

INLAND MARINE TRANSPORTATION SYSTEM (IMTS)

IMTS Progress Report

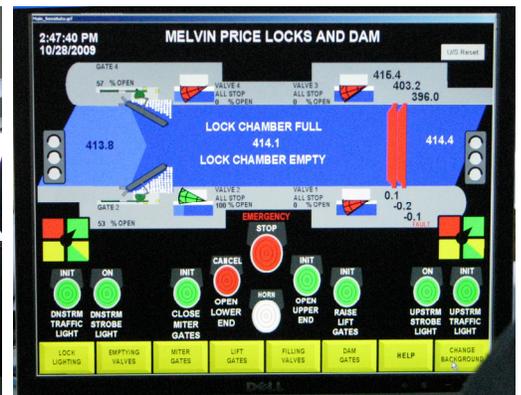
January 2010

IMTS Progress Report

Inside this report:

Introduction	2
Overview of Products	4
Condition Assessment	5
HR Center of Stand.	6
Crew Change Policy	7
PRIP User Guide	8
Equipment Acquis.	9
Sharing Knowledge	10
Business Trends	11
Training	13
Communications	14
Maintenance Stnd.	15
Vision of IMTS	16

First Annual Progress Report January 2010



Send questions, comments or suggestions on the IMTS to this e-mail address:

IMTS@usace.army.mil

This is an informal booklet for USACE employees and customers on the IMTS. The document summarizes the progress of the first year of operation of the IMTS Board of Directors, its working group and action teams. The information is based on the briefing given the USACE Chief in Dec 2009. For each of the products on the following pages, contact information is so you can phone or e-mail for additional information.

Introduction/Background

❖ NavLocks Study 2007-8

- Business Process Review
- 115 Improvement ideas from workforce and industry



John Branson (left) talks to Al Wise about Lock 25



Clay Williams, industry pilot, (center, holding sheet) discusses ideas with the study team

2

Introduction to the IMTS Annual Report

This is a summary of the first year of progress for the Inland Marine Transportation System (IMTS). The IMTS was created by the U.S. Army Corps of Engineers (USACE) as a result of the NavLocks study conducted in 2007 to 2008. The study was a business process review conducted in accordance with the President's Management Agenda. Of course, conducting such business process reviews is standard practice in industry.

During the study, the workforce and industry generated 115 im-

provement ideas. So USACE faced a major challenge of finding the way to implement those. That led USACE to propose several critical concepts in the draft study report, including the creation of the Inland Marine Transportation System.

Please note that the IMTS also provides the foundation for "continuous improvement". Hence, new improvement ideas can be added to the original list. Indeed, several ideas have already been suggested and approved for implementation.

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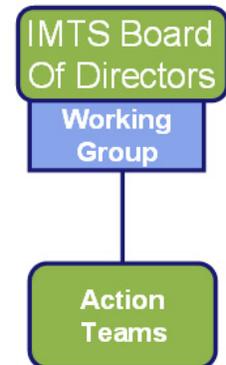
IMTS Structure and Process

❖ IMTS Board of Directors:

- Chaired by Deputy CG for Civil Works and Emergency Ops
- Members are Division Commanders and HQ USACE Chief of Ops
- Working Group: cross section of skills from across IMTS

❖ Action Teams

- Composed of experts with hands-on experience (lockmasters, Ops Managers, etc.)
- Develop draft outputs for review by workforce and industry, review and approval by Board
- Implementation of new standards/policies IMTS-wide by Board of Directors



Key: an open process with participation by workforce and industry users

3

Introduction to IMTS Structure and Process

The heart of the IMTS concept is a structure and a process to implement the improvement ideas from the workforce and industry.

One important part of the IMTS structure is the IMTS Board of Directors. Here are two examples of why this is so important:

- (1) To implement a “best practice” developed by district throughout IMTS.
- (2) To implement standard locking procedures IMTS-wide as requested by our customers.

Existing personnel are used on the

Board, the Working Group and the teams. They function as virtual teams using collaborative group tools.

The Board of Directors has a Working Group with a cross section of skills from both the field and HQ. The working group recruits the right people from field offices for the action teams. The draft products are then developed by action teams. The working group then seeks input from field experts and customers on the proposed draft.

The overall result is a system that provides for continuous improvement with active participation by the Corps workforce and industry

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Overview of Status of Products

A. Products Completed

1. NavLocks Condition Assessment process
2. Human Resource (HR) Center of Standardization
3. Crew Change Policy
4. PRIP User Guide
5. IMTS Booklet for Equipment Acquisition

B. Products Under Review or in the Pipeline

1. Sharing Knowledge on Lock Operations & Daily Operational Maintenance
2. Navigation Business Trends
3. IMTS Standard Decision-Making Process for Remote Operations of IMTS Infrastructure

C. Planned Products

1. Training and Certification of lock operators
2. Strengthening Communication Process
3. Maintenance Standard for Navigation Locks and Dams

Overview of Status of Products

The primary purpose of the IMTS structure and process is to implement improvements. To achieve this, the action teams work on the improvement ideas and develop products to implement them. The table above presents a summary of the status of the products overseen by the IMTS Working Group.

Five products have been completed thus far:

- NavLocks Condition Assessment process
- Human Resource (HR) Center of Standardization

- Crew Change Policy
- PRIP User Guide
- IMTS Booklet for Equipment Acquisition

Also shown in the table above are three more products that are under review or “in the pipeline” so to speak. These will be completed in the first few months of 2010.

Finally, there are three products planned for immediate starts. Other products will be added to the list as resources permit and approval is given for the start of these



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NavLocks Condition Assessment Process

Products Completed (1 of 5 Products)

- ❖ NavLocks Condition Assessment.
 - Key step toward long-term goal: Risk-informed Budget Development Process

Condition Assessment (probability of Failure)	X	Consequences of Failure	=	Risk
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- Process to be used for baseline condition assessments in FY10
- Results to be used for FY13 Budget Development (begins Mar 2011)

IMTS Process to be used for FY10 baseline condition assessments



5

NavLocks Condition Assessment Process

USACE has developed a process to strengthen the condition assessment of our locks and dams. The key concept here is that USACE will implement an IMTS-wide approach that is consistent and uniform for all five navigation divisions.

This assessment process is one piece of the “risk-informed budget development process”. The consistency is vital to USACE efforts to obtain adequate funding to maintain its aging infrastructure and sustain system reliability.

The IMTS action team used an open, participative process to help develop the approach for conducting the baseline condition assessments. A successful test of the approach was held at a Lock on the Upper Mississippi.

HQ guidance was issued and the IMTS process will be used for the baseline condition assessments in FY10. The results will be used for the FY13 Budget Development. The preparation in the districts for this begins Mar 2011



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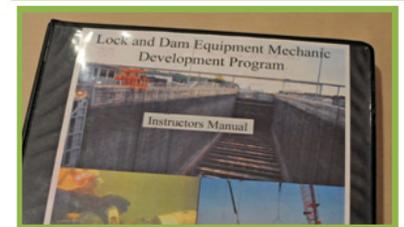
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Human Resource (HR) Center of Standardization

Products Completed (2 of 5 Products)

- ❖ #1 IMTS Asset = Human Capital
- ❖ Focus of many improvements from NavLocks improvement study
- ❖ Center to provide capability to implement the improvements
- ❖ Center approved and recruitment actions underway



Example: sharing best practices on training

Human Resources (HR) Center of Standardization

Another product that has been completed is the Human Resources Center of Standardization. The #1 asset of the IMTS is the knowledge, skills, and experience of our workforce. A dedicated IMTS workforce that takes pride in their facility and equipment is especially critical given the aging infrastructure that USACE has at many locks and dams.

Many of the improvement ideas generated during the study deal directly with human capital issues. The study team recognized that

the implementation of those ideas would require strong participation by HR and worked closely with HR to develop those topics.

One of the improvement ideas was to establish a center to help implement the other human capital improvements. This Center will provide the needed expertise on action teams that will determine how to implement the improvement ideas involving human capital. Of course, all draft products will be reviewed in an open, participative process overseen by the working group.



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IMTS-wide Crew Change Policy

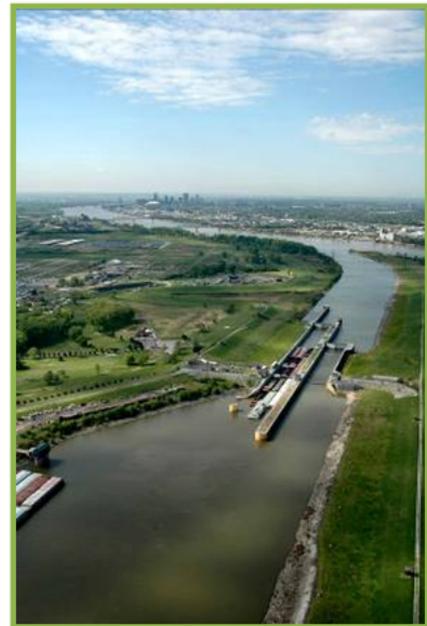
Products Completed (3 of 5 Products)

❖ New IMTS Standard

- Currently, Crew Change Policy varies by district. Huge challenge to change.
- Goal: IMTS-wide policy
- Draft policy reviewed by industry and workforce
- Draft policy reviewed by offices at HQ: legal, safety, security



Crew Change at lock facility



Typical customer journey is through several districts 7



IMTS-wide Policy for Crew Changes at Locks and Dams

Another product that was completed is a new IMTS Standard. It is an IMTS-wide crew change policy requested by customers.

Right now, there is a large variation in crew change policy from district to district. Since a typical customer journey goes through several districts, some customers encounter several variations in the crew change policy on a single journey.

This standard will improve customer service by developing and implementing a single policy that

applies throughout the IMTS. Although this may seem to be a simple one to implement, it was a major challenge. The team developed a draft policy and had it reviewed by industry and the IMTS workforce as well as the key offices at Headquarters of legal, safety and security. We then addressed the review comments that we received and made the appropriate changes to our draft. The end result is that we have our first IMTS standard approved by the Board of Directors and can thereby improve customer service as requested by industry.



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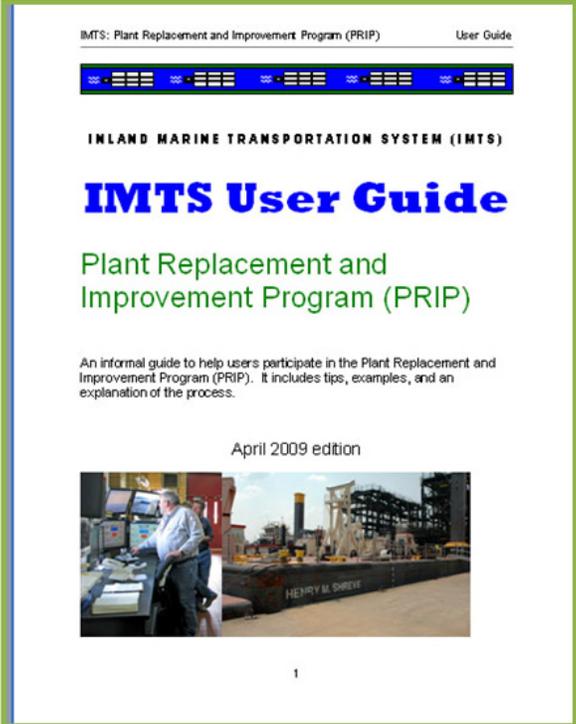
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PRIP User Guide

Products Completed (4 of 5 Products)

- ❖ **Plant Replacement and Improvement Program (PRIP)**
 - Major Program for long-term investments in shared assets
 - Big challenge: loss of institutional knowledge and expertise
 - User Guide completed for Plant Replacement and Improvement Program (PRIP)



Plant Replacement and Improvement Program (PRIP)

Two products have been developed to help maintain the IMTS plant and equipment in the condition that's necessary to sustain the IMTS system reliability.

The first of these is the guide to help people understand the Plant Replacement and Improvement program or PRIP. Improving knowledge of PRIP is important because it is vital to making wise long-term investments in IMTS shared assets. In recent years, experienced people with key PRIP knowledge and experience have

retired and departed. So USACE has lost a lot of institutional knowledge and expertise in PRIP. The working group recruited experts on PRIP from across IMTS to be part of an action team. The team captured key knowledge on the PRIP in clear, concise language in a User Guide and was helped by strong reviews of the draft. The end product is a User Guide that communicates the key elements of this important program to our asset managers and enable them to more effectively use PRIP, a key tool to sustain system reliability, the #1 customer priority.

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IMTS Booklet for Equipment Acquisition

Products Completed (5 of 5 Products)

- ❖ “Living Document” for Tips and New Cost Saving ideas
 - How to purchase standard designs for land and floating plant equipment
 - Bonus added: tips on purchase of used equipment
 - Overcome myths



IMTS Booklet for Equipment Acquisition

In addition to the User Guide on PRIP (discussed on the previous page), the action team produced an IMTS Booklet for Plant Acquisition. This product is to help implement the improvement ideas generated by the workforce for improving equipment acquisition.

The goal is to overcome myths and eliminate the confusion about purchasing standard designs. So USACE developed a booklet with some tips and guidelines on the purchase of standard designs. However, the team believes there

are other good ideas out there on equipment purchases. So this to be a living document that people can add more tips and cost savings ideas to in the future. Indeed, one has already been added. The team included tips on the purchase of used equipment.

As other ideas are generated, they will be added to this booklet. The team will also produce slides on this booklet to help spread the word. It will be put on the IMTS knowledge sharing page on the Navigation Gateway web site.



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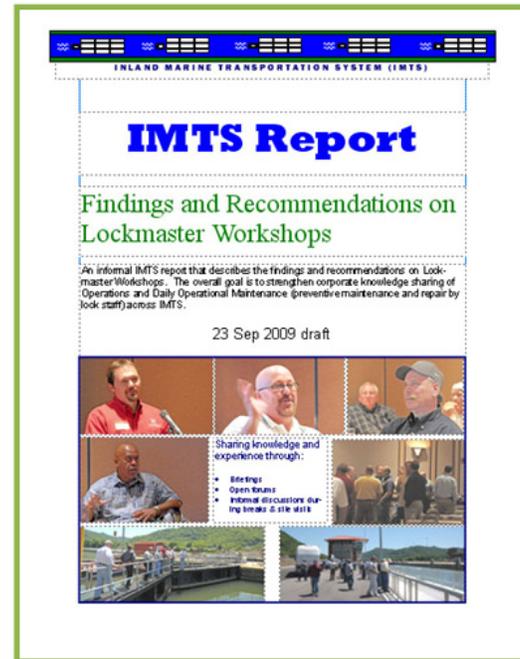
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Sharing Knowledge on Lock Operations and Daily Operational Maintenance

Products Under Review (1 of 2 Products)

- ❖ Goal: develop systematic approach to share vital knowledge IMTS-wide
 - Started Dec 2008
 - Reviewed past experiences of all divisions and examined alternatives
 - Draft report on findings and recommendations reviewed by Working Group
 - To be sent for review by workforce



10

Sharing Knowledge on Lock O&M

This is the first of three products that are under review or in the pipeline. For the first one, we have the draft product completed and it is working its way through the review process. The overall goal is to develop a systematic approach to sharing knowledge IMTS wide on Lock Operations and Daily Operational Maintenance.

An action team was formed and attended the LRD Regional workshop in May together. The team reviewed past experience and examined various alternatives for knowledge sharing. The team put to-

gether its findings and recommendations in a draft IMTS report. The draft has been reviewed by the working group. Next it will be sent out for review by all of IMTS.

The report provides recommendations and a workshop plan template to the divisions. Each division can then construct a specific workshop plan that fits its unique needs and coordinate that with the IMTS Working Group. This will provide the foundation for sharing vital knowledge on the lock operation & maintenance that is critical to sustain system reliability, the #1 priority of customers.

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Navigation Business Trends

Products Under Review (2 of 3 Products)

- ❖ Product: Projections of Navigation Business Trends over the next 20 to 30 years
 - Briefed at Aug BOD meeting
 - To provide support for future IMTS decision-making
- ❖ Status Update
 - Literature Search: complete
 - Interviews with Functional Experts: 75% complete



Navigation Business Trends

Another product that is under review is a report on Navigation Business Trends. This will provide people in the Navigation Community with a projection of the key trends in the Navigation business over the next 20 to 30 years. It will be used to support future IMTS decision-making.

This work was started because the IMTS Working Group found that there was existing data on the future of the Navigation business line but no one had pulled it altogether. So the overall approach

for this report was to pull together the existing information on the future of the Navigation business line.

For instance, the report will project the amount of traffic by industry on our IMTS waterways. It will also project the future trends for related key variables such as the cost of energy.

The literature search on this is complete. The interviews with functional experts is 75% complete. After completing the interviews, the team will share a draft report with the Navigation Community.



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IMTS Standard Decision-making Process for Remote Operations of IMTS Infrastructure

Products under Review (3 of 3 Products)

- ❖ Overall goal: establish IMTS standard decision-making process that incorporates
 - Past experience
 - Safety considerations
 - Cost analysis
- ❖ Update of progress
 - Recruited action team members
 - Collected information on past experiences
- ❖ Draft process to be reviewed by all stakeholders in open process



Remote Operations of IMTS Infrastructure

The goal for this improvement is to establish an IMTS standard decision-making process for use of equipment to operate IMTS infrastructure from a remote site.

USACE has had some experiences where remote operation has worked well such as operating a dam from a remote site. USACE has also had experiences where this has not worked (e.g. operate a lock from a remote location.)

To strengthen the decision-making process, the action team will collect the information from

past experience as well as information on safety considerations and cost factors. The team will also look to the future and examine technology advances.

The team will then use this to build a draft decision-making process. The IMTS Working Group will use its open process to ensure that the draft process is available for all stakeholders to review.

The overall end result will be an IMTS Standard decision-making process for remote operations of IMTS infrastructure.



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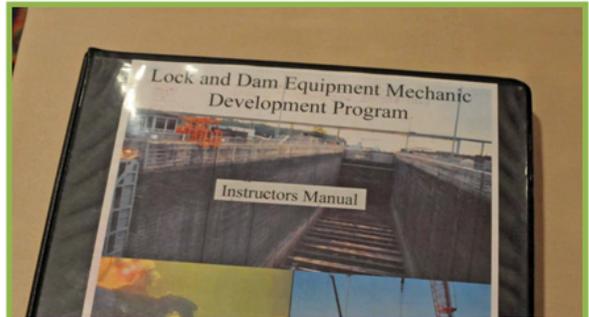
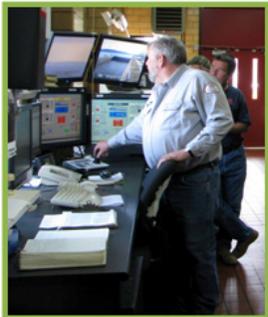
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Training and Certification of Lock & Dam Operators

Planned Products (1 of 3 Products)

- ❖ Lock operation personnel
 - Face situations that require prompt action
 - Must have sound judgment and in-depth understanding of principles
 - Liability for safety of people & damage to equipment
- ❖ Goal: IMTS-wide
 - Operator Training manual
 - Curriculum and training methods
 - Certification process



Training and Certification of Lock and Dam Operators

This is the first of three new planned products that were just started at the end of the year. This one got a “must start ASAP” rating from the Board of Directors.

There are a large number of personnel at our lock and dam facilities that can be called upon to operate both the locks and dam. Those people can face situations that require corrective or emergency actions to be performed quickly. They need to have sound judgment and a proper understanding of the principles of operations of lock and dams. Without this, there is risk for the safety of our employees, the towing industry and

other users of our Navigation Facilities. Also without adequately trained and certified personnel there is substantial increase in the potential damage to our very expensive lock and dam infrastructure.

Fortunately, USACE has several “best practices” that can be shared for training and certification of people who operate our locks and dams. So an action team was formed and is working on an IMTS-wide approach, a training manual, recommendations for a curriculum and the training methods, and a process for certifying those who complete the tests successfully. Note that this is just the first step in the training arena for IMTS.



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Strengthening Communications Process

Planned Products (2 of 3 Products)

- ❖ Improving IMTS Communications is top priority (BPR Topic #8)
- ❖ Immediate focus: enhance distribution to workforce
 - Use electronic e-mail list (ListServ) capability on Navigation Gateway site
 - Powerful capability to use for workforce communications
 - Special: add link to process to share knowledge on accidents/incidents



Lifting of Markland Gate



Strengthening IMTS Communications Process

Strengthening IMTS Communications was given a top priority by the IMTS Working Group from the beginning. It is also a major Improvement Topic in the NavLocks study report.

One of the improvement ideas is to enhance the distribution of information to the workforce by using an electronic e-mail list. Of course, we will use this for distributing newsletters and other news to our workforce. But we are especially interested in adding a link to the existing process for re-

porting accidents/incidents.

Some of the IMTS workforce are keenly interested in getting the very limited but highly accurate news promptly that comes up to the official chain on accidents/incidents.

IMTS will form an action team and add this link to the process. This will increase situational awareness for our IMTS personnel at locks and improve our risk management. Following the completion of this task, the Working Group will be implementing other improvement ideas for IMTS communications

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Maintenance Standard for Locks and Dams

Planned Products (3 of 3 Products)

- ❖ Short-term: share a “best practice” for division maintenance standard:
 - Single communication document for key info
 - Annual updating process with command emphasis

- ❖ Long-term: IMTS Maintenance Standard
 - Use single document format to identify consensus minimum IMTS standards
 - Foundation for “World-class” Maintenance Management System for NavLocks



Scheduling Major Maintenance



Standard for “Spare Parts”

15

Maintenance Standard for Locks and Dams

The last of the three planned products is the “Maintenance Standard for Locks and Dams”. This improvement idea came from the “best practice” in LRD. That division has a single document that provides rapid access to up-to-date critical information on maintenance procedures, policies and standards for the division.

The two key elements of the LRD approach are as follows: first, they have a single communication document that pulls together all of the key information in a standard format for the division. Secondly, they have an annual process for updating the information that has command emphasis.

The short-term goal for this one is to share this best practice with the other four divisions. The Working Group will form an action team with coordinators in each of the divisions and share the maintenance standard process, the communication document format and example. By gathering information in a standard format, the action team will be able to identify consensus minimum standards across the divisions. This will help us move toward the long-term goal of having an IMTS Maintenance Standard. It will be the foundation for our “World-class” Maintenance Management system for Navlocks as described in the IMTS Vision on the next page.



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Vision of IMTS in 5 Years

- ❖ Goal: present a vision of where we expect IMTS to be in 5 years
- ❖ Three major elements
 - “World Class” Maintenance Management System
 - Lock Operations with strong customer focus
 - Enhanced Processes for IMTS Workforce



16

Vision of IMTS in Five Years

The previous part of this document has described the improvements that are being implemented and other improvements that are soon to be implemented. The original Nav-Locks study generated 115 ideas in all from industry and the workforce. Further, more are expected to be added as we move forward.

The natural question to ask is “where do we expect the IMTS to be in five years? That is, what is the big picture of the end state that we want to achieve?”

This section is to present the vision in terms of three major elements:

First of all, we expect to have in place a “world class” maintenance management system. For example, we will have the IMTS maintenance standard in place that we just discussed. Secondly, we have improved our lock operations by putting a stronger focus on customers. For instance, we will have standard locking procedures in place. Thirdly, we expect to have enhanced processes for our IMTS Workforce that provides substantial benefits and improves working conditions. We will discuss each of these three elements in the next three pages.



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“World Class” IMTS Maintenance Management System

- ❖ IMTS-wide Maintenance Standard
- ❖ Coordinated Scheduling of Major Maintenance
- ❖ IMTS Policy on Spares
- ❖ 3-Phase Inspection System
- ❖ Corporate Sharing of Major Maintenance Knowledge



Vision of IMTS in Five Years

The first major element for our vision of the IMTS is the “World Class” Maintenance Management System. The cornerstone for this is the IMTS-wide Maintenance Standard. We will have a single document that is updated annually with critical information for both our workforce and for customers. For instance, It will provide the schedules for major maintenance, the policy on spares and so on. The annual updating process will have the appropriate command emphasis so that we can insure the review and updating is rigorous. We will be using our stronger communications process to share this information with our customers.

We will also coordinate our schedules for major maintenance to minimize the impact upon customers. To accomplish this, we

will have maintenance crews work across district lines where practical to minimize loss of service for the system as a whole.

We will also have an IMTS Policy on spares that includes regular inspections and maintenance of the inventory of spares. A list of critical spares and the current status of the spares inventory will be kept up to date and available for immediate use in an emergency situation.

We will also be using the 3-phase inspection system on all major maintenance projects.

Finally, we will have in place an aggressive approach to share knowledge on Major Maintenance throughout IMTS. Annual workshops will be held as a first step. The knowledge will then be captured and shared throughout IMTS.



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Lock Operations with Stronger Customer Focus

- ❖ IMTS Crew Change Policy
- ❖ Standard Locking Procedures
- ❖ Standard Water Control Procedures
- ❖ Advanced Waterway Information System –
 - IMTS-wide standard format
 - Single-point access, geographical-based
- ❖ Overall shift to “Systems-based” operation



18

Vision of IMTS in Five Years

The second major element that we have in our vision is improved lock operations that strengthen our customer focus. We've already taken the first step with our IMTS Crew change policy as requested by customers.

Within 5 years, we will have standard locking procedures in place as requested by customers. We will also be using standard water control procedures to improve the service provided by our navigation channels.

We will also have in place major improvements in communications with our customers. In particular, we will have in place an Advanced Waterway Information System. Although much information will still come from individual districts,

the system will have a single IMTS standard format. Hence, the boundaries will be transparent to the users. They will see a system with a single point of access that is geographical-based. For example, they can click on a river or waterway on a map and retrieve the information for that navigation route instantly. In effect, we will have tied all the individual elements together and be using more of a “systems-based” approach.

Within 5 years, the IMTS customers will no longer need to go individual district web sites and hunt for information in a variety of formats. The new approach will allow for more rapid access to information by customers as well as a more streamlined approach to using the navigation channels.



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Enhanced Processes for IMTS Workforce

- ❖ Trained and Certified Lock Operators
- ❖ Standard Job Descriptions
- ❖ Enhanced Hiring Process
- ❖ Extended Workforce Planning
- ❖ More uniform and consistent approach to Drug Testing and other policies
- ❖ Family-friendly lock shifts



19

Vision of IMTS in Five Years

The third major element for our vision of the IMTS in five years is the improvements we will have in place for the IMTS workforce. First of all, we will have in place an IMTS process for training and certification of personnel who operate our locks and dams. 80% of the training manual will be an "IMTS standard". 20% of the manual will be written specifically for the local lock. There will be a rigorous certification process in place. People who complete the certification process will be wearing the insignia proudly on their hard hat or on their uniform.

We will also have in place standard job descriptions that provide more consistency and fairness for grade structure, drug testing requirements and so on. We will have enhanced hiring processes in

place that allow us to fill vacancies without the long delays we currently have.

Further, lockmasters and supervisors will be conducting extended workforce planning on a continual basis to ensure that we are poised to fill short-term vacancies. This will give us a stronger capability for deploying personnel to respond to emergencies and critical needs.

We will also have in place a more uniform and consistent approach to drug testing.

We will have work shifts for all IMTS personnel that are family-friendly while meeting regulatory requirements.

In many ways, this third element is the most challenging. So the Working Group has put special emphasis on this area.

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Questions?? Comments???



Operation & Maintenance



Major Maintenance Projects



Dredging

Reminder - Send questions or comments on the IMTS by e-mail to
E-mail address: IMTS@usace.army.mil

IMTS Web site for IMTS Navigation workforce, industry and public:
<http://operations.usace.army.mil/navigation>



BUILDING STRONG®

Your questions, comments and suggestions are welcome!

This document has presented a summary of the progress of the first year operation of the IMTS.

The IMTS Board of Directors is committed to an open and participative process. Your ideas, suggestions and comments are welcome.

You can send your ideas, suggestions and comments to our IMTS e-mail address: IMTS@usace.army.mil

You can also find information on the IMTS at the Navigation Gateway web site:

<http://operations.usace.army.mil/navigation>

Remember that the IMTS is committed to continuous improvement. So ideas for improvement are also welcome!

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