

SUMMARY OF ACTIONS TO DATE TO GET
OFFUTT, SQDN I OPERATIONAL
BASE WORK BACK ON SCHEDULE

1. 12 June 1959. District Engineer's letter to Malan in New York, Attn: Mr. Shepherd. Letter expressed concern over lack of progress and requested meeting and submission of plan for improving progress.
2. 23 June 1959. Meeting in District Engineer office with top Malan people. Meeting was an open discussion of rescheduling work as set forth in contractor's 22 June letter. Contractor presented plan for remedial action.
3. 17 July 1959. Meeting with contractor attended by Gen Wilson, Gen Barney, Col Hammond and top people for Malan. Contractor gave assurance they were aware of bad showing they are making and are taking steps to improve progress.
4. 5 August 1959. District Engineer sent message to Malan in New York requesting that Mr. Shepherd come to Omaha at once and take over personal direction of the job. Contractor informed that work was falling behind schedule to the extent that completion dates would not be met unless prompt action was taken.
5. 12 August 1959. Meeting by District Engineer with top Malan people. Job progress and problems were discussed.
6. 25 August 1959. Another meeting on lack of progress was held by District Engineer with contractors top people.
7. 18 September 1959. Meeting by District Engineer with Malan. Progress was discussed, particularly the structural work.
8. 18 September 1959. District Engineer's letter to contractor on bituminous surfacing. Letter pointed out that completion of the facility is of high priority in the National Defense Effort.
9. 2 October 1959. District Engineer meeting with contractor on unsatisfactory progress.
10. 2 October 1959. District Engineer sent telegram to contractor at his home office, expressing complete dissatisfaction with contractor's inability to present any proposal for meeting contract completion dates or even stating when they would be able to present such a proposal. Contractor was requested to present a complete proposal at meeting scheduled 6 October. Contractor was informed that bonding company had been asked to send responsible representative to meeting.
11. 3 October 1959. Letter to contractor from District Engineer, pointing out their lack of progress and not taking necessary steps to get work back on schedule. Letter directed contractor, pursuant to GC-5b of the contract, to begin two ten-hour shift operations per day, seven days

per week on all: concrete for building construction; structural excavation, backfill; and all other phases of work necessary to keep pace with the concrete work. Shifts to be of suitable size etc. to insure work on all structures simultaneously and completion of all structural concrete not later than 1 November. Other phases of the work to keep pace with concrete work. Also, contractor was directed to take necessary measures to protect work against delaying conditions, provide winter protection, lighting, etc, and provide efficient planning, supervision, management and control.

12. 6 October 1959. District Engineer met with contractor as a follow-up of previous meetings. Contractor presented "order of work" for completion contract.

13. 7 October 1959. TWX report from District Engineer to OCE, LAFO-OCE, AFBMD and MRD bringing them up to date on the status of the work.

14. 9 October 1959. Letter to contractor from District Engineer in regard to supplementary charts showing order of work. Letter stated: that charts had been reviewed; information presented was so sketchy that we were unable to properly evaluate for approval; more information is necessary for evaluation; gave general comments that completion dates shown for structural concrete were later than earlier directive date of 1 November for completion, charts shows completion of some facilities after contract completion dates, and that further expediting actions necessary on certain items; gave specific comments on the PIS system work and bituminous paving work.

15. 16 October 1959. District Engineer met with contractor on progress of the work. General discussion on the job, with the conclusions; that the Corps is not as optimistic or pleased as the contractor on the way the job is going; that time is fleeting and it is getting later and colder; that next week will be the real indicator; and that we will continue to watch the work.

16. 19 October 1959. District Engineer's TWX report to OCE, LAFO, AFBMD, MRD and AFRCE regarding the job. It pointed out that although the contractor had made many improvements, additional effort will be necessary by the contractor.

17. 23 October 1959. District Engineer letter to Malan directing certain actions by the contractor. Letter pointed out that although progress has shown improvement, additional personnel have been employed, longer hours of work established, and improved management has resulted in better job efficiency - in spite of all of these, and in view of the urgency of the project being completed by contract completion dates, more specific directives, in terms of work on which increased progress must be had and of number of men and major items of equipment are necessary to insure completion of the project on schedule. Attached to the letter was a list of specific items of work on which improved progress must be made immediately. Contractor was requested to supplement the 6 October charts by indicating the number of men and list of major items of equipment to be utilized each week for each particular phase of work. Also, contractor was told that we expect him to

take prompt, aggressive and continuing action to obtain the necessary and directed work forces. The 3 October directive of two ten-hour shifts, 7-day per week remains in effect and is to be applied to all phases of the work including all subs, and manpower and equipment assigned to each activity is to be the maximum which can be gainfully employed. The enclosures pointed out that the directive action is to be immediately provided without reducing any effort on other parts of the job.

18. 29 October 1959. District Engineer's letter to contractor acknowledging receipt of detailed manpower and equipment program for Site A for operations to be conducted during November, but that review of the partial schedule indicates that it will not accomplish the action desired - namely the completion of the facilities by the contract completion date. Letter repeated direction of the 23 October letter which requests immediately manning the job with the schedule of manpower and equipment listed in the annexes of that letter as minimum requirements, and to such higher levels as necessary to meet contract completion dates. Letter also directed contractor to provide a full time labor representative on the job by 2 November.

NOTE: In addition to the above, the Omaha Area Engineer as Contracting Officer representative has written numerous letters supplementing instructions of the District Engineer to the contractor on progress and held many meetings on the same subject.