## Index

Abdul Aziz, Brig. Gen. (Prince) Turki Bin	An Nu' ayriyah, Saudi Arabia, 58
Nasser Bin, 161 Adams, Capt. Steve, 94, 99-100, 132, 133,	ARCENT concerns about using Corps civilians, 41
140, 164, 194	construction contracts, 114, 118,
Advanced Base Functional Components	125–126, 130, 133, 136
System, 97	engineer construction planning, 89, 90,
Ahearn, Maj. Gen. Joseph A., 17	92, 93, 103, 105, 106, 107
Air Force, U.S.	engineer deployment, 29
base development packages, 146	engineering support decisions, 17, 18, 21,
camouflage materials and training	22
support, 185	funding of Corps construction and
construction support, 13	leasing, 64
dust control support, 183	host nation support contracting process,
laboratory support for, 185	72, 73
Logistics Command, 34, 185	life support areas, 79, 114, 118, 192
Prime BEEF team, 13, 192	mission, 16
Prime RIBS team, 13	office space and equipment, 44
real estate leases, 160	planning by, 18–19, 23–28, 89, 90, 92,
RED HORSE team, 13, 23, 182	93, 103, 105, 106, 107, 114, 118,
regional contingency construction	125–126, 130, 133, 136
management team representative, 90	power needs and, 188, 189
well drilling, 135	real estate leases, 158, 159
Air Force Design Manual, 97	supply contracts, 143, 144, 147, 149, 150
Al–Faisal, Prince Saud, 69	temporary duty for civilians, 50
Al Hasa Airport, 127	terrain analysis, 180
Al-Hussein, Brig. Gen. Abdul Aziz, 68,	ARCENT Support Command (SUPCOM),
74–75, 168	28, 41, 47
Al Kharj, Saudi Arabia, 57, 59	defend-and-deter phase, 19, 20, 22
Al Khereijy, 131	design standards and, 143
Al Khobar Towers, Dhahran, Saudi Arabia, 171	engineer construction and, 92, 93, 103, 107
Al Khudair, 143, 144-145	power needs and, 188, 189
Al Mobarak, 136	real estate leases, 160, 164
Al-Mohaya, Maj. Gen. Saleh Bin, 115	vehicle wash facilities and, 139
Al–Mourey, Lt. Col. Abdullah, 74	Army, U.S. See also ARCENT; Department
Al-Otaishan, Brig. Gen. Abdulaziz, 44-45,	of the Army
70, 114	Aviation Support Command, 146
Al-Saud, Lt. Gen. (Prince) Khalid Bin	battalions 121
Sultan, 73, 77, 115	92d Engineer (Combat Heavy), 121
Al-Shammari, Col. Khalaf M., 159, 169	326th Engineer, 150
Al-Sheik, Maj. Gen. Abdul Aziz, 71, 72	864th Engineer (Combat Heavy), 27.
Al-Shonaify, Lt. Col. (also Maj.)	See Task Force 864
Mohammed, 73, 77	1030th Engineer, 134–135
Al Shuwayer, 131	27th Engineer (Airborne), 23 307th Engineer (Airborne), 42, 150
Al Suaiket, 143	43d Engineer (Combat Heavy), 10, 27,
Al-Turki, Col. Sameer, 74	182, 192. See Task Force 43
Al Turuq Trading Company, 131	62d Engineer (Combat Heavy), 26
American International School, 35	Oza Digition (Company), 20

249th Engineer (Combat Heavy), 152	divisions
249th Engineer (Prime Power), 189	2d Armored, 10
30th Engineer (Topographic), 16, 27,	3d Armored, 185
176, 177, 179, 180	82d Airborne, 9-10, 16, 57, 150
649th Engineer (Topographic), 180	101st Airborne (Air Assault), 9, 10, 16,
brigades	42, 150
18th Aviation, 130	1st Cavalry, 9, 10, 132, 177
24th Aviation, 130	24th Infantry (Mechanized), 9, 10, 16,
82d Aviation, 127	113, 185
101st Aviation, 134	engineer structure, 26
7th Engineer, 93	Engineering and Housing Support Center,
20th Engineer, 16, 18-19, 76, 77, 93,	146
103, 121, 130, 135, 150, 182	Forces Command (FORSCOM). See
411th Engineer, 27, 28, 31, 101, 103,	Forces Command (FORSCOM)
133, 139, 150–151	Global Positioning System use, 178
513th Military Intelligence, 180–181	hospitals
7th Transportation Group, 42	85th Medical Evacuation Hospital, 189
commands	laboratory support for, 185
412th Engineer Command, 15	logistics support responsibility, 68
416th Engineer Command, 15, 21, 24,	mobility model, 183
25, 26, 27, 39, 45, 47, 86, 89, 91,	National Guard, 30
93, 102, 131, 141, 163, 181, 182,	265th Engineer Group, 121
183, 188	power generation, transmission, and
companies	distribution programs, 187–189
181st Combat Support Equipment, 27	Reserves, 16, 30
	Special Forces units
229th Combat Support Equipment, 27	526th, 58
13th Construction Support, 27	
155th Construction Support, 27	support groups
259th Construction Support, 27	593d Area, 159
269th Construction Support, 27	Dhahran Area, 159
618th Engineer (Light Equipment), 23	TerraBase terrain analysis software use,
887th Engineer (Light Equipment), 23	177
608th Ordnance, 150	Third Army, 10, 39, 40, 42, 47, 63
387th Pipeline, 27	Total Army concept, 194
515th Pipeline, 27	water availability requests, 182
808th Pipeline, 27	Army component of CENTCOM. See
construction support, 14–18	ARCENT; ARCENT Support
corps	Command (SUPCOM)
of engineers. See Engineers, U.S. Army	Army doctrine. See also Engineer doctrine
Corps	host nation support, 67
VII, 23, 24, 29, 96, 103, 121, 135,	prime power teams and, 187
138, 144, 151–152, 166, 172, 177,	Army Facilities Component System, 94, 97,
181, 192	100, 114, 146, 183
XVIII Airborne, 9, 11, 14, 24, 29, 103,	Army Materiel Command, 48, 50, 53, 146,
113–114, 115, 121, 135, 138, 159,	156, 185
178, 188	Asir Mountains, soil samples, 181
defend-and-deter phase, 14, 18-23, 24	Asphalt
detachments	cost variance, 140–141
535th Engineer (Prime Power), 187,	as dust palliative, 125, 126, 128-129
188, 189	equipment for, 121
308th Engineer (Real Estate), 132,	for road construction, 123-124, 127
162–164	scarcity of, 100, 101-102

Contractors; Federation Internationale

des Ingenieurs-Conseils (FIDIC)

contracts; Supply contracts advantages and disadvantages, 140–141

Atwood, Donald J., 69, 71 Chemical protective equipment, 54, 133, Bahrain Cheney, Secretary of Defense Richard, 5, 6, contract awards and, 82, 83 16, 23 Gulf Cooperation Council member, 78 Chinook helicopters, 180 military construction in, 80 Civil engineer support plan, 90-91 Bahrain Defense Force, 82 Civilians (Department of Defense) Baker, Secretary of State James, 69, 75-76 ARCENT concern about using, 41 Barry, Lt. Col. Patrick, 25 danger pay, 50 Bartlett, Col. Charles D., 87 emergency-essential agreements, 55 Barwick, Michael G., 180 evacuation plans, 54 Base camps. See Life support areas family assistance programs, 51-52 Bauer, Kay, 119 foreign post differential, 50-51 Bechtel International Systems, Inc., 83-86, per diem payments, 50 139, 194 recruiting, processing, and deploying, Berg, Col. Alan, 22, 163 48-55, 191-192, 194-195 Berteau, David, 70 replacement centers, 52-54 Bilderback, Capt. Tim, 57 temporary duty policy, 49-50 Bin Zehefa, 76 training and equipment fitting and usage, Black Hawk helicopters, 42 Boomer, Lt. Gen. Walter E., 47, 156 Clamshell buildings, 146, 149 Bosmain Commercial Establishment, 150 Cockerham, Maj. Kenneth E., 188 Bottled water, 134, 136 Cold Regions Research and Engineering Bounds, Julius "Bo," 41, 43, 74 Laboratory, 184, 185 Braden, Col. John W., 17, 18, 47, 75, 80, Command and control issues, 45-47 Communications issues, 47-48 81, 82, 83, 84, 86, 89, 90, 92, 93, 94, 95, 103, 106, 137, 161, 191–192, 193, Communications Zone (COMMZ) 195 civil engineer support plan and, 90-91 Brewer, William, 77 engineer doctrine and, 15, 21 Bringman, Bruce, 170 COMMZ. See Communications Zone Brooks, Maj. James, 55 (COMMZ) Brown and Root, Inc., 83 Competition in Contracting Act, 115, 116 Concrete, 101 Burba, Gen. Edwin H., Jr., 7, 21 Bush, George H., 5-6, 16, 23, 61, 65, 106 Condensed Army Mobility Modeling System Bush administration, assurance to Saudis (CAMMS), 180 that U.S. presence was temporary, 95 Congress Butler, Col. Fred, 39 allies' sharing in costs of Persian Gulf War, 64 CAMMS. See Condensed Army Mobility construction appropriations, 105, 106, Modeling System (CAMMS) Canadian Embassy, American hostages and, K-Span machine purchase, 149 resolution authorizing use of force against Canon Bubble-Jet A1 color copiers, Iraq, 28 177-178 supplemental appropriation bill, 64-65 Cargill, Lt. Col. Kenneth, 20, 22, 41, 42, 92, third party funding preference, 115 117, 124, 140 unconstitutionality of accepting cash Carns, Lt. Gen. Michael P.C., 70 directly from foreign powers, 68 Carroll, Col. Philip, 18, 192 Construction contracts. See also

Cement/masonry structures, 96

(CENTCOM)

CENTCOM. See U.S. Central Command

139

Danger pay for civilians, 50

construction requirement reassessment, Daniel, Mann, Johnson, and Mendenhall, 99 DD Form 1391, 28, 72, 79, 84, 92, 93, 97, dust palliatives, 113, 124-129 101, 114 forward area support, 136-137 Decker, Maj. Ed, 58 frightened workers and, 137 Defend-and-deter phase, 14, 18-23, 24 helipad/heliport construction and apron Defense Advanced Research Projects expansion, 113, 129-134 Agency, 178 lack of competitive bidders, 137 Defense Department life support areas, 113-120 allies' sharing in costs of Persian Gulf main supply routes, 113, 120-124 redeployment support, 137–140 appropriations bill, 64-65 as supplements to engineer troops, 113, danger pay, 50 Directive 4270.5, "Military Construction 10 percent profit margin and, 140-141 Responsibilities," 20-21 Title 10, U.S. Code and, 113, 115, 136, estimate of Gulf operations, 87 evacuation of civilians, 54 well drilling, 134-136 Global Positioning System development, Construction Engineering Research 178 Laboratory, 182 reliance on civilians, 194 Construction materials (Class IV), 100–102, report to Congress on host nation support 191, 193 value, 87 Construction standards and design, 94-100, request for host nation funding, 105 114, 121, 143-144 submission of list of required items to Contracting process. See also Construction Japanese government, 79 contracts; Federation Internationale water drilling teams, 182 des Ingenieurs-Conseils (FIDIC) Defense Intelligence Agency, 185 contracts; Supply contracts Defense Mapping Agency, 175-177 host nation support and, 72-75 Defense Mapping School, 180 Contractors. See also Construction Department of Agriculture, vehicle cleaning contracts; Contracting process; standards, 85, 138-139 Federation Internationale Des Department of Defense Ingenieurs-Conseils (FIDIC) contracts; designation of Corps as contract Supply contracts construction agent in Middle East and impracticality of, 22-23 Africa, 39 problems with, 144 host nation support framework, 70 reliability of, 141 Department of the Army, reliance on, 16-17, 30, 103, 192-193 emergency-essential agreements, 55 Corps of Engineers. See Engineers, U.S. Deployment. See also Redeployment of Army Corps troops; specific units by name Cox, Lt. Col. Charles "Stoney," 39, 40, 41, of civilians, 48-55, 194-195 42-43, 45, 48, 49, 54, 74, 80, 86, 92, of engineers, 191-192 98, 115, 132, 140, 156, 157-158, of real estate specialists, 155-157, 163–164, 168, 169, 194–195 171-172 Cremona, Maj. Salvatore "Mike," 162 of troops, 6, 7-12, 144 DESERT SHIELD/DESERT STORM. See CRSS Constructors, Inc., 83 Operation DESERT SHIELD/DESERT CSS-1, as dust palliative, 125 Cudney, Capt. Paul, 99-100 STORM Design. See Construction standards and design Daly, Leo A., 99 Dammam, Saudi Arabia, 7, 24-25, 80, 138, Dhahran, Saudi Arabia, 7, 17, 18, 19, 22, 34, 57, 58, 120, 121, 138, 139, 188

412th, 15

Dhahran Air Base, Saudi Arabia, 33-34, 130, 416th, 15, 21, 24, 25, 26, 27, 39, 45, 47, 131, 189, 194 86, 89, 91, 93, 102, 131, 141, 163, Dhahran Area Office 181, 182, 183, 188 cement/masonry structures, 96 Engineer construction communications issues, 47-48 civil engineer support plan, 90-91 construction contract awards, 99 construction and construction design creation and modification, 98, 99, management support, 182-183 100, 113, 118, 134, 143, 144 construction materials, 100-102, 111, dump truck company formation, 133 191, 193 dust palliatives contracts, 127, 129 construction standards and design, engineering requirements processing, 92 94-100, 111 establishment of, 45 decentralization of funding approval, 110 FIDIC contracts and, 84-85, 86 environment and, 103-104 heliport construction, 132, 140 funding restrictions and, 104-110, 193 host nation support and, 68, 76, 77 horizontal construction techniques, 182 real estate leases, 156-173 military construction definition dispute, 106-107 staff safety concerns, 54 supply contracts, 143, 144, 145, 150, obstacles to construction, 103-110, 111 151, 152 processing engineer requirements, 91-94 washing facilities contracts, 139 shortages and, 100-102, 103 well drilling contracts, 136 theater construction management, 89-90, Digital Topographic Support System 110-111 Title 10, U.S. Code and, 104-110 (DTSS), 176 Doctrines. See Army doctrine; Engineer \$200,000 limit and, 104-110, 193 doctrine Engineer doctrine. See also Army doctrine DOD Instruction No. 4165.56, 146 brigade headquarters, 28 Dodge (Tapline Road), 120, 129 COMMZ responsibilities, 15, 21 description, 14-15, 25 Doha, Qatar, 85 Dragonette, Robert, 160, 164, 170, 172 theater command, 89 Engineer Regulation 140-1-2, 61 DTSS. See Digital Topographic Support System (DTSS) Engineer Topographic Laboratories, Dust control 176–181, 182, 184, 185 "Engineering and Design Dust Control and construction contracts for, 124-129 guide for, 183 Soil Stabilization on Dry Marginal Soils (Saudi Arabia)," 183 heliport construction and, 132 Engineering and Housing Support Center, at vehicle washing facilities, 138 "Dust Control and Soil Stabilization in Dry Marginal Soils (Saudi Arabia)," 183 Engineers, U.S. Army Corps. See also Middle East/Africa Projects Office (Southwest "Dust Control in Desert Environments," Asia); Middle East/Africa Projects 126 Office (MEAPO); Dhahran Area Office Assistant Chief of Engineers for Earth Resources Data Analysis Systems, 177 Mobilization, Reserve Affairs, and Edelman, Lester, 76, 107, 109 Logistics, 61 Egypt camouflage materials and training, 185 contract awards and, 82, 83 communications issues, 47-48 military construction in, 80 construction and construction Electricity. See Power generation management research, 182-183 Ellis, James, 156, 163, 170, 172 construction contracts, 113-141 Emergency-essential agreements, 55 control and command issues, 45-47 **Engineer Command** 

deployment, 14-31, 39-45, 191-195

dust control research, 183

engineer construction, 89-111, 191, 193	FIDIC contracts. See Federation
Engineering and Housing Support Center,	Internationale Des Ingenieurs-Conseils
61	(FIDIC) contracts
funding sources, 39, 40, 42, 63-65, 193	Flowers, Col. Robert B., 18-20, 22, 26, 101
Gulf Peace Fund involvement, 80-86	Forces Command Automated Intelligence
memorandum of agreement with Third	Support Systems (FAISS), 177
Army, 39, 47	Forces Command (FORSCOM), 21, 22, 53
Middle East Division conversion to	Corps funding, 63
MEAPO, 34	dust control support, 183
mine detection, 184–185	engineering requirements processing, 92
Mobile District, 156	K-Span machine loan, 149
mobility research, 183-184	laboratory support for, 185
Office of the Assistant Chief of Engineers, 61	life support area construction contracts, 114
oil spill information, 185	planning by, 15–18
operation and maintenance, Army (OMA)	prime power teams and, 187, 188
funds, 63-65	request for assessment of host nation
Ordnance Program Division, 41–42,	support capabilities, 69
57–59	\$200,000 limit and, 106
presence in Kuwait, 35-39	Foreign post differential for civilians, 50-51
presence in Saudi Arabia, 33–35	Fort Belvoir, VA, 61
recruiting, processing, and deploying	Fort Benning, GA, 27, 52, 188
Corps civilians, 48–56	Fort Bliss, TX, 188
replacement centers policy, 53-54	Fort Bragg, NC, 18-19, 42, 188
Savannah District, 155, 157, 158, 168	Fort Hunter Liggett, CA, 184
South Atlantic Division, 48, 49, 99, 114,	Fort Jackson, SC, 52, 54
126, 150, 155–156, 157, 158	Fort Knox, KY, 105, 178
supply contracts, 143–153	Fort Leonard Wood, MO, 172, 188
topographic support and terrain analysis,	Fort Lewis, WA, 27, 188
175–181	Fort Monmouth, NJ, 105
water detection research, 181–182	Frankel, Barry, 155, 162-163
The Environment and its Effects on Materiel,	Frederick, Col. James, 113
Personnel, and Operations with Special	Freedom Flight of hostages from Kuwait, 37
Emphasis on the Middle East, 179	Frix, Brig. Gen. Robert, 45
Environmental concerns, 85-86, 103-104,	Fujairah, United Arab Emirates, 85, 160
125–126	Funding Authority
Environmental Research Institute, 185	Title 5, U.S. Code
Equipment leasing	Section 5928, 50
abandonment of rental equipment, 152	Title 10, U.S. Code
contracts for, 150–152, 153	Section 2304, 115
Executive Order 12734, 106	Section 2675, 159
Expedient structures. See Relocatable	Section 2801(a), 107
structures	Section 2803, 104, 105, 113
TAKE C T C IA	Section 2804, 104, 104
FAISS. See Forces Command Automated	Section 2805, 104, 105, 110, 193
Intelligence Support Systems (FAISS)	Section 2807, 109
Family assistance programs, 51–52 Federation Internationale Des	Section 2808, 104, 105, 106, 108, 110,
Ingenieurs-Conseils (FIDIC) contracts,	136, 193 Furuta, Dr. Tomihiko, 82
on of the contracts of the contracts,	i ututa, Di. Tommiku, 02

Gaid Contracting, 131 Gardner, Capt. Tony, 20, 42

Gates, Deputy National Security Advisor Robert M., 6	functional areas, 68 infrastructure, 8, 67, 87, 103
Germany	Joint Forces Support Unit, 68, 71, 73-74
funding of Gulf construction projects, 87	78, 93, 94, 168
prime power teams, 188	lease assignment, 167-170
well drilling equipment, 135	life support area siting problems,
Global Positioning System (GPS), 178–179	118–119
Gomez, Chito, 36, 38-39	logistics support cost estimate, 72
GPS. See Global Positioning System (GPS)	percent of construction projects funded,
Gulf Cooperation Council, 78	87
Gulf Peace Fund, 78–86, 109, 136, 137,	real estate leasing, 159, 161–162,
139, 192–194. See also Japan	164–167
	for redeployment, 139
Hafar al Batin, Saudi Arabia, 57, 58, 102,	reimbursement of money spent, 68
120	reliance on, 17, 101, 102
Hagan, Lt. Col. William, 107	slowness of process, 73, 87
Hajjan Drilling Establishment, 136	transfer of contracts, 75–78, 87, 136
Hankins, Maj. Knute, 58	troop transportation costs, 71–72
Harabi Company, 131	value of, 87, 193–194
Harbert (U.S. contractor), 116	Housing. See Life support areas
Harvest Bear, 146	HQDA Letter 420-89-1, "Policy Guidance
Harvest Eagle, 146	on the Use of Relocatable Buildings,"
Harvest Falcon, 146	146
Hatch, Lt. Gen. Henry J., 12, 17, 40, 41,	Hurghada, Egypt, 85
42, 44, 55, 63, 69–70, 185, 195	Hussein, Saddam
Hawk missiles, 35	closing of Saudi Arabian border, 38
Helicopters. See also specific types by name	detention of Americans in Kuwait, 37
dust problems, 124-129	oil price accusations by, 5
sand danger, 129	
sunshades for, 143	I.A. Abahsain, 143
Helipad/heliport construction and apron	Ijzala Trading and Construction, 132
expansion	IMAs. See Individual mobilization
construction contracts for, 124-134, 137,	augmentees (IMAs)
140	"Implementation Plan for Logistics Support
Heliports. See Helipad/heliport construction	of United States Forces in Defense of
and apron expansion	the Kingdom of Saudi Arabia," 71
Higgins, Bobby, 36-37, 38	Individual mobilization augmentees (IMAs),
Higgins, Odessa, 36-37	61-62
Highways. See Road construction	Inland Pumping Station #3, 131
Hill, Tommy R., 165, 169, 170, 171, 172	Internal Look 90, 4–5, 10, 19
Horner, Lt. Gen. Charles, 57	International Federation of Consulting
Host nation support, Saudi Arabia	Engineers, 81
construction support by United States,	Iraq
108	air attacks against, 132
contracting process, 72–75	background of invasion of Kuwait, 3-12
cultural differences and, 74	cease-fire, 189, 191
development of system to take advantage	pipelines in, 184, 185
of, 68	Republican Guard, 5
doctrine on requests for, 89	Scud missile attacks, 133, 189
foreigners visiting as pilgrims and, 67-68	United Nations deadline for troop
formal agreement establishment, 69-72,	withdrawal and, 24, 28, 132
93	Ireland, Lt. Col. James, 11

J.A. Jones Construction Company, 117	Kingsley, George, 75
Jackson, Rev. Jesse, 37	Klineman, Col. Robert, 11
Japan. See also Gulf Peace Fund	Knerr, John D., 143
K-Span machine purchase, 149	Knieriemen, Maj. Dale A., 187-188
support from, 78-81, 102	Knowles, Robert, 179-180, 181, 182
Jeddah, Saudi Arabia, 69, 194	Koons, Col. Stephen, 11, 158-159
Jeddah naval base, Saudi Arabia, 34, 57, 58	K-Span structures, 148-150
Jelady, Saudi Arabia, helipad construction,	Kuwait
113, 128–129, 130	background of Iraqi invasion, 3-12
Jenkins, Col. James E., 192, 193, 195	contract awards and, 83
Johnson, Paul W., 105, 157, 158	Corps' presence in, 35-39
Joint Chiefs of Staff, 69	Gulf Cooperation Council member, 78
construction criteria and standards, 97,	joint construction management, 89
98	maps of, 176–177, 179
host nation support goal, 70	pipelines in, 184, 185
Japanese support and, 79	power generation in, 189
oil supply threat focus shift, 3	recovery operations, 62
real estate leases, 161	
recommendation for direct requests to Saudi government, 70	Laboratories. See specific laboratories by name
request for foreign powers to contract for	LANDSAT, 176, 177, 180, 181
supplies and services, 68	Larson, Lon, 170
temporary duty for civilians, 50	Latrines, showers, and washstands
\$200,000 limit and, 106	"build off" for assembling collapsible
Joint Forces Support Unit, 68, 71–74, 77,	units, 144
78, 93, 94, 168, 169	competition for design of, 144
Jorgenson, Col. John, 40	design modifications, 118, 143–144
Jubail, Saudi Arabia, 7, 120, 138, 139	supply contracts for, 42, 95, 143–145,
Jubail naval base, Saudi Arabia, 34	153
	Laurence, Col. Brent, 57
Khamis Mushayt, Saudi Arabia, 58	Leiss, Jerry, 163
Khamis Mushayt Air Base, Saudi Arabia, 34	Life support areas. See also Real estate
Khan, Mohammed, 36, 37	leases; Relocatable structures
Khasab Air Base, Oman, 34	austerity of, 95-96, 114, 117-118, 119,
Kientz, Capt. Ted, 99–100	140
King Abdulaziz Air Base, Saudi Arabia,	contract award for, 117
42–43, 107	cost estimate, 114
King Abdulaziz Military Academy, Saudi	nonapparent elements of, 119–120
Arabia, 34	planning, 113–117
King Abdulaziz Military Cantonment, Saudi	prequalification of contractors, 115–116
Arabia, 34	siting problems, 118
King Fahd Bin Abdul Aziz, of Saudi Arabia,	water wells for, 135-136 Livingstone, Assistant Secretary Susan,
6, 69, 75–76 King Fahd International Airport, Saudi	69-70, 109, 114-115, 117, 147, 148
Arabia, 108, 118, 127, 128, 130, 131,	Logbase Bastogne, 27
139, 140, 194	Logbase Bravo, 27
King Faisal Military Cantonment, Saudi	Logbase Charlie, 29
Arabia, 34	Logbase Echo, 29
King Khalid Military City, Saudi Arabia, 7,	Logistical bases. See specific bases by name
24, 25, 34, 85, 94, 102, 121, 124,	Logistical support, for Saudi Arabian forces
131–134, 136, 137, 138, 139, 151,	58–59
164, 192, 194	Longfellow, Cliff, 40, 90
·	· · · · · · · · · · · · · · · · · · ·

Luck, Lt. Gen. Gary E., 114, 117 M-2 matting, 113 M-19 matting, 125, 130 MacDill Air Force Base, FL, 3, 80, 90, 91 MACE. See Mechanical and Civil Engineering (MACE), Saudi Arabia, Main supply routes. See Road construction Majma'ah, Saudi Arabia, 102 Maps. See Topographic support and terrain analysis Marine Corps, U.S. CENTCOM component (MARCENT), Combat Division Center, 185 design standards, 97 Expeditionary Force, 192 Global Positioning System use, 178 initial deployment of troops, 10 laboratory support for, 185 real estate leases and, 156, 160 regional contingency construction management team representative, 90 Remote Sensing Field Guide, Desert review, 179 TerraBase terrain analysis software use, water availability requests, 182 well drilling, 135 Marl road construction material, 123, 127, 128 Masirah Island Air Base, Oman, 34 Massimo, Edward, 54 Maune, Col. David F., 185 MC-1 asphalt emulsion, 129 McGivern, Terry, 160 MEAPO. See Middle East/Africa Projects Office (MEAPO) MEAPO(SWA). See Middle East/Africa Projects Office (Southwest Asia) Mechanical and Civil Engineering (MACE), Saudi Arabia, Ltd., 78, 117-120 Middle East/Africa Projects Office (Southwest Asia). See also Dhahran Area Office command and control issues, 45-47 communications issues, 47-48 construction contracts, 114, 115, 116, 118, 125, 127, 128, 130–132, 139-140

deploying, 48-56 Corps deployment to Southwest Asia, 39-45 disaster response and mobilization planning experience, 40 engineer construction planning, 92, 93-94 host nation support contracting process, latrine and sunshade contracts, 42 real estate leases, 157, 159, 160, 162, 163, 166, 167 safety of staff and, 54 supply contracts, 143, 147, 149 Middle East/Africa Projects Office (MEAPO), 21, 31 chemical protective equipment requests, 54 construction contracts, 114, 115, 116, 117, 126, 128, 130, 132, 134 conversion of Middle East Division to, 34 engineer construction planning, 92, 94, 97-99, 108, 109 environmental program administration, 85, 86 family assistance programs, 51-52 FIDIC contracts and, 82-83, 85 field offices, 34 funding, 63, 69, 108 laboratory support for, 185 mission, 34 operations costs, 64 Ordnance Program Division as element of, 57 real estate leases, 155, 156, 158, 162, 170 staffing of Corps' operation in Saudi Arabia, 49-50, 51 training and equipment fitting and usage, 51 uniform purchases from private sector, 54 "Military Construction/Engineering in the USCENTCOM Area," 90 Miller, Col. William, 39, 40, 44, 45-47, 48, 49–50, 54, 70, 74, 76, 77, 80, 81, 82, 84, 85, 86, 92, 93-94, 107, 108, 110, 114, 116, 144-145, 159, 168, 169, 172, 194 Mine detection research, 184-185 "Ministry of Defense and Aviation Contract Award Status" form, 78 Miranda, Ed, 133

Corps civilian recruiting, processing, and

Mobility engineer construction, 89-111 need for greater mobility, 192 engineer operations during, 28-31. See research, 183-184 Modified table of organization and equipment (MTOE), 121 Monroe, Brig. Gen. James W., 45, 114 MTOE. See Modified table of organization and equipment (MTOE) Mulcahy, Maj. Gen. Terrence D., 21, 22, 26, 30-31 Nabil, 143 Nash supply route, 120 NATO. See North Atlantic Treaty Organization (NATO) 1002-90 Naval Air Development Center, 185 Naval Facilities Engineering Command, 89 NAVCENT, 89 Navy, U.S. construction support, 14 design standards, 97 58-59 dust control support, 183 mission, 57 real estate leases, 160, 166 regional contingency construction Arabia and, 59 management team representative, 90 Seabees, 14, 182, 192 Nored, Vernon, 36, 37, 38 North Atlantic Treaty Organization (NATO), 67 O'Donnell, Terrence, 108 Office of Management and Budget, 106 Offringa, Maj. Gen. Peter, 40, 105 Oil, as dust palliative, 125-126, 129 O'Keefe, Sean, 105 OMA funds. See Operation and maintenance, Army (OMA) funds Oman Patriot missiles, 189 contract awards and, 82, 83 Gulf Cooperation Council member, 78 military construction in, 80 Perini Corporation, 83 OPD. See Ordnance Program Division Operation and maintenance, Army (OMA) Philippine Embassy, 38 funds, 63-65 Operation Desert SHIELD/DESERT STORM allies' sharing in costs of, 64, 67-87 appropriations bill for funding of, 65 background information, 3-12, 16 construction contracts, 113-141 Corps laboratory support, 175-185

costs, 63-65, 67, 87, 105

defend-and-deter phase, 14, 18-23, 24

also Engineers, U.S. Army Corps host nation support, 67-78 IMA support, 61-62 Japanese government support, 78-81 power generation, transmission, and distribution needs, 187-189 real estate leases, 155-173 supply contracts, 143-153 use of military construction funds for, 69 Operation JUST CAUSE, 155, 156 Operations Plan 1002-90, 3, 5, 16, 91, 94 OPLAN 1002-90. See Operations Plan Ordnance Program Division assistance to arriving U.S. forces, 41-42, assistance to Saudi Arabian forces, 57-58 logistics support for Saudi Arabian forces, strengthened relationship with Saudi Ossaimy, Captain (Ministry of Defense and Aviation representative), 165 Page, Secretary of the Army for Civil Works Robert W., 115-116 Pagonis, Lt. Gen. (also Maj. Gen.) William "Gus," 6, 11-12, 18, 20, 22, 25, 41, 42, 43, 45, 46–47, 63, 68, 80, 91, 105, 106, 110, 113, 114, 115, 117, 145, 156, 157-158, 159-160, 161, 162, 164, 166-167, 170, 192 Pappas, Vice Admiral Jimmy, 106 Parker, Lt. Gen. Ellis D., 63 Patterson, Capt. Dana, 99-100 Paving. See Road construction PERSCOM. See U.S. Total Army Personnel Command (PERSCOM) Picatinny Arsenal, NJ, 105 by ARCENT, 18-19, 23-28, 89, 90, 92, 93, 103, 105, 106, 107, 114, 118, 125-126, 130, 133, 136 by CENTCOM, 3-12, 23-28, 89-111, 117, 121, 130, 136-137,140 engineer construction, 89-111

evacuation of civilians, 54	Arabic language and, 156, 165, 166
by FORSCOM, 15–18, 18–19, 114	assignment of, 167-170, 172
Fort Bragg conference, 18–19	authorities for, 157–158
integrating Saudi Arabian officials into, 93 Iraqi invasion of Kuwait background,	contingency real estate support teams, 172
3–12	costs of, 95-96, 156, 160-161, 172-173
life support areas, 113–117	data base for, 163-164
main supply routes, 120-124	delegation of leasing authority, 157-158
by MEAPO, 39–45, 92, 94, 97–99, 108,	delinquent rent problems, 169-170
109, 114, 115, 116, 117, 126, 128,	eminent domain and, 161
130, 132, 134	host nation support, 164–167
by MEAPO(SWA), 92, 93–94, 114, 115,	initial deployment, 155–157, 171–172
116, 118, 125, 127, 128, 130–132,	length of leases, 161–162
139–140	need for doctrine to define mission, 155,
real estate leases, 155-157, 171-172	172
by South Atlantic Division, 49, 114	negotiations for, 160–162
water well drilling, 134–136	processing requirements, 158-160
Posner, Al, 156	redeployment and, 170–171
Powell, Gen. Colin, 23	rental reimbursement, 162, 167
Power generation	Saudi culture and, 161, 167
power requirements, 187	308th Engineer Detachment (Real Estate),
prime power teams, 187–188	162–164
redeployment and, 189	utility and service bills, 169
standards for, 95	Recruitment of civilians, 48-55
Task Force Bravo and, 188-189	RED HORSE team, 13, 23, 182
Price Support Center, IL, 105	Redec-Daelim Company, 169
Prime BEEF team, 13, 192	Redeployment of troops, 137-139,
Prime RIBS team, 13	170–171, 191
Processing of civilians, 48–55	Regional Contingency Construction
Project "Flying Carpet" mapping system, 178	Management Team, 84, 90, 91, 92, 95, 102, 110
Pylant, Col. Julian E. "Emory," 12, 17, 40,	Relocatable structures, 95, 96. See also Life
110, 171	support areas; specific types of structures
Qatar	research on, 183
contract awards and, 82, 83	supply contracts for, 146–150, 153
Gulf Cooperation Council member, 78	Remote Sensing Field Guide, Desert,
Guit Gooperation Council Member, 70	179–180
Rain	Repair parts
heliport construction and, 132	purchase of for Saudi forces, 58-59
road construction and, 123, 124	sources, 152
Ramos, J.R., 125	Replacement centers, 52-54
Ras al Mishab, Saudi Arabia, 34, 113, 131,	Republican Guard, 5
137	Rinker, Dr. Jack, 179–181
Rawan Contracting, 143	Riyadh, Saudi Arabia, 7, 17, 18, 19, 94, 120,
Ray, Lt. Col. Paul, 177, 180, 185	188
Ray, Maj. Gen. James W. "Bill," 17, 69, 70,	Riyadh air base, Saudi Arabia, 131
71, 72, 115, 194	Road construction
RC-1 asphalt emulsion, 129	materials for, 121, 123–124, 127
Real estate leases. See also Life support areas	native methods, 121
appraisers, 160	planning for, 120–124
approval of, 157–158	

Royal Saudi Air Force, headquarters complex for, 34 Royal Saudi Land Forces, 57-58, 115 Rub al Khali desert, soil samples, 181 Sand danger to helicopters from, 129 protecting equipment from, 146, 150 road construction problems with, 121, 123-124 Santucci, Ceasar, 35, 36, 41, 43, 143, 145 Saudi Arabia. See also Host nation support, Saudi Arabia; Joint Forces Support Unit; specific locations by name contract awards and, 83 Corps' presence in, 33-35 Engineer Assistance Agreement with United States, 33-35 Gulf Cooperation Council member, 78 lack of status of forces agreement with, 8, Ministry of Defense and Aviation, 34, 68, 72, 73, 76, 77, 78, 165, 166, 167, 168, 169, 170 naval facilities expansion by Corps, 34 Saudi Arabian Army Ordnance Corps, 58-59 Saudi Arabian forces Ordnance Program Division support for, Saudi Automotive Service Company, 156 Saudi Catering Compound, 169 Saudi Operations and Maintenance Company, 57 Saudi supply route, 120 Scearce, Col. Roger W., 68-69, 132, 159 Schwarzkopf, Gen. H. Norman, 3, 5, 6, 8, 9, 24-25, 68, 89, 90, 92-93, 95, 117-118, 119, 175, 189, 193 Scud missiles, 133, 189 Seeb Air Base, Oman, 34 Senger, Maj. Thomas M., 163 Shaikh Isa Air Base, Bahrain, 34 Shinsung Corp., 143 Showers. See Latrines, showers, and washstands Simpson, Jim, 170 Slocum, Capt. Kurt, 58 Smith, Frederick C., 69 Sobke, Maj. Gen. John, 40, 44, 45, 108 Sousa, Tony, 170 Sprung structures, 149, 150

Staley, Jim, 182 Standards. See Construction standards and design Stanley Consultants, Inc., 99 Starling, Maj. Gen. Dane, 17, 46, 47, 57, 68, 72, 92, 96, 136 State Department danger pay, 50 evacuation of civilians, 54 foreign post differential, 50-51 recommendation for direct requests to Saudi government, 70 Stemley, Maj. Gen. Gary, 62 Stevens, Brig. Gen. Pat M., IV, 72, 73, 167-168 Storat, Brig. Gen. Richard E., 27, 28, 31, 103, 129, 140, 191, 192, 193 Strock, Lt. Col. Carl A., 150 STV/Lyon Associates, 99 Sullivan, Gen. Gordon R., 63 Sultan, Prince Bandar Bin, 69, 70, 71 Sunshades, 117, 143, 153 Supply contracts. See also Construction contracts; Contractors; Federation Internationale des Ingenieurs-Conseils (FIDIC) contracts equipment leasing, 150-152, 153 latrines, showers, and washstands, 143-145, 153 relocatable structures, 146-150, 153

Tabuk, Saudi Arabia, 58 Tabuk air base, Saudi Arabia, 34 Taif air base, Saudi Arabia, 34, 58 Tamimi Company, 127, 128 Tank-Automotive Command team, 183-184 Task Force 43, 27, 102, 121, 133, 152 Task Force 864, 27 Task Force Bravo. See 535th Engineer Battalion (Prime Power), Power Generation, 188-189 Telephone lines, 47–48 Temporary buildings. See Relocatable Temporary duty policy for civilians, 49-50 Tents, 95, 146, 148 TerraBase terrain analysis software, 177 Terrain Analysis Center, 178, 182 Thadj, Saudi Arabia, helipad construction, 113, 128, 130 Theater construction management, 89-90

Theater Construction Management System, U.S. Army Training and Doctrine 182-183 Command, 53 Thomas, John R. "Rick," 41, 156 U.S. Army Transportation School, 183 Thomas, Roger, 98 U.S. Central Command (CENTCOM), 40, Thomason, Matthew D., 76, 81 42. See also ARCENT; ARCENT Thumrait air base, Oman, 34 Support Command (SUPCOM); Tier, Col. John, 11 Marine Corps, U.S., CENTCOM Title 5, U.S. Code component Section 5928, 50 construction contracts, 117, 121, 130, Title 10, U.S. Code 136-137, 140 Section 2675, 157 engineer construction planning, 89-111 Sections 2803, 2804, 2805, and 2808, estimate of troop requirements, 17 104-110, 113, 115, 136, 193 host nation support contracting process, Titus, Denise, 163, 170 72-75 Tomasik, Lt. Col. Donald M., 18, 19, 22, Japanese support and, 79-86 41, 73, 125, 126, 188 laboratory support for, 185 Toomepuu, Col. Tonu, 107-108 map requirements, 176 Topographic support and terrain analysis, MEAPO(SWA) as theater asset, 46-47 175-181 mission, 14 Toyota supply route, 120 office space and equipment, 44 Trailers, 149 OPD advisors to, 57 Transportation. See also Road construction planning by, 3-12, 23-28 of bottled water, 134 real estate leases, 160, 163, 166, 167, second phase of deployments, 121 168, 171–172 request for head for cell to oversee host of troops, 71–72 Trelease, Lt. Col. John, 90 nation support, 72 Trucks supply contracts, 149 dump truck company formation, 133 temporary duty for civilians, 50 tracking of money to be reimbursed, 68 leasing of, 150, 151, 152 U.S. Code. See Funding Authority; Title 5; purchase of, 58 Title 10 scarcity of, 121 washing facilities for, 138-139, 189 U.S. Geological Survey, 179 U.S. Military Academy, 180 Tucker, Claudette, 162 Turner (U.S. contractor), 116 U.S. Total Army Personnel Command (PERSCOM), 52 Twentynine Palms, CA, 184 Van Sickle, Lt. Col. Gilbert, 121, 135, 140, United Arab Emirates 152 contract awards and, 82, 83 Vanderschaaf, John N., 84 Gulf Cooperation Council member, 78 Vehicle washing facilities, 138-139, 189 military construction in, 80 Vietnam, fire bases built in, 118 real estate leases, 160 Vietnam War United Nations latrine and shower designs, 143 deadline for removal of Iraqi forces, 24, logistics base at Long Binh, 131 28, 132, 145 Vuono, Gen. Carl, 72 Security Council Resolution #660, 5 U.S. Army Center for Public Works, 187 U.S. Army Engineer School, 125, 184, 185 Wadi al Batin, 23, 25 Waller, Lt. Gen. Calvin, 84, 93 U.S. Army Materiel Command, 48, 50, 53, Walter, Lt. Col. James, 12 146, 156, 185 Washing facilities for military vehicles, U.S. Army Reserve Personnel Center, St. 138-139, 189 Louis, MO, 61

Washstands. See Latrines, showers, and washstands

Water wells

data base of water resources, 182 drilling contracts, 134-136 in life support areas, 118 standards for, 95 water detection research, 181-182

Waterways Experiment Station, 126, 180,

182, 183, 184, 185

Weather problems heliport construction and, 132 road construction and, 123, 124

Webster, Ron, 36 Webster, Tom, 182 Well drilling. See Water wells Werner, Ollie, 98 Williamson, Maj. Gen. Donald R., 129 Wolfowitz, Paul, 70 Women, policy on deploying civilian women, 49 Wood

cost of, 114 scarcity of, 100

Wood, Ben, 39, 40-41, 43, 96-97

Yeosock, Lt. Gen. John, 6, 9, 11, 15–16, 20, 25, 73, 106, 115 Yuma Proving Grounds, 183

Zachary (U.S. contractor), 116 Zehefa, Ali Saad, 76, 77 Zuhair Fayez and Associates, 99