

KANSAS CITY DISTRICT'S NEWS MAGAZINE

HEARTLAND ENGINEER



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DECEMBER 2011-JANUARY 2012

Innovative
Solutions

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John Tutorino (pictured with volunteer, Gary Murphy) harvested this nice eight-point buck on Saturday, Nov. 19, 2011 at Smithville Lake's Managed Deer Hunt for hunters confined to wheel chairs. Other district lakes participating in hunts for youth and physically challenged during 2011 included Milford, Perry, Stockton, Truman, Tuttle Creek and Wilson Lakes.

Photo provided by Derek Dorsey

Where I fit in the OPLAN 2012

My Part of the Plan:

Action 3: Relationships

In 2011, seven lake projects in the Kansas City District sponsored Special Managed Deer Hunts for youth and/or physically challenged individuals. One hundred fifty four individuals participated in the hunts with a total of 150 deer harvested. This calculates to a success ratio of 97 percent, which is outstanding considering most of the physically challenged hunters are confined to wheel chairs and many of the youth hunters are inexperienced and are participating in their first or second deer hunts. The staff at the lake projects did an excellent job of organizing these events, and they involved about 25 cooperating partners who helped sponsor and finance the hunts.



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ON THE COVER:

This photo shows one of three Section 14 Emergency Stream Bank Stabilization Projects under construction in the Kansas City District. These projects are created to protect a bridge or highway when erosion of an adjacent stream bank is encroaching upon them. On this project, Bridge 617 near Worth, Mo., a combination of willow stakes (the sticks just above the rip rap) and stone protection was used. As the willow stakes mature their roots along with the stone will help stabilize the channel. - Photo by Adam Alexander of the Kansas City Resident Office.

Kansas City District -



Col. Anthony J. Hofmann

I hope everyone had a wonderful holiday season. My personal best to each of you as we enter 2012!

First, I want to thank each of you for another very successful Combined Federal Campaign. The district not only exceeded our stated goal, but set a new record along the way. You contributed over \$113,000—again making a significant contribution to those in need locally, regionally and nationally. Thank you for making a positive difference! In addition to those making contributions, both Greg Wilson and Ed Kolodziej were instrumental in leading this effort. Likewise, our numerous canvassers allowed us to set this new record. I am never surprised by the district and our ability to “ramp up” whenever necessary. That being said, I believe it is important to communicate the exceptional things you continue to do!

As we enter 2012, I would like to reiterate some priorities discussed during the recent Town Hall sessions. As we look at our district priorities, our absolute #1 short term (six months or less) priority is post-flood rehabilitation in our area of responsibility. The district's leadership understands this—and I fully expect this mission to be fully resourced to support the project manager, Robin Wankum, in this huge effort. Rehabilitation following the devastating 2011 floods will be watched closely in our region, as it should be. I know we'll continue to deliver.

Longer term (greater than six months) priorities were also discussed during the Town Hall sessions. These include execution of our overall program, seeking new opportunities through our Strategic Engagement Relationship Plan, Transatlantic Division (South) Reach Back support, the Fort Riley Hospital project and overall emphasis on safety. Our Fiscal Year 12 District OPLAN also provides a clear outline of where we want to go in a variety of areas in the district.

I am confident we have a clear plan for the remainder of FY 12. As always, success depends on how we execute. At the end of the day, districts are “tactical” organizations in nature, appropriated by Congress with taxpayer dollars for specific projects. As we all know, our mission is to properly manage these projects in the best interest of the public we serve. I know we'll do just that in 2012.

I look forward to seeing everyone around the district and continuing to work shoulder-to-shoulder accomplishing our missions—thanks for all you do!

Anthony J. Hofmann



Joint Effort at Terminal 91

By Kevin Wingert, Omaha District
and Andrea Takash, Seattle District

In April 2010, during a routine security dive, Port of Seattle police divers discovered munitions that date back decades to when the facility was used by the U.S. Navy. The U.S. Coast Guard (USCG) was immediately called, as was the U.S. Navy Explosives Ordnance Disposal Unit, who removed the munitions.

Port of Seattle police continued to perform the routine dives throughout the summer. The World War II-era munitions were found on six more occasions, the last of which was considered hazardous. Consequently, the USCG issued a Captain of the Port Order restricting vessel operations until further information was collected — potentially impacting the 2011 cruise season.

To stem the threat beneath the tide, a unified command group of federal, state and local agencies, led by the U.S. Army Corps of Engineers (Kansas City, Omaha and Seattle Districts) launched a underwater munitions response.

“The extensive and successful collaboration between the three Corps districts, Port of Seattle, U.S. Coast Guard, U.S. Navy and Environmental Protection Agency made this project successful,” said Pam Kromholtz, Seattle District’s project manager.

“From our initial involvement in late September 2010, everyone has worked diligently and innovatively to assure successful and timely completion of the mission,” said David Nelson, Kansas City District team leader for the Formerly Used Defense Sites Program.

PLAN OF ACTION

The safety of the public is a top priority.

“We consider the dock worker. We consider the people in the fishing boats. We consider the people on the cruise liners,” said Jerry Hodgson, the manager for

the Omaha District’s Military Munitions Design Center.

Beyond safety is the economic impact of the terminal. Terminal 91 consists of Pier 90 and 91. In 2009, the outermost portion of Pier 91 was retrofitted to service up to two cruise liners at a single time. Last year, alone, the cruise industry brought in \$425 million to the area.

“It’s a huge economic engine for the Puget Sound region,” said Peter McGraw, media officer for the Port of Seattle. “It’s responsible for more than 4,400 jobs.”

The project team also considered the environmental impacts.

“Terminal 91 is located 10 miles north of downtown Seattle, and in the heart of the Puget Sound, which is the nation’s second largest estuary,” Kromholtz said. “Environmental impacts were studied to ensure activities were consistent with environmental regulations and the Puget Sound Cleanup Initiative. This area has a sensitive ecosystem and as such sonar impacts on marine mammals, spawning fish windows for listed and endangered species, and other environmental concerns were studied.

In addition, cultural and natural resources and tribal usual and accustom fishing areas were coordinated and investigated. Each one of these environmental considerations had the potential to greatly impact project timing and success,” she said.

With the cruise industry set to start back up in mid-April, the window to reduce the potential risk was tight. The U.S. Army Corps of Engineers authorized a time critical removal action to deal with munitions found in the areas where cruise ships berthed on Pier 91 and the waters some 400 yards beyond the pier heading into the harbor.

“A time critical removal action is an action in which you have less

than 6 months of planning time in order to accomplish a project — and if you don’t accomplish that project, there’s a threat to human health and the environment,” Hodgson said.

The time critical removal action was funded through the Formerly Used Defense Sites (FUDS) Program with support from the Corps Northwestern Division and Headquarters offices as well as the Department of Army. Under the FUDS program, the Corps inspects, evaluates, manages and executes required cleanup of contamination caused by the Department of Defense at eligible properties (both land and underwater) owned and controlled by DoD prior to October 1986.

WHERE TO START?

After developing a draft plan and coordinating it with the unified commanders, the Corps awarded task orders to Sky Research. Hodgson and his team worked with Sky Research to further break down the situation at Terminal 91.

“We knew so very little coming in with such a tight schedule, although we had a plan developed, each phase of that plan was developed on what we found out in the first phase,” Hodgson said.

To establish a baseline of conditions at the pier, the team began a series of reconnaissance dives and research into existing literature on the area. For the dives, Land Air & Sea Explosives Ordnance Disposal (LASEOD) was brought on board.

BRING IN THE ACOUSTICS

Following the initial reconnaissance dives, Sky Research began a series of data collection using multi-beam and side scan sonar to map the bathymetry, or the topographical features of the

sea bottom and corresponding water depth.

Later, Sky Research used stationary scanning sonar to produce an even higher resolution picture. The main difference between the two is that stationary scanning is performed on a tripod placed on the surface bottom, whereas the side scan is done with an array dragged through the water by a boat.

With that work done, a marine magnetometer array was deployed over the site to provide a map of the surface and subsurface distribution of ferrous metal anomalies, which could be military munitions related.

“Based on the sonar, dive reconnaissance and geophysics, we determined much of the site was littered heavily with debris, both metal and non-metal,” said Jack Foley, vice president of technology for Sky Research.

The surveys uncovered 11 discarded military munitions and 212 munitions-related items.

LASEOD divers returned to all of the items and brought them back to the pier March 30. From there, the Joint Base Lewis-McChord Explosive Ordnance Disposal unit took physical control of the munitions and transferred them to the base for disposal.

Based on the results, the U.S. Coast Guard modified its Captain of the Port Order allowing the cruise season to begin without interruption.

Left: Terminal 91 serves as a cruise line port and hub for fish processors from the Bering Fleet. This 5-inch projectile was the largest discarded military munition found during cleanup work at Terminal 91. Photo courtesy of Sky Research

Right: Divers prepare to investigate the Terminal 91 area in Seattle, Wash. Photo provided

Joint Effort Continues at Seattle's Terminal 91

By Amy Phillips

Building off of the lessons learned from the fiscal year 2011 execution, a new scoping of additional remedial work began in August. The remedial investigation was awarded to the same contractor and work to identify additional areas of concern began capitalizing on the knowledge acquired during the first investigation to see if they can get a better feel for what might be down below the water at Terminal 91.

“Currently, they are in the work plan development phase and once the plan is approved toward the end of the first quarter, they will start the field work. The investigation phase is used to determine the nature and extent of what might be down there and then come up with the path forward for selecting a remedy,” said David Nelson, Kansas City District team leader for the Formerly Used Defense Sites Program.

Similar activities will take place during the investigation but the more successful activities from the first effort are available so that they can get a better feel for what is out there. The Corps will also incorporate our own methods of disposal of the discarded military munitions into the process. A study was completed to evaluate the different disposal options that are available and look at these to

determine which one is the best option for the situation in this area taking into account that the munitions are in water, near a pier with lots of local users.

The work plan will take into consideration all of the issues faced in the area and look at areas that should be investigated, the methods to investigate and if we come across something for disposal, what is the method that will be used. Field work should begin in either late January or early February. Everything is again targeted at completing the investigation prior to the start of cruise season in early April.

“Once all is locked in and agreed upon, we will go out and start doing the field work. The goal is that they know enough about the site at this point that they will be able to determine a remedy,” said Nelson.

This multi-district virtual teaming effort has been the example of success in regards to FUDS transformation and virtual teaming.

The Kansas City District has been involved at the program level. “We have been involved in making sure the project is adequately funded, following the guidelines for program execution and making sure all the right resources are available,” said Nelson.



Customer Surveys are mandated by HQUSACE

By Jennifer Henggeler

Each year beginning in September the Military, Hazardous, Toxic, Radiological Waste, and Real Estate branches gear up for the annual Military Programs customer surveys. Surveys are sent out in October, responses monitored throughout the process, and final results are provided by Headquarters U.S. Army Corps of Engineers in the January timeframe. In December, Operations, Planning and Project Management branches begin to work on their customer lists for the Civil Works survey. This survey launches in January with results provided by Headquarters USACE in March. Preparation for the surveys include confirming who is a valid customer and contacting customers prior to sending out the survey invitation to go over what has been accomplished over the year.

“A critical component of customer satisfaction is listening to and understanding customer requirements,” said Steve Iverson, deputy district engineer for Project Management. One way the district does this is through the Annual Customer Satisfaction Survey process.

The objective of the surveys is to improve customer relationships with all project participants and quality of services. The surveys can serve as a vehicle to establish customer loyalty, which is essential to customer satisfaction and detecting issues of frustration among the customers we work with on a frequent basis.

“The key to receiving outstanding survey results begins with providing exceptional service. The simple things like being a good listener, being very responsive to customer requests and providing quality products on-time and within budget are what will produce the best survey scores,” added Iverson.

In general a customer is someone that has an active project during the fiscal year for Military and HTRW and calendar year for Civil Works surveys. The customers range from military installations, National Guard units, city municipalities, Missouri Department of Conservation, Missouri Department of Natural Resources, and Departments of Transportation. Based

on our customer lists, one can see what a diverse group of people we serve with the projects we are working.

The surveys are extremely important for various reasons. They help management understand what we as a district are doing right and what areas we could improve upon. However, more importantly, the surveys are mandated by Headquarters USACE and every district participates in them. This allows the Kansas City District to see where we rank among districts throughout USACE. We are evaluated on our customer response rate as well as our average on question categories and individual questions. During the survey period, results are briefed at the respective Project Review Board in order to keep management informed.

After the survey closes, the results are compiled and analyzed both locally and by headquarters. Headquarters does a more exhaustive analysis and districts receive their overall results as well as how they compare to other districts. They also put on a video teleconference for the major subordinate commands to present the results and publish a corporate report that is available to the public about six months after the close of the survey.

“On the back end of the survey it is critical that we follow-up on any concerns and/or issues brought forth in the survey and continually improve as a service provider. If we do these things well, our customers will keep coming back for more,” said Iverson.

Up until 2003, the district contracted out for survey support. A private firm was contracted to perform maintenance and analysis of the customer surveys for the district. In 2003, Ann Ewy, project engineer in Environmental Engineering began her role as the district customer survey manager, handing off duties to Jennifer Henggeler in Planning in 2010.

Questions are rated on a scale of one (lowest/very dissatisfied) to five (highest/very satisfied) and HQUSACE evaluates the scores in a green, amber, red stoplight fashion.

Mean score \geq 4.00 GREEN

3.00 \leq Mean score \leq 3.99 AMBER

Mean score $<$ 3.00 RED

General information and results from the 2010 NWK customer survey for Military Programs and Civil Works surveys are below.

Over the past three years, the overall results for the Military survey did not vary by a large amount, which demonstrates NWK is consistently delivering quality products and services to our customers. On the civil works side, the overall survey average has improved by three tenths of a point since 2008.

	Military	Civil Works
Number of questions	33	24
Number of customers /stakeholders (for Civil Works only)	25	102
Overall average in 2010	4.46	4.51
Question with the highest average	Base Realignment and Closure Support average of 4.80	Treats me as an important member of the team average of 4.72
NWK Ranking among other districts	12 th * out of 35 districts (NWK tied with three other districts)	5 th * out of 37 districts (NWK tied with three other districts)

Eagle Days

flock to the Kansas City District

By *Diana McCoy*

It's that time of year again when the weather turns cold and most people want to stay indoors and out of the elements.

But that would be a mistake—a huge mistake.

This is actually the time of year to get outdoors and enjoy some rare sites such as our nation's symbol, the majestic bald eagle.

The bald eagle population was about 500,000 in the 18th century, however, by the 1950s, there were only 412 nesting pairs in the lower 48 states. Aggressive conservation efforts and the placement of the bird on the Threatened and Endangered Species list have helped the bald eagle make a comeback.

The bald eagle was removed from the Threatened and Endangered Species list in 2007, and today it's estimated there are more than 10,000 nesting pairs in the lower 48 states. The Kansas City District had 47 nests at its lake projects in 2011, which produced a record of 81 eaglets.

Park rangers and natural resource specialists across the Kansas City District work hard to provide the public with several viewing opportunities every year. These events are always well attended, and are a great, safe way for families to enjoy nature together. The events are usually coordinated in conjunction with other agencies and organizations such as the Missouri Department of Conservation, the Kansas Department of Wildlife, Parks and Tourism, and Operation Wildlife, to name a few.

So, bundle up! It might be cold outside, but you don't want to miss out on the wildlife.



This is a photo of a bald eagle taken during the early fall. The Kansas City District had 47 nests at its lake projects in 2011. Photo by Mike Watkins

Date	Lake Project	Location
Jan. 7	Stockton Lake	Stockton Lake Visitor Center
Jan. 7	Tuttle Creek Lake	Manhattan Fire Station
Jan. 7	Smithville Lake	Paradise Pointe Golf Course Club
Jan. 8	Smithville Lake	Paradise Pointe Golf Course Club
Jan. 14	Harry S. Truman Lake	Harry S. Truman Visitor Center
Jan. 14	Milford Lake	Milford Lake Nature Center
Jan. 21	Clinton Lake and Perry Lake	Free State High School
Jan. 28	Perry Lake	Perry American Legion

*Check each lake's web page for more information! www.nwk.usace.army.mil/lakes.

Paperless Contracting File

system to be deployed at NWK

By Lelani Banks

If you have ever been involved with a government contract you are well aware of the massive volume of paperwork associated with any contractual action. Currently the Kansas City District relies heavily upon hard copy files for contract documentation and administration of contract actions.

Over the years this heavy reliance on paper copies has caused several issues and inefficiencies; lost contracting documentation/files, inefficiencies in management of information and increased expenses associated with paper files and storage have haunted contracting offices government wide.

The National Contracting Organization is in the process of deploying the Paperless Contracting Filing System across the U.S. Army Corps of Engineers. The Kansas City District is scheduled to begin deploying the PCF during the second quarter of fiscal year 12.

“While the transition may be difficult at times,” stated Teresa F. McCarthy, chief Contracting Division, “I look forward to the day that the acquisition workforce is able to electronically create, view, manage, edit, review, approve and archive official documents and files in one central location.”

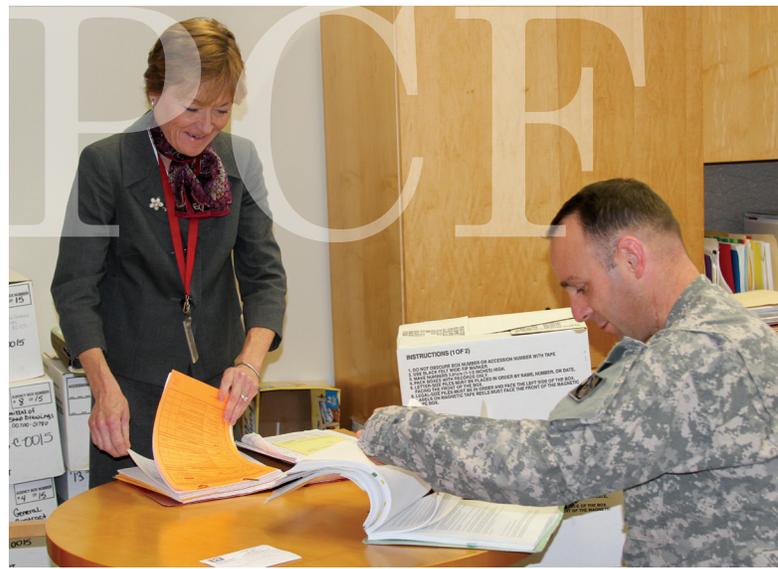
PCF supports the Secretary of Defense Affordability initiative “Better Buying Power: Mandate for Restoring Affordability and Productivity in Defense Spending.” The purpose of this initiative is to establish a culture of delivering better value to the taxpayer and improving the way the department does business.

Some of the goals of PCF are to eliminate paper files, enhance collaboration, and increase the

accessibility to documents in a secure web-based environment. It also allows the government to lower operating costs through the reduction of paper consumption, storage, copying and faxing. Additionally, by not physically moving project information, users reduce the possibility of lost documents.

The PCF system contains libraries classified by fiscal year. File cabinets reside within the libraries, which contain the content of contracts within the various folders. Cabinets are identified by Solicitation, Contract, Task Order or Delivery Order and Modification Number. The folders within the cabinet represent the various tabs that Contracting personnel use to arrange documents within a hard copy file. Almost any type of file can be uploaded such as PDF documents, all Microsoft Office document file types and the various AutoCAD file extensions. Executable files ending in .EXE are not allowed. Compressed, or .ZIP, files are allowed only in Drawings and Contractors Offer folders. File size should not be an issue.

PCF’s workflow functionality will provide officials (i.e. Contracting Officers, Office of Counsel, Contract Auditors) access to review, provide comments, and/or approve documents. It has draft and versioning controls to track the changes to the documents once they are saved. The manager of a cabinet can grant proper access within the organization by assigning manager, editor or reader roles. PCF allows remote access and will support the Army’s contingency contracting



Maj. Jason Evers, deputy district commander, and Teresa McCarthy, chief Contracting Division, look through contracting files. The contracting office will soon transition to a paperless contracting file system. Photo by Amy Phillips

operations and satellite offices as well.

The PCF system is Common Access Card enabled and conforms to Department of Defense information assurance requirements. The DoD 5015.2 standard is the design criteria standard for electronic software Record Management Application. PCF is considered an RMA and is certified by the Joint Interoperability Test Command. The certification enables electronic filing to carry an official “document of record” erasing the need to maintain paper back-up files. PCF is maintained by the Army Contracting Command and is part of the suite of applications titled Virtual Contracting Enterprise. Paperless contracts will be stored and backed up in secure servers located in Redstone Arsenal in Huntsville, Ala.

Early in November, the Kansas City District’s Contracting Office conducted pre-deployment training in which representatives from Office of Counsel, Project Management, and the Contracting Office were in attendance. During the remainder of the year the Contracting Office will continue to collaborate with leaders, users, and system administrators to facilitate the implementation of PCF.

Race to the *Fitness Line*

By David S. Kolarik

Congratulations to those employees from the Kansas City District who recently took advantage of an opportunity to get out on a picture perfect Saturday morning and challenge themselves both physically and mentally by participating in the 2011 Waddell & Reed Kansas City Marathon.

Those participating in this year's event are a testament to the district's command emphasis of health and wellness among the force.

Three of the five known district employees conquered this year's grueling 26.2 mile course successfully completing their first ever marathon. Led by veteran runner and District Commander, Col. Anthony Hofmann, marathon status and bragging rights are now bestowed upon three ambitious runners: Maj. Jason Evers, Deputy District Commander, Jeane Hilger of the Engineering Division and Joshua Boeckmann from the Construction Division.

"After years of Physical Fitness Training in the Army, I needed a new goal to reinvigorate my interest in daily workouts. By committing to running a marathon, I put a milestone on the wall that I got excited about - it was new and exciting. Upon successful completion, I immediately wanted to set a new goal. I think changing your goals and routine for execution is important to keep things interesting," said Evers.

"I did all my training alone so running the marathon with Colonel Hofmann and Major Evers was a huge help. I would not have met my goal of under four hours without their encouragement and positive attitude. It really helps when you have people around to help support you and meet your goals," said Boeckmann.

"The first part of the marathon was easy. All of my training got me through that. It was the last five miles or so that was miserable. Everything seemed to hurt and my feet felt like lead weights. I just kept on pushing myself knowing I had family and friends waiting for me at the finish line. I couldn't disappoint them," added Boeckmann.

According to the Runners World website, with the proper shoes and a sensible approach to jogging or running, the benefits of a steady regimen far outweigh the risks.

It's a fact that jogging will help you to burn fat, helping one to more easily realize weight goals. Jogging or running is also linked to better sleep patterns which ultimately help one to maintain a better appetite and helps to maintain and or strengthen important bones and muscles.

Other district employees including Andrew Marskey of the Geotechnical Branch, Civil Design section, and his wife Kelsey, ran a half-marathon, or approximately 13.1 miles.

"Aside from the physical benefits of running, I feel running/training helps improve my mental toughness and dedication, so I feel better prepared to be able to persevere through just about anything," said Marskey.

Alan Chestnut of the Engineering Division, Hydraulics and Hydrology section also competed in the half-marathon.

"I enjoy running because it keeps me in shape and there is always opportunity to improve. No matter how fast you run, you can always run faster. More than a physical challenge, it is a mental challenge to keep pushing yourself," said Chestnut.

Ben Davis of the Military Construction Division also participated in the event. He ran the Kansas City Marathon team event where four folks divided up the 26.2 miles. "Running with so many people is a great morale booster to reach my next goal of running a full marathon," said Davis.

So, Heartland Engineers, whether you decide to run a 26.2-mile marathon, run or jog laps around the track, run on a treadmill or find a buddy and go for a brisk walk, get motivated and get started. Many times, personal motivation will inspire others to take that first step towards a healthier lifestyle. A healthier workforce is a more stable, productive workforce.

Joshua Boeckmann, Construction Division, competed in the 2011 Waddell & Reed Kansas City Marathon in October. This was the first marathon for Boeckmann. Photo provided



Air Force Squadron Beddown -

Built in Record Time

By Michele Atkinson, Sealaska Constructor; Benjamin Davis, Project Manager, USACE Kansas City; and Dan Nelsen, Program Development Element Chief, Whiteman Air Force Base

The construction of a squadron beddown facility at Whiteman Air Force Base is proof that with teamwork, communication, and collaboration, the impossible is possible. The facility was built with an incredibly fast-tracked project delivery process; due largely to the partnership created among the Air Force, U.S. Army Corps of Engineers, and the contractor.

In June of 2010, Whiteman Air Force Base was selected to house a flying squadron that had been inactive for 13 years. Air Force Air Combat Command announced the activation of the new squadron in January of 2011. The mission: to provide persistent intelligence, surveillance and reconnaissance, for real-time actionable intelligence and for deploying precision weapons in combat operations. This high profile project was a time critical issue of national security. The ground forces in Iraq and Afghanistan needed more airpower.

Due to the highly technical nature of their mission, the squadron needed a 15,000-square foot facility with a Squadron Operations Center and outdoor space for flying facilities. The squadron required precise electrical and HVAC systems, each with redundant back-ups to guarantee supply to flight-essential hardware, as well as specialized technical, mechanical, and electrical equipment and programming.

To meet these needs, the Air Force planned the renovation of an existing facility that was originally built in 1984. Thousands of feet of conduit and fiber optic cable were added, as well as 2,000 additional square feet of mechanical and electrical space.

The biggest challenge was the extremely short time frame provided for construction. Test flights were scheduled for just over six months from the date that USACE first received notice of the project.

The Air Force provided a list of major milestones to USACE that had to be met for the project to go online by this extremely tight deadline. The squadron needed to be combat-ready on Feb. 1; and Airmen would be moving in and beginning the test flights in January.

Schedule At-A-Glance

- 16 July – USACE received the project, Kick-off meeting held
- 22 July – A/E contract awarded
- 8 September – Design completed
- 28 September – Construction contract awarded
- 30 September – Construction began
- 30 November – Mission-Essential phase complete
- 17 January – First test flight
- 01 February – Phase II construction complete, Beneficial occupancy

Fast-Track Project Delivery

The squadron beddown was built with a fast-tracked project delivery process, which reduced the standard construction timeline by over 50 percent. The timeline from project concept to the first combat flight was six and half months instead of a more typical timeline of 12-18 months.

It was the Corps' top priority to make sure that the Air Force's strict timeline was met. Due to the urgency of the mission, funding was approved and made available to USACE within days. This sense of urgency started at the top with involvement of officials from all parties and ranks, and affected how each party and individual in the process viewed their role. A partnership was created among the Air Force, USACE, and the contractor to meet their one critical goal: "Get it built so the Air Force can fly on time."

All of the key players in the project maintained a high level of involvement from the start. Active, daily participation included the Air Force flying squadron, Architect/Engineering (A/E), and even the squadron Commander, who attended every meeting and answered questions on the spot. Air Force 2nd Lt. William C. Moore II, who had recently been involved in the construction of a similar facility, was brought to Whiteman to assist with on-site technical issues and was able to respond to any challenges that arose. The active involvement of individuals throughout the chain of command eliminated the time spent going through various channels to answer questions, approve changes, and resolve other causes for delay. "This was the first project I've ever seen or heard of where issues or questions were resolved on the spot to meet the demanding schedule," said Benjamin Davis, USACE Project Manager.

Everyone involved in this project will confirm that this never would have been possible without an unprecedented

level of collaboration and communication among the Air Force, USACE, contractor, A/E, and subcontractors. It was a partnership; all parties involved understood the magnitude of the project and knew what needed to happen. Ken Nugent, Deputy Base Civil Engineer, said, “We can do this, and I want the whole Air Force community to be scratching their heads for years to come asking ‘how in the heck did Whiteman do that on time?’”

“The effort of all of the individuals that were involved in this thing to communicate was above and beyond anything I’ve seen. And that, probably in and of itself, was one of the major reasons that it was so successful – the communication factor,” said Al Brosch, USACE Project Engineer.

Collaborative Design and Construction

With constant communication among the designers, it was immediately determined what was needed for the building addition to facilitate the server room and the redundant mechanical and electrical needs. Within a seven-day period, the designers had pinpointed where the building footprint would be for the addition. They conducted an intensive design charrette in two days to coordinate the input of the many individuals involved, after which they were able to begin construction documents.

To reduce the number of days spent on designing and bidding the construction documents, USACE implemented a method known as “Partnering with Industry.” Using the 8(a) Alaska Native sole source program, USACE began negotiations with the construction contractor before the design was complete. While the design was in development, the contractor was simultaneously pricing their bid. Value Engineering was integrated on the spot, eliminating the time traditionally spent for the documents going back and forth between the designer and contractor. The builder was able to identify and locate equipment with shorter lead times, speeding up the procurement process of materials and specialized equipment. During the process, A/E held frequent meetings to go over outstanding issues and modifications to assist in finalizing the pricing as quickly as possible.

As a result, the design was completed in 28 days, instead of the normal three to four month time frame to create total construction documents. The bid and award was turned around in days, rather than weeks.

Speed was not the only factor, however. The quality of the design and construction was of equal importance to the mission. Scott Auman of Crowley, Wade and Milstead, Inc., explains, “We had to make sure we met the base standards, Corps of Engineers standards, as well as getting the project in budget and still not sacrificing the quality that was expected of all parties.”

Due to their familiarity with the construction documents from the start, the contractor began preparing the site well ahead of the normal pace. They quickly identified all site-related work that needed to occur prior to starting construction. This established the schedule and sequence of the initial work. The massing of the submittals by the primary subcontractors began as soon as the contractor received verbal notice that they were awarded the project.

In order to meet the schedule milestones set in place by the Air Force, the contractor worked no less than ten hours per day, seven days per week.

In addition to their speed and precision, flexibility on the contractor’s part was critical to their success. They adjusted on a daily basis to new mandates and changes given to them by the Corps and the Air Force. Dan Janik, Sealaska Constructors’ Project Manager said, “It was challenging, but we couldn’t be more pleased. The subcontractors all worked together great, there were no problems, and we all stepped up as a unified team.”

Urgency Builds Partnership

The successful and timely completion of the facility was mostly due to fast-tracking on the part of the Air Force, the Corps of Engineers, the designer, the contractor, and every single individual involved in this project.

On Jan. 14, 2011, Whiteman Air Force Base held an Assumption of Command Ceremony, officially activating the Air Force squadron with the opening of the facility. Due to the significance of this event, Brig. Gen. Scott A. Vander Hamm delivered a speech, marking the event in history.

The unit beddown at Whiteman AFB was a unique and highly successful project, largely due to importance of the mission and the ability to cut through the red tape. Especially noteworthy is the strong partnership that was formed among all parties involved. Kelly Eckhardt, USACE lead quality assurance representative said, “Everybody understood the final product, even down to the guy that swept the floors at night, they all understood the importance and the urgency of it.”

This urgency is what fed the communication, because together everyone was working toward the same common goal, knowing how high profile and important the project was. But it was the communication and collaboration that really made the project an unparalleled achievement. Today the Air Force is providing significantly more airpower to the Soldiers and Marines in combat thanks to the efforts of the entire Missouri beddown team.



Above: Ben Davis (center) meets with Air Force 2nd Lt. William C. Moore II and Rusty Signore, project superintendent for MW Builders at the project site. The active involvement of everyone throughout the project eliminated the time spent going through various channels to answer questions.

Above left: The Kansas City District worked aggressively with the Air Force at Whiteman Air Force Base on a 15,000-square foot facility and outdoor space for flying facilities. Construction was completed in less than seven months. Photos by Diana McCoy



One of three snowy owls that have been spotted at Smithville Lake. Photo by Howard Arndt



Col. Anthony Hofmann, district commander, addressed district employees during the 2011 Holiday Party on Dec. 14 at the AMC Theater Marquee Lounge. Photo by David Kolarik



Castle Choir sings Christmas Carols in the lobby of the sixth floor Dec. 14. Photo by Diana McCoy