capability, as well as “mock-up’s” of what could be done given proper focus and resources.

Strategic Installation Planning Tools – Scenario Alpha “Which Installations?”

During Transformation how will the Army to assess an installation's capacity to accommodate Objective Force facility, training, projection, protection, and sustainment (energy, water, infrastructure, etc.) requirements, as well as the capability to analyze a surrounding community's economic, and social vitality? Additionally, how will the Army analyze impacts of "joint" stationing and projection capability of forces in a regional context?

Operational Installation Planning Tools: Scenario Bravo – "What needs to be Built?"
Once it is determined "where," then MACOM's and installations must be able to determine "what." Fort Future M&S tools will provide analytical capabilities to define facility requirements through planning and design charrettes, translate them into design schemas that automatically generate program documents and cost estimates. Also techniques to determine which facilities need to be modified, built new, relocated, etc., how facilities can be procured faster, and how they can better support missions and operations in a sustainable manner.

Installation Tactical Installation Planning Tools: Scenario Charlie – "Where and when can I train? What is the cost of Training? What must be fixed?"

Several tools were presented of a conceptual analytical capability to evaluate capacity of resources, perform constraint scheduling, and to decide which of competing requirements to fund for optimal performance at least cost and at what consequence if not funded.

Transforming installations for the Objective Force will require significant and rapid changes to infrastructure and land on military installations. The impact of fielding the Objective Force and its new systems, while concurrently considering the Legacy and Interim Forces, will raise difficult challenges for the Army, both on and off military installations. Furthermore, changes to lands, infrastructure and doctrine may also require changes to business practices used in delivering, operating, and maintaining installation and their facilities. Presently the Army lacks the ability to interpret, holistically integrate, and define transformation requirements for installation infrastructure. The Army faces the challenge of rapidly and effectively evaluating impacts of transformation on single and multiple installations in terms of power projection, ability to train, threat assessment, and sustainability. This challenge is amplified by the need to account for long planning horizons and the necessity to minimize fiscal requirements while providing optimally configured facilities and infrastructure that maximize operational performance. The ability of the Army to meet accelerating Army transformation requirements on installations is constrained by a lack of robust and integrated planning and sustainment tools and methods. It is envisioned that Fort Future tools will help ensure that the installation infrastructure will reliably support the Objective Force training, operating and projection requirements of the 96 hour Brigade, the 120 hour Division, and the 30 day 5 Divisions force. It will improve the installation quality of life (QOL) for soldiers and families. This will enable sustainable installation life-cycle performance with reduced development, operational, and sustainment costs. Fort Future is an evolving initiative, it is a journey and process, tied to where the Army is going; revolutionary, not a designed end state; a flexible planning tool, driven by real world data; an information mega-store that provides a modeling and simulation decision analysis capability to evaluate installation changes. To find out more about what the ERDC is doing in Fort Future to support Army Transformation, contact Dr. Alan Moore, (217) 373-6735, e-mail at a-moore@cecer.army.mil or Mike Case at (217) 373-7259, e-mail at m-case@cecer.army.mil.

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Future Battlespace: Rapid Planning for Forward Facilities

The Engineer Research and Development Center (ERDC) is partnering with the Air Force (HQ PACAF/CEXX) to develop a decision support tool to provide the Interim, Objective, and follow-on support forces expedient forward infrastructure consistent with the requirements for rapid deployment, minimal logistics, and safe haven. Led by the Construction Engineering Research Laboratory (CERL) as part of its engineering automation research, the effort also involves ERDC's Cold Regions Research and Engineering Laboratory (CRREL) for terrain reasoning, Geotechnical and Structures Laboratory (GSL) for force protection, line of communications, and other engineering expertise and the Topographic Engineering Center (TEC) for mapping and analysis tools.

The initial research and development (R&D) approach will be to develop flexible sustainment requirement models and constraint-based layout techniques that assist the military engineer in rapidly creating a geo-referenced site plan and then exporting the layout for detailed design and analysis using existing tools such as the AT (Anti-Terrorist) Planner and TCMS/AFCS (Theater Construction Management System/Army Facilities Components System. The resulting logistics requirements could be inputs for JLOTS (Joint Logistics Over the Shore) and MCS-Eng (Maneuver Control System-Engineer).

The resulting decision support tool will permit rapid development and modification of base camp plans. It will help military engineers develop a comprehensive list of facility and infrastructure requirements for each phase, and then decide where and how best to provide those facilities. It will analyze the condition of existing infrastructure and indigenous materials and their ability to meet functional, operational and security requirements for base camps within 15 days of troop deployment. The time, cost and logistics required to modify or upgrade existing facilities will be compared to construction of rapidly erectable temporary facilities. A major goal is to minimize the logistics footprint while affording flexibility to meet emerging requirements.

This R&D project is in a beginning phase, with funding first received in FY01 [\$315K]. To ensure the final product will be usable in the field, ERDC will coordinate demonstration and testing with the U.S. Army Engineer School and 416th Engineer Command throughout development. Transition of the technology will be in partnership with the Engineer School and the Huntsville Engineering and Support Center.

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ARMY TRANSFORMATION BEGINS AT FORT LEWIS, WASHINGTON

Army plans for transformation from its "Legacy Force" to the "Objective Force" has started at Fort Lewis, Washington. Seattle District (NWS) and the Northwestern Division (NWD) are on point for the Corps of Engineers supporting the Army Transformation effort. The short-term objective is to team with Fort Lewis transformation proponents and Corps centers of expertise to deliver mission essential infrastructure support for the Initial Brigade Combat Teams (IBCT). In the longer term, NWD will participate in the larger Army Transformation process as transformation affects other installations within the Division and throughout the Corps by sharing programmatic "lessons-learned" and helping USACE develop an effective Installation transformation template for use by other Districts and Major Subordinate Commands (MSC).

Two brigades at Fort Lewis (one heavy 3rd Armor/2nd INF Division, one light 1st/25th INF Division) were named as the first in the Army to transition to the initial combat teams. The brigades have already started training even though discussions are continuing regarding their exact composition and tactics. Fort Lewis Public Works and the 555th Engineer Group have already constructed OMA-funded urban assault courses, upgraded some of their ranges, and converted the recently completed close combat tactical trainer to a mission support training facility. The first brigades are scheduled to become operational in FY03.

Determining the facilities impact of the transformation has not been an easy process, given the variables, uncertainties, and unknowns. The Army is concurrently developing battle doctrine, improved weapons platforms, force structure, and effective IBCT training programs. Fort Lewis undertook a mission-based needs assessment, evaluated facility requirements against their existing assets, and identified both short and long-term capital improvements needed to support the brigade conversion. Short-term improvements were made using OMA appropriations through traditional job order contracts and troop construction courtesy the 864th Engineer Battalion. Most short-term work has involved training range construction.

Major construction program (MCA) projects designed to support IBCT facility requirements began design in FY 00 and will start construction in FY02. The facilities will begin to be delivered in FY03 and later. The MCA requirements at Fort Lewis totals over \$400 million currently programmed over the next 2-8 years. Eight IBCT projects are programmed for the FY02 program year at \$130 million. Design on these projects started in Jan and Jun 00. Seattle District engages the Corps' Transportation and Range Centers of Expertise, and Military Transportation Management Command in honing the scopes of the Fort Lewis IBCT projects to meet IBCT requirements. Final designs were authorized in late FY 00 on most projects with later authorization on the FY 02/03 Barracks. The designs are being developed by in-house and A-E design teams. At least two additional IBCT projects (\$60 million) are planned for FY03 including additional barracks and a combined-arms collective training facility. More than half the projects will be advertised as design-build construction procurements. Fort Lewis has submitted its future transformation program requirements that include at least 11 projects valued at nearly \$200 million. The IBCT deployment mission may also require airfield improvements at McChord AFB.

Synchronization of the facility design and construction schedules with the Army Transformation Plan is a significant effort. To meet the installation customers Beneficial Occupancy Dates (BOD) an expedited programming and authorization process must be used. The Corps is working to improve its acquisition process to be more responsive, timely and efficient for transformation program challenges. Although Army Transformation is in its infancy, there are already lessons to be learned. Flexible design and construction acquisition strategies, expeditious approval of needed program adjustments, early design release, early construction advertising authorization are some of the programmatic changes needed to meet the challenge of the transformed Army. Past Air Force Beddowns and the Army BRAC 95 program have shown that a master schedule maintained at the MAJCOM/MACOM level is a potentially useful tool for keeping the entire team focused and efficient.

The Corps IBCT support effort at Fort Lewis is underway and on schedule. Seattle District and Northwestern Division will continue to support the Army Transformation Plan as it expands at Fort Lewis and to other installations until the fulfillment of the Army Vision: "a strategically responsive force that is dominant across the full spectrum of operations." The transformed force that will achieve

the Army Vision is an Objective Force that is: *responsive, deployable, agile, versatile, lethal, survivable, and sustainable.*

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District of the Month

FAR EAST DISTRICT – THE CORPS' MANEUVER DISTRICT

It was 1957 when the Office of the Chief of Engineers published the General Order activating the Far East District, perhaps better known as FED, located in Seoul, Korea. In the subsequent years, FED accomplished a mission for which no other organization had the resources or capabilities. That mission was then and still is to support U.S. Forces in Korea through supervision of military construction. The District has no civil works mission. At present the District has a large and expanding workload and is hiring engineers and professionals of all types. Engineering Division is looking for professionals in the design, cost engineering, and environmental fields at the GS-12 and GS-13 level, while Construction Division is looking for Project Engineers and contract negotiators at the GS-12 and GS-13 level and Construction Representatives in the GS-11 and GS-12 level. Programs and Project Management Division is looking for Project Managers in grades GS-12 and GS-13.

There are approximately 37,000 U.S. military stationed in South Korea. FED is the only Corps District operating in an armistice situation and it is why we call FED the Corps' Maneuver District. The circumstances in Northeast Asia make FED unique in the USACE organization and have often added an extra dimension to the challenges of mission achievement. The District is in an area that is strategically significant to American foreign policy and defense. Because of its strategic position between the Asian mainland and Japan, the Korean peninsula has suffered numerous invasions and centuries of foreign domination. The passage of time has not diminished Korea's strategic importance. It stands today at the apex of the triangle formed by the powers of eastern Asia: China, Russia and Japan. And most significantly, the Republic of Korea is the only non-communist country in the eastern Asian land mass.

As part of maintaining the District's readiness posture to support US Forces Korea should a contingency operation or natural disaster occur, FED participates in two joint military exercises each year. District team members participate in the Reception, Staging, Onward Movement and Integration (RSO&I) exercise each spring and in the Ulchi Focus Lens (UFL) exercise in the fall.

FED has a \$400 million workload and a workforce of nearly 400 to manage the district engineering and construction program mission. The District also has a host nation program which comprises over \$100 million of its workload. The host nation program is divided into two categories: the Republic of Korea Funded Construction Program (ROKFC) of quality of life construction projects and the Combined Defense Improvement Program (CDIP) of warfighting facility construction projects. Both of these programs are growing, with ROKFC increasing from \$88 million in CY00 to \$95 million in CY01 and the CDIP increasing from \$44 million in CY00 to \$47 million in CY01. For construction projects under the CDIP, the Cost Engineering Branch prepares cost estimates using software required by the Republic of Korea Ministry of National Defense. And, since host nation contract solicitation and award processes do not follow U.S. policies, construction estimates in the Korean language and

prescribed format are developed exclusively to facilitate construction procurement in accordance with Korean acquisition laws.

“Although all programs increased, the significant jump in construction placement was largely due to the \$104 million in contracts awarded in the congressional add for the MILCON Flood Restoration Program in 1999,” said Jack Church, Chief of FED’s Construction Division, putting the program in perspective. More than 50 projects were advertised by FED during calendar year 2000 with construction placement totaling more than \$290 million, a 47% increase over 1999. The Military Construction Program, alone was



\$76 million in construction contracts with the emphasis for the U.S. Army and U.S. Air Force continuing to be the barracks programs. Congress also provided about \$25 million in FY2000 Kosovo Supplemental MILCON funded projects, which required intense project management by FED because of their short design schedule. The 19th Theater Support Command (TSC) tasked the District to design and construct Barracks Upgrade Program (BUP) and Quality of Life (QOLE) projects for \$67 million. FED also awarded \$40 million in Job Order Contracts (JOC) during FY2000.

This increase in work, coupled with the recognition that the design for a total renovation program for the 121st General Hospital, on Yongsan Garrison in Seoul, was nearing completion and soon to be advertised, created the need for two additional Resident Offices this year. One was created for the hospital renovation project, which will be described later in this article. With the start of a Camp Humphreys family housing project, the Humphreys Project Office was reestablished as the Pyongtaek Resident Office.

Construction Division also established a Project Office at Camp Page, in Chunchon, Korea, working under the Northern Resident Office (NRO) in Seoul. NRO major projects recently completed, several ahead of schedule, include a CDIP project for a helicopter maintenance hangar at Seoul Air Base (K-



16), as well as two duplex company operations buildings, an ammo bunker and a ROKFC dining facility. NRO also completed a new MCA Army Community Services Building at Yongsan, a library at Camp Howze and temporary BOQs at Camp La Guardia. Scheduled for completion in August is a \$5.9 million, three-story, 45,000-square foot administration building at Camp Red Cloud in Uijongbu, which will be the 2nd Infantry Division and Area 1 headquarters. New contract awards being managed by NRO include electrical upgrades at Yongsan and Camps Stanley and Red Cloud; a new FED Motor Pool Maintenance Facility; a

CDIP Tactical Vehicle Maintenance Facility and barracks at K-16; numerous BUP contracts; and a NAF Community Activities Center at Camp Page.

FED’s Tongduchon Resident Office, nearest to the DMZ and also in one of the areas hardest hit by flooding in August 1998, has recently completed several barracks and company operations facilities providing an improved quality of life for many soldiers stationed at Camps Casey and Castle.

An increased workload of more dorms, operations facilities, visitors quarters, and other quality of life projects keeps FED’s Central Resident Office (CRO) at Osan Air Base very busy. The \$30 million visitor quarters project at Osan is a first of its kind project, which will house 350 guestrooms,

administrative offices and conference rooms. CRO's Air Force multiple operations facility CDIP project will house an operational command post, combined operations center and the Wing headquarters within its massive semi-hardened walls. New projects coming up for CRO are new dormitories at Osan and Kunsan.

FED's Southern Resident Office, located in Taegu, covers the largest geographical area, having work at Camp Carroll and Taegu as well as in Pohang, and the Pusan areas. SRO manages the work the District does for the Navy facilities at Chinhae, where FED just recently completed a new gymnasium, and has several JOC contracts, including a two-story multi-purpose use pre-fabricated building for the Marine component at Pohang.

FED's newly established Pyongtaek Resident Office (PRO) is in the forefront with a three-phase family housing project, with each phase having one 60-unit multi-story apartment style building, at Camp Humphreys. The first phase, awarded a year ago, is well out of the ground and the second phase was awarded in March. PRO also has a new 100 PN Air Force dormitory to keep it busy. PRO also recently completed two 200 PN and one 232 PN barracks.

The District's Installation support initiatives are assisting Eighth Army DPWs with resolving mold and mildew problems in older barracks, master planning for future stationing, asbestos and lead-based paint abatement and other environmental issues. As part of FED's field force engineering support to U.S. Forces Korea (USFK) and the Army transformation, FED is integrated into the USFK Engineer staff with a USACE planner and a USACE environmental engineer who work at USFK, but report to the FED District Commander. Their responsibilities include providing master planning expertise and technical advice.

"FED contractors and employees worked over 10 million exposure man-hours with only two lost-time accidents during calendar year 2000," reports Mr. O, Sung-Sik, FED's Safety Office Chief. "It's one of the best safety records in the Corps. Compared to most USACE organizations this is truly a remarkable accomplishment for a district-size organization."

As is apparent from reading about FED's mission in Korea, the District's focus and the focus of our U.S. military partners - Army, Air Force, Navy and Marine Components in the Republic of Korea - is on the quality of life for U.S. military and their families on the peninsula. It is also evident from the District's MCA projects alone, for FY03, which include new 252 PN barracks at Camp Coiner, 232 PN barracks at Camps Henry, Hovey and Carroll, 504 PN barracks at Seoul Air Base, as well as battalion headquarters buildings and company operations facilities at Seoul Air Base and Camp Hovey.

According to Mr. Loren Chin, FED's Army Military Construction Program Manager, Eighth U.S. Army (EUSA) will buyout the barracks by 2008 due to the Department of the Army mandate. EUSA will program all the necessary barracks projects to move soldiers out of relocatable and quonset hut quarters many enlisted soldiers are living in now. The \$85 million FY01 MCA program includes new barracks at Camps Carroll, Hovey and Page. The \$150 million FY03 MCA program amount will include new 232 PN barracks at Camps Coiner, Humphreys, Hovey, Carroll, Henry and Casey.

"The Barracks Upgrade Program, or BUP, for FY01 is \$48 million and the program is expected to continue at different funding levels through 2008, when all U.S. military barracks in Korea will meet or be programmed for renovation to meet, as a minimum, the U.S. Army 1 + 1 standard," said Dick Byron, FED's BUP Manager.

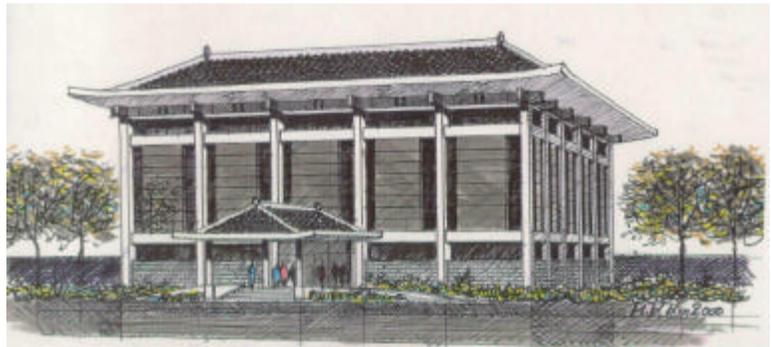
Also with a strong quality of life emphasis, FED's projects for the U.S. Air Force include the construction and furnishing of a visitors quarters at Osan Air Base to be completed in July 2002. It will be a best value contracted project rather than a low bid project. The \$30 million, four-story facility with 350 visitor rooms is the first of its kind for the U.S. Air Force and will become the Air Force standard for visitors quarters. Another FED U.S. Air Force project now in the design phase is a Base Civil Engineer (BCE) Complex at Osan. The BCE is being relocated so an upcoming family housing project FED is designing this year for FY03, FY05 and FY07 can be constructed. The BCE complex project involves demolition of 40 buildings and consolidating those facilities into four or five buildings. We anticipate beginning construction the first quarter of FY03. Also underway at Kunsan and Osan Air Bases are several infrastructure improvement projects such as runway lighting and expansion, taxiways, and utility system upgrades.

One of the unusual MCA projects in the design phase at FED is for construction of a training facility just north of Camp Casey in a valley at Yongpyong, Korea. The \$12 million project is a replica of a Korean village in an area approximately 1.5 kilometers by 1/3 –kilometer. The 22-building mock village will include farmhouses, a school, a business building, residences, a city hall, a 6-story apartment building, a 3-story apartment building, a warehouse, a Buddhist shrine, and fire and police stations. We expect to turn the facility over to the 8th Army Range Management Division during the third quarter of FY03.

Scheduled for construction starting in early 2002, FED is preparing to award its first major design-build contract. It is for the first phase of a 10-phase, 21-building, 1066-unit family housing project at Yongsan Garrison in Seoul and is a series of ROKFC projects. The first phase is for two 48-unit buildings. The 21 buildings will range from 4 to 9 floors and the apartment sizes will range from three to five bedrooms, with most having three bedrooms. Phase One is expected to be completed in March 2004 with the last apartments being completed in approximately 11 years. The apartments will house senior NCOs, field grade officers up to O5, and command sponsored civilians.

“With the CINC’s emphasis to do our best for quality of life, these units, with their increased size, go beyond current Army standards,” said Mr. Sam Han, FED ROKFC Program Manager for the Yongsan area. “These will be the first units of this type ever built by the U.S. military and we anticipate they will be the future standard for the peninsula.”

Another ROKFC project at Yongsan is a new \$25-35 million, 75,000 square foot Administration Building for U.S. Forces Korea which will combine USFK staff function facilities. Also, because the building will be located where the post’s Balboni movie theater is now, a separate project will be construction of a three-movie cineplex and a three-story 264-space parking garage on Yongsan’s south post, to replace the Balboni theater. Alternative design concepts for a new community activities center and gym at Yongsan Garrison are being reviewed for approval also.



“An advantage of working in Korea and on the host nation projects is there is a lot to do and there are fewer restrictions on program execution,” said Han.



The largest and highest visibility project FED has is the 121st General Hospital Renewal Project, also at Yongsan. It is the only full-service tertiary care, U.S. standards, hospital facility on the peninsula and must remain operational during construction. There are technically demanding elements to the design and construction of the renovation, so coordination and planning with the hospital, contractor, and several other agencies are especially critical. Also, the facility must meet Joint Commission for Health Care Organization accreditation standards, as do all military hospitals. Phase 1a of the renewal program will be replacement of approximately 57,000 of the hospital's existing 180,000 square feet. Phase 1b requires construction of a 25,000 square feet addition for outpatient clinics and a two-story facility for a command suite, mental health/social services, a dining facility, a surgical suite, logistics office and a chapel. Phase 2 will be the renovation of the existing central footprint and the north patient wing for the multi-care unit and psychiatric unit as well as construction of labor/delivery facilities in the present Operating Rooms. Phase 3 will be the renovation of the south wing for an OB/GYN clinic and nutrition care unit on the second floor, specialty clinics on the first floor, and the old ambulatory care clinic for administrative functions. The contract for Phase 1 will be awarded in June and because of the magnitude of the program and coordination required, FED located the Hospital Resident Office at the hospital. The multi-million dollar renovation will be completed in the summer of 2007.

Another unusual aspect of our District operations is that two Status of Forces Agreement (SOFA) architect-engineering firms support FED with most of the design work. These firms are located on the compound with FED headquarters. These full service A-Es provide a full range of support from small O&M projects to highly complex hospital projects.

“The dollar amount of our P&D rate is the lowest in the Corps,” says Henry Miyamoto, Chief of FED's Design Branch. “We are very efficient. Our Project Delivery Teams have a full spectrum of diverse talent and we draw the best talent from people from all over the United States.” Recently FED identified personnel with experience in 21 stateside districts as well as various other DOD and U.S. government agencies. There is a variety of funding, such as NAF, MCA, CDIP, ROKFC, DeCA, and FED is one of the few districts administering job order contracts (JOC). Also, FED practices both host nation and U.S. standards. To meet the workload, Design Branch has been bringing people in TDY, most recently for value engineering (VE) studies. For FED, Mr. Bob Kiehm manages the VE program with efforts providing nearly \$4 million in VE savings this year.

Many of the District's most recent designs are unique because the land footprint in South Korea is so small the District in some cases can no longer just use standard designs. Facilities must be consolidated and new concepts developed. Projects are becoming more multi-purpose and structures vertical so less land is used. An advantage for those working on new FED projects is the opportunity to show their design creativity. The Quality of life projects FED designs are a way FED is making a difference and helping attain the CINC's goal of making Korea the assignment of choice.

“We have challenges here and need to get people on the team with really strong technical competencies,” says Richard Schiavoni, Chief of FED's Engineering Division.

Geotechnical and Environmental Engineering Branch deals with some of those challenges. FED is the only District with an in-house water well drilling and maintenance program – a program involving 250 wells in support of the U.S. military mission throughout South Korea.

“We are one of very few organizations whose responsibility includes providing drinking water on a regional basis,” said Donald Schlack, Chief, Environmental Engineering Section. Foundation studies, pre-design soil analyses, and quality assurance for paving projects are also among the Geotechnical Section’s responsibilities. Unlike in the U.S. where District environmental projects are funded by installation programs or the FUDS program, FED does environmental projects on a reimbursable basis. A major role of the Environmental Section is asbestos removal in barracks upgrade projects. Support to U.S. Forces Korea for environmental investigations and asbestos and petroleum testing in FED’s environmental testing lab are also part of the District’s mission. The Branch received over \$5 million for water, exploration, investigations, surveys, lab and environmental design work in FY00.

“Because we are in an international setting, we have to deal with Status of Forces Agreement (SOFA) (on installations) and host nation (off installations) standards,” Schlack added. “It is a great learning opportunity over here. You quickly get a wide range of experience, rather than being involved in just one part of the function.” With a workload of more than 300 projects, the Branch is recruiting and has been bringing industrial hygienists, scientists, and environmental engineers on TDY for a month at a time to perform asbestos and environmental investigations.

“FED is totally committed to a Project Management Business Process based on the principles of ISO 9001:2000, said Gil Kim, Chief of Engineering Services Branch, who is facilitating the development of the FED ISO 9001:2000 certification process. “ISO 9001 is a process approach focusing on good business practices that emphasize customer needs, measurable objectives, and a process review that seeks continual improvement. The ISO 9001 approach will reinforce and sustain the Project Management Business Process FED establishes.

This article has only touched the surface of the role FED plays in supporting U.S. Forces Korea and improving the quality of life in the Republic of Korea. With an increasing workload the District’s future is bright. If you like challenges and diversity; if you are interested in experiencing Asian culture and a new environment; if you enjoy working on unusual and innovative projects -- FED offers outstanding career opportunities not only for engineers, but also for those in other professional disciplines from resource managers to program managers to budget analysts to quality assurance representatives. Working in FED is a great way to broaden your professional experience.

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RICHARD SCHIAVONI, CEPOF-ED, DSN-315-721-7241,
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Update

SENATOR BOND ENCOURAGES CORPS

“We want to continue working closely with the Corps,” said Senator Kit Bond, Republican from Missouri. A guest speaker at ENFORCE 2001, which brought together Engineers from Active and Reserve Components, Corps Senior leaders and Directors of Public Works from Army installations, he explained that a river state like Missouri, with nearly 1,000 Missouri and Mississippi river miles, relies very heavily on the Corps of Engineers. Every day, the Corps provides his communities protection against flooding, low-cost and environmentally friendly water transportation options, clean hydropower generation, recreational opportunities and environmental stewardship.

Missouri has made a lot of progress in the last century, and in order to continue to do so, Bond said his state must continue to depend on the activities of the Corps. “With foreign competition and a slowing economy,” he said, “I think this is no time to be backing away from fighting for important activities such as river transportation. River transportation allows us to use less fuel, keeps our air cleaner, eliminates congestion and gives our shippers a low-cost alternative, causing all citizens of the United States to prosper.”

Rejecting the plan to end water transportation on the Missouri and eliminate it on the Mississippi, he said he would continue on his “path against those working so feverishly to undermine the Corps.”

Senator Bond is known for speaking out on the Corps behalf, and he believes deeply in the mission of the Corps and its importance to this nation. “Unfortunately, I think the uniformed people of the Corps are too disciplined, too loyal, too proud, and maybe too naïve to stand up for themselves in the face of coordinated personal and political attacks,” he said.

Referring to the negative publicity accorded the Corps in the Washington Post as a blatant assault, he offered some perspective on behalf of himself, his constituents and many other members of Congress.

Senator Bond wrote a letter to the editors of the Washington Post some time ago, “when I was a little hot under the collar,” suggesting that “between Washington, DC, and California, there is a thing called the Midwest for people who rely on the water for efficient transportation of goods.” While the Post can dismiss this really critical relationship, those who are interested in the future of our economy can not and do not, he wrote.

With tongue in cheek, he also told the St. Louis Post Dispatch editors that editorial writers are often patronizing when it comes to river issues. “Perhaps that is because of the massive 500-year levee that protects them and the river that obscures the view of the others who need similar protection.”

Senator Bond thinks it’s fair game to criticize the Administration and Congress for having spent \$50 million in 7 years on a particular river modernization report that is at present insufficient. The senator was most forceful when asking the question, “How many dozens of public hearings and how many scores of meetings and years of economic and environmental reviews and interagency coordination does it take before an agency is considered responsive to the public?” He doubted anyone could answer that question to his satisfaction.

Despite Post articles calling the Corps “out of control,” Senator Bond said he places more stock in seeing the legal challenges to the Corps rejected by judges who take the time to understand the law and apply it to the facts. He thinks it’s clear that the Corps is diligent in observing the law or else they would be spending more time on the golf course and less time visiting editorial boards and briefing members of Congress urging various changes.

Paraphrasing a conclusion recently put forth by the National Academy of Sciences, he said, “No one can know or predict with confidence the demand for water transport or almost anything else 50 or more years in the future.”

He explained how we ask the Corps to do the impossible and then criticize it for not delivering. That’s the heart of the controversy, he said. In the meantime, as we argue about projecting 50-year policies, our infrastructure crumbles and our foreign competitors try to capture the markets we are going to forfeit when we cannot move the barges that carry our commodities.

Praising COL Mudd, the district commander during the controversy, as “an excellent soldier muzzled by the spirit of the Army he served,” Senator Bond expressed his frustration at not being able to help him. “When a man puts forth the level of effort that this man has, and then finds his reputation maligned by friendly fire, I am very suspicious that the full story has not been told. I don’t yet know how to right a wrong without perpetuating a controversy, but I believe that the process certainly should have been more fair,” he added sadly.

Looking ahead, the former governor of Missouri said the mission of the Corps remains critical, and that the Corps has public support as well as significant support from bipartisan members of Congress.

“Predictable events such as the blackouts in California have reminded those who need reminding that lights don’t come on just because someone throws a switch,” Senator Bond continued. “Someone has to first produce that electricity, and hydropower is a clean source of energy that has generated renewed political support. The recent flooding of the Mississippi River reminded some who need reminding that flood protection is not just a series of arcane construction projects, but the means to protect the lives and property of a lot of people. These people are very often of lower economic means living near the flood areas.”

Expressing his distress and concern over civil works budget cuts dictated by the Office of Management and Budget (OMB), Senator Bond said, “The Corps of Engineers unofficially estimates that \$1 billion in flood damages was prevented by the existence of the levees along the Mississippi in the most recent spring floods. We now have a president who supports the mission of the Corps. Apparently, he hasn’t been in office long enough for that news to leak out to the permanent employees or our friends at OMB. They are confused and know the cost of everything and the value of nothing.”

He regretted that we did not yet have the President’s choice for the Assistant Secretary of the Army for Civil Works, stacking the political climate against the budget. Nevertheless, the senator didn’t think the budget was going to stand up in Congress.

In recent weeks, he said, members of Congress who had been publicly critical of the Corps were now anxiously sending letters to subcommittee chairmen asking for more funding for Corps programs.

We all know the Corps could do a better job of educating the public on the importance of its mission, he reminded the audience. If you can’t articulate why each program is important, then you can’t expect to win support for it.

Calling him the right man for the job, the senator praised LTG Flowers for tirelessly trying to set things straight in his numerous appearances before Congress. To thunderous applause, he

congratulated the Chief for his energy, integrity and leadership of the Corps during a very difficult time.

Senator Bond promised to continue his efforts to restore the support he feels the Corps deserves with the new political leaders and with the Corps' leaders.

"It is critical now," he stated, "for the Corps to expand interagency coordination with the Departments of Agriculture, Energy, and Transportation." He sees no reason why they shouldn't be assisting the Corps with data collection, policy guidance and public expression of support to ensure that goals of the Administration are met.

Senator Bond also suggested that district and division chiefs visit Congressional offices to hear firsthand how programs are administered.

"I know the Corps agrees there are opportunities to improve the existing process," he continued. "Congress needs to do its part in providing more guidance when conflicts arise. The process needs to be streamlined. I think we should revisit some of the cost-sharing requirements. We should also be looking to enhance environmental improvement programs and continue the progress now vigorously underway by the Corps to maximize our sensitivity to the environment."

Summing up, Senator Bond again stressed the importance of never losing sight of the Corps' contributions and distinguished service to the nation. Quoting Mark Twain, he said, "It is better to deserve honors and not to have them, than it is to have them and not deserve them. As a politician, I say, why not have both?"

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(Editor's note: This article was written by Alex Stakhiv based on Senator Bond's speech at ENFORCE.)

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INSTALLATION SUPPORT CENTER OF EXPERTISE (ISCX)

Huntsville Center (HNC) is the Corps of Engineers' Installation Support Center of Expertise (ISCX). HNC's charter includes programs that are national or broad in scope; require integrated facilities or systems that cross-geographical boundaries; require a centralized management structure; or require commonality, standardization, multiple-site adaptation or technology transfer. HNC partners with Corps Districts and Labs to provide timely and cost effective installation support in the following areas:

Utilities Privatization. Performs engineering, economic analyses and contracting actions to privatize utility plants and systems. Privatization is the transfer of ownership of Government plants and systems to a non-Federal entity, which then becomes responsible for operations, maintenance and improvements. Support includes developing scopes of work, issuing solicitations, evaluating economics of proposals and conducting source selection and evaluation boards. POC is Bobby Harman, (256) 895-1528, bobby.d.harman@usace.army.mil.

Energy Savings Performance Contracting (ESPC). Provides engineering, legal, contracting and program management for ESPC, resulting in upgraded and energy-efficient equipment through investment by contractors who share in utilities cost savings. The contractor typically provides the financing, design, construction and maintenance of infrastructure improvements and energy-saving equipment, and systems and receives compensation out of the resulting utilities cost savings and

ancillary cost reductions. The ESPC Quick Start Program helps installations identify potential ESPC projects with a minimum commitment of time and money. For a \$10,000 total fee, we help an installation select one of our established ESPC contractors, we provide one day of on-site ESPC training, and the contractor performs a brief site survey and prepares a report that provides a list of potential ESPC projects (each with an order of magnitude of contractor investment and projected installation savings). Then, using the results of the contractor's report, we provide advice to the installation leadership in its application of ESPC. POC is Sally Parsons, (256) 895- 8233, sally.b.parsons@usace.army.mil.

Boiler and Chiller Operations. Provides guidance for boiler and chiller inspections, water quality analysis and assurance, corrosion testing and analysis. POC is Ed Gerstner, (256) 895-1503, edward.gerstner@usace.army.mil.

ROOFER. Provides infrared roof surveys and evaluations to determine condition and develop maintenance plans. Survey results support energy programs by identifying buildings with energy leakage. POC is Karl Thompson, (256) 895-1275, karl.s.thompson@usace.army.mil.

Utilities Acquisition, Sales and Rate Interventions. Performs technical and legal reviews and approves utility services acquisition contracts with a cost exceeding \$250,000 annually. Approves utility resale rates for all Army installations, and off-post and on-post sales contracts exceeding \$500,000 annually. Assists installations with negotiations with both utility companies and resale customers. Provides intervention support in utility rate cases before federal and state regulatory bodies to ensure utility services are obtained in the most cost-effective manner and from the most efficient provider. POC is Ed Gerstner, (256) 895-1503, edward.gerstner@usace.army.mil.

Utility Monitoring and Control Systems (UMCS), Electronic Security Systems (ESS), and Fire Protection Systems (FPS). Provides cradle-to-grave services, including criteria development, site surveys, design, procurement, installation, performance testing, acceptance, monitoring and maintenance for UMCS, ESS and FPS. Evaluates existing systems and makes recommendations for necessary improvements. Provides one-week in school (in Huntsville) and on-site ESS Design courses for engineers, security and force protection personnel. POC is John A. Brown, (256) 895-1756, john.a.brown@usace.army.mil.

DD Form 1391 Processor and Tri-Service Automated Cost Engineering System (TRACES). Maintains the systems, provides training and hotline support. The DD 1391 Processor, an application of the PAX system, is a web-based system which assists users in preparing, submitting, reviewing, correcting, printing and archiving the DD 1391 and associated data. Supporting programs include ECONPAK, ISCE, ENG3086 and DD1390. TRACES provides the capability to prepare detailed cost estimates (MCACES), parametric cost estimates (PACES/RACER), life cycle cost analyses, cost risk analyses, area cost factors and historical analysis generator. The Unit Price Book (UPB) contains price data for over 20,000 construction line items, which are utilized by the above modules. POC for DD Form 1391 is Garry Runyans, (256) 895-1838, john.g.runyans@usace.army.mil and POC for TRACES is Jim Nichols, (256) 895-1842, james.e.nichols@usace.army.mil.

Ordnance and Explosives. Provides cradle-to-grave management of O&E programs for active and inactive ranges and training areas. Support includes identification, inventory, design, construction, clean up, closure, accountability, certification and disposal of range scrap. Provides civilian EOD support if military unit support is not available. POC is Glenn Earhart, (256) 895-1577, glenn.h.earhart@usace.army.mil.

Ranges and Training Lands Program (RTLTP). Supports modernizing, equipping, operating, and maintaining ranges and training areas. Services include land use studies, range development plans, analyses of alternatives, design, construction assistance, deployed troops support. Force Modernization services include force structure, equipment modernization and stationing assistance. Provides oversight and assistance for RTLTP modernization projects (both OMA and MILCON). Develops and maintains standard designs for automated ranges. POC is Mark Fleming, (256) 895-1535, mark.a.fleming@usace.army.mil.

DPW Logistics. Provides functional and technical guidance and assistance for management of the RPMA supply and equipment programs. POC is Karl Thompson, (256) 895-1275, karl.s.thompson@usace.army.mil.

Explosive Safety. Working with the DoD Explosives Safety Board and Army Technical Center For Explosives Safety, and in partnership with the Protective Design Center at Omaha, provides guidance and support for the development and review of explosive site safety plans, blast resistant designs and blast effects analyses. POC is Bill Zehrt, (256) 895-1651, william.h.zehrt@usace.army.mil.

Facility Standards and Criteria. Provides criteria and standard designs for use by planners and designers at <http://www.hnd.usae.army.mil/techinfo/> and via the Design Repository at (256) 895-1402. TECHINFO provides a feedback system for incorporating lessons learned and changes recommended by the field. Performs research and studies on building materials and construction techniques, develops and disseminates approved new technical criteria and standard designs. POC is Karen Gentry, (256) 895-1524, karen.j.gentry@usace.army.mil.

Facility Repair and Rehabilitation. Fast track, efficient design-build contracting process for facility repairs, renovations and minor construction. Use of work plans prepared by the contractor instead of Government-furnished designs eliminates change orders due to design ambiguities, omissions or errors. Contractor guarantees that execution of its work plan will satisfy the specifications of a performance oriented Statement of Work (SOW). Fair and reasonable construction price is achieved by competitive bidding among contractors, which then become the existing prime's subcontractors for the project. Best suited for projects, which require engineering/design, have tight budget and schedule requirements, and cost \$250,000 or more. POC is Stan Lee, (256) 895-1541, lawson.s.lee@usace.army.mil.

Environmental. Manages and provides various environmental services focusing on studies and remediation. Services include baseline studies; design, construction, operation and maintenance of pollution abatement facilities; obtaining NEPA documentation and environmental permits; compliance audits; and support in negotiations with regulatory agencies. Maintains an Environmental Data Management System for efficient analysis and status reporting of installation environmental programs. POC is Bobby Starling, (256) 895-1531, bobby.h.starling@usace.army.mil.

Conforming Storage Facilities. Using modular designs, provides engineering, design and construction management for hazardous waste storage facilities, resulting in complete turnkey facilities. The facilities are designed and built based on hazardous waste generation data for sizing purposes, and include furniture and racks for storage. All facilities are EPA and State Regulator compliant. Also obtains RCRA Part B permits and closure permits for hazardous waste sites. POC is Marshall Greene, (256) 895-1464, marshall.j.greene@usace.army.mil.

Facility Operation and Maintenance Engineering Enhancement (OMEE). Streamlined process that provides low-cost, quick response contracts for the operation, preventive maintenance, custodial, grounds, repair and replacement of equipment, and other facility support to installations. The Government provides the scope of work and the contractor defines the work in a Facilities Operations and Maintenance Plan (FOMP) before negotiating a price. The FOMP, which is responsive to customer needs and results in time and dollar savings, is the key to the success of this private sector methodology when compared to development of Performance Work Statements (PWS) and stand alone contract awards. The vehicles for this simplified process are Indefinite Delivery/Indefinite Quantity (ID/IQ) service contracts. The ID/IQ contracts used are best value, multiple-award, time-and-materials or firm-fixed price task order type. POC is Doug Wilson, (256) 895-1533, douglas.h.wilson@usace.army.mil.

Contingency Support. Provides technical and program management support for facilities planning and construction for OCONUS contingency operations, disaster and humanitarian relief efforts. Maintains the Theater Construction Management System (TCMS), a PC-based construction planning, design, management and reporting system used by military engineers to support these requirements. POC is Ed Scott, (256) 895-1781, edward.d.scott@usace.army.mil.

Furniture and Furnishings. Provides centralized procurement and delivery of furniture and furnishings for MILCON and renovated (BUP & QOLED) UPH barracks. Procurements are made from UNICOR or GSA-approved vendors. POC is Alicia Allen, (256) 895-1552, alicia.f.allen@usace.army.mil.

PAVER and RAILER. Provides an Engineered Management System for road and airfield pavements and for railroads. Field inspections and data entry are provided through Corps' Engineering Research and Development Center personnel and IDT contracts managed by the Transportation Systems Center, at Omaha. Rail inspections provide maintenance recommendations and meet the Army requirements for Internal Rail Defect Inspections. POC is Dan Boyer (402) 221-7266, dan.j.boyer@usace.army.mil.

Fire Protection. Provides guidance and support for all aspects of fire prevention and protection. Advises on fire code applicability and compliance. Performs Fire and Emergency Services Operational Readiness Inspections to evaluate installations' programs. Performs certification evaluations for child development centers and other CDS programs. POC is Tom Dolen, (256) 895-1287, thomas.dolen@usace.army.mil.

Competitive Sourcing/A-76. Provides guidance and support for the competitive sourcing/commercial activities (CA) program. Support includes all phases of the program, including studies, PWS, QA plans and SSEB guidance and assistance. POC is Karl Thompson, (256) 895-1275, karl.s.thompson@usace.army.mil.

Installation Support Training. The Professional Development Support Center develops and provides in-school and on-site public works and USACE managerial and technical installation support courses. Course descriptions/registration information at <http://pdsc.usace.army.mil>. POC is Dave Palmer, (256) 895-7451, david.c.palmer@usace.army.mil.

DPW Legal. Provides legal advice on public works matters. POC is Chuck Williams, (256) 895-1140, charles.e.williams@usace.army.mil.

For general information contact the Director of the ISCX at mirko.rakigijja@usace.army.mil.

POC: MIRKO RAKIGIJA, CEHNC-IS, 256-895-1501

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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, 202-761-4645

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NATIONAL DAM SAFETY DAY

The National Dam Safety Day program on Thursday at the National Press Club in Washington, DC, originally scheduled for 14 June 2001, has been postponed to a date to be announced later.

POC: CHARLES PEARRE, CECW-EIS, 202-761-4645

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CALL FOR PAPERS FOR TAILING DAMS - 2002

Tailing Dams - 2002 is a joint Association of State Dam Safety Officials (ASDSO)/United State Society of Dams (USSD) specialty conference to be held in Las Vegas, Nevada, in May 2002. ASDSO has issued a call for papers for the conference with the following deadlines:

Abstracts Due: September 24

Abstracts Selected by: November 16, 2001

Selected papers due by: March 1, 2002

This conference will provide a forum for exchange of current strategies and procedures for design, permitting, operation, and reclamation of facilities for mill tailing and other hydraulically-placed mine waste materials. The conference is intended for those involved with the design, permitting, construction, operation, and closure of tailing facilities. The focus of the conference is the safety and stability of tailing facilities.

The conference is structured to have plenary sessions on topics of interest to all attendees. These will be followed by concurrent sessions of specific interest, organized in three areas: (1) metals, (2) coal, and (3) industrial minerals and non-metals. Suggested topics for papers to be presented at the conference:

Design. Embankment and drainage materials, embankment construction methods, liner systems, embankment stability and failure modes, water management systems, regulatory requirements.

Construction and Operation. Report on Operational Difficulties or Failures. Tailing discharge methods, water management techniques; fill placement and compaction issues, performance monitoring methods.

Closure and Reclamation. Post-operational drainage and settlement, geochemical issues, post-closure erosion and slope stability, reclamation methods, post-closure land use and performance monitoring.

Metals Tailing. Geochemistry and water quality issues, seismic and static stability, dealing with underground mine workings, liner construction and protection, tailing characterization and monitoring.

Coal Waste. Seismic and static stability, dealing with underground mine workings, geotextile performance, reclaiming coal fines.

Industrial Minerals and Non-Metal Tailings. Embankment slope stability, seepage or piping control, freeboard requirements, wave action protection, water quality issues, access control, vegetation management.

Prospective authors are requested to submit a brief abstract of the proposed paper to ASDSO by September 24, 2001. Abstracts should be 300 words or less. Submit abstracts to ASDSO, 450 Old Vine St., Lexington, KY40507; email to: info@damsafety.org or submit on-line at: <http://www.damsafety.org>.

POC: BOB BANK, CECW-EWW, 202-761-4243

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ASDSO REGIONAL AWARDS OF MERIT AND NATIONAL REHABILITATION PROJECT OF THE YEAR

ASDSO is accepting nominations for Regional Awards of Merit and the National Rehabilitation Project of the Year. Both awards will be presented at the ASASO Annual Conference at Snowbird, Utah, 9-12 September.

Regional Awards of Merit -- ASDSO is accepting nominations for Regional Awards of Merit, which are given to individuals, companies, organizations, municipalities, or other entities working in the dam safety field that have made outstanding contributions to dam safety on a regional level. Past winners include companies owning or operating dams that have shown marked improvement in maintaining or rehabilitating their dam(s) and their dam safety programs; individuals who have made exemplary contributions to dam safety in their communities; and local agencies with innovative ideas for improving their dam safety programs. These awards are intended to recognize the overall contributions of an individual or organization, not to recognize the merits of a dam project. Projects may also be nominated for the National Rehabilitation Project of the Year Award.

The deadline for submittal is July 2, 2001. Please complete the nomination form (available at <http://www.damsafety.org> and send it, with attached documents, to your ASDSO state representative. After the form has been signed by the state official, send it (or the state rep. may send it), along with two copies of the attachments to ASDSO, 450 Old Vine Street, 2nd Floor, Lexington, KY, 40507. The ASDSO Board of Directors selects one winner each from the Northeast, Southeast, Midwest and West Regions. Award winners will be notified in August 2001, and the awards will be presented at the 18th Annual Conference, September 9-12 in Snowbird, Utah.

The nominated individual or organization should be an ASDSO member in good standing, and should demonstrate recent, noteworthy efforts and accomplishments in the field of dam safety.

National Rehabilitation Project of the Year Award -- Nominations are being accepted for the annual National Rehabilitation Project of the Year Award. This award recognizes a unique remedial design that advances the state-of-the-art in the dam safety field and exemplifies the high professional engineering standards that dam safety requires. The award is presented to the rehabilitation designer, and recognition is given to the dam owner at the ASDSO Annual Conference.

The deadline for submittal is July 1, 2001. Two copies of the nomination documents should be sent to ASDSO. Nominations shall be submitted to and reviewed by state representatives, and submitted for consideration by the Board of Directors, who will make the final selection. Award winners will be notified in August 2001, and the awards will be presented at the 18th Annual Conference, September 9-12 in Snowbird, Utah.

The individual or firm being nominated must be a member in good standing of ASDSO. Projects must be completed and in full operation by April 30, 2001. The rehabilitation project must demonstrate any or all of the following:

- a) Resourcefulness in planning and in the solution of design problems;
- b) Pioneering in the use of materials and methods;
- c) Innovations in construction or operations;
- d) A high degree of reliability in operation, consistent with accepted practices in the field of dam safety engineering.

Please complete the nomination form (available at <http://www.damsafety.org>) and send it, with attached documents, to the ASDSO representative of the state in which the nominated dam is permitted (federally regulated dams included). After the form has been signed by the state official, send it, along with two copies of the attachments to ASDSO, 450 Old Vine Street, 2nd Floor, Lexington, KY, 40507. Please contact ASDSO at (859) 257-5140 or info@damsafety.org if you have any questions about nomination procedures or requirements.

POC: CHARLES PEARRE, CECW-EIS, 202-761-4645

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Information

USACE ARCHITECTS HOLD ANNUAL TRAINING WORKSHOP

Building on the success of the first annual USACE Architects Training Workshop held last year in Philadelphia, PA a large number of Corps of Engineers architects attended the second annual event held in conjunction with the American Institute of Architects (AIA) National Convention and EXPO, in Denver, Colorado, 15 - 20 May 2001. The week's events included the annual meetings of the USACE Architectural Design Advisory Committee and the USACE Facilities Standardization Committee. These were followed by the popular Public Architects Training Workshop sponsored by the AIA Public Architects PIA and the AIA National Convention, which offered over 155 continuing education seminars and an Expo with over 500 design and construction industry exhibitors.

In addition the USACE participated in the 2001 AIA Federal Agency Interview Program. Taking place at every AIA convention, the Federal Agency Interview Program offers architecture firms an

excellent chance to explore design-contract opportunities with the federal government. Firms are able to schedule one-on-one interviews with more than 40 representatives from at least a dozen major contracting agencies. USACE is a leader in this effort, speaking to an average of 100 firms each year over the last six years.

POC: LARRY DELANEY, CECW-E, 202-761-4945

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JOB VACANCIES

The various districts and divisions continue to announce a large number of job vacancies each month. Team members who are interested in moving and changing positions within their current office are encouraged to visit the Army Civilian Career Program Web site at <http://www.cp18and55.net>. That site specializes in providing the registrants with up to date job vacancy announcements. This totally automated Internet based application is designed to free the user from continuously monitoring the Army CPOL vacancy announcement website. When CPOCs/CPOs send vacancy announcements to the civilian personnel site at <http://www.cpol.army.mil>, this system selects and posts those announcements for the series, grade and locations identified. The system then automatically screens all registrants, matching geographical location, occupational series, pay plan and grade to the open job. Those registrants who match the position requirements are provided a weekly e-mail message notifying them of the match(es) found. Contact information is also provided with the match(es). To enroll in the system, click Register in the navigation menu and provide the required information.

Some of the Job Announcements that are currently open include the following:

Great Lakes and Ohio River Division

Environmental Engineer, GS-0819-14: This is a new position in the Great Lakes and Ohio River Division Office. The position Environmental Engineer, GS-0819-14, opened May 2 and closes June 1. The position is in the Technical Engineering and Construction Division in Cincinnati, Ohio. You can get details about the job from the CPOL web page. The announcement number is **S01GJ027045BS5**.

To access information on this position and to submit a resume, go to the web at <http://cpol.army.mil> and click on "Jobs" and in the next screen click on "Army's Vacancy Announcements." Next enter the announcement number and click on "Get Announcement Now."

Sacramento District

Supervisory Interdisciplinary Position (Civil Engineer/Environmental Engineer/Geologist): The Sacramento District has started action on a Temporary Promotion and/or Reassignment NTE 1 Year for an individual to be Chief, Environmental Engineering Branch, Engineering Division. The individual will be responsible for supervising and managing all phases of the Branch. The Branch is responsible for providing a broad range of technical management and services in support of the District's environmental mission, to include the remediation, mitigation or closure of hazardous, toxic and radioactive wastes (HTRW) sites. Activities include managing and assuring the technical adequacy of investigations studies, analysis and designs for all environmental projects. In addition, the Branch, which has approximately 60 to 80 professional, technical, and administrative employees ranging in grade from GS-04 through GS-13, oversees all of the District's water quality programs.

Interested individuals should submit their RESUMIX to the West Region CPOC for inclusion in their

inventory. If you have any questions regarding the RESUMIX system, please call our CPAC representative, Lestena Grigsby, at (916) 557-5134.

Kansas City District

Supervisory Civil Engineer, GS-0810-14: The Kansas City District has announced a position as the Area Engineer for the Missouri River Area office, with responsibility for management and supervision of operation and maintenance activities along the reach of the Missouri River extending from the Mouth to Rulo, Nebraska. The Missouri River Area Office includes three satellite project offices at Glasgow, Gasconade, and Jefferson City, Missouri. The Area Engineer manages and directs construction, operation and maintenance of approximately 500 miles of the Missouri River. The Area Office is located at Napoleon, Missouri. You can get details about the job from the CPOL web page. The announcement number is **S01GH029928SH5**.

To access information on this position and to submit a resume, go to the web at <http://cpol.army.mil> and click on "Jobs" and in the next screen click on "Army's Vacancy Announcements." Next enter the announcement number and click on "Get Announcement Now."

Transatlantic Program Center

Architects, GS0808-09, 11, and 12 -- The Transatlantic Programs Center, located in Winchester, Virginia, has civilian vacancies for Architects, GS-808, at grades GS-9, 11, and 12. Selectee(s) will be eligible for a \$10,000 bonus. You can get details about the job from the CPOL web page. The announcement number is **NCR2167-01-CH**.

Mechanical Engineer, GS-0830-12 -- The Transatlantic Programs Center, located in Winchester, Virginia, has a civilian vacancy for a Mechanical Engineer, GS-830, at grade GS-12. Selectee will be eligible a \$5,000 bonus. You can get details about the job from the CPOL web page. The announcement number is **NCR2045-01-CH**.

To access information on these positions and to submit a resume, go to the web at <http://cpol.army.mil> and click on "Jobs" and in the next screen click on "Army's Vacancy Announcements." Next enter the announcement number and click on "Get Announcement Now."

*POC'S: LARRY SEALS, CELRD-MT-E, 513-684-3034,
KATHY SAWYER, CESPKE-ED, 916-557-5303,
DES GOYAL, CENWK-OD, 816-983-3342,
AND PHIL DINELLO, CETAC-PD-TF, 540-665-3636*

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TDY ASSISTANCE NEEDED

Both the Baltimore District and the Transatlantic Program Center are in need of TDY assistance.

Baltimore District -- The Baltimore District is involved in an extensive, high visibility program involving new school construction and the renovation of the District of Columbia Public Schools, Washington DC area. This is a challenging program offering many opportunities for experienced Corps employees on a very unique Support For Others mission. The work is further intensified during the summer months while schools are not in session. An immediate staffing need for 90 -120 TDY support exists in the following areas of consideration:

-
- GS- 9, 11 or 12 - Quality Assurance Personnel (Civil Engineers, Construction Reps, Civil Engr Techs)
 - GS- 11, 12 - Contract Administration Personnel (Civil Engineers, Construction Reps, Civil Engr Techs)
 - GS-13 - Civil Engineers (With Contract Admin experience and/or Quality Assurance Team Leaders)

In addition to new school construction, work includes roofing, window replacements, painting, interior renovations, mechanical systems replacement, demolition, and lead/asbestos abatement. Interested individuals should send an Email to Pat.Sampsel@nab02.usace.army.mil with a brief summary of experience/resume and period of availability.

Transatlantic Program Center -- The Transatlantic Program Center needs Construction Representative or Engineer Technician, GS 09-12, at its Installation Support Office (ISO), Camp Doha, Kuwait. The Job Duties and Work Environment include the following:

- Perform quality assurance (QA) inspection services on several minor construction and renovation projects, each under \$500,000 in cost.
- Projects are on military installations at various locations in Kuwait, within an hour's drive from Camp Doha where quarters are located.
- Work schedule is up to 10 hours per day, 6 days per week, depending on workload.
- Work with the rest of the Transatlantic Programs Center Kuwait ISO, permanent party of 11. The Kuwait ISO is a full service organization providing direct support to U.S. Central Command Army and Air Force operations in Kuwait. Kenneth Bright is the Chief of the Kuwait ISO and Robert Szemanski is the Chief of QA.

Individuals should be the following prerequisites:

- Minimum of 3 years construction QA experience.
- Submit Form 2302 or equivalent detailing qualifications and QA work experience.
- Must be a self-starter and work with little supervision.
- Must work harmoniously with civilian, military, and contractor personnel from the U.S., Kuwait, and third countries.

Two QA representatives are needed beginning immediately, with others to follow in Jul-Sep time period. The length of each assignment will be 3 to 4 months. TDY quarters at Camp Doha. Quarters in a trailer or dormitory with private room, completely furnished. Bathroom shared with a second occupant in the trailer and other residents in the dormitory. All meals provided at the Camp Doha Dining Facility at no charge. Free use of all base MWR facilities, gymnasium, theater, laundry, etc. PX privileges. Maximum daily temperatures regularly exceed 100 degrees F in the summer. Post Differential Allowance (currently 15%) will be paid after approximately 42 Days.

If interested contact Ron Tomechko, Transatlantic Programs Center, Installation Support Program Manager, Phone: 540-665-3929, Fax: 540-665-3625, e-mail: ronald.j.tomechko@usace.army.mil.

*POC'S: PATRICK SAMPSEL, CENAB-CO, 410-962-0628,
AND RON TOMECHKO, CETAC-PD-MB, 540-665-3929*

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Upcoming Regional and National Meetings and Conferences

NEW SECTION OF THE NEWS

This section of the News was requested at the May MSC Engineering and Construction Chiefs meeting. It will be included in future issues of the News. For this section to work, we will need for the various Districts and Divisions to forward information that they receive about regional and national meetings and conferences to charles.pearre@hq.usace.army.mil for inclusion in future issues.

POC: CHARLES PEARRE, CECW-EIS, 202-761-4645

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INTERNATIONAL WORKSHOP ON EMERGENCY PREPAREDNESS AT DAMS

The Federal Energy Regulatory Commission and the Association of State Dam Safety Officials are co-sponsoring **an International Workshop on Emergency Preparedness at Dams**. This two-day workshop will be held in the Niagara Falls, New York area during the week of September 24, 2001. We will also attempt to coordinate an on-site tour of a nearby dam or power plant facility.

At this workshop, we plan to gather representatives from the United States and other countries to share ideas and discuss improvements to emergency preparedness at dams. This workshop will provide a forum for dam owners, regulators, and emergency preparedness personnel. We hope to improve emergency preparedness at dams and dam safety programs within the United States and internationally.

In general, the structure of the workshop will be a "conference" type format. Speakers will present talks of approximately 45-minute length over a two-day period. At present, we are considering four general session topics:

1. Emergency Response (local/state response, FEMA/NEMA, international trends).
2. Dam Owner Responsibilities (problem detection, preparation of emergency plans and coordination).
3. Advances in Technology.
4. Future of Emergency Planning (panel/discussion format)

Please let us know as soon as possible if you are interested in attending the workshop or have any special topics of concern, or suggestions for the program. Also let us know if you, or a colleague, are interested in giving a presentation at the workshop. The workshop itself and all printed materials will be free to participants. No abstracts or papers are required, however copies of presentations will be published for distribution to attendees.

For further information and registration information, please contact Mr. Frank Calcagno via email at frank.calcagno@ferc.fed.us or at (202) 219-2741.

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WORKSHOP ON ROLLER-COMPACTED CONCRETE

A workshop sponsored by Portland Cement Association (PCA) will be conducted on 16 Aug (Thursday) from 1:00PM - 4:00PM at Reno Hilton, NV. Topics will include the following:

RCC in Water Resources Applications - Randy Bass, PCA
Design & Construction Trends for RCC Gravity Structures - Rod Holderbaum, Gannett Fleming
Designing RCC Hydraulic Structures: Spillways & Overtopping Protection - Terry Arnold, URS Corp
RCC Pavements: Design, Construction, and Performance by Jan Prusinski, PCA

Three hours of CEU will be offered to the participants. The workshop is free, thanks to PCA, and no registration is necessary. If you are planing to attend the FY01 USACE Infrastructure System Conference or just happen to be in Reno area on 16 Aug, don't miss this opportunity.

POC: M. K. LEE, CECW-EIV, 202-761-1518

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WATERPOWER XII CONFERENCE

Waterpower XII Conference will be held July 9 - 11, 2001 in Salt Lake City, Utah. More than 300 of the hydro industry's leading professionals from around the world are contributing to the program for the conference. 109 technical papers will be published, with authors representing 27 countries. The program focuses on examining new ideas, new technology, and new approaches to enhance the role and contribution of hydropower today.

For more information about the conference program, please visit <http://www.hcipub.com/wp/program.asp>.

Throughout the conference, you will also have the opportunity to visit with more than 120 industry equipment and service providers in the Waterpower XII Exhibit Hall. For a current listing of participants, visit <http://www.hcipub.com/wp/exhibit.asp>

To register - and take advantage of the US\$50 savings - visit <http://www.hcipub.com/wp/register.asp?code=0501>

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Training

SUPERVISORY LEADERSHIP SEMINAR

This seminar provides the new government supervisor with basic administrative and human resource skills and the knowledge necessary to succeed. Attendees participate in case studies, small group discussions, personal and group assessments, and directed study to facilitate the transition from employee to supervisor.

In this seminar new supervisors will continue to develop the management skills necessary to value and manage workplace diversity and improve team performance. Any new supervisor could benefit from this program.

June 18-29, 2001 at Shepherdstown, WV
August 20-31, 2001 at Shepherdstown, WV
September 17-27, 2001 at Denver, CO

Contact us OPM's Western Management Development today for space availability 304-870-8008 or learn more about this seminar at <http://www.leadership.opm.gov/cl07.html>.

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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.

June 4-8, 2001 at WMDC, Denver, CO
August 13-17, 2001 at EMDC, Shepherdstown, WV
September 17-21, 2001 at WMDC, Denver, CO

Learn more about this seminar at <http://www.leadership.opm.gov/fs31.html>. Or contact OPM's Western Management Development Center today for space availability 304-870-8008.

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Open Discussion and Comments

No items for discussion were received this month.

(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:

June 2001 World Class Technical Capabilities
July 2001 Sustainable Design (Sustainability)
August 2001 Corps Water Management System (CWMS)

The Districts of the Month will be as follows:

June 2001 St. Louis District
July 2001 Detroit District
August 2001 Walla Walla District

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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.

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