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of Engineers®

HEADQUARTERS ENGINEERING & CONSTRUCTION NEWS

VOLUME IV NUMBER 1

OCTOBER-NOVEMBER 2001

OCTOBER-NOVEMBER'S THEME:

Dam Safety

DWIGHT'S NOTES

Best wishes during this holiday period to all the great people in the Corps and especially to those at its heart and in mine: our engineering and construction workforce, leaders all.

September 11th is more than 90 days past. Thanksgiving was especially poignant and precious this year. We have much to be thankful for, yet we must be ever vigilant to defend ourselves against those that whose intention is to make this Thanksgiving our last. Our forces and our allies have made great progress so far in the war to eliminate terrorist strongholds in Afghanistan; however, the mission is not complete. We must steel ourselves to see this through for as long as it takes.

The Corps team, of which E&C is a key player, has made important contributions to the War on Terrorism. Joe Hartman and his team from the Protective Design Center, Electronic Security Center, ERDC, HQ Program Management, and others delivered a highly professional report to the PENREN Program Manager, spelling out options for improving the survivability of the Pentagon workforce in the event of future terrorist actions. The team went from R&D to preliminary design in 30 days! What a team! No wonder Sixty Minutes II chose to highlight this capability during its "Miracle at the Pentagon" segment.

The Corps is also assembling the top design and construction industry associations, professional societies, and relevant federal agencies to establish a partnership focused on sharing security engineering lessons learned and accelerating changes to design and construction practices. We are calling this initiative The Infrastructure Security Partnership (TISP). Larry Delaney is helping the Corps lead the way on this important contribution to the nation at large.

During the next few months the force protection capability, which we gained through our military mission and our partnership with other "civilian agencies", will be applied to our critical civil works infrastructure. Specially trained teams for reserve soldiers and district civilians will perform security assessments at hundreds of civil works projects around the Corps. The outcome of these assessments will lead to security improvements, applied case by case, project by project. You may be involved in the design or construction management of some of these improvements.

This leads me to the theme for this issue of E&C News: Dam Safety. As stewards of our civil works projects, we have the permanent obligation of ensuring the safe operation of our structures. As you know the recent Dam Safety Peer Review, commissioned by the Director of Civil Works, found our Dam Safety Program lacking in some important ways. We're committed to improving the program and our dam safety competencies from the top to the bottom of the Corps. We're also working closely

DWIGHT'S NOTES (CONTINUED)

with NRCS, Bureau of Reclamation and other federal agencies to collaborate on means to improve the safety of our county's dams, overall. Further, we believe that the dam safety program, especially the process by which we move from periodic inspections, to identification of deficiencies through programmatic assessment and remediation of risks, lends itself to the long term improvements for the security of our critical civil works infrastructure, as well.

As the New Year approaches, we find a renewed commitment to the quality of our engineering and construction competencies. The reason for this renewal, I firmly believe, is the way you have applied your talents and energy to help the Corps successfully serve its customers and the nation. This coming year we will focus on the indispensable contributions the E&C community makes to successful Project Delivery Teams (PDT). We'll follow through on what we have learned from our competency reviews to improve our skills and careers and our attractiveness to new talent. We'll invest in technology and accelerate the process by which we put it into practice. We'll continue to emphasize professional registration and sound relationships with the private sector. It will be a good year.

Please have a safe, happy holiday period. Come back refreshed and recommitted to helping the Corps make a difference for our Army and our Nation.

Essayons!

Dwight

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

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Dam Safety

DAM SAFETY -- A CORPORATE PROGRAM

History indicates that dams have been a vital part of civilization for more than 5,000 years. The early settlers in the United States constructed dams in the 1600's to provide water supply and power gristmills and sawmills. The construction of dams in the U.S. has helped our country to grow and develop into the beacon of economic and political freedom we now are. The U.S. Army Corps of Engineers, as one of the largest owners of dams in the U.S., has been a significant contributor to development of our dam infrastructure for over a century-and-one-half. The oldest Corps of Engineers dams are six lock and dams on the Green and Kentucky Rivers built between 1836 and 1844.

Today we all recognize that along with owning and constructing dams comes the enormous responsibility of ensuring their safety. Although construction of dams dates back many years, the history of dam safety covers a much shorter time span. Only a limited number of states had any type of law regulating dam safety prior to 1900. The failure of the South Fork Dam at Johnstown, Pennsylvania, in 1889 resulting in 2,209 deaths had limited influence on the dam safety programs. California initiated a dam safety program following failure of the St. Frances Dam in 1928. Failures of the Buffalo Creek Dam in West Virginia and the Canyon Lake Dam in South Dakota in 1972 contributed to Congress passing "The National Dam Inspection Act" in 1972, giving USACE the lead role in inspecting and inventorying dams in the U.S. "The Reclamation Safety of Dams Act" followed the failure of Teton Dam in Idaho in 1976 in 1977. Failure of the Laurel Run Dam in Pennsylvania and the Kelly Barnes Dam in Georgia in 1977 set in motion the development of the "Federal Guidelines for Dam Safety" issued in 1979 by the Federal Coordinating Council for Science, Engineering, and Technology (FCCSET). In 1979, President Carter created the Federal Emergency Management Agency (FEMA) and directed Federal agencies to adopt and implement the Federal Guidelines for Dam Safety and report their progress to FEMA on a biennial basis. In 1980, the Interagency Committee on Dam Safety (ICODS) was formed to coordinate Federal activities and work with the states to ensure implementation of dam safety practices. The Corps of Engineers is the Department of Defense representative on ICODES, with Charles Pearre of HQUSACE currently serving that role. In 1984, the Association of State Dam Safety Officials (ASDSO) was organized to provide a forum for the exchange of information and ideas on dam safety and to foster interstate cooperation. Private agencies actively dealing with dam safety include the International Commission on Large Dams (ICOLD) and its United States affiliate, the United States Society of Dams (USSD) and the Electric Power Research Institute (EPRI).

The U.S. Army Corps of Engineers is unique among the Federal agencies involved with dams. The Corps is a dam owner, who designs and builds its own dams and dams for others. The Corps is a dam operator through its Operations and Maintenance program. The Corps is a regulator of dams through

its regulatory permits program and through its Federal sovereignty. While others perform these functions, only the Corps of Engineers has all the functions. At this time the Corps owns and operates 609 dams within the United States and Puerto Rico.

The Federal Guidelines for Dam Safety states "The design function can never be considered finished as long as the dam remains in place". Therefore, the Corps retains a liability and responsibility for all the dams that have been designed and built by the Corps regardless of current ownership.

During the past year the Corps Dam Safety Program has under gone a Peer Review by an ASDSO Peer Review Team. The four members of the review team were all experienced dam safety professionals. The team represented a cross section of the industry -- State Dam Safety Agencies; Federal Agencies; Private Dam Owners; and the Engineering Consultant Community. The team visited HQUSACE and four of the eight Divisions. Based on numerous in person interviews and extensive documentation for the group, the team made 17 recommendations to the Corps. The recommendations ranged from items that could be implemented immediately at the District level to more complex policy issues that will require HQUSACE action. At this time the HQUSACE Dam Safety Committee, chaired by Dwight A. Beranek, Dam Safety Officer, and the Dam Safety Program staff are developing plans of action of improving the Dam Safety Program. The goal of these plans is to insure that in the area of dam safety that the Corps remains "The world's premier public engineering organization responding to our nation's needs in peace and war."

Dam Safety is everyone's responsibility. The Corps Dam Safety Program is a proactive corporate program because it involves the entire Project Delivery Team and encompasses all phases of a water control project -- reconnaissance; feasibility; engineering and design; construction; operations and maintenance; repair, rehabilitation, and replacement; and decommissioning. Because the program involves all phases of the project, the program involves all the corporate elements of the Corps. While the Engineering element generally has the responsibility of program management, the planners are important in making economic decisions concerning project benefits. The construction staff is important in insuring that the dam is properly built in accordance with the designer's plans. The operations and maintenance staff provide the day-to-day care of the dam. The public affairs staff is involved in helping keep the public aware of the dams with its benefits and risks. The emergency management staff is important in coordinating the Emergency Action Plan with the local communities and state emergency agencies.

One change in the program, that had been addressed prior to September 11 and that is being accelerated, is the inclusion of security assessments and inspections as part of the comprehensive inspection of completed dams that is conducted every five years. Starting in April 2002, security will be included in all periodic inspections because of the relationship of security to the safety of dams.

In addition to its own Dam Safety Program, the Corps provides technical assistance concerning the safety of dams to the Army, Navy, and Air Force. The Corps also maintains an inventory of all the dams in the United States that are either 25 feet or more high, store 50 acre-feet or more of water, or are classified as a significant or high hazard potential dam. The National Inventory of Dams has almost 80,000 dams, and is available on the Internet at <http://crunch.tec.army.mil/nid/webpages/nid.cfm>.

Additional information about the Dam Safety Program within the Corps can be found in Engineer Pamphlet 1110-2-13, Dam Safety Preparedness.

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

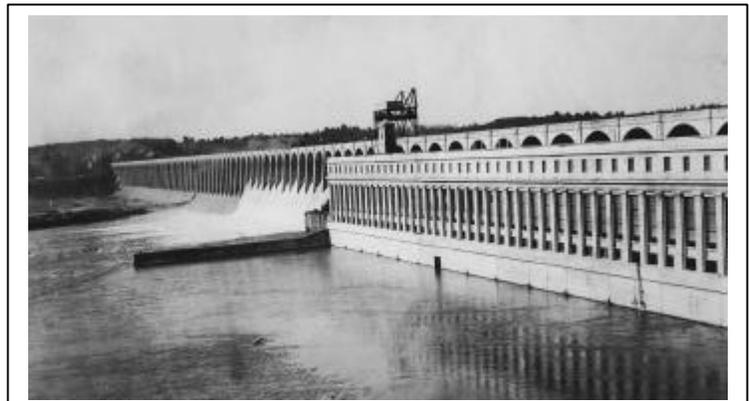
District of the Month

THE NASHVILLE DISTRICT

A Proud History -- Nashville District was established in 1888 to improve navigation in the Cumberland and Tennessee River basins. Through a series of locks and dams, these mighty rivers provide 1,175 miles of navigable waterways, 10 percent of the navigable inland waterway system. During World War II, the District constructed facilities at Smyrna Air Force Base and Fort Campbell, Kentucky.

During the 1940s to 1960s, ten reservoirs were created on or adjacent to the Cumberland River to provide flood control, navigation, hydropower and recreation. During the 1970s and 1980s, the District's efforts were focused on the Tennessee-Tombigbee Waterway, providing engineering and construction expertise to build the Divide Cut and Bay Springs Lock and Dam. More recently, the District has been involved in extensive flood damage reduction efforts in eastern Kentucky.

During the 1920s, Nashville District built Wilson Lock and Dam on the Tennessee River, the world's largest dam at the time and the first hydro-power plant run by the Corps. In 1933, Wilson Dam and Lock were transferred to the Tennessee Valley Authority (TVA), a newly formed organization with the mission of developing water resources in the Tennessee River Valley. Now, as in years past, the District and TVA enjoy a close working relationship in order to meet customers' needs and to partner on a number of regional issues including navigation, water quality issues, a joint regulatory program, and for design and construction of the new addition at Kentucky Lock.



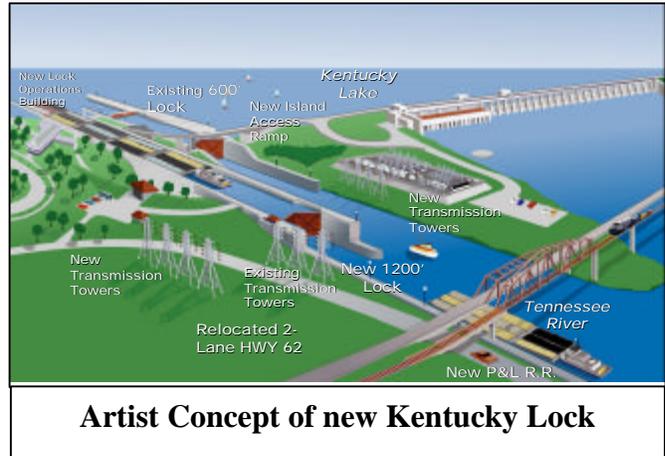
Wilson Dam and Powerhouse

Today, the District has more than 840 team members who are committed to continuing to provide a full spectrum of professional engineering, construction, regulatory, emergency management and real estate services to portions of seven states (Tennessee, Kentucky, Alabama, Mississippi, Georgia, North Carolina, and Virginia).

District's Program Today and in the Future -- Nashville District has a bright and growing program with a budget of approximately \$135 million for Fiscal Year (FY) 2002. In the next five years, the program will grow to more than \$175 million, with most of the growth in the District's construction programs. Much of the growth can be attributed to Nashville's Account Executive program and its strategic partnerships with organizations such as the State of Tennessee and the Metropolitan Government of Nashville and Davidson County.

The new \$533 million Kentucky Lock addition project has brought the Nashville District and TVA even closer as TVA is a partner and sponsor in this major design and construction project. The

Groundbreaking Ceremony gained national attention as it was aired live on “TV on the Web,” another first for the Corps. Although construction has started, the District is still heavily involved in the design phase of the new lock. The design team, which includes representatives from TVA and the navigation industry, used innovative design techniques that resulted in a \$108 million savings from the project's initial cost estimate. As a result, they increased the project's benefit-to-cost ratio to 2.5 and were nominated to receive a Hammer Award, part of Vice President Al Gore's program for re-inventing government. The new 1200-foot chamber at Kentucky Lock will help ensure the economic viability of the Tennessee Valley as it enables commodities from 26 states to flow to and from the region.



Artist Concept of new Kentucky Lock

The Nashville District's Continuing Authorities Program (CAP) is one of the largest in the Corps, with 48 projects currently underway, scheduled expenditures of \$6.9 million this FY. As the District's Account Executives meet with local officials to explain the benefits of this program and the wide range of work that can be performed under these authorities, the District expects even more work through this program.

Nashville District provides cost-effective engineering, environmental, and real estate services to other agencies, both Federal and non-Federal. Nashville's workload in this area has grown more than 200 percent in the last three years. Some recent successes in this program include the District's work for the National Park Service at Shiloh National Battlefield Park, an \$8 million stream bank stabilization effort; and a joint planning and design venture with Huntington and Mobile Districts for flood damage reduction work in Nicaragua for U.S. Agency for International Development (USAID). Nashville has also seen significant program growth through its role as a Civil Works HTRW Design Center. It provides a wide-range of environmental services for the Environmental Protection Agency, the Department of Energy, Fort Campbell, Fort Knox, and the Defense Fuel Supply Agency.

Nashville maintains a large and active Operations and Maintenance program with responsibilities for navigation, recreation, and hydropower. With responsibility for 18 locks on the Cumberland, Tennessee and Clinch Rivers, the Nashville District has an active navigation program. Over 75 million tons of commodities are shipped through these locks each year. There are two interesting aspects of the District's navigation program. All of its locks are high-lift facilities, and the locks on the Tennessee River are owned by TVA but operated and maintained by the District.



Wolf Creek Powerplant
Capacity: 270 Megawatts

Nashville is also proud to have a prosperous recreation program, with seven of its lakes in the 'Top 25' most visited lakes in the Corps. The District provides recreation opportunities to nearly 41 million visitors annually, with a \$1.07 billion regional economic impact. The District's 70 commercial concessionaires, which represent 12 percent of the Corps' total, generated \$51 million from customers and returned the U.S. Treasury more than \$1.2 million in rent payments last year.

Nashville also has a robust hydropower program. The District's nine hydropower plants, four of which are remotely operated, produced approximately \$30.6 million worth of power in FY2000. The District is proud that its dedicated operators and maintenance staffs provide greater than 97.5 percent unit availability and a forced outage rate of 0.047 percent in FY2000, some of the Corps' best operational rates. Nashville also has an aggressive rehab program underway that will enable it to continue its outstanding record of hydropower production while also tackling water quality problems.



Bright Future -- With a large project at Kentucky Lock, an expanding Continuing Authorities Program, a growing construction program, a strong recreation program, and a model hydropower upgrade program, the Nashville District is focusing on the future and ensuring that it will have a bright and busy future serving the Nation.

Readers may visit the Nashville District on the Internet at [HTTP://www.lrn.usace.army.mil](http://www.lrn.usace.army.mil).

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Update

CENTERS OF EXPERTISE

USACE has created and maintains centers of expertise in a wide range of technical fields and support areas, such as specialized military programs and civil works engineering subjects, real estate support, information management, environmental issues, mapping, and CADD. These centers were created primarily to provide support to all USACE elements, specifically our districts, but they are also available to provide assistance to any Federal or State agency on a reimbursable basis.

The centers of expertise are created, maintained, and controlled by ER 1110-1-8158, Corps-Wide Centers of Expertise Program, which was published in Jan 1998. This Engineering Regulation provides guidance for creating and periodically re-certifying all centers under its purview. The regulation assures that these centers are staffed by subject matter experts, and are re-certified every 2 to 3 years to verify their continued viability. The centers of expertise program encompasses two types of centers - Mandatory Centers of Expertise, where certain services are mandatory for use by USACE districts, and Directories of expertise which are available for voluntary use.

A current list of all centers, both voluntary and mandatory, are maintained on an Internet site. This site provides information on the mission and function of each center, points of contact, and a link to the

center's home page for more detailed information. The Center of Expertise homepage is located at: <http://www.usace.army.mil/inet/functions/cw/cecwe/coexpert/index.htm>

Any given district only gets involved every few years in a project that involves certain specialized engineering fields, such as electronic security, protective design, training ranges, hydroelectric design, and airfield pavement. To remain a viable engineering and construction agency, USACE must maintain an expertise and competence in these and many other engineering and technical areas, but due to the limited number of projects, every district can not afford to maintain expertise in every engineering discipline. Therefore, the centers of expertise program is essential to maintaining USACE technical expertise in these specialized areas. The centers of expertise provide unique technical expertise to USACE districts, other U.S. and local Government Agencies, and allow rapid response to emergencies with appropriate technical experts.

For more information on the centers of expertise, please visit the website and feel free to call or email the center point of contact or the HQUSACE proponents to learn more about the unique capabilities of these technical experts.

POC: BOB FITE, CECW-ETE, 202-761-7169

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INSTALLATION SUPPORT CENTER OF EXPERTISE (ISCX)

The ISCX partners with Districts and the Research and Development Center to provide services in support of DoD installations. The following services are funded by HQUSACE and are provided to Army installations on a non-reimbursable basis:

- Utilities procurement and sales: guidance, assistance, contract reviews and rate interventions
- Fire protection guidance and assistance
- DPW supply and equipment guidance and assistance
- Boiler and chiller inspection guidance and assistance
- DPW legal guidance and assistance

ISCX'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. The ISCX provides services 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 Alarm Systems (FAS). Provides cradle-to-grave services, including criteria development, site surveys, design, procurement, installation, performance testing, acceptance, monitoring and maintenance for UMCS, ESS and FAS. 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. 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 includes 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.usace.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. Need a 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 turn-key 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.

DESIGN AND CONSTRUCTION INDUSTRY WORKSHOP ON DISASTER RECOVERY EFFORTS

On 21 September 2001, Headquarters, U.S. Army Corps of Engineers (USACE) hosted a Design and Construction Industry Forum on Disaster Recovery Efforts. Speakers included LTG Robert Flowers, Chief of Engineers; Ed Laatsch, Federal Emergency Management Agency (FEMA), Charlie Hess, Chief of the Civil Works Operations Division, USACE; Mike Sullivan, Pentagon Renovation Office; Dr. Paul Mlakar, Structures Laboratory, Engineering Research and Development Center, Vicksburg; Mr. Joe Hartman, Structural Engineer, HQUSACE; and BG Carl Strock, Director of Military Programs, USACE. Dwight A. Beranek, Chief of the Engineering and Construction Division, HQUSACE, hosted the program. Briefings discussed USACE, FEMA, and Pentagon Renovation Office participation in recovery efforts, what we have learned so far about protection of buildings from terrorism, and how we can leverage the capabilities of professional organizations in the design and construction industry to build safer facilities for our people.

You may be asking, "Why is this important to organizations like IIDA and ASID?" or "How can IIDA and ASID support the disaster recovery effort?" Catherine Gately, IIDA, Past President of the Mid-Atlantic Chapter, and Thomas B. Banks, Deputy Executive Director of ASID attended the workshop with me. We discussed issues related to interiors and how we can partner in the efforts to make our interiors safer from terrorism. We are interested in the performance of interior materials and furniture in the recently renovated section of the Pentagon. In addition, the interior designer has a significant role in anti-terrorism because interior designers help form the design program, and play a pivotal role in the design of the entry experience to project a feeling of openness while facilitating the security of the building and the people who work there.

Resources are already in place, which will help facilitate our learning process. This might be a good time to let people know about web resources, which are available:

Department Of Defense Interior Design Resources Web Site:

http://tsc.wes.army.mil/ID_Resources_DoD/index.htm

The web site contains links to service criteria, products, and to the professional organizations.

USACE Protective Design Center Web Site: <http://pdcunx.nwo.usace.army.mil/>

This is our center of expertise for criteria and technical assistance on issues related to Anti-Terrorism and Force Protection (AT/FP). The web site includes links to the Blast Mitigation Action Group (BMAG) website, AT/FP Products lists, and email addresses for persons at the center.

USACE Center Of Expertise For Preservation Of Historic Buildings And Structures Web Site:

http://www.nws.usace.army.mil/tcx_psb/trnsched.htm

This center of expertise is dedicated to helping federal clients solve problems related to historic buildings and structures. The web site also contains the information on the training courses, which I handed out at our meeting.

POC: FRANK A. NORCROSS, CECW-EIV, 202-761-7113

Dam Safety

RESPONDING TO DAM SAFETY EMERGENCIES

The Training Subcommittee is presenting the ninth in a series of very successful technical dam safety training sessions for all dam safety professionals, owners, regulators, consultants, managers and engineers. The National Dam Safety Program Technical Workshop No. 9 (NDSPTW#9), Responding to Dam Safety Emergencies, will convene on February 20-21, 2002, in the Federal Emergency Management Agency's (FEMA) training center in Emmitsburg, Maryland.

How you respond to a dam safety incident or emergency can be the true test of any dam safety program, State or Federal regulator, dam owner, or consultant. Unfortunately, this "test" can be a real life, real time; event with lives in the balance. Add to that, the fact that it isn't uncommon for dam safety professionals to be dealing with the critical dam safety issue for the first time with no prior experience. Finally, if you have a career in dam safety there is a good chance you will find yourself in this situation.

While there may be no better substitute for experience when dealing with dam safety emergencies, training may be the only resource available to many dam safety professionals. Fortunately, there is a wealth of knowledge and experience available among our peers that can be shared to the benefit of the dam safety profession.

Responding to Dam Safety Emergencies will provide training in three separate aspects of dealing with dam safety emergencies.

Engineering Response - the engineering response to developing dam safety emergencies - case histories, "what you should do if this happens", what has worked in the past, close calls when a fast decisive engineering action saved the day.

Emergency Action Planning - case histories, dam owner-local emergency management agency coordination, exercises and practice

Security at Projects - especially timely with the current tragic events.

Responding to Dam Safety Emergencies will provide, in an interesting forum, insightful discussion, important information and very useful training about the latest strategies on how to respond to dam safety emergencies. The seminar will bring together an impressive panel of expert consultants, experts from State and Federal dam safety programs, the Bureau of Reclamation, TVA, the Corps of Engineers, FERC, experts from private practice, and private owners and operators for what promises to be the most comprehensive seminar on dam safety emergencies convened to date. Individual presentations will be complimented by panel discussions where the audience will have the opportunity to interact with recognized dam safety experts to pursue innovative ideas and concepts.

Location And Dates -- The National Dam Safety Program Technical Workshop No. 9 will be held at FEMA's National Emergency Training Center (NETC) in Emmitsburg, Maryland, on February 20 - 21,

2002. The sessions will begin at 8:00 a.m. and will conclude at 5:30 p.m. on Days 1 and 2, and at 10:30 AM on Day 3.

Accommodations -- Rooms will be available to all participants on a 'first come, first serve basis'. State employees will not be charged for their rooms, but are urged to get their applications in early, as there are a limited number of rooms available on site. Federal employees and private sector employees will be charged about \$30.00 per night. Accommodations are also available at many hotels in the Gettysburg, PA area, about ten miles away.

Meals -- All participants staying on-campus must purchase meal tickets for February 20-21. The tickets, which cost \$14.50 per day for all-you-can-eat breakfast, lunch, and dinner, must be purchased at the Dining Hall.

Course Agenda -- The full agenda is available at <http://www.fema.gov/emi/agenda.doc>.

Registration -- To register for the seminar, please complete the [General Admissions Application](#) form (75-5) and return it to the NETC no later than January 4, 2002. In **block 9 - Course Code, write E-274**, and disregard Block 23 & 24, Additional Endorsements. The registration form may be faxed to 301-447-1658 or mailed to: National Emergency Training Center, Admissions Office, 16825 South Seton Avenue, Emmitsburg, Maryland 21727.

POC: DANIEL J. RODRIGUEZ, CENAD-ET-E, 718-765-7095

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Information

HYDROLOGIC ENGINEERING CENTER VACANCIES

The U.S. Army Corps of Engineers Hydrologic Engineering Center, located in Davis, CA, is recruiting to fill five vacancies for entry through journeyman-level hydraulic engineers (GS-9/12). Vacancies exist in all HEC divisions. The positions are being recruited as research hydraulic engineers, reflecting that work in the Center includes the full suite of activities from new methods and software development, through technical assistance and field applications, to policy analysis and support for HQUSACE. Typical work for entry through journeyman engineers includes: research and development of new approaches for solving hydrologic engineering and planning analysis problems; documentation of software and applications; development of training materials and presentation of lectures in courses; application of HEC software to particularly difficult field problems; providing support and assistance to USACE offices in the application of HEC software and methods; assistance to senior engineers in special projects for HQUSACE and other Corps laboratories and offices; and participation in conferences and other professional development activities. The areas of responsibility of the three HEC divisions are described below.

Hydrology and Hydraulics Technology (H&H) Division (1 or 2 vacancies): The H&H Technology Division performs research, field applications and software development, training, and policy support in the technical areas of river hydraulics and sediment transport, surface and groundwater hydrology, hydrologic statistics, water quality, and GIS applications in hydrology. The H&H division also accomplishes the oversight management function for USACE Civil Works R&D performed at HEC.

Water Resource Systems (WRS) Division (1 or 2 vacancies): The WRS Division performs research, field applications and software development, training, and policy support in the general subject area of planning analysis to include: flood damage analysis; watershed studies, risk analysis; water resource system operation and optimization; plan formulation and evaluation; riverine and ecosystem restoration; and GIS applications in analytical planning. WRS also accomplishes the oversight management function for HEC's PROSPECT training and associated technology transfer activities.

Water Management Systems (WMS) Division (2 vacancies): The WMS Division performs research, field applications and software development, training, and policy support in the general subject area of water control management to include: real-time data acquisition and management; information technology applications to water management; hydrologic forecasting; reservoir systems analysis and reservoir regulation; and information dissemination and display. WMS is responsible for the development of the Corps Water Management System (CWMS), system deployment, training and support. The Division also manages HEC's IT infrastructure.

These positions will be filled through the Western Civilian Personnel Operations Center (WCPOC) located in Ft. Huachuca, AZ. Corps of Engineers and other Federal employees may submit a resume via Resumix by following the instructions at <http://www.wcpoc.army.mil>. Other interested applicants may apply via the Delegated Examination Unit (DEU) procedure, also available at the above Web site. For administrative information and assistance contact Diane Cuming (diane.a.cuming@usace.army.mil) at HEC. Ms. Cuming will know when the vacancies are posted for applications. For technical and other job related information, contact Darryl Davis, Director, HEC Arlen Feldman, Hydrology and Hydraulics Division Chief, Chris Dunn, Water Resource Systems Division Chief, or Dan Barcellos, Water Management Systems Division Chief. See the Web site at <http://www.hec.usace.army.mil> for information about HEC.

POC: DARRYL DAVIS, CEIWR-HEC, 530-756-1104

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TIME IS MONEY!!

The Corps of Engineers has long been respected in both the Government and private business sectors for our construction and conservation/preservation expertise as well as other aspects of our mission. Undisputedly, the Corps has accomplished impressive feats in responding to our nation's key construction needs over the years as well as proudly maintaining crucial components of the country's core infrastructure systems. However, our customers as well as our competitors have begun to notice a growing pattern in regards to our construction activities that is becoming most unhealthy to our reputation as well as to our vital operational goals: we can't seem to finish projects on time with any degree of consistency. Oh sure, there are lots of reasons: bad weather; unfortunate developments with contractor relations; errors in designs; etc. The list can go on and on but the bottom line is that the Corps of Engineers is expected to and should apply the same level of expertise and effort in executing project schedules that we are known and respected for in our construction quality assurance operations and financial management responsibilities. After all, our contracts require quality construction practices, proper use of appropriations, AND completion of indentured efforts within a specified time period.

First of all, I must admit that I am a relatively new Corps employee and my professional background stems from another Federal Government Construction Agency as well as a smattering of private industry experiences. I am well pleased with my decision to transfer to the Corps of Engineers and am proud of the organization's long-standing history and incredible accomplishments. But, in the three

years (give or take a month or two) that I have had the pleasure of association with my new colleagues, I am somewhat disturbed as to the overall attitude and application of construction/project scheduling philosophy.

I have witnessed discoveries at projects where the appropriate Government representatives were asked if they had copies of the contractor's monthly schedule updates and the staff members responded with, "Well sure!" and opened up a desk drawer that was full of floppy disks stacked a half a foot deep. When asked what they actually did with the schedules, they eluded to using them in a spring loaded lever throwing device with the employment of a 20 gauge over and under shotgun and some person of designated authority yelling, "Pull!" (Of course my exact recollections could be somewhat skewed due to the global warming process overtaking our environment and my inability to properly regulate my intake of candy bars from the hallway vending machine.)

Continuing in my most humble but accurate assessment of current in place scheduling procedures, some organizations could donate the required monthly schedule hardcopy printouts provided by our contractors to the Order of the Shaolin Priest of the late Kung Fu television series for their initiation ceremony. You know; the walk on the paper without making any impressions, tears, or wrinkles? If after walking on any of our printouts, mysterious markings did happen to appear, than the candidate could be officially told with confidence from the Chief Priest, "You're out of here grasshopper! That paper came for the Corps of Engineers Scheduling Archives and they sure didn't dent it."

Or perhaps we could make some good use of our schedule printouts by donating them to local community paper recycling drives or even rolling them up and using them as fire logs during the winter months for energy conservation awards.

Oh sure. I always hear the argument that "Our customers want a good quality project and if we're late, at least they got a good air conditioning system." Hey buddy! The contract requires quality construction AND timely performance. The proud accomplishment of the provision of a great HVAC system seems to lose some of its luster when we give the customer the finished product a year late!!

And let's not forget the good ole claim package at the end of the project that is now who knows how late and the contractor and the Government sit down in a conference room for weeks on end trying to figure out just what happened. What? We have a schedule that is submitted on a monthly basis with contractor AND Government personnel BOTH responsible for schedule control and assurance and all of the sudden we're trying to figure out why we're a year late finishing the job and whose fault it is? Hello! I have personally witnessed the official project schedule actually abandoned to settle an end of job dispute/claim issue because it was just too dang hard to construct an "as-built" schedule. What a shame. Or is pitiful a better word? Why was an "as-built" schedule even needed? Oh, wait a minute. I forgot about the recreational shotgun shooting session. (Quick. I need another candy bar!) Maybe we should have reviewed the schedule disks before we enjoyed the outdoor marksmanship exercises.

The scheduling software in place today and used Corps wide accurately and easily identifies performance problems from the onset and provides ample opportunity for the construction TEAM (both contractor and the Corps) to remedy the developing negative situation before further complications evolve. If the TEAM just sticks their heads in the proverbial sand and tries to figure it all out later, we'll continue to learn the hard way that time IS money! After all, do we honestly think that our customers are not adversely impacted by construction efforts finishing late?

We ask quality assurance and appropriation monetary questions on a routine basis and eagerly enforce the requirements of the contract. Do we take that same level of effort and expertise and assure/enforce the schedule? Why not?

Please don't misunderstand. We don't want to hammer the contractor into submission. Believe it or not, we WANT the contractor to finish ON TIME; and be PROFITABLE! The contractor only allotted a finite amount of field and home office overhead for his contractual obligations and efforts and by finishing the project on time, the contractor has a better degree of probability of being and remaining profitable in his inheritably risky efforts. Finishing on time allows the contractor to be available for other work, which is not only good for him but also for the Government. Let's face it; we simply cannot accomplish that for which our nation and the Army depend upon us without the help and cooperation of our contractor partners and community. Their role is equally vital and imperative in allowing the Corps of Engineers to succeed.

It's no secret that organizations that excel in business define and realize their mission and then execute it with vision and purity of purpose. No distractions!! (I can't remember where I heard that exact phrase, and even though I can't take literary credit for it, it sounds dang good and is certainly applicable to my point. I just wish I had thought of it).

Yes proper monitoring and assurance/enforcement of the contract schedule and mandated milestones can certainly assist our organization in avoiding costing and seemingly defenseless claims at the conclusion of our project efforts. But, I submit for your consideration that the most important aspect regarding scheduling expertise and effort is the professional responsibility and obligation to our customers for providing a quality project within the performance period contracted. We ARE the experts in construction and project technical/administrative management and I contend that our customers will emphatically appreciate our professional and sincere proactive approach to schedule management. Remember that last minute rushes to "catch up" construction efforts due to failure on the TEAM's ability to monitor and manage the schedule only promotes eventual poor quality in some of the final but exceptionally critical project activities.

We assure quality; we assure proper use of appropriations. Come on! Let's ASSURE the schedule!

Time IS money to our customers; time IS money to the contractor; time IS money to our own funding resources; and if other Government construction agencies grasp the importance of completing projects on time and succeed in implementing effective techniques for doing so, time WILL BE money for the Corps of Engineers when we're eventually told by our customers, "Thanks but no thanks. We've found someone else to do the job."

I've got some ideas and real-life experiences that have proven successful in past endeavors regarding schedule assurance and would be excited and pleased to share those "lessons learned" with interested leaders. But I can also say with up most accuracy and confidence that it will take all of us to unite and focus in order to make a true difference on what could easily be a significant development in the United States Army Corps of Engineers continued endeavor of excellence.

ESSAYONS!!

I would like to take just a quick moment and thank the Leadership at CEHNC for allowing me to actively participate in their Commitment of Continual Improvement and for their tolerance of my somewhat radical thought processes. Thanks Commander, Jim, Ron, Joel and the rest of you guys!!

POC: NEAL GRAHAM, CEHNC-CD, 256-895-1509

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Upcoming Regional and National Meetings and Conferences

TAILINGS DAMS 2002

The Tailings Dams 2002 Conference, sponsored by the Association of State Dam Safety Officials (ASDSO) and the US Society on Dams (USSD) will be held April 29-May 1, 2002 at the Orleans Hotel in Las Vegas, Nevada. This specialty conference will address the special problems related to the safe operations and maintenance of tailings dams.

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

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Training

FAST TRACK YOUR MPA

The School of Public Affairs at American University (AU) and the U.S. Office of Personnel Management (OPM) have partnered to offer an innovative program for selected high potential managers in the public sector. The program allows Federal managers to complete their Masters in Public Administration in less than two years with a combination of residential courses at OPM and intensive weekend courses at American University.

Effective Cohort Program -- This 36 credit hour program, delivered in three, two-week residential programs (January and October, 2002 and October, 2003) with just 16 additional three-day weekends (Friday-Saturday-Sunday, approximately once per month) allow professionals to continue in their jobs while working toward a Masters degree.

Who Should Attend -- The MPA program is intended to serve experienced with the potential to move into the Senior Executive Service. Most participants come from the GS-13 level; however, the defining characteristics are strong experience and stronger potential of those attending.

Program Design -- The curriculum is designed to provide Executive Core Qualifications (ECQ) as well as specific knowledge in public administration principles such as financial management, leadership, human capital, and executive problem solving. It is also designed to fit the schedules of the managers attending and their sponsoring agencies.

For Schedule of Courses, Admission, Application, and Tuition information, visit our website at <http://www.leadership.opm.gov/ss77.html>

Or contact our academic department staff:

Dr. Claire Felbinger, Chair, Department of Public Administration
(202) 885-2608
claire@american.edu

Brenda Manley, Admissions & Financial Aid Manager
(202) 885-6202
bmanley@american.edu

Monica Moody Moore, Assistant Dean
(202) 885-6248
mmm@american.edu

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

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MANAGING PROJECT TEAMS

Managing Project Teams is for team leaders and managers who want to focus on project team results in terms of time, budget, and customer satisfaction. The seminar provides team leaders and members with project management and team leadership skills to better plan, organize, lead, and control work in today's changing climate.

Participants face the organizational challenge of managing multiple projects simultaneously, and balancing competing priorities. Successful project-based organizations serve as models for evaluation and analysis.

Dates and Locations
Mar 4-8 (Denver)
Apr 22-26 (Shepherdstown)
Aug 26-30 (Denver)

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

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

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LEADERSHIP FOUNDATIONS SEMINAR

This seminar is an intensive four-day program specifically designed to meet the developmental needs of Federal Employees who desire a fundamental understanding of leadership. It focuses on training individuals in the skills necessary to become situational leaders regardless of their position or title. Participants will gain insight into their potential for taking on leadership roles and becoming more supportive followers. The program is very participative and uses a variety of materials, activities, simulations, role-plays, case studies and instruments.

Who should attend: Technical specialists, administrative specialists and professionals who are not currently supervisors or managers.

Leadership Competencies emphasized in this seminar

- Continual Learning
- External Awareness

-
- Flexibility
 - Influencing/Negotiating
 - Interpersonal Skills

Schedule:

Dec 10-Dec 14, 2001

Sep 16-Sep 20, 2002

Program begins at 1:30 pm on Monday and ends at 11:00 am on Friday

Location: Western Management Development Center (WMDC)

Learn more about this seminar at <http://www.leadership.opm.gov/fs52.html>.

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

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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.

Team Building and Team Leadership prepares managers to build and work with teams that value diversity, encourage participation, and commit to accomplishing common goals.

Key Results:

- Decide when to use teams and when they are not appropriate
- Learn the basic skills critical to working in the team environment
- Develop effective interpersonal team skills
- Create a team identity that values and understands diversity
- Develop interpersonal skills including influence and conflict management
- Learn strategies to manage team conflict

Who Should Attend: Team leaders and members, facilitators, and supervisors who are working in a team environment.

Dates for Western Management Development Center (WMDC) and Eastern Management Development Center (EMDC)

Dec 3-7 '01 (WMDC)

Mar 18-Mar 22 '02 (WMDC)

May 6-10 '02 (WMDC)

Jun 3-7 '02 (WMDC)

Aug 26-30 '02 (EMDC)

Sep 23-27 '02 (WMDC)

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

Apply online, or to learn about other OEMD seminars at <http://www.leadership.opm.gov>.

Contact WMDC today for space availability at 304-870-8008.

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

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Open Discussion and Comments

WHO IS DWIGHT?

This month we received one question from the Los Angeles District -- **Who is Dwight?**

For those who do not know, the answer is -- **Dwight is Mr. Dwight A. Beranek, P.E., Chief, Engineering and Construction Division, Directorate of Civil Works, HQ USACE. Since all engineering and construction functions (Civil Works and Military) are in Civil Works, Mr. Beranek could be said to be the Chief, Engineering and Construction, for the Corps of Engineers.**

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

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

Editors' Notes

FUTURE THEMES

As you can see, we have combined the October and November issues of the Engineering and Construction News. The December issue should be available early in December. We are currently working on a schedule of themes for the calendar year 2002 issues. The theme for the December issues will be the Resident Management System (RMS).

Because we have only two more districts that have volunteered to provide District of the Month articles, the District of the Month section will be dropped after the January 2002 issue; unless some of the remaining districts step forward. The next two Districts of the Month will be as follows:

December 2001	St. Paul District
January 2002	Baltimore District

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

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SUBSCRIBE TO ECNEWS

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

You can subscribe or unsubscribe to LS-ECNEWS by sending an e-mail message to majordomo@ls.usace.army.mil with no subject line and only a single line of text in the message body. That single line of text should have the following format: **subscribe ls-ecnews** or **unsubscribe**

ls-ecnews. The List Server system will automatically pick up your originating e-mail address from the message and add it to or delete it from the distribution list.

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

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

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