DEPARTMENT OF THE ARMY
U.S. Army Corps of Engineers
WASHINGTON, D.C. 20314-1000

REPLY TO
ATTENTION OF:

CERM-P (5-10b) 22 MAR 2005

MEMORANDUM FOR General Peter J. Schoomaker, Chief of Staff, United States Army, 200 Army Pentagon, Washington, DC 20310-0200

SUBJECT: The U.S. Army Corps of Engineers FY 07-11 Program Objective Memorandum (POM) Commander's Narrative Assessment Statement

1. The U.S. Army Corps of Engineers (USACE) mission is focused on providing highly effective engineering expertise to the Army and the Nation. Our expertise is in our Title 10 support of the Global War on Terror (GWOT) for Joint Forces, expeditionary operations and homeland security. It applies to facilities design and construction for the Modular Force, the Global Posture Initiative, and implementation of the expected Base Realignment and Closure Act. We also support national economic, environmental and security objectives through our Civil Works mission. Using expertise from our Civil Works efforts, we are leveraging our full engineering capabilities in support of the warfighter and homeland defense.

a. We are expanding Field Force Engineering (FFE) reach-back capabilities to meet critical field needs of the Joint Forces. We are using FFE to provide reach-back support to Combatant Commanders (COCOMs) in a variety of critical engineering disciplines, leveraging the full spectrum capability of the Engineer Regiment. We are also enhancing engineering capabilities to meet Army's Focus Areas and Army Campaign Plan requirements.

b. To improve the conditions in which our Soldiers train and their families live, we are designing, constructing and sustaining military facilities to realize "installations as our flagships." We are committed to providing effective support for infrastructure protection, security and safety at home stations and abroad.

c. Our premier engineering laboratories are providing a wide range of expertise ranging from critical urban tactical terrain analysis to force protection to breaching technologies for COCOMs and the Joint Team. Another example is the BuckEye system that has been successfully deployed in Iraq to provide support for Improvised Explosive Device (IED) detection. This field expedient capability is currently limited to one system flying at low altitude in the AOR. Our laboratories are developing an expanded high altitude capability.

d. We accomplish our environmental restoration mission requirements through research and innovative approaches to speed more economical solutions. Together with our customers and contractors, we are producing solutions that sustain the environment, enabling the Army mission and investing in the future.

e. In addition, we are leveraging a no-cost (to the Army) valuable asset, our 25,000 Civil Works employees, along with their unique expertise, equipment and facilities to support GWOT. We are also enhancing critical homeland force protection of the Nation's inland waterways and infrastructure, including locks and dams, harbors and flood control structures. Recently, we deployed Corps resources for disaster relief, recovery efforts and reconstruction support in response to the hurricanes in Florida and the tsunami in Indonesia, Thailand and Sri Lanka.

2. Overall Assessment for Providing Critical Engineering Capabilities to COCOMs in the GWOT. My highest priority remains providing critical engineering support to COCOMs in the GWOT. Since the beginning of Operations Enduring Freedom (OEF) and Iraqi Freedom (OIF), our challenges and accomplishments have been significant, not only in Afghanistan and Iraq, but also at home as we enhance infrastructure to withstand potential attacks. *HQDA Resource Formulation Guidance requires that any Change Proposal Package (CPP) for unresourced capabilities include bill payers from within the MACOM. There is no funding flexibility within USACE in the POM years. Therefore, I am not submitting a MACOM CPP for FY07-11.* The application of all available USACE resources in support of GWOT, fielding the Modular Force and Global Posture Initiative, depends upon continued supplemental funding and POM funding for our infrastructure, rebuilding and stability operations. I am submitting the following highest priority USACE requirements using criteria in the Army Planning Priorities Guidance.

a. Current Operations: Forward Deployed Engineers in the CENTCOM AOR. USACE Support to the Army, MDEP E3RE, is my number one resourcing priority. This program directly supports GWOT and engaged COCOMs, specifically addressing the Army Focus Area of Stability and Reconstruction Operations. This program, as described above, depends on Supplemental Funding to provide its required capability to the Army. The Army has validated this engineer capability requirement by approving Concept Plans for a USACE Division in Iraq, the Gulf Region Division (GRD) with three Districts, plus an Afghanistan Engineer District (AED). Security remains a critical element of this effort and costs 40% of the total requirement. The Corps is providing Forward Engineer Support Teams (FEST) to support the Total Force with technical engineering advice and contract support. On a rotating basis, thousands of civilian volunteers and nearly one half of USACE's military personnel have served in Iraq and Afghanistan. I am extremely proud of the entire Corps team. The Army should accept "little to no risk" for the forward deployed engineering capability in GRD and AED. Without continued supplemental funding, the E3RE MDEP unresourced requirement in FY07-11 is $364.0M (Installation PEG).

b. Current Readiness: Field Force Engineering (FFE) Capabilities. Field Force Engineering, MDEP DFFE, is my number two resourcing priority. This program directly supports GWOT and engaged COCOMs, specifically addressing the Army Focus Area of Stability and Reconstruction Operations. FFE is the main execution arm of USACE Support to the Army, making invaluable contributions to COCOMs across the force by providing technical engineering planning and

assessment not available in assigned troop units. FFE, funded at 75% of its validated requirement, supports force protection engineering and survivability; contingency road and airfield assessments and repairs; base camp construction and baseline environmental assessments; and bridge, dam and utility assessments and repair. The Army has validated this capability requirement by approving the FFE Concept Plan in 2003. The FFE capability proved its merit to mitigate operational risks during initial phases of contingency operations in Iraq. Responsive and timely reach-back, using advanced tele-engineering capabilities, leverages the entire Engineer Regiment in support of the warfighter. The Army should accept "little to no risk" for the FFE capability. The DFFE MDEP unresourced requirement in FY07-11 is $23.5M (Installation PEG).

c. Optimize Geospatial Intelligence - Army Operational Terrain and Topographic Support. Operational Terrain and Topographic Support to the Army, MDEP EMAP, is my number three resourcing priority. This program directly supports GWOT and engaged COCOMs, specifically supporting the Army Focus Area of Actionable Intelligence. This capability provides geospatial information and services otherwise unavailable to the warfighter. The program, funded at 83% of validated requirements, is critical to current and future readiness of the transforming Army, and is a key enabler for information dominance and information superiority on the battlefield. The RJL7 MDEP provides unique hydrologic expertise and water resources information and support to the warfighter. The Army Deputy Chief of Staff (DCS) G-2 consolidates, validates and prioritizes operational terrain and topographic requirements. These requirements have grown dramatically, reflecting the criticality of this information. This program provides reach-back support to COCOMs for expert terrain, topographic, and hydrologic analyses, and Imagery Derived Products (declassified imagery and imagery derived information from classified sources). Engineer analysts are providing critical and timely support, to include the production of urban tactical planners, for strategic Iraqi and other GWOT cities to support urban operations by the Army and Marines. Countrywide engineer route studies portray critical route and terrain information such as soils, bridges, cross country mobility, minefields, ports and ground photos for planners and commanders leading combat operations. The Army should accept "little to no risk" for this capability. As a result of the dramatic increase in mission requirements and previous funding cuts, the amount needed to fund the backlog deemed most critical by Army DCS G-2 in FY07-11 is $11.0M in the EMAP MDEP (Training PEG).

d. 249th Engineer Battalion (Prime Power) Critical Force Structure OPTEMPO and Training. The 249th Engineer Battalion (Prime Power), MDEP WEAP, is my number four resourcing priority. This program directly supports GWOT and engaged COCOMs, specifically addressing the Army Focus Area of Stability and Reconstruction Operations. This unit is the sole source of reliable, commercial-grade power that bridges the electrical power continuum between tactical generators and commercial power for the Joint Force. The Army recognized these critical capabilities during the TAA-11 process by establishing the requirement for a third active component company to activate in Oct 07. This requirement was articulated and codified

in the POM 06-11 ARSTRUC Message, dated 30 April 2004. The third company will add capability to provide additional direct technical expertise on all aspects of electric power and distribution systems in support of the full range of military operations worldwide. OPTEMPO funds for the 249th are provided in MDEP WEAD. With the activation of the third Company, it is critical that we train 30% more Prime Power Production Specialists at the U.S. Army Prime Power School (USAPPS). The USAPPS is the only 21P MOS-producing schoolhouse in the Army. We're reviewing the training model with Army G-3 to fully resource the increased capacity at the USAPPS in MDEP TFNC. The Army should accept "little to no risk" for the 249th Engineer Battalion (Prime Power) OPTEMPO and training capabilities. The FY07-11 WEAD MDEP unresourced OPTEMPO requirement is $3.5M (Training PEG), and the TFNC MDEP unresourced training requirement is $4.0M (Training PEG).

e. Anti-Terrorism/Force Protection and Intelligence/Security Countermeasures. Anti-Terrorism/Force Protection and Intelligence/Security Countermeasures, MDEPs VTER, QLPR, QPSM and QSEC, are collectively, my number five resourcing priority. These programs directly support the Army Focus Areas of Installations as Flagships and Actionable Intelligence. The Corps is providing engineering and construction technologies to protect Soldiers, their families and facilities at installations around the world. This requirement, funded at only 33% of critical validated requirements, includes security support to the Army, construction design standards, operation and maintenance of the Blast Effect Estimation Module software, installation access control and force protection training. The Army Office of the Provost Marshal General (OPMG) recognizes these critical capabilities and is working to improve resourcing to a level consistent with Army-wide capabilities. In addition, the Army validated the USACE intelligence and security countermeasures capabilities by recently approving the Concept Plan. This new capability provides multidisciplinary (Information Security, Communications Security and Personnel Security) compliance, Engineering Infrastructure Intelligence and country threat studies to USACE military operations and planning worldwide. In addition, a homeland security analysis center will coordinate all threats and suspicious incident reporting against USACE critical infrastructure and intelligence support to, and coordination with, USACE AT/FP personnel. This intelligence and security support is critical to the protection of Soldiers and civilians. The Army should accept "little to no risk" for these intelligence and security capabilities. The VTER, QLPR and QPSM MDEPs for the anti-terrorism/force protection unresourced requirement in FY07-11 are $50.7M (Installation PEG). The QSEC MDEP intelligence/security countermeasures unresourced requirement in FY07-11 is $7.8M (Installation PEG).

3. Engineering Support for Modular Force Fielding, Global Positioning and Base Realignments and Closures. The Corps is providing a wide range of operational capabilities including global presence and deployability, project management and acquisition expertise, unparalleled engineering research and development capabilities, collaborative design charettes and master planning, military construction transformation and a focus on comprehensive, sustainable and integrated infrastructure solutions. These unique capabilities are providing a significant return

on investment for Modular Force implementation, Global Posture Initiative and Base Realignment and Closure. We are striving for speed, affordability, quality, versatility, durability and inventiveness to get through this challenging period of MILCON. In concert with IMA/ACSIM, we have an aggressive timeline to get facilities built faster and in a more cost-effective manner. Enclosed are engineering initiatives we are undertaking to support our MILCON transformation strategy, BRAC, training range program, commercial utilities and the Army Facilities Standardization Program.

4. Program Budget Decision (PBD) 753. We completed a comprehensive review of all OMA and RDT&E programs using the risk framework and priorities in the Army Planning and Priorities Guidance. PBD 753 guidance exempted the Army's military construction (MILCON) from this evaluation. We examined programs for efficiency reductions and business process improvements. As part of an ongoing effort to standardize costing practices between our military and Civil Works missions, we are transforming the military rent business process. This change improves project accountability, creates incentives to reduce office rental space costs and saves the Army OMA dollars that previously funded non-Army projects. The FY06-11 reductions are applied to the QDPW MDEP Corps leases account and ERDC BASOPS accounts.

5. USACE Strategic Planning and Program Efficiencies to "Transform the Way We Do Business." Since taking command 1 July 2004, I have refocused our strategic planning efforts to emphasize our missions and the environment external to USACE. In doing so, we are using a capabilities-based approach in conformance with current DoD planning methodologies based on a set of significantly different potential future scenarios. We will consider the needs of these varied alternatives as we design a set of capabilities suited for performance across a broad range of uncertainty. Concurrently, we are continuing our organizational transformation. Following our move to cross-functional teams within our MACOM/MSC HQ, we are streamlining our business processes, with a focus on project execution. This combination of new structures and processes further streamlines our HQ and transforms the way we do business to create greater payoffs for our customers.

6. Sir, in closing, I am very excited about the value and capabilities that USACE brings to the Army and our ability to support commanders, installations, Soldiers, families and the Nation. Resourcing the Army's installations has never been more challenging and we are continually looking for ways to deliver facilities that contribute to the Army and Joint mission accomplishment. With the strength of the Corps' workforce, combined with our new initiatives, we will provide more effective and efficient service to our great Army in the future.

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CARL A. STROCK
Lieutenant General, USA
Commanding

Engineering Support for Modular Force Fielding, Global Positioning, Environmental and BRAC

1. Military Construction (MILCON) Transformation Strategy. As we implement the Army Campaign Plan, we are finding faster and less expensive construction alternatives to meet the demand for new permanent facilities resulting from stationing initiatives the Army is facing today. The Army (ACSIM, IMA, and USACE under the leadership of the Army Secretariat for Installations and Housing) is developing a strategy and implementation plan to support the Global Posture Initiative (GPI), BRAC 2005 and the transformation to a modular force for the Army. The initiative's objectives include providing the ability to establish, reuse/re-purpose facilities with the minimum lead-time; leverage private industry standards and practices; and reduce acquisition/life cycle costs. Target implementation is the FY07 MILCON program; however, opportunities for use on the FY06 MILCON projects are being aggressively explored and the FY05 Army supplemental may include MILCON that must conform to this new paradigm. We are focusing on the planning and programming process, on required revisions to current construction standards and criteria (to be more industry-like) and the adoption of innovative procurement strategies; and changing the way we execute MILCON to meet aggressive Army transformation timelines.

2. Army Facilities Standardization Program. We are using more multi-purpose, adaptive facilities that maximize the economical and functional benefits of standardization. In concert with the Military Construction (MILCON) Transformation Strategy, we are looking at industry/commercial facility construction standards and acquisition methods to enable quicker and less expensive MILCON. As the Army approaches an unprecedented level of change and Future Force technology integration, facilities acquisition is experiencing a corresponding increase in activity and change in business processes, roles and responsibilities. It is critical that we develop relevant standards and criteria synchronized with the fielding and capable of adapting to the needs of changing technologies, thereby reducing impacts on facilities each time a new technology is fielded. This will help us to more readily assess facility adequacy and help installations prepare to more effectively accommodate these new technologies. We are developing adaptive, multi-purpose solution to stabilize the frequency of construction needed to accept technology insertion.

3. Ranges and Training Land Program. The Huntsville U.S. Army Engineering and Support Center provides cradle-to-grave, life-cycle management including planning, programming, standardization, design, construction and facility operations of live training facilities for Modular Force conversions (Reset), preparation for deployment (Rotation) and preparation for training load and density resulting from increased force structure (33-43 Active Component combat brigade increase) and stationing initiatives (BRAC and GPI). This critical capability enables sustainment of military skills as well as ensuring Soldiers are adequately trained prior to deployment with the equipment assigned, and directly contributes to Army readiness.

4. Commercial Utilities Program (CUP). The Army Audit Agency recently validated the strong return on investment for the Commercial Utilities (a.k.a. Army Power Procurement) Program and our rate intervention technical program that could yield savings/cost avoidance for the Army and other Services up to $52M per year. In addition to rate interventions, the Huntsville U.S. Army Engineering and Support Center is providing a wide range of commercial utilities services, such as utility rate surveys to proactively identify opportunities to reduce utility rates; Army approval of utilities contracts; utilities contracting negotiations, technical and legal assistance; and execution of Energy Savings Performance contracts for installations. In October 2004, the Headquarters, Installation Management Agency requested HQUSACE to designate the Huntsville U.S. Army Engineering and Support Center the Army mandatory Utilities Acquisition and Sales Technical and Legal Center. This will make the Commercial Utilities Program more effective and efficient, with the potential to generate additional cost avoidance and savings for the Army. Additionally, USACE provides support to the Chief of Engineers in his Commercial Utilities Program Army Staff responsibilities such as oversight of the program on behalf of the Assistance Secretary of the Army for Acquisition, Logistics and Technology; development of utilities acquisition and sales policy and guidance; and official Army program representation within the Federal Government.

5. Vulnerability of Deactivated Nuclear Power Plants. The Corps is the executive agent for safeguarding and maintaining three Army deactivated nuclear power plants at Ft. Belvoir, Ft. Greely and the Sturgis barge in the James River Reserve fleet. I am concerned about the vulnerability of the plants and particularly the Sturgis, which is located in a public waterway. The Ft. Belvoir plant is located on the Potomac River in a heavily populated area. There is a significant need to fully decommission and dispose of the Sturgis and to prepare detailed assessments of chemical, hazardous and radiological wastes within the Ft. Belvoir and Ft. Greely plants. Current funding requirements are validated but no Army resources are provided to USACE. The potential for a disaster is a risk that should be taken into account in resourcing this issue. The disposal sites for nuclear waste are very limited and costs are rapidly escalating. The Army Audit Agency recommended disposal and I will submit estimates to the ASA (FM&C) Army Cost and Economics office prior to the FY08-13 POM cycle.

6. Base Realignment and Closure (BRAC). The Army Basing Study is continuing to refine written justifications for approved scenarios sent to Army BRAC Senior Review Group (SRG) and submitted to OSD. HQUSACE is providing Master Planning assistance for additional quality control checks on candidate recommendations and potential for Joint Cross-Service Group candidate scenarios. MILCON Construction Planning and Execution Timelines for BRAC 05 is moving forward in order to meet aggressive timelines. In addition, USACE is supporting ACSIM on BRAC 05 preparation through our participation on the real estate and environmental focus teams. USACE is also planning to form a dedicated BRAC program integration branch at headquarters to manage USACE support to Army for BRAC 05 execution.