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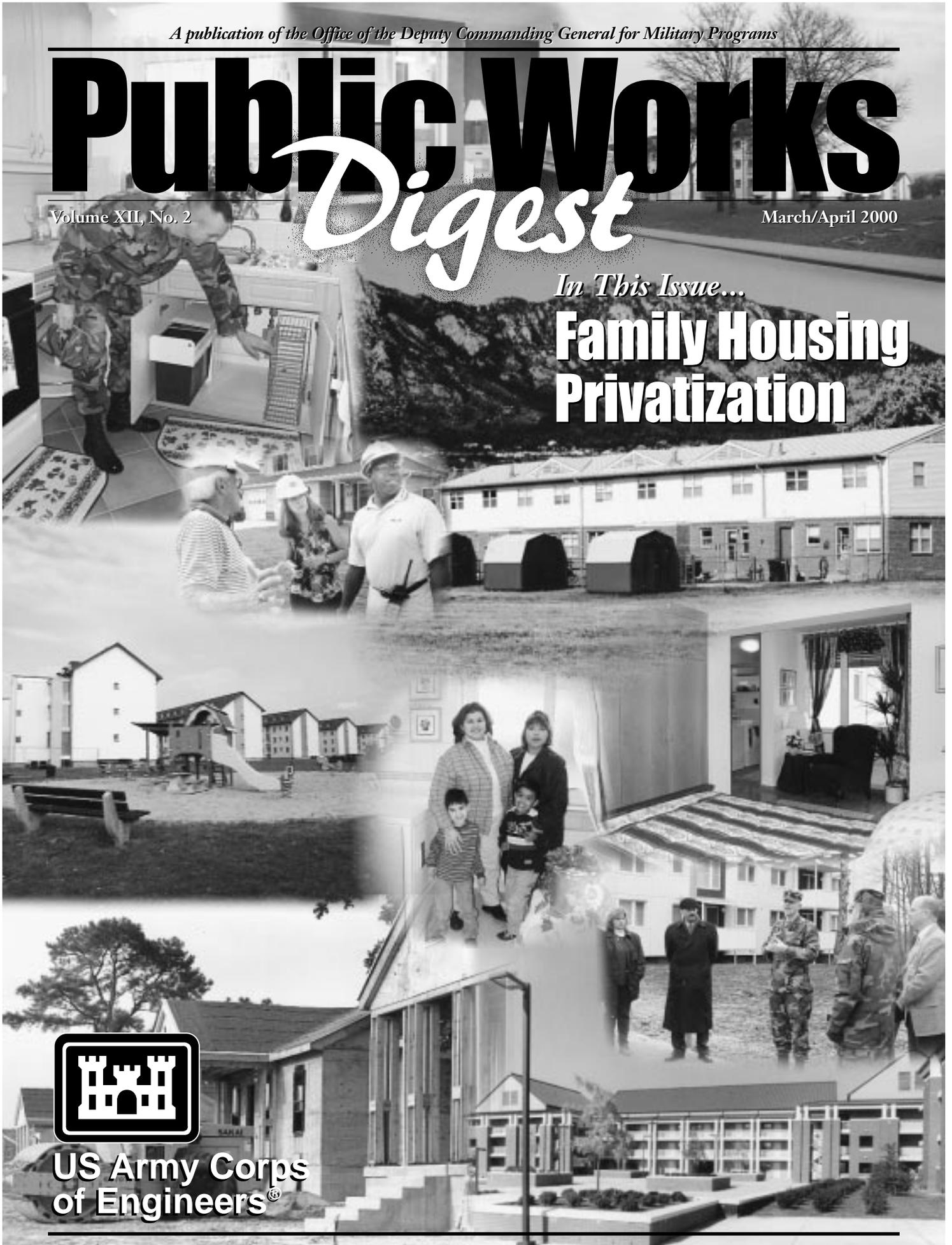
Digest

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Family Housing Privatization



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Family housing privatization gains momentum

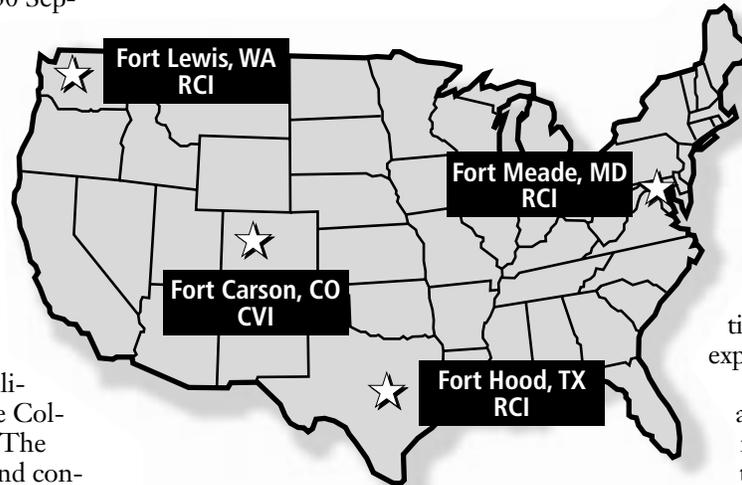
by Don Spigelmyer

After a six-month congressional review period, the Army Family Housing (AFH) privatization initiative is moving forward once again. Two key events have occurred.

First, the Fort Carson AFH privatization project was awarded on 30 September 1999. Fort Carson is the Department of Defense's (DoD) largest and most comprehensive family housing privatization project to date (see story on page 2). It also is the department's first whole-base privatization project.

Under this initiative, all 1,823 existing houses will be privatized. In addition, 840 additional units will be constructed on base to meet the military family housing needs in the Colorado Springs, Colorado, area. The revitalization of existing units and construction of new units will be accomplished within a five-year period. The selected developer will own, operate, and maintain these units for a 50-year period with a 25-year renewable option. Soldiers' rents will be capped at their basic allowance for housing (BAH).

The Fort Carson project was solicited using a request for proposals procedure where the government developed explicit project requirements for execution of the project, then selected the developer based on their approval.



The second event in the AFH privatization program was the recent solicitation of the Fort Hood Residential Communities Initiative (RCI) pilot project. The Fort Hood RCI project was advertised in the Commerce Business

Daily on 6 August 1999 and solicited using a request for qualifications (RFQ). This is the Army's first privatization project to use this type of procurement.

Under the RCI RFQ approach, a developer will be selected based on qualifications as opposed to a specific proposal to meet explicit project requirements. This process emphasizes the experience of the developer and requires the developer to submit a preliminary concept for the installation and information on their financial and organizational capabilities, past performance, and expected financial return.

Once a developer is selected, an Army team made up of representatives from the installation, major command, and headquarters will work with the developer to create a community development and management plan (CDMP). The CDMP will serve as the foundation for the project scope, operating plan, and financial plan. This approach enables the Army to capitalize on the developer's expertise and experience in designing residential communities.

The Fort Hood project involves 5,482 existing units. The amount of additional units to be constructed to meet deficits will be determined during CDMP development. Fort Hood will be the largest housing project ever undertaken by DoD. Two follow-up RCI pilot projects, Fort Lewis and Fort Meade, are under development.

These two events provide impetus to the AFH privatization program and will improve the quality of life for soldiers and their families.

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Don Spigelmyer is a member of the RCI Task Force.

TRADOC reaches new highs in BOP

Harry Pfeiffer, the Business Occupancy Program (BOP) coordinator for Training and Doctrine Command (TRADOC), recently congratulated his installation housing offices for setting a new occupancy record in January 2000. Overall, TRADOC averaged 92.70%, almost four points higher than the Army average of 88.89% and the highest TRADOC rate since the inception of BOP in FY 96.

One significant factor was the improved performance by Fort Leonard Wood, Missouri, where occupancy skyrocketed almost 20 points, from 77.26% in January 1999 to 96.23% occupancy in January 2000.

Other TRADOC posts making significant

contributions to the new high were Fort Gordon, Georgia, at 99.14%; Forts Eustis and Story, Virginia, at 98.33%; Fort Sill, Oklahoma, at 98.21%; and Fort Lee, Virginia, at 97.40%.

TRADOC installations face special challenges in the occupancy arena due to the nature of school schedules with associated enforced downtime and quarters reserved for student and faculty residents. Despite these challenges, TRADOC posts have taken a commanding lead in not only meeting but exceeding the Army's occupancy goals.

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Through one of the most innovative concepts ever used by the Army, the Omaha District awarded a 50-year, multi-billion dollar contract that will privatize the military family housing program at Fort Carson, Colorado.

The Fort Carson project is recognized as the first contract of this type, with similar contracts expected to be available at other U.S. based military installations. Authorized under the Military Housing Privatization Initiative enacted into legislation as part of the Defense Appropriations Act of 1996, this first contract is a cause for celebration.

"It's a dream that became reality," said Omaha District Commander COL Mark E. Tillotson. Fort Carson — the first base to attempt this type of project — and Army officials signed one of the largest contracts in Army history with Fort Carson Family Housing LLC (FCFH-LLC) of Charlotte, North Carolina, for the privatization of on-post family housing.

The purpose of the contract is to provide Fort Carson military personnel and their families much needed housing facilities, community development and amenities equivalent to that found in the private sector. The contract is for a 50-year performance period, with one 25-year option, to provide housing accommodations for a minimum of 2,663 families.

The contract calls for the renovation of 1,823 housing units already located on the post and additional construction of 840 new two-, three-, and four-bedroom units. Construction will be completed over a 4-year period and the renovation will be phased over a 5-year period. The estimated project cost is approximately \$220 million.

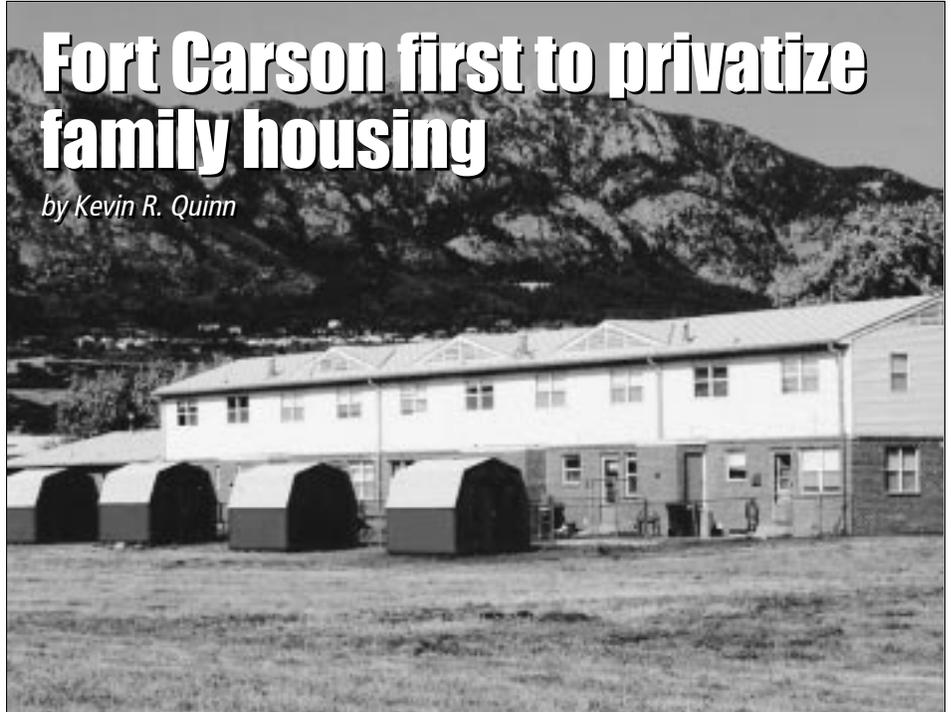
Corps project manager Steve Hill listed several reasons why this is "a great deal" for the Army.

"First, it gives the Army 2,663 homes going up or being renovated in only 60 months. Secondly, it reduces O&M administration costs. In addition, the contractor places a substantial proportion of net operating income in the reinvestment account, and incentives commit the contractor for the long term."

Hill said measures put in place to ensure contractor performance is also advantageous to the Army.

Fort Carson first to privatize family housing

by Kevin R. Quinn



Army family housing at Fort Carson, Colorado, is the first to be managed by a private contract. (Photo courtesy of Omaha District.)

As members move on post (and for those already living in quarters), they will begin to receive their Basic Allowance for Housing. The soldier will then pay this amount to the contractor for the on-post housing.

As the Fort Carson Affordable Housing Initiative is implemented, other military installations around the nation are monitoring the procedures closely. "The military must continue to find ways to stretch budget dollars. The privatization of military housing does just that while ensuring that military members have good, quality housing," said Tillotson.

Pilot program

Impetus for privatization was initiated several years ago when Congressional representatives and DoD officials analyzed the housing situation and determined that conditions on bases were "deplorable." They determined that there wasn't enough military construction money to take care of the problem.

The pilot national military housing project began in February 1996, when President Clinton signed into law the Defense Authorization Act, which contained the new military housing privatization initiative. "The idea behind the

privatization effort is to tap the knowledge and resources of the community and evaluate their solutions," said Hill.

The road to awarding the first contract wasn't without its bumps. The Army originally selected a firm which was to be awarded the contract for the housing privatization in March 1998, but two companies filed suit. The Army then agreed to restart the selection process, taking advantage of lessons learned in the first attempt of this new concept for the Army.

Renovations

Renovations of the current houses — some built more than 40 years ago — will include new kitchen and bath plumbing fixtures, new cabinets, new painting and floor covering, new interior trim, doors, hardware, new light fixtures and wiring to current code, environmental hazard abatement, new appliances, individual metering for utilities, landscaping and ground drainage repairs. These renovations must be accomplished within the first five years of the contract.

Some optional renovations include minor exterior upgrades, additions of patios and decks, replacement and





repair of carports, new additional parking, additional lawn sprinklers and placing utility lines underground.

The Contractor

FCFH-LLC is a wholly owned subsidiary of J.A. Jones, Inc. (North Carolina), which is a subsidiary of international construction firm Phillip Holzmann AG, based in Frankfurt, Germany. The contractor beat out six other bidders for the privatization contract.

Hill, Omaha District project manager for the privatization of family housing at Fort Carson, said about 400 requests for proposals were sent to potential bidders, including subcontractors and team members. Proposals were received in late January and had been in the review process ever since. The winner was chosen through a “best value evaluation.”

The “value” includes the renovation/new construction of 2,663 housing units, the construction of green spaces and recreation and community centers, as well as the management of all of the above. For this, the contractor receives rent from the units on base, which total about \$2.4 million per month with allowances for inflation.

The request for proposal requested information that included technical plans (floor plans of houses along with elevations); a financial plan; a management plan, including structure and relationship of subcontractors; a past performance type of resume; and a small business plan detailing how small businesses will be used as subcontractors by the winner.

The contractor:

- Is responsible for building its administrative facility, community centers,

playgrounds and green areas, youth centers and other community and recreation facilities integrated within the housing areas.

- Assumes all economic risk to the project.
- Is required to invest a large amount of his own equity into the project at time of award. All income from the project in excess of operating expenses and debt coverage must be placed in construction and improvement escrow accounts until all construction and renovation is completed.
- Accepts that the main source of revenue will be housing allowance granted to military personnel.

In the Fort Carson agreement, utility meters will be placed on all military housing; however, the government will continue to pay for utilities.

The housing on post has an average age of 35 to 40 years, said Fort Carson spokesman Ron Joy. “The wear and tear is higher than with normal housing because families move in and out of the houses every two to three years.”

Joy said that while almost all posts have housing shortages, Fort Carson’s is particularly high. About 17 percent of all soldiers assigned to Fort Carson live in military housing, with almost 1,500 military families on the post’s housing waiting list. The new housing will improve the percentage of assigned soldiers that live on post from 17 to 27 percent, a figure still below the Army average.

With the vast growth of the Colorado Springs area, there is less than a six-percent vacancy rate in the area and has had more than a 20-percent rent increase since 1993. This rental increase has placed many homes, condos, and apartments out of the reach of many soldiers and their families.

The government provides the contractor a mortgage loan guarantee against base closure, downsizing, and extended deployment.

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Kevin Quinn is the Chief, Public Affairs, at Omaha District.

New BAH rates: No impact on FY 2000 AFH funding for the BOP

The continuing changes in year 2000 BAH (Basic Allowance for Housing) rates have raised questions about the impact on the Business Occupancy program (BOP). Effective 1 March 2000, any rates which went down on 1 January will be restored to their previous levels. This means that the net effect of the new BAH rates at every level — post, MACOM, and Armywide — will be an increase in BAH and, consequently, BOP earnings. However, an increase in BAH rates does not increase AFH (Army Family Housing) funding, so increased BOP earnings do not necessarily result in increased funding. AFH and the MPA account from which BAH is paid are funded through separate processes and appropriations.

Housing personnel should keep the following points in mind with respect to BAH’s impact on BOP:

- BAH rates do not affect existing FY 00 BOP funding.
- There is no immediate impact on funding.
- There will be plenty of time to work out issues and problems before year end distribution or FY01 funding.

- FY00 BOP funding levels were established based on FY 99 earnings and are not subject to change at this time.

BOP funding is constrained by total AFH funding available, so BAH rates do not, by themselves, raise or lower funding levels for any given MACOM or post. If every post’s earnings increase without a concurrent increase in AFH funding, everybody’s percentage of earnings funded would drop proportionately, and funding in actual dollars would remain the same.

While BAH is a legal entitlement for members living off-post, it is used as a guideline in BOP. Housing offices must maintain a clear distinction between how BAH affects members who draw it as an allowance and how BAH is implemented as a method of funding AFH for on-post housing operations and maintenance.

BAH rates affect only U.S.-based posts. It has no impact on Overseas Housing Allowances (OHA).

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Standards will result in consistent installation facilities and services

by Jim Caldwell

Soldiers and families at every Army installation will have the same high quality facilities and services under a new business-oriented approach to base operations budgeting.

Standard Levels of Service will also give all Army garrison commanders a new method to define requirements and budget for money to maintain and operate programs, as well as a common standard that customers can count on.

"Ideally, when standards are put in place, soldiers who live in Army family housing will know how long it should take for critical repairs to be made on their quarters," said Philip Sakowitz, Deputy Chief of Staff for Base Operations Support for Training and Doctrine Command.

"They will know that all child development centers will be open from 6 a.m. to 6 p.m. on every post if that is the standard the Army agrees upon. Gyms will have the same basic equipment at every installation."

Populations of installations will determine the extent of certain services, Sakowitz said. Installations with large student and permanent party populations may need five gyms to meet the standard, while installations with fewer soldiers

may need two gyms to meet the standard.

"But each of those gyms will have basic equipment standards—one treadmill for every 100 soldiers, for instance," he said.

Sakowitz said as the Army's budget was slashed in the 1990s, commanders had to choose what programs to keep. One result was that quality and quantity of services that soldiers and families had come to expect varied greatly from installation to installation.

A new way of funding base operations support was needed to help garrison commanders and be predictable to soldiers, families, civilian employees and tenant organizations, he said.

"We said we have to look at how private sector businesses manage their operations, from their logistics to their personnel standards, and establish our own standards," Sakowitz said.

Standards will also establish the level of support garrison commanders give to tenant organizations on their installations. The budget crunch led to many garrison commands to begin charging these units from other Army major commands, government agencies and military branches for services such as electricity, natural gas and telephones.

That approach hit home to TRADOC when budget cuts forced another major command's post commander to consider closing a dining hall that supported a TRADOC school on that post.

Sakowitz said that supported units had traditionally received such support, but that it had never been formalized by regulations.

"We want to standardize the system so garrison commanders can justify money in the budget process in order to pay for basic support of all organizations on their posts," he said.

Sakowitz, who became DCSBOS in January 1998, said the idea for standardizing levels of service at installations came from TRADOC's approach to doctrine and combat development.

"I watched how we set standards for everything we do on the tactical side," he said. "I said, 'Boy, we're so good at that, why don't we do the same thing on the installation management side?'"

The idea has now become an Army initiative with many major commands participating. Major command representatives who will set standards meet regularly with garrison commanders, who collectively define the standards.

"Their functional staffs—MWR, logistics, civilian personnel, provost marshal—are developing proposed standards in each of their areas," Sakowitz said.

A Department of the Army panel will take all inputs into consideration when they develop standards that will apply throughout the Army.

"There'll be some differences that we'll work through to accommodate whatever uniqueness installations have," he said. "For example, we will have a standard for snow plows, probably based on a historical average of how much snow falls at an installation. An installation in the North will get more funding for snow plows than an installation in the South because the snow fall average is different. But both get funded to the same standard."

Sakowitz said garrison commanders have been very receptive to the idea of standard levels of service. "Right now we don't give them enough to do everything," he said. "They're frustrated by it. When standards become effective, they will know what they have to do and how much money is needed to accomplish the service." **PWD**

Jim Caldwell works for the TRADOC News Service at Fort Monroe, VA

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Furnishing the field

Center's unaccompanied housing furnishings personnel program keeps soldiers living in style

by Angela L. Dixon



Tables, chairs, lamps and recreational games fill this dayroom at Fort Hood, Texas.

Living conditions for soldiers are greatly improving thanks to the Huntsville Center and its mission to centrally procure all the furnishings for the Unaccompanied Personnel Housing (UPH) in the Army.

The Huntsville Center is the central contracting agency for procurement of UPH furniture and furnishings for all Army installations worldwide. In this role, the Huntsville Center assists with budget and acquisition planning, furniture specification requirements, delivery management, contract awards and process improvement for the program.

In terms of getting the furniture to

the soldiers, Alicia Allen, program manager for the UPH, said an order from an installation puts everything in action. "When an order comes in, we start the process and it usually takes seven months to procure and deliver the furniture," she said.

The orders include a variety of items. "We purchase a lot of standard furniture like beds, desks, chests, and chairs," Allen said. "We also furnish the soldier's common areas and buy things

like big screen televisions, pool tables, trash cans and draperies." Currently, there are about 150 orders for furniture.

The UPH program budget allows \$3,200 per soldier for renovated space, \$3,500 for new space and \$4,000 for soldiers in Korea since the base houses two soldiers per room.

Recently, Sue Werner, a contract specialist and member of the Unaccompanied Personnel Housing team at the Huntsville Center visited barracks at Fort Hood and Fort Sam Houston in Texas. The team visited a vacated barracks, a renovated one and a new building. "The vacated barracks had mildew, flooring problems, missing windows and light fixtures," Werner said. "When we went to the renovated barracks several soldiers were moving in, and they were very appreciative of the remodeling and new furniture," she said.

Werner added that UPH is a fast paced program because furnishing needs change all the time. "It is so gratifying to play a role in providing soldiers better living conditions because they deserve it."

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The Unaccompanied Personnel Housing program allows the Huntsville Center to purchase living space furniture for barracks like this one at Fort Hood, Texas.



Unaccompanied Enlisted Personnel Housing may be the most active military construction program at the Army installations for now. But Trainee Barracks may soon become the next most critical MCA program with the Army's current emphasis on safe and secure gender integrated training environment, and the inventory of antiquated trainee barrack buildings.

For new recruits, the Basic Combat Training (BCT) barracks render the first impression into the military life; it is also the place where the "soldierization process" begins. According to the Office of the TRADOC Engineer, Armywide only 10% of the Trainee Barrack facilities received "green," i.e., "good to go" condition status in the FY 98 Installation Status Report (ISR). The Army's existing standard for trainee barracks (Starship design) is over 20 years old, and is unable to meet the changing needs for the 21st century training mission or the engineering standards/criteria.

Following a request from TRADOC and the ACSIM in 1998, HQUSACE developed a standard design for the BCT and One Station Unit Training (OSUT) barracks complex that is modeled after the neighborhood planning concept used for the Unaccompanied Enlisted Personnel Housing standard design. This complex, capable of housing 1200 trainees and comprised of 31,245 square meters (336, 300 square feet) gross area, will be self-contained with housing, administrative, dining, and other support functions organic to the training mission and needs. The proposed design maintains a sense of integrity within each Company, facilitates platoon-level training and operations, and accommodates the current DA guidelines for safe and secure gender-integrated training environment.

Under the leadership of the Center of Standardization (COS) Tulsa District, the "virtual" design team of designers from Tulsa, Norfolk and Louisville Districts, and Huntsville Engineering and Support Center, carried out the design. The operational and functional requirements, as well as the standard design itself were devel-

Army to launch Basic Combat Training Barracks Modernization Program

by Ami Ghosh

oped through a series of design charrettes. Tulsa District did an impressive job of managing the design charrettes with some 60+ participants from different organizations including representatives of HQTRADOC, DA staff offices (OASCIM, DCSPER, DCSOPS), HQUSACE, USAISEC, USAHFPA, MEDCOM, Army Training Centers, and the Basic Training installations.

The TRADOC leadership has approved the design package. It will soon become the DA Standard Design once the DA Staff Offices and the Vice Chief of Staff, Army, accept the design. The overall BCT Barracks replacement program is anticipated to be \$300+ million MILCON dollars with at least one new facility each in five DA basic training posts over the next 2-5 years. The FY01 MCA Fort Leonard Wood, Missouri, project, managed by the Kansas City district, is already underway. Our initial focus is on BCT/OUST barracks, but we will start looking into other types of trainee barracks, such as the Advanced Individual Training (AIT) barracks, Reception Stations, once the current task is over.

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Attention, MILCON projects!

by Peter Tamilin

Compliance with Antiterrorism/ Force Protection standards will receive intense scrutiny during the budget approval process. The Interim Department of Defense Antiterrorism/Force Protection (AT/FP) Construction Standards were issued on 16 December 1999. They apply to certain MILCON projects for FY 02 and beyond. Supplemental Army guidance was issued by the Office of the Assistant Chief of Staff for Installation Management, Facilities and Housing Directorate (DAIM-FD) memos dated 30 December 1999 and 22 February 2000.

It is extremely important that installations assess the AT/FP requirements in accordance with Army TM 5-853-1 (May 1994) and DA PAM 190-51 (30 September 1993) and incorporate the appropriate construction mitigation measures into their MILCON projects.

Here's the procedure in a nutshell:

1 Thoroughly document the required risk and threat analysis, the associated construction scope, and required cost on the project DD Form 1391.

2 Get the installation commander to resign the "front page."

3 Get the Director of Public Works, the Force Protection Officer, and the Provost Marshal to resign the Supporting Documentation Paragraph, Section 22.

DD Forms 1391 for FY 02 projects must be revised, resigned, and resubmitted to HQDA DAIM-FDC by 15 April 2000. DD Forms for FY 03 projects must be submitted by 1 May 2000.

Projects with DD Forms 1391 that do not fully address AT/FP, or do not provide the required justification for the associated scope and cost, risk deferral or reduction in Program Amount.

Please contact your MILCON program manager in DAIM-FDC for copies of the applicable guidance.

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Improving quality of life and supporting training for Fort Gordon's soldiers

by Nancy Gould



Phase I of the Enlisted Barracks Complex was turned over to the installation on August 20, 1998. (Photos by Jonas Jordan, Savannah District.)

In the heat and trauma of battle, soldiers need an open line of communication with their leaders and each other. When soldiers of the U.S. Army Signal Corps arrive on site, they make those communication lines available.

As a Training and Doctrine Command installation, Fort Gordon, Georgia, has been the primary home and training site for the Army Signal Corps and the U.S. Army Regimental System 15th Signal Brigade since the early 1960s. The 93rd Signal Brigade, an active 1st Forces Command element arrived at Fort Gordon in 1992. Other units, two military intelligence battalions, 513th M. I. Brigade and the 702d M.I. Group have also resided on the installation since the early '90s.

Savannah District plays a major role in giving the installation's soldiers what they need to succeed. It provides Fort Gordon's Directorate of Public Works (DPW) with facilities that support soldier training for approximately 3,000, students (as many as 5,000 during peak training periods) and enhances the installation's power projection platform. Sol-

dier's quality of life is enhanced by facilities like the newly completed enlisted barracks. During FY 99 through FY 00, the district is scheduled to perform more than \$95 million in design and construction work on the installation.

Public Works Division Chief Larry Brown has worked on various Savannah District projects at Fort Gordon for 13 years. With only about one-third of the DPW workforce from 10 years ago and an increasing workload, Brown said he depends on the expertise of the Savannah District team to deliver quality work. He is quick to credit Earl Hothem, the district's representative at the installation and area engineer for Fort Gordon and Fort Jackson, for instilling much of that confidence.

"I've worked with the Navy, the Air Force, and the Army's European Division," Brown said. "Worldwide, Savannah District is one of the best." But, he admits the two organizations have had some differences.

"We each have to satisfy specific requirements. If we don't disagree sometimes, someone's not doing his job."

The district's "job" currently involves five projects under construction and three more in the design stage.

The \$17.5 million enlisted barracks facility is the district's largest on going military construction project on the installation, according to Brown. This 288-space facility consists of four barracks buildings and one soldier community building. The barracks, designed after the Army's 1+1 design standard, will feature the same floor plan as the Corps prototype of the design, Fort Jackson's Sovran Barracks. (The Army's 1+1 standard requires that two soldiers share one modular; senior enlisted soldiers are not required to share.) According to Carlton Shuford, the installation master planner, the project is on schedule and about 50 percent complete.

In May '99, another barracks complex was turned over to Fort Gordon by the district after its completion. Like the one currently under construction, this one provides soldiers private rooms, among other amenities. Those who rank specialist or below share an apartment ▶



SGT Stanley Hall, Co. C, 513th MI Brigade, reads in the privacy of his apartment. It consists of a room for entertaining, furnished with a refrigerator and microwave, a bedroom and a bathroom.

module that consists of a kitchenette area (with a refrigerator and microwave), a bedroom per occupant, individual built-in closets, and a shared bathroom.

“When I joined the Army many years ago,” said Command SGT MAJ Clifford Lynch, “I lived in an open bay with 20 other guys. We had no privacy. Now everybody’s got his own room. It’s fantastic for the soldiers.”

But when soldiers gather in the common areas at the soldier community building located beside the barracks, they can still experience the camaraderie shared in the days of open-bay living.

“This facility provides soldiers the opportunity they need to whoop and holler with their peers,” Lynch added.

Common areas are equipped with large-screen televisions and enclosed viewing areas where soldiers can watch football and other sports. There are also game rooms where they can play pool, foosball and more. They also share spacious kitchens and laundry facilities.

The Army has begun a worldwide initiative to give soldiers the kind of quality-of-life facilities available to civilians.

“This place is a palace compared to the barracks that I lived in while stationed overseas,” said SGT Stanley Hall, an enlisted barracks resident.

“The Barracks Upgrade Program (BUP) is Savannah District’s biggest challenge now,” said COL Michael J. DeBow, who has been the director of Public Works (DPW) at the installation for approximately two months. “The change from two soldiers to one per living area puts us in a crunch for space. Now we’re trying to get soldiers out of the three buildings left so the contractor

can continue the renovations. But giving up those buildings is difficult because other than training-style barracks, we have no place for permanent-party occupants.”

According to Shuford, when the \$11.25 million Barracks Upgrade Program (BUP) began refurbishing the seven modular-type barracks buildings (currently more than 300 days

behind schedule), some unexpected design changes were discovered. When the buildings were constructed in the 70’s, the contractor made unrecorded changes to their original design. As a result, current design plans had to be modified and construction delayed.

Shuford said that since these living areas contained slightly more than 70 square feet, instead of the 110 square feet the 1+1 design requires and he expected to have, the furniture dictated by the original design would not fit.

Brown said that housing problems were further delayed because many tubs were damaged during installation. To speed up soldier occupancy however, Hothem has negotiated with the contractor to release half of each completed building at a time. He said he has also taken measures allowed by the contract,

withholding a percentage of pay from the contractor payments until the problem is resolved.

These problems notwithstanding, Brown said his office plans to work with Savannah District again on constructing the \$29 million Central Energy Plant Modernization project the district has designed.

According to Efrain Rosario, senior project manager for Fort Gordon, the DPW office is under no obligation to use the district since it is funded by O&M (operation and maintenance) money.

“With this type of money, DPW could ask another district do the work. They don’t have to come to us,” Rosario said. “But we gave them an excellent price because we want to make our services attractive. Besides smaller amounts of work funded by O&M money on the installation’s Indefinite Delivery Indefinite Quantity (IDIQ) contract, this is the first time the DPW office has chosen us for a project funded with this type of money.”

But money is not the single reason the district was chosen. Savannah District performs all major military construction at the installation and has a record of delivering timely, high quality projects.

The \$22 million Consolidated Brigade Maintenance Facility, where the 184,000 square-foot DPW operations and administrative offices are located, is another demonstration of quality work. The facility was completed about a year ago, on time



PVT 2 Steven Straley, a mechanic with 531th MI Brigade, completes a sight inspection at the brigade maintenance facility.



Army Europe improves stairwell apartment living

by Torrie McAllister

The Year 2000 is offering Army families in U.S. Army Europe a glimpse of better living in the decade ahead. The Army has launched a ten-year, \$1.7-billion initiative to modernize family housing in Germany and Italy. The goal is to renovate 21,600 stairwell apartments to Department of Defense standards by 2010.

Families in Heidelberg, Darmstadt and Stuttgart have toured model apartments completed by the U.S. Army Corps of Engineers Europe District in recent months. AAFES decorates the apartments for community open houses so everyone can see the improvements before the first families move in.



Newly right-sized Maisonettes in the Stuttgart Boeblingen Family Housing area are the first apartment redesign to create larger apartments using two floors. An interior staircase leads from the living room to upstairs bedrooms.

So far, the new units, which have second bathrooms, laundry rooms, new kitchens and bedroom cabinets are getting enthusiastic reviews. In some cases, the renovated apartments are bigger or have additional bedrooms to help bring USAREUR's housing inventory more in

line with DoD's square footage requirements for larger families. All have major utility and life safety upgrades.

"Ninety percent of USAREUR's housing is common stairwell walk-ups—typically 3 or 4 stories with six to 8 apartments per stairwell, up to 32 families in a building sharing common central stairways," said Jonathan Winkler, Housing Revitalization Manager for the USAREUR Deputy Chief of Staff Engineer. "Such Stairwell AFH is unique to Europe and poses special challenges that are different from stateside bases."

"Most were built for the U.S. Forces by the Germans 50 years ago and the DOD 2010 directive is the much needed opportunity to modernize to current living standards. We want to make sure the improvements we make building by building over a decade add up to great neighborhoods when we are done."

"On the advice of the Army Assistant Chief of Staff for Installation Management we worked with the National Association of Homebuilders on cost/benefit ratios for different approaches. We have found the best options to stretch the available dollars so we can offer as many families as possible housing that meets DoD quality of life standards."

Army Family Housing Community Plans are almost complete for all locations, to guide Commander's

(continued from previous page)

and within budget as was the \$10 million Brigade Vehicle Maintenance Facility, built for 513th Military Intelligence Brigade.

Chilled Water Storage is another important upcoming project, according to Rosario.

The \$2.2 million project will be built with a design/build contract that was awarded at the end of FY 99. Construction on the project should begin soon and is scheduled to be completed by the summer of FY 00. The project should pay for itself in less than five years.

Rosario said the chilled-water cooling system chills water during the night when peak demand charges are not in effect. During daytime hours, the system retrieves the stored chilled water and uses it to cool buildings connected to the installation's central

plant air-conditioning service. The once-used water is filtered back into the tank's top level to be cooled and reused. Once re-chilled, the cool water remains on the bottom of the tank until needed.

"Because this system is innovative in terms of energy conservation, it will be funded by the Energy Conservation Improvement Program," Rosario said. "And the installation will save a lot of money in energy costs."

Brown said Fort Gordon's DPW is constantly looking for ways to get the best value for its money and to do more with less. Like in the past, Savannah District will continue its work to satisfy that need.

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development and project investments and provide continuity over the next 10 years of neighborhood upgrades. One of the goals of these plans is enhanced living conditions by visually breaking up massive housing areas into smaller neighborhood subdivisions through better use of exterior colors, signage and furnishings schemes.

The Corps of Engineers, which helped with the plans, has also developed the USAREUR Army Family Housing Standard Design guide. It describes specific criteria all architects will apply to family housing projects.

Although USAREUR has set standards, the goal is not a cookie cutter approach where all housing areas and apartments look the same. "Communities will establish their visual themes as part of planning, and follow them. This is an opportunity, within the standard, to create a fresh new look.

"Traditionally, each major housing area has had one color scheme—block after block of identical buildings," Winkler said. "With community planning, the Base commanders are encouraged to create future neighborhoods that have a distinctive character in which families want to live.

"For example, Patrick Henry Village in Heidelberg will have three subdivisions—each with its own character, identity and name. The buildings will have slightly different color themes with entrance treatments and trim. Each subdivision will harmonize with others in the housing area."



Laundry rooms in every apartment got rave reviews from spouses with children.

The result is already evident at Patrick Henry Village where the new look was incorporated into the first three buildings renovated under the new USAREUR Bathroom Laundry Investment Campaign (BLIC).

"Our philosophy is do it right the first time," said LTC Michael Resty, Jr., Commander of the 411th Base Support Battalion in Heidelberg. "This is the first of 10 buildings that will be done with this design. The Army has a history of piecemeal improvements and retrofitting and it's never right. This is a great investment in our military community."

BLIC—one of USAREUR's major approaches to modernization—adds new towers connected to the stairwell buildings with bath and laundry rooms for each apartment.

The Army approved USAREUR's approach of adding square footage in this way when apartments are required, but too small. The most economical approach to modernization capitalizes on those buildings which were already renovated in the 1980's and now require only a BLIC tower to bring them up to standard.

Another approach, dubbed "right-sizing," was used in Darmstadt and Stuttgart to move walls and create more three and four bedroom units. It is used when communities have an excess of small two-bedroom units, which can be reconfigured and combined to create suitable housing for higher grades and larger families.

Finally, many apartments have never been renovated but have sufficient square footage to add a second bath and a washer and dryer within the units. These buildings are brought up to code and the utilities, kitchens, cabinets and fixtures are modernized.

Although the focus is currently on getting buildings and apartments up to standard, exterior and neighborhood amenities are also being systematically modernized. USAREUR's plan is that when the last building on a street is finished, it is time to fix



Bryan Jordan and Dina Ginn, Corps of Engineers, admire the country style kitchen in apartments that Europe District recently finished right-sizing for the 223rd Base Support Battalion in Darmstadt.

the sidewalks, parking, landscaping, playgrounds, and do any exterior painting required.

"We want planners and programmers to sequence revitalization of the neighborhood amenities so it follows the major construction," said LTC Brian Jost, Chief Requirements Branch, DCSENGR. "That way, when the contractors' cranes and equipment come down, the whole neighborhood looks new and is on a similar maintenance cycle."

MAJ Jeff Lee, DPW for the 233d BSB, said the "right sizing" going in Darmstadt directly impacts reenlistment, readiness, and quality of life.

"These were decrepit buildings that were built in 1953 when the very first television sets became widely available in the U.S. Some 45 years later, families have acquired computers, microwaves, a host of electronic gadgets and all we've done is piecemeal repairs and maintenance. The utilities were failing. The cabinetry was substandard. The washers and dryers were in a dark, damp basement. Modernization gives families the homes they deserve."

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An innovative construction process that adds outside towers to existing Army housing units is underway at the 26th ASG's Patrick Henry Village in Heidelberg, Germany. This project not only expands square footage of select three- and four-bedroom apartments, but provides a second bathroom and private laundry as well.

This unique program, the Bathroom and Laundry Investment Campaign (BLIC), can be accomplished more quickly than normal renovations because occupants don't have to move out during the process. As a result of this time and money-saving shortcut, it's projected that U.S. Army Europe (USAREUR) can renovate about 10,000 targets Army Family Housing apartments by 2010.

The initial BLIC towers on buildings 4412, 4413, and 4421 in Heidelberg should be completed by this July, with the entire project for 126 apartments finished by October 2000. A second 198-apartment BLIC project in the 104th ASG community of Wiesbaden, Germany, begins in FY00.

According to Jonathan Winkler, Army Family Housing project programs manager, Office of the Deputy Chief of Staff, Engineer, Headquarters USAREUR, it's been about a 10-year wait for the project to get the green light.

BLIC helps USAREUR speed up renovations

by Torrie McAllister



A new contemporary look for Patrick Henry Village Housing Area — a newly-renovated BLIC tower contrasts with neighboring unrenovated stairwells.

Upgrades add convenience

"The standard of having a second bath in larger units and having private laundry in the apartments has been a U.S. standard for quite some time," said Winkler. "Three independent architects studied past projects and provided their best solutions to meet the criteria for BLIC. During the first project design in Heidelberg, we continued to learn additional lessons to apply to the second project in Wiesbaden. The objective is for projects to get better and done faster and cheaper so families

will get the best product possible."

According to Winkler, BLIC costs an average of \$40,000 per unit, which includes fixtures for the second bathroom, cabinets, new washers and dryers, and about 100 additional square feet depending upon the particular building and apartment.

"In many cases, new square footage beyond just the bath and laundry will be added to the master bedroom," he said. "Where we have a need for all our existing apartments, we'll use BLIC to physically 'grow' the undersized apartments in the process."

Not all three- and four-bedroom apartments will utilize the tower method, Winkler pointed out. "We only are addressing those buildings that really should get a tower," he said. "There are more efficient ways of adding second bathrooms and laundries to specific building types in USAREUR, and those would not be in the BLIC program. To find the most efficient total fix, it's not at one-size-fits-all solution. We're looking at half the building for BLIC. The other stairwell buildings (approximately 10,000 units) also will receive additional bathrooms and private laundries by 2010, but a tower additions will not be necessary since these dwellings already have sufficient square footage." ➤



Some sub-standard 4-bedroom apartments gained a new alcove in the master bedroom suite as a result of the BLIC tower improvements in Heidelberg.



Convenient construction

Where a tower is required, it is constructed first, and only after it is done do workers enter the apartment to quickly put up a dust wall where the breakthrough will occur. A big selling point of BLIC is the occupants don't have to move during the entire construction process. While there will be some loud construction noises, Winkler said every precaution has been taken to keep them at a minimum level of short duration.

"It'll take about three feet of space from the back of one bedroom to construct a dust wall," Winkler said. "Then, those workers leave and occupants won't see any more workmen until the contractor from the outside has made his breakthrough."

Winkler estimated about 7 to 10 working days of loud work, but the rest of the renovation shouldn't be as noisy. "The local housing managers are closely involved to make sure families are informed about the project and what's coming up. Inconveniences are going to occur. There's a lot of coordination effort planned into this through the local housing manager to ensure that



The 411th BSB Housing Manager Connie Glenn in a newly renovated BLIC apartment living room.

the families feel it's worth it for them," Winkler said.

"In general, we've gotten good feedback from housing. Private laundry

inside the apartment versus today's common stairwell laundry situation is a critical quality-of-life issue, and so is a second bathroom— especially for larger families. All indications from military families, both Air Force and Army, are that this is right on the mark as a quick way to improve family quality of life."

Winkler gives much credit to Rolf Kittner, his direct counterpart in the 26th ASG, as well as Mr. Warth, the German Bauamt project leader. "Without the dedication and motivation of Kittner and the technical expertise of the design team, this program would never have gotten off the ground," he said.

Winkler's boss has him solely focused on projects to improve family housing in USAREUR, and has looked forward to this for many years. "These are exciting times. Renewed support from higher headquarters in programs like BLIC directly benefits soldiers' families where they live," Winkler said.

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USAREUR Chief of Staff Major General and Mrs. Charles Campbell admire the larger master suite in the 4-bedroom unit at Patrick Henry Village.



Whole Neighborhood Revitalization: Alive and well at Fort Bragg

by Alicia Gregory

The U.S. Army Corps of Engineers, Savannah District is close to completing construction of 112 family housing units at Fort Bragg, North Carolina. With another 312 units now under construction, the district is well underway in helping the Army's largest installation get its soldiers and their families the homes they deserve.

Fort Bragg family housing is equivalent to a small village. It consists of nearly 5,000 quarters and 26 housing areas. Fourteen percent of the housing (690 units) is for officers; 17 percent (868 units), for staff sergeants to sergeants major; and 69 percent (3,434 units), for junior enlisted soldiers (privates and sergeants).

"Modernizing our 40- to 50-year-old houses is always a priority," said Mike Ackerman, Fort Bragg's Housing Division chief. "We have received a fair share of the military construction funds, enabling us to demolish and build new units. That ultimately frees up addition-



The \$3.6 million Bastogne Gables project to build 32 single-family dwellings is scheduled for completion this summer. (Photos by Jonas Jordan, Savannah District.)

al maintenance and repair funds to be used elsewhere on post for those units that haven't been modernized yet."

The multiplex houses, built on post in the late '50s and early '60s, constitute the greatest need because of age and environmental concerns: they contain lead-based paint and asbestos.

"Quality of life is the other issue," said Kimberly Van Borkulo, Fort Bragg's housing engineer. "The 1958 kitchen just doesn't seem very appealing, so why put a lot of money into a house that's difficult to renovate when more than just a kitchen needs to be renovated. The families are interested in bathrooms both upstairs and down-

stairs, and that's another feature that we did not have in the 1950s-era houses."

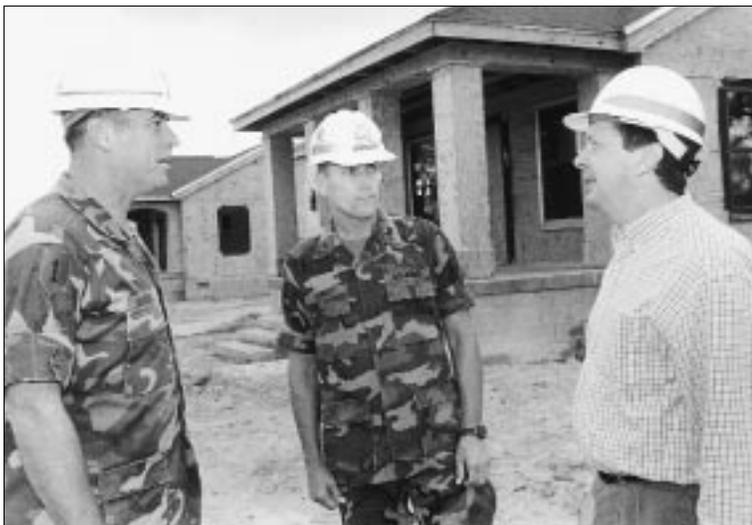
In 1993 the Army created the "Whole-Neighborhood Revitalization Program" and established criteria to help installations evaluate whether it was more cost-effective to renovate or completely replace a neighborhood.

"It's not just houses," explained Van Borkulo. "It's also the infrastructure—all the utilities, road network, power grid—all these things contribute toward what actually happens in the individual house."

The installation was successful in getting more than 700 family housing units funded under the Whole-Neighborhood Revitalization Program—housing it targeted for junior enlisted soldiers and their families.

"That's our biggest need," said Van Borkulo, "partially because it is our largest group—partially because of the age of the quarters ['50s-era houses]."

Several years into the Whole-Neighborhood program, Army housing officials concluded that it would take 130 years to finish revitalization if the programming and budgeting remained the same. By 1997 DA had embraced new privatization legislation, under which each Army installation would divest itself of the family housing assets and turn everything—



(L to R) COL Robert Shirron, director of Fort Bragg's Public Works Business Center; COL Joseph Schmitt, commander of Savannah District, and Steve Arendale, the district's area engineer for Fort Bragg, discuss progress of family housing projects.



C. Kerry Bass, the district's construction representative for Bastogne Gables, inspects electrical wiring at the housing area.

real estate as well as real property—over to a private-sector corporation.

“Essentially,” said Van Borkulo, “Congress stopped funding all housing projects in June 1997, and those millions of dollars earmarked for Whole-Neighborhood Revitalization were cached as seed money for CVI (now called Residential Communities Initiative or RCI).”

But after two years and no definitive word from the Army on RCI, Congress released the monies to continue building housing projects. The Army, in the meantime, decided to set up prototype installations using RCI at Fort Hood, Texas; Fort Lewis, Washington; and Fort Meade, Maryland.

With RCI on hold, the Fort Bragg housing division is now focused squarely on Whole-Neighborhood Revitalization. In March 1999, two of these projects were released, totaling 312 housing units that will be occupied by junior enlisted soldiers and their families.

“We took a design that we liked and site adapted it to both projects, using different A-E firms,” said Van Borkulo. Both designs were combined into one package and advertised as one construction job — a \$34 million addition to the Cherbourg housing community. The

project was awarded in September 1999 to McKnight Construction Co. of Augusta, Georgia.

Cherbourg is third generation “Whole-Neighborhood” houses. It offers, Van Borkulo said, “an incredible level of quality to the junior enlisted.” Families get a spacious 3-bedroom unit with a self-contained garage, backyard patio, landscaped yard, and playgrounds. The unit comes equipped with the standard amenities: a dishwasher, disposal, range and refrigerator. The energy-efficient unit has both electric and gas utilities.

“The project will be turned over in phases,” said Robert Ford, Savannah district project engineer. He said the entire housing area is scheduled for completion by Spring 2002.

“The major thing was for us to come up with a design that was responsive to our family needs, site adapt it so that we were smart about the design costs, and keep reusing it as much as possible,” reiterated Van Borkulo. “By site adapting the design, we still provide variety in the neighborhood. Second, we need to build in as large an increment as possible so that we’re smart about getting good contractors and good prices for construction.

“That’s one of the reasons these two new jobs were combined into one construction job: to make it attractive to the contractors so that they provide good quality bids for our products,” continued Van Borkulo. “We’re trying to be smart in all of those aspects so that we can as quickly as possible build out the

neighborhood. The ultimate build-out is entirely subject to the outcome of the RCI initiative, and Congress appropriating the funding for new housing.”

In addition to this project, Savannah district is in the last phase of the \$8.5 million project at Cherbourg housing area. According to Ford, the 40 three-bedroom duplexes (80 units) will be completed in April.

This summer, Army families will be moving into the 32 single-family homes in the Bastogne Gables housing area. The \$3.6 million project completes the Whole-Neighborhood revitalization for this community. Previous work in the housing area included an \$8 million renovation to 1920-era non-commissioned officer housing.

“Our soldiers and their families need decent quarters to live in,” said C. Kerry Bass, the district’s construction representative on Bastogne Gables. “The upgrade and the new construction will provide them with much better housing than what they’ve had down through the years. It gives me a lot of pleasure knowing that our efforts are making things better for those folks.”

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Alicia Gregory is a public affairs specialist with the Savannah District.



George Hill (left), quality control representative for Gerald Stay Construction Co., discusses the Cherbourg housing project with Kimberly Van Borkulo, Fort Bragg’s housing engineer, and Robert Ford, the district’s project engineer for Cherbourg.



Preparing for the next millennium

by Alexandra K. Stakhiv

The Fourteenth Black Engineer of the Year Awards Conference was held 18-20 February 2000 at the Baltimore Convention Center in Maryland. Several thousand participants were exposed to career and professional development workshops specifically designed to assist them in their current positions or help focus on what needs to be done to get to the next level.

As a prelude to the Conference, the U.S. Army Corps of Engineers sponsored a workshop for Corps participants on February 17. The goal was to show future leaders how to make the most of a career in engineering in the next millennium.

Highlights of the six-hour workshop included an update on Career Program 18, success stories from current Corps employees, and a panel on making difficult career choices. The more than 100 participants were encouraged to ask questions at the conclusion of each presentation.



(L to R): Justin Taylor, Chris Hinton-Lee, Olton Swanson, and Brinda Jackson presented their stories of success.

William A. Brown, Principal Assistant to the Deputy Commanding General for Military Programs, and Susan Duncan, Director of the Human Resources Directorate, led a discussion on the status of Career Program 18. Presenting a report card for the Leadership Development Program (LDP) he unveiled last year, Brown said the applicant pool was so large that it had to be split into three groups.

“All 279 applicants were accepted into the LDP, and we are 1 and 1/2 years away from the first graduating class. Another call letter will be going out this March.” Despite the high dropout rate when it comes to taking developmental assignments due to acceptance into other programs, new jobs, promotions or medical reasons, Brown remains enthusiastic about the program and hopes it will foster “more cultural attributes such as a strategic, corporate focus.”

Duncan explained the recent changes in recruiting for high-level positions, which went into effect on 1 December 1999. “Discontinuing the central referral process has expanded opportunities for a broader spectrum of applicants and enhances the potential for greater diversity,” she said. Announcements are now posted on the web so that everyone can apply and register on-line. Based on a question about plans for specialized training to meet future program needs, Duncan said, “The Corps is planning to look at the capabilities it will need in the year 2020, find the delta and then train for those missing skills.”

Brinda Jackson, a Project Manager in the Programs and Projects Management Division at the Little Rock District, provided highlights of her career as an architect. In her common sense approach to advancement, she said she learned more by listening than by talking. “The important thing is to stay focused and never give up!” said Jackson. “Others will control you if you don’t persevere, so take an interest in your own (career) development.”

Olton Swanson, a Branch Chief in the Programs and Project Management Division at Seattle District,



Chief of Engineers Joe N. Ballard and Principal Assistant to the Deputy Commanding General for Military Programs William A. Brown respond to career questions during the Corps Workshop luncheon.



talked about “Proactive Career Management in the Corps.” He explained the importance of assessing yourself and your organization and then doing a comparison to determine whether your goals and skills are lined up accordingly. His personal philosophy involved asking yourself what you can do for your organization and not what it can do for you. Defining “luck” as “preparation meeting opportunity,” Swanson stressed the need to “actively manage expectations and take charge of your situations.”

Chris Hinton-Lee, the Director of Engineering and Construction in the Technical Directorate at the Corps’ Transatlantic Programs Center, spoke of the many career opportunities available to engineers overseas. The first black woman to graduate from the University of Arkansas with a degree in architecture, Hinton-Lee went on to become the first female chief of Engineering and Construction in the Corps and the first black female registered architect in the State of Maryland. She said that her most challenging jobs were those that no one else wanted.

“How do you make those difficult decisions?” asked Wilbert Berrios, Deputy Chief of Staff for Corporate Information. Berrios advised conference participants to set objectives for themselves and then committing to them. “Be realistic,” he cautioned, “otherwise, you’ll fail. Seek out opportunities and special projects, even if they take you out of your organization. You will become even more valuable if you and when you come back,” said Berrios. Stressing the importance of networking, he encouraged participants to try to meet someone new every day.

Kristine Allaman, Chief of the Installation Support Division for Military Programs, suggested making career choices using Individual Development Plans as whole-life models. She encouraged employees to learn how to balance lives with careers, to include their families, communities and personal interests. “Ask yourself what type of career will make me happy,” said Allaman. “An honest assessment is the key to future success,” she concluded.



A glowing Tessie Ballard, “First Lady of the Corps of Engineers,” poses with a “Buffalo Soldier” during a spouses luncheon held in her honor.

“Be flexible!” advised Dwight Beranek, chief of the Engineering and Construction Division for Military Programs. “If you fall down taking a chance, get up and the next challenge will be easier,” Beranek said. “Stay rooted in your profession regardless of what job you’re in and keep current. Try to be the one who affects change, not the one who gets changed,” he stressed.

The keynote speaker at the Corps Workshop luncheon was Chief of Engineers Joe N. Ballard. Breaking away from his prepared speech, the Chief shared his tips for guaranteed success. “The basis for a strong career must be a strong technical background in your chosen field,” said Ballard. “Once you have acquired this, you must continue to learn about your field and how it relates to your whole organization.” Since all organizations must have three things— people, money and manage-

ment of the first two, said the Chief, it’s vital that you learn good management skills and acquire strong interpersonal skills.

“You also need a global perspective and should treat every job like it’s your last,” continued Ballard. “Learn by doing and learn about the other members of your team. Volunteer. Find out what you need to do to move ahead and improve. Look outside for projects, join professional groups, network and develop professional relationships—it will make your job a lot easier.” Ballard also stressed that mobility is key to success. “Go wherever the job is and learn to adapt.”

In his final words of advice, Ballard described the five qualities that all good leaders should possess:

- Candor—“Be honest but tactful, even if it makes you uncomfortable.”
- Commitment—“Be committed to making your nation better and work to change, to improve.”
- Competency—“There is no substitute for victory and no victory unless everyone knows what he has to do.”
- Compassion—“Always treat people with compassion.”
- Integrity—“Your integrity gets tested every day. It is what separates a good leader from a great one. It means doing the right thing even when no one is there to see you do it.” **PWD**

Alexandra K. Stakhiv is the editor of the Public Works Digest.



Chris Hinton-Lee (center), Director of Engineering and Construction at the Transatlantic Programs Center, talks about overseas assignments.



Awards night at the Baltimore Convention Center—more than just words!

by Alexandra K. Stakhiv

Not snow, not sleet, nor rain could keep these engineers away, and they had all three in Baltimore, Maryland, during the Fourteenth Black Engineer of the Year Awards Conference. On the evening of the awards ceremony, they filed into the ballroom of the Baltimore Convention Center dressed in long gowns and tuxedos, electrifying the air with their excitement and anticipation.

A hush fell over the crowd as the first award was presented to Lieutenant General Joe N. Ballard, Chief of the U.S. Army Corps of Engineers. This was the second time that Ballard was honored by this Conference. In 1998, he walked off with the top prize as the Black Engineer of the Year. This year, he was singled out for the Deans' Award, a tribute conferred by the Council of Engineering Deans of the Historically Black Colleges and Universities.

In a scene reminiscent of the old television show called *This Is Your Life*, Ballard sat up on the stage as his former teachers, friends and co-workers recounted special events from his life or illustrious career.

General Johnnie E. Wilson (Ret.), former AMC Commander and winner of the 1999 Lifetime Achievement Award, introduced Ballard as "...the top most engineer who has worked hard to make our communities better places for our children. As the first African American to serve as the Army's Chief of Engineers, he has provoked changes that now allow everyone to compete fairly."

The 1998 Entrepreneur of the Year, Ms. Kathryn Turner, reminded the audience that the Corps did not fully utilize minority businesses until Ballard took command. "Seeing what the Corps was missing by not availing itself of these resources, he orchestrated meetings between minority businesses and



Chief of Engineers LTG Joe N. Ballard (right) congratulates William A. Brown on his Award for Professional Achievement in Government.

Corps managers," she said. "Thanks to General Ballard, small businesses can now compete with maximum effectiveness."

Dr. Ernest Walker, Dean of Engineering at Southern University and a member of the Council of Engineering Deans of the Historically Black Colleges and Universities, recounted General Ballard's "Philosophy on Right Living" from a paper he wrote as a freshman at Southern University. "Man has a mind that is distinctive and precious," wrote the young Joe Ballard, "and as such it deserves the most devot-

ed cultivation. And if a person obeys all the laws of the Divine Creator, he will be on the right track."

Ms. Dixie Garr, 1997 Professional Achievement Award winner, painted General Ballard as "a proclatizer," a recruiter, and a persuader. "We share the value of faith," said Garr, "the imperative of education, the criticality of hard work and best effort, and the satisfaction derived from helping others. But underneath it all," she joked, "he's still Bonnie and Nathan's boy from Oakdale, Louisiana, not above doing the electric slide, a good party or just a late night catching up in a hotel."

The Democratic Congressman from Missouri, the Honorable Ike Skelton, held Ballard up as a role model for everyone, calling him "...a friend to many who do not even know him." Quoting from a poem by Henry Wadsworth Longfellow, Skelton described Ballard as the kind of "...man who leaves footprints in the sands of time."

Presenting the award was General Eric Shinseki, Chief of Staff of the Army. Stressing the characteristics of self-discipline, dedication to duty and an enduring commitment to values, he praised Ballard for encouraging the Corps laboratories to initiate educational

partnering agreements with historically black colleges and universities and other minority institutions. "Under his leadership, this partnership has created many new opportunities for students in the forms of internships and mentoring," said Shinseki..

In his brief moving speech, Ballard said that being recognized for contributions to education was especially significant to him, since he believed that it is only through education that we can find our dreams. He thanked his family and friends, but especially his teachers for giving him not only "...the tools to



CADD/GIS Symposium 2000

Who should go to the CADD/GIS Symposium coming up on 22-25 May in St. Louis, Missouri? The symposium is actually targeted at two audiences.

The first audience includes those individuals providing technical leadership and management at installations. This is a chance for them to see the full range of technology available and in use in situations directly comparable to their own. There are now easily a dozen CADD (Computer-Aided Design and Drafting) and GIS (Geographic Information System) expositions every year in this country, but this is the only one really devoted to the military community, and the last one was in 1997. In particular, this is a

chance to explore all the Center products at length and discuss them with other users.

The second audience consists of senior installation managers, to include the garrison commander. This is more important for the Army than it is for the other services, because the Army has made less progress towards realizing the full benefits from this technology when it is integrated at the installation level. Most commanders, and even many DPWs, still see it primarily an enhancement

for engineers, not as something that can improve nearly every installation business process. Others have seen the vision, but no practical road map for their installation. This audience can seldom afford the full time period, but even a day can be worthwhile in clarifying the actions they need to take to gain these benefits for their organizations.

As in the past, there will be a special session devoted to Army issues. You can register on-line at http://tsc.wes.army.mil/Center_Info/symposium/2000/. Early registration is recommended.

☎ POC is Rik Wiant, CEMP-IP, (703) 428-6086 DSN 328, e-mail: fredrik.w.wiant@usace.army.mil **PWD**

build my dreams, but for opening up my mind to the endless possibilities that exist for all of us." Calling himself a naïve kid when he entered college, Ballard said that he learned much more than mere "book-learning" at Southern University, he learned "life-learning." "Now when I look back at my many blessings," he concluded, "I see that they all grew from seeds planted in my mind in college."

A short time later, Ballard returned to the stage as the presenter for the Award for Professional Achievement in Government, which went to William A. Brown, Principal Assistant to the Corps' Deputy Commanding General for Military Programs. Brown is also the Corps' highest ranking civilian officer as well as the first African American engineer in DoD to attain the senior executive level.

As an example of Brown's "legendary" achievements, Ballard cited the negotiation of the "Brown Agreement" with the former Soviet Union, which provides instructions for dismantling nuclear and biological weapons of mass destruction. Brown also oversaw the construction of the \$500 million facility where the dismantling is being carried out. "While this story can never capture the true extent of his remarkable professional life," said Ballard, "I think that

it's a fitting tribute to the life of a remarkable professional."

As the applause died down, a jubilant Brown took the podium to tell of his rise to power from humble beginnings in the Baltimore area. "From here I can see the roadblocks clearly, he said, "the struggle to find money for college, the doors that were closed as I approached, and the constant struggle to hold on to my professional confidence. Yet even more clearly can I see the crossing guards who helped me over those roadblocks— my family, my church, a job in a pawn shop which gave me the money for college, and Hampton Uni-

versity which gave me the confidence for success."

Brown also gave a special mention to the U.S. Army Corps of Engineers, "...which under General Ballard's leadership gave me a career where I could meet with kings and not lose the common touch." Brown concluded by thanking all of his "crossing guards" for helping him "...cross the divide from a poor neighborhood background to a professional workplace called the world."

The awards ceremony concluded the Black Engineer of the Year Awards Conference for the Year 2000. **PWD**



(L to R): MG Milt Hunter; Karina Hunter; Randy Rice, Dr. Susan Duncan, and Moban Singh prepare for the awards ceremony.



USACE Architects Workshop/Public Architects Training Workshop

The American Institute of Architects, the AIA Federal Agency Liaison Group, the AIA Government and Industry Affairs department, and the AIA Public Architects Professional Interest Area Knowledge Center are jointly sponsoring the first annual Public Architects Training Workshop. This day-long event is to be held on 3 May 2000 in conjunction with the AIA National Convention and Exposition, at the Pennsylvania Convention Center, Philadelphia, Pennsylvania. Lawrence P. Delaney, AIA, Chief Architect of USACE, is the planning committee chairman for the event.

This unprecedented gathering of public sector architects, representing local, state, federal and foreign governments, will meet to discuss mutual issues and concerns with the business, profession and practice of public architecture. The workshop program will offer nationally prominent speakers, interactive educational, and

individual breakout sessions. Topics include project delivery and contracting methods, project financing (including public-private partnerships), applying sustainable design to public projects, physical security, and more.

AIA Board of Directors offers reduction in dues

The AIA Board of Directors, at their December meeting, approved a recommendation to offer full-time government architects a 50 percent reduction in national dues and an exemption from the advertising assessment. Additionally, AIA will encourage state and local components to offer similar dues reductions. The proposal will be voted on at the convention in May. **PWD**

Included in the workshop fee of \$195.00 will be complimentary registration to the AIA National Convention and Exposition, 3-6 May 2000, which will focus on "Livable Communities for American's Future." The AIA convention provides an excellent forum for public/private networking, over 160 professional training seminars, and the

latest products, services and technologies of over 500 exhibitors.

In addition, there will be a USACE Architects Workshop on Thursday, 4 May. To ensure a comprehensive and equally informative experience for all, we are soliciting topics and recommendations for the USACE workshop. Please respond to Lawrence Delaney at lawrence.p.delaney@usace.army.mil to indicate the topic(s) you would like to see presented or if you are interested in making a presentation. The success of this important USACE event depends on the full participation and support of all USACE architects.

 For more information or to register for the Public Architects Training Workshop and the convention, please contact Stan Bowman at (202) 626-7461 or e-mail: bowmans@aiaonline.com. Also visit AIA online at www.aiaonline.com and AIA Philadelphia at www.libertynet.org/aia. **PWD**

2000 DPW Corrosion Control Workshop

by Nelson Labbé

The 2000 DPW Corrosion Control Workshop is scheduled for 8-12 May 2000 in Champaign, Illinois. The workshop will provide training and information to installation personnel on the causes of corrosion, and methods for mitigating or preventing its effects. Topics to be covered include fundamentals of corrosion, coatings, cathodic protection and industrial water treatment; potential measurements; and design of cathodic protection systems. The workshop will include a breakout session concentrating on field measurements and instrumentation.

In addition to classroom and hands-on training, the workshop will provide a forum for Army installation personnel to interact

with each other. The workshop is also a valuable tool for district, division and DPW personnel who are responsible for developing contracting requirements, contract QA and those responsible for contract overview.

Corrosion control is one of the most cost effective methods available to a public works organization for maintaining buried metallic utility lines, underground storage tanks (USTs), and elevated water storage tanks. The National Association of Corrosion Engineers (NACE) estimates that the return on investment for corrosion control measures exceeds ten-to-one. Additionally, corrosion control, in the form of coatings and/or cathodic protection, is required on USTs by

EPA regulations (40 CFR Part 280), and on natural gas lines by DOT regulations (49 CFR Part 192).

 POCs for further information on the 2000 DPW Corrosion Control Workshop are Vince Hock, USACERL, (800) USA-CERL, x6753, e-mail: v-hock@cecer.army.mil; or Rajiv Shah at (800) 872-2375 x7521, FAX: (217) 373-6732, e-mail: r-shah@cecer.army.mil **PWD**

Nelson Labbé works on corrosion, water conservation and industrial water treatment issues in the Engineering and Construction Division at HQUSACE.



Installation Support, Middle Eastern style: Interns offered a rare training opportunity

by Joan Kibler



The Army uses Camp Doha as its base of operations in Kuwait. The former warehouse complex has required upgrading of operational and quality of life facilities to meet the Army's needs.

Architect and engineer interns are being given a unique experience to broaden their skills in the installation support business in the international environment.

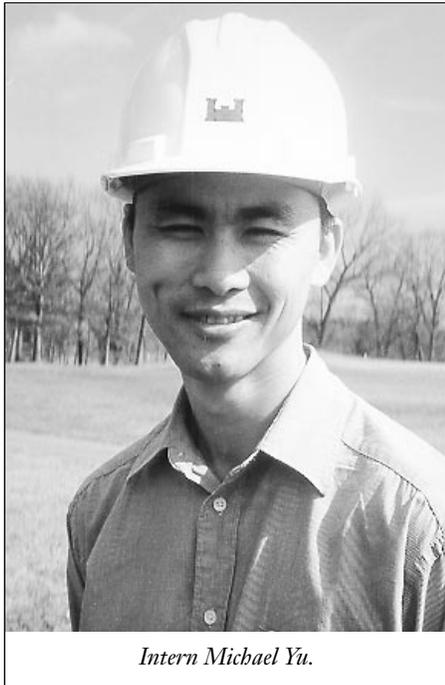
The Transatlantic Programs Center (TAC) has asked divisions and districts across the Corps to provide their interns with the opportunity to work at Army and Air Force facilities in Kuwait.

The first intern from outside of TAC, Michael Yu from Fort Worth District, recently completed a four-month tour in the Installation Support Office in Kuwait.

"This experience was incredibly rewarding," Yu said. "The ISO in Kuwait has a fast-paced environment where I saw projects from inception through completion. While I worked in design and quality assurance under the guidance of

seasoned professionals, they relied on me to perform my tasks correctly and in a timely manner that always met the customer's needs.

"This tour provided broad exposure to the various engineering processes and functions in an international environment," Yu continued. "I had the opportunity to work directly with U.S. military members and with foreign contractors. I wanted to expand my engineering experience beyond the continental United States because of my belief that we must think and act globally. This assignment gave me an opportunity that I wouldn't have gotten stateside."



Intern Michael Yu.

When TAC commander COL Tim Wynn solicited Corps offices last summer, he said that this intern training experience would provide "great value in terms of the variety of work experience, real

time and real world tasks, and exposure to a foreign culture.

"It is unfortunate but a fact that Army and Air Force installations in Kuwait are generally understaffed for their mission," Wynn said. "They don't have the continuity of permanent staff generally found at U.S. installations. Recognizing this need, the Installation Support Office performs a variety of engineering and contracting tasks to help meet their quality of life and operational needs."

Impact of the ISO's mission

The Army uses Camp Doha, a former industrial warehouse complex that's been converted to an Army installation since Kuwait's liberation from Iraq. Air Force units operate in two sectors designated for their use at the country's two air bases, Ali Al-Salem and Ahmed Al-Jaber. U.S. forces are in Kuwait as a result of country-to-country agreements, with the host nation involved in providing and funding the facilities.

The Installation Support Office, located at Camp Doha with about a dozen permanently assigned people, is a relatively new organization that was formed in January 1998. The staff of engineers, construction representatives, and contracting officers provides a full range of services to the Army Director





Why an intern should consider an overseas assignment

“I’d recommend that interns sign up for a tour in Kuwait for two reasons: to get career experience and to get international experience and exposure,” said Amanda Benes, an architect intern with the Transatlantic Programs Center. “The professional opportunity is unparalleled,” Benes said. “When I compare my work experiences to those of my college classmates, mine have been so much broader at this early stage of my career. The Corps’ intern program is invaluable because of its exposure to all the engineering disciplines, as well as the project management and contracting processes.

“I thoroughly enjoyed immersing myself in the culture, as well,” Benes said. “Where else can you get off from work and go watch the camel races? You can take advantage of the MWR (morale, welfare, and recreation) activities that are offered on Camp Doha—a weekend trip to Bahrain, or go boating, fishing, or snorkeling. Plus there are the traditional shopping areas that are renowned for the rugs and gold, as well as plenty of upscale malls. While I often tired of eating at the Camp



Amanda Benes on her camel excursion in the Kuwait desert.

Doha mess hall, there are plenty of good restaurants of all types in Kuwait City, with reasonably priced food.”

Interns assigned to Kuwait live at Camp Doha where housing and all basic amenities are provided.



“I had never had this degree of exposure to life on an Army installation,” said Michael Yu, an intern from Fort Worth District who spent four months in Kuwait. “I was pleasantly surprised by the Army’s efforts to take care of its forces.”

Interns live in “half” a trailer where they share bath facilities with another occupant. Food, laundry facilities, and transportation are provided. Like others assigned to Camp Doha, they’re paid a modest amount of per diem (\$3.50 per day). Of course, they’re paid overtime.

“Money wasn’t an issue for me,” Yu said. “I wanted the international experience and everything that came with it. I’m grateful to my mentor in Fort Worth District who encouraged me to do this.”

☞ Interns interested in working in Kuwait should contact Philip Dinello, TAC’s intern coordinator, at 540-665-3636 or Philip.I.dinello@usace.army.mil **PWID**

of Public Works and the Air Force Base Civil Engineers.

“Interns assigned to Kuwait provide us with an excellent personnel source to supplement our quality assurance efforts, especially at the air bases,” said COL. Larry Ghormley, TAC’s Gulf Regional Engineer who oversees all engineering programs in the Arabian Gulf region on behalf of U.S. Central Command. “Interns also have the opportunity to work in our design branch and to work with our contracting specialists, who manage the job order contract (JOC) that provides most of the construction services for projects managed by the Corps at Camp Doha and the air bases.

“This work has a direct impact on the conditions for U.S. soldiers and airmen stationed in Kuwait,” Ghormley said.

Ron Rhodes, a TAC senior engineer on assignment in Kuwait, echoed this theme. “Our installation support business is on the front lines of U.S. military strategy in this region. We’re supporting airmen who fly combat missions every day. We’re supporting soldiers who are here in defense of Kuwait. Our installation support business has a sense of urgency that differs from a stateside installation.”

Amanda Benes, a TAC architect intern, has spent time in Kuwait on two occasions. She said that improving the conditions for U.S. forces is gratifying.

“The conditions are austere at the air bases. For instance, within the tent camps where airmen live and work, they have to walk to the latrines,” Benes said. “The installation of a prefabricated building or a trailer unit dramatically

improves conditions. Even small projects—like the addition of walls and air conditioning—go a long way toward making these military members a little more comfortable when the temperature reaches 130 degrees in the summer.”

What interns can expect

Interns who sign up for Kuwait can expect to be involved in all phases of design, contracting, and construction activities.

“For small projects, it is entirely possible that interns will see them from start to finish,” said Yash Kainth, ISO Design Team Leader. “In the design process, they participate in discussions with the customer, and they may be involved in all design phases. Then interns will get involved in the



contracting process where they learn to prepare the request for proposal package that is sent to the JOC contractor, and they will learn to prepare estimates. Once the project gets to construction, they review shop drawings, participate in the field surveys, and provide quality assurance oversight.”

When the project transitions to construction, interns will go through a similar orientation with the quality assurance staff and are given specific responsibilities.

“With the rainy season this past Fall, we had an urgent project to design and install a temporary drainage system in the housing area at the Air Force camp at Al-Jaber,” Yu said. “I worked on this project from start to finish, with resolution required quickly. We also had to tie in the solution with the ongoing upgrade to the water and sewer systems.”

What the work involves

“Our installation support office operates almost entirely on operations and maintenance appropriations provided by the customers,” said project manager Ron Tomechko. “Project workload is driven by the availability of funds, military actions, and anticipated needs. ISO operations can be affected by increases to the operational tempo of military units in the theater.”

The job order contract, awarded in May 1998 to Kuwait Dynamics Ltd., calls for maintenance and repair, minor construction, utility and infrastructure upgrades, and base operations.

“The work is accomplished via task orders, generally ranging between \$100,000 and \$300,000 each,” said Robert Strom, project manager. “Right now we have 35 quality assurance projects and 77 projects in design.”

Typical projects include offices, dining facilities, cold storage, water and

sewer upgrades, access roads, power supply, trailers, pads, maintenance facilities, shops, aprons, and force protection measures.

“The enthusiasm that these interns bring is refreshing,” Rhodes said. “Their assignment is a learning experience for them. When they come in, we promise them exposure to design, construction, and contracting processes. We guide them, teach them, and endeavor to broaden their experience base, while giving them substantive work that contributes directly to the Corps’ mission in Kuwait. The intern program is good for the intern, good for us, and good for the Corps.”

 POC is Robert Strom, Installation Support project manager, (540) 665-404. 

Joan Kibler is the public affairs officer for the Transatlantic Programs Center.

ISTO Course Schedule

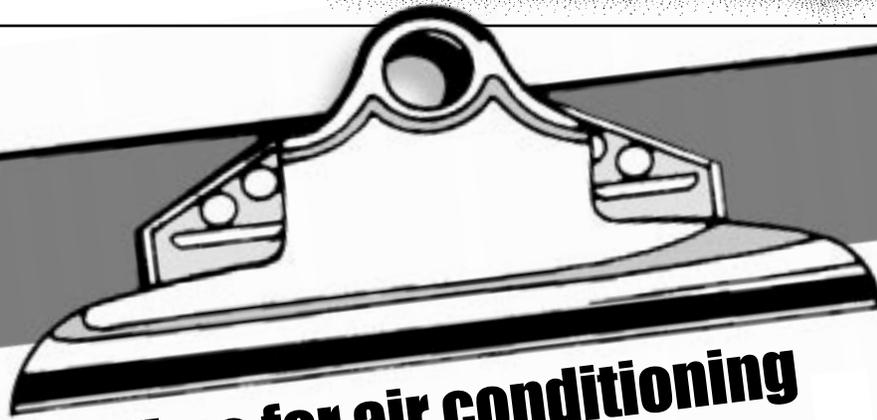
The Installation Support Training Division (ISTO) at Huntsville, Alabama, has vacancies in the following FY00 Training and Career Development Opportunities:

CRS #	Course Title	Dates	Session	Location	Tuition
990	DPW JOC BASIC	18-21 Apr 00	00-03	Huntsville, AL	\$450.00
979	DPW PBC I	24-28 Apr 00	00-02	Huntsville, AL	\$450.00
989	DPW PWMOC	01-12 May 00	00-03	Ft. Belvoir, VA	\$900.00
972	DPW QA SERV CON	12-16 Jun 00	00-02	Huntsville, AL	\$450.00
101	ECON ANAL-MILCO	05-09 Jun 00	00-01	Huntsville, AL	\$1,330.00
150	REAL PROP SKILLS	09-12 May 00	00-01	Huntsville, AL	\$800.00
214	SPACE UTILIZ	10-14 Apr 00	00-01	Huntsville, AL	\$890.00
986	DPW ADV SQL	22-25 May 00	00-01	Huntsville, AL	\$525.00
970	DPW BASIC SQL	18-19 May 00	00-01	Huntsville, AL	\$250.00
980	DPW WORK RECEP	13-15 Jun 00	00-01	Huntsville, AL	\$375.00
981	DPW BUDGET	17-20 Jul 00	00-02	Huntsville, AL	\$500.00
326	MASTER PLNG SKL	31 Jul-4 Aug 00	00-01	Huntsville, AL	\$1,130.00
984	DPW PLNG/SCH	25-27 Jul 00	00-01	Huntsville, AL	\$475.00

 For more information about attending any of these courses/sessions, please call Jackie Moore, (256) 895-7421, or Sherry Whitaker, (256) 895-7425, in the Professional Development Support Center’s Registrar Division. To enroll in these courses, FAX or MAIL your DD Form 1556 or SF 182 to: USACE Professional Development Support Center, ATTN: CEHR-P-RG, P.O. Box 1600, Huntsville, AL 35807-4301, FAX: (256) 895-7469

Additional sessions of any course can be arranged by contacting ISTD, Beverly Carr, (256) 895-7432, FAX: (256) 895-7478.





Time for air conditioning pre-season checks

by John Lanzarone

While the average person is just beginning to think about warm weather, those in the

DPW have already begun their air conditioning pre-season checks. They know that many air conditioning failures occur during startup or early in the cooling season because of low refrigerant levels or inoperative controls and safety devices. They perform pre-season checks to ensure that when the air conditioning season does arrive, startup problems are minimized.

Another advantage of performing a pre-season check is that it allows repairs to be scheduled, minimizing the need for costly overtime. Identifying repairs now allows parts to be ordered through non-rush channels, also helping to lower repair costs.

Below is a short list of recommended measures that can help to ensure an uneventful air conditioning season startup. Remember that this is a general list and is not intended to replace the recommendations of the equipment manufacturer.

Compressors

- ✓ Energize the crankcase heaters for at least eight hours before startup. Crankcase heaters should be left energized for the rest of the season to prevent refrigerant migration to the crankcase.
- ✓ Test the lubricating oil for color and acidity and check crankcase oil level.

Motor & Motor Controls

- ✓ Check the condition of and lubricate bearings (don't forget the inside unit fan motor).
- ✓ Check insulation resistance. If the readings are low (less than one mega-ohm), don't start the motor. Check for the cause of the low resistance.

- ✓ Inspect starter contacts for deterioration from short cycling, arcing or corrosion.
- ✓ Ensure terminal connections are tight.
- ✓ Ensure that overload protection is intact and properly sized.

Operating and Safety Controls

- ✓ Verify that operating controls are properly calibrated. Check thermostatic controls; oil pressure safety switches and flow switches.
- ✓ Don't overlook short cycle protection timers & interior thermostats.
- ✓ Replace the liquid line filter/drier if moisture is indicated. Eliminate the source of the moisture.
- ✓ Check the expansion valve for proper operation and superheat settings over the full range of operation.

Condensers and Evaporators

- ✓ Ensure that all airside heat transfer surfaces are clean and free of debris (such as leaves).
- ✓ Ensure that airflow around condensers/condensing units will not be obstructed by shrubs/bushes especially those that may fill out substantially come the spring.
- ✓ Verify that condenser/condensing unit stand/pad is well anchored and is not undermined.
- ✓ During the air conditioning season, consider a note to housing occupants reminding them to not obstruct airflow around the units and to not anchor objects (such as bikes/

dogs/grills) to the condensing unit.

- ✓ Comb out bent/deformed fins.

Consider the installation of protective grills.

Cooling towers:

- ✓ See the article on p. 26 about cooling towers.

Pumps

- ✓ Check the bearings, packings, shaft couplings and seals.
- ✓ Lubricate bearings.

Fans

- ✓ Check for broken, cracked, bent or loose blades.
- ✓ Check hubs, fan shaft and bearings.
- ✓ Where applicable, check the belt condition and belt tension.
- ✓ Replace air filters.

Piping

- ✓ Verify all supports are in-place and soundly anchored.
- ✓ Check for external damage and excessive vibration.
- ✓ Clean out any strainers.
- ✓ Check insulation and replace damaged sections (especially important for condensation control in interior unconditioned spaces).

POC is John Lanzarone, (202) 761-8634, e-mail: john.r.lanzarone@usace.army.mil **PWD**

John Lanzarone is a mechanical engineer in the Engineering & Construction Division of HQUSACE.



Do you have an electrical problem for Joe Sparks to solve? If your answer is yes, contact Ron Mundt at (704) 2763 or e-mail: ronald.k.mundt@smo01.usace.army.mil

Problems at Fort Tank—the electrical adventures of Joe Sparks

by Ron Mundt

Problem #1

The Utilities Division at Fort Tank was going through a massive reorganization and most of the people were not concentrating on their work. The general office conversation revolved around why they were changing something that had worked so well over the years. In other words, “if it works, don’t mess with it.”

Joe Sparks had been the electrical engineer in that group for over ten years. That day he received a call from Mr. Shell, the facility manager at the Army Secure Communications Facility (ASCF) who told him about a lightning storm from the previous night. During bad weather when electrical outages are a frequent occurrence, normal operation is to parallel the standby generator plant to increase system reliability. But last night the generators would not synchronize with the utility bus. The area outages that did occur last night did not affect the ASCF. Mr. Shell expressed great concern as to why the system did not operate as it should have.

As he waited for Mr. Shell to arrive, Joe quickly reviewed the setup in his mind. The ACSF critical power system consists of three 300 KVA UPS modules with generator backup that consists of four 4.16 kV volt, 1000 kW yellow colored diesel engine generators. The output of the generator plant supplies power to the complete building load via the utility transformer secondary circuit breakers and four 4.16 kV-480 volt 750 kVA transformers located throughout the building.

The substation for this building consists of a 34.5 -4.16 kV, 5 MVA wye grounded to delta transformer. The secondary switchgear consists of one main circuit breaker and five feeder breakers. CBs 1,2,3, 4 each supply

power to a 750 kVA transformer. CB 5 connects the standby generator plant.

During parallel operation generator #1 is designated as lead machine and is the first to synchronize with the utility. Then generator #2, comes on line followed by #3, and #4.

Mr. Shell met Joe at the entrance guard area and spent the rest of the day checking the system out without finding any problems.

The Solution

That night, the two of them decided to take a relaxing dinner before retackling the synchronizing problem. Joe started to talk about how disgruntled his workers were and how all he heard was “if it works, don’t mess with it.” That’s when Mr. Shell remembered that one of the generator control system sensing PTs recently did not adequately pass a maintenance check and was replaced. That comment sent a mental alarm to Joe. He asked to take a look at the maintenance logbook when they returned to the post.

The logbook indicated that the load side sensing (synchronizing) PTs were replaced with wye-grounded (primary and secondary connections) PTs on unit #1. Mr. Shell indicated that the original PTs were delta-wye grounded, but the replacement PTs were 30 percent cheaper. Joe smiled and said, “They may be cheaper, but how much is it worth to you to have your mission up and running?” Joe told Mr. Shell to replace the PTs with the original types, and went on to discuss why.

The line side of the generator breaker is referenced to ground, but with a secondary delta utility transformer, the reference is not to ground. When you use wye-grounded PTs on an ungrounded system, your reference point is not

fixed, it’s floating. The comparison voltages across the synchronizing CB sometimes cannot match (depends on load), so sometimes the system may synchronize and sometimes it will not.

“As an alteration to our earlier office discussion, if something does not work, check out what was recently done to it,” Joe concluded.

Problem #2

It was hard to be driving back to work again after three weeks on vacation. Joe Sparks liked his job as post electrical engineer, but those relaxing beach days were hard to leave.

Joe was responsible for supplying quality electrical power throughout the installation. This included seven tenants and one new seven-story building housing a top secret secure facility (TSSF).

The TSSF had been a sore spot with Joe since the building was occupied. The electrical system had not been commissioned properly, and there were continuing problems with circuit breaker nuisance tripping, outages during storms, and periodic failure of the standby power system. Joe had pushed for electrical commissioning, or at least electrical power surveys before building occupancy, but he was over-ruled.

Bill Thorn was the building manager. He was continually complaining to Joe about the quality of power from the installation electrical grid.

As Joe entered his office and picked up the ringing phone to hear Bill Thorn again complaining about unexplained computer equipment problems. Thorn said that a computer tech had made some spot electrical measurements and indicated that there was a harmonic distortion of 700 percent on his system ground and it probably was because of poor electrical power from the installation. ➤



Joe did not bother to explain that computers are the worst culprits for harmonic current generation, since Thorn did not have an electrical background. Instead, he said he would be right over.

Joe met with Thorn for several hours, discussing specific problems that had occurred on his electrical system since his Command had occupied the building. Joe told him that he would perform a building power survey and find out why this building was plagued with so many electrical problems. Joe

indicated that he would look specifically at the 700 percent harmonic distortion that was found on the system. Harmonics are basically multiples of the fundamental electrical frequency (60 hertz), generated by equipment such as computers, electrical conditioning devices (i.e., uninterruptible power supplies, UPS), or electronic ballasts. Harmonics can raise havoc on your electrical system such as nuisance operation of equipment and overheating neutral conductors.

The Solution

After the completion of his power survey, Joe Sparks met with Thorn again. Thorn complained that "Our building lost power again last night as a result of the poor electrical power that you supply and whatever happened to that power survey you were going to perform?"

Controlling his sarcasm, Joe replied, "I completed the power survey and you are correct. There is poor quality power in some areas, but not enough to cause a problem. Your problem is the result of inadequate grounding, bonding, shielding and wiring methods used in your new building." Joe went on to indicate that there was poor electrical power in some areas of the building, but not bad enough to be causing Thorn's problems. The 700 percent distortion had only been a measurement of 70 amps on a 500 amp capacity neutral. Since the fundamental was only 10 amps, 70 amps of the third harmonic would be 700 percent. The building had experienced several outages because of a ground fault trip. This was not because of poor power quality, but because of numerous neutral to ground connections within the computer center instead of just one at the building transformer. These extra ground connections caused circulating currents within the system, resulting in many building problems.

Many times people get caught up in high tech words, like *harmonics*," said Joe. For instance, if our building has harmonics in it, there must be a problem. Obviously, this is not necessarily true. Power surveys are just as important in determining what is not the problem as in determining what is the problem. Joe continued to explain that if an electrical commissioning building power survey had been done before occupancy, most of Thorn's electrical problems would not have occurred.

Within the next several weeks, the wiring errors were corrected and Joe was not as frequent a visitor to the TSSF building. **PWD**

Ron Mundt is an electrical engineer in the Special Missions Office of Military Programs, (703) 704-2765.

Acceptance testing of standby power systems critical to safety and reliability

by Ron Mundt

Electrical systems acceptance testing on new C4ISR (Command, Control, Communication, Computers, Intelligence, Surveillance, Reconnaissance sites) projects is critical to ascertain that a system is installed correctly and that it will remain in service for its projected life cycle.

Systems to be particularly concerned with are standby power systems which include generators, paralleling and control switchgear, transfer switches, switchgear, circuit breakers, and power conditioning systems.

Electrical systems acceptance testing are functional tests to verify the proper interaction on all sensing, processing, and action electrical devices. It is critical that these tests be performed on standby generator power systems to ensure the safe and operational reliability of a system. A system must be tested as a "system" in addition to the testing of its individual components.

The PREP (Project Reliability Enhancement Program) office supports C4ISR customers with standby power systems that are not operating correctly. In many cases, systems have not operated correctly since their installation.

Numerous standby power systems are installed and not tested properly as complete "systems." In addition, some installations do not want to "pull the plug" by opening the utility circuit breaker to test the new system especially if their mission is critical. However, if you do not "pull the plug," the system may be destined to the "bin of unreliability" throughout its lifetime.

For systems that incorporate auto-start, auto-transfer, and/or auto-synchronizing features and equipment, initially and every six months thereafter "pull the plug" for utility electrical power to the particular system that is supplied by commercial power/standby generator combination to verify that the system will operate under abnormal conditions.

The PREP office has developed and is currently reviewing the first draft of TM 5-694, "Electrical Acceptance Testing for C4ISR Facilities." Publication is expected late 2000 after MACOM review. For more information, please contact Ron Mundt at (703) 704-2763 DSN: 654, e-mail: ronald.k.mundt@smo01.usace.army.mil **PWD**

Ron Mundt is an electrical engineer on the PREP Team of the Special Missions Office.



Getting cooling towers ready for summer

by Nelson Labbé

The heat of summer will arrive soon at many of our installations and many seasonal cooling systems will be put back into service shortly. To minimize operational and safety problems of larger cooling tower systems, there are a few items that need to be checked and simple add-ons that can be installed to ease maintenance.

Keep the System Clean

Any debris, dirt or corrosion products in the cooling tower basin or elsewhere in the system should be mechanically removed before a system is put back into operation. Dirt, debris and corrosion often cannot be penetrated by treatment chemicals and will cause scale, corrosion or biological growth during operation. System cleanliness has additional benefits. The American Society of Heating, Refrigerating and Air Conditioning Engineers (ASHRAE) has identified many energy savings associated with clean systems. Maintaining a clean system also improves the effectiveness of biocides and scale/corrosion treatment chemicals. Unfortunately cooling towers are excellent at collecting dirt and debris.

One of the best ways to reduce dirt and debris problems in cooling towers is to install a filter on the recirculating condenser/cooling tower water. The cost and size of the filter is minimal because only 1 to 5 percent of the recirculating flow should be filtered. Even a system sized to filter only 2 percent of the recirculating flow will have filtered over 3 times the system water capacity over the course of a day. A short section of sidestream flow is set up to provide flow to the filters, parallel to the main recirculating flow. The most common type of filter for this application is a sand or other type multimedia filter which can be backwashed. The filter is similar to the ones used for residential swimming pools. If the water is especially dirty, a cyclone filter can be installed before the multimedia filter.



Nelson Labbé

Check the Chemical Feed System

The chemical feed system and blow-down controller should be checked and in good working order. The optimum feed system for most systems is a chemical feed pump controlled by a pulsing meter on the makeup waterline. A good feed system helps operators consistently maintain the required levels of chemicals and biocides.

Minimize Microbiological Growth Problems

The biocides used must be effective against both bacteria and algae. Bacteria and algae interfere with system efficiency and can contribute to fouling and corrosion. One bacteria in particular, *Legionella Pneumophila*, can also have a serious health impact on humans if not controlled adequately. Infection may cause symptoms similar to a three-day flu or it may cause full blown and possibly deadly Legionnaires' Disease. It is a common bacteria and is normally not a problem, except around a cooling tower or water system that does not

receive good biological control.

To keep biological growth under control, maintain a good biocide program and a good chemical treatment program for scale/corrosion prevention. Keep the system clean while in operation and once a month slug the system with high levels (minimum 1.5 ppm) of free bromine or chlorine for 24 to 48 hours. This is in addition to the biocides in the routine/daily chemical treatment program. If legionella bacteria is present, the slug can be increased to at least 10 ppm for 24 – 48 hours. Use chlorine only if the cooling water pH is less than 7.5. Use bromine if the pH is 7.5 or higher.

Many chemicals are available that contain chlorine or bromine. Bleach is one common source of chlorine. Bromo-chloro dimethyl hydantoin is a common source of bromine in tablet form.

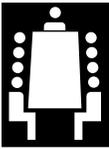
Utilize Periodic QA

With a little objective quality assurance (QA) oversight of your contracted or in-house cooling water treatment program, many problems can be avoided. A contract for cooling water and boiler water QA is maintained by U.S. Army Engineering and Support Center (CEHNC), Huntsville.

POCs are Ed Gerstner, (256) 895-1503, e-mail: edward.gerstner@hnd01.usace.army.mil; and Nelson Labbé, (202) 761-1494 DSN 763, e-mail: nelson.c.labbe@usace.army.mil. The recommended frequency for sending samples is once for each system at the beginning and middle of each cooling season for large systems.

Following these tips not only helps keep the system operating efficiently, but also protects your workers and others who live, work or play in the vicinity of cooling towers. **PWD**

Nelson Labbé is a chemist in the Engineering and Construction Directorate of the Office of the Deputy Commanding General for Military Programs.



Installations tell of need to cut costs and time

by Clare Perry

The guest list reads like a "Who's Who" in Military Construction. From Seattle to St. Louis, they came to speak their minds. Name-tags displayed a geographic diversity that failed to disguise the similarity of refrain sung to Corps leaders and program managers: "Cut costs . . . eliminate delays . . . deliver quality!"

In Army green, Air Force blue, and muffled tweeds, Northwestern Division (NWD) customers clearly articulated their expectations and concerns for BG Carl A. Strock and his military program team at a bi-annual conference held recently in Denver. A firm believer in frequent and face-to-face customer dialogues, NWD has elevated partnering to a level similar to coalition operations in the military.

By engaging Army and Air Force customers and stakeholders early in the planning process and fully identifying their requirements, NWD has been able to curtail costs through better design, up-front planning, new acquisition tools, and broader leadership support.

Garnering praise from all quarters was NWD's use of DD1391 Support Teams, project manager forwards, a dedicated installation support office (ISO), regular command visits and surveys, charrettes, a near-perfect 100 percent execution rate, and more frequent communications with installation staffs.

"The NWD team talks to me every year [in my office]," said COL Paul Dunn, TRADOC Engineer. "No other division does that. They stand out above the others."

Air Mobility Command spokesperson Tom Wiehl added, "What a difference from the early 90s!", referring to the Division's heavy emphasis on customer satisfaction and priorities.

BG David Wagie, Dean of Faculty at the USAF Academy, echoed a similar

sentiment stating that the Corps focus on teamwork has resulted in significant improvements with each successive phase of building.

Northwestern Division



Build and planning charrettes, Senior Executive Review Groups, and a more aggressive pursuit of architect-engineer (AE) liability claims.

However, echoing many of the concerns of those present, Eng issued the Corps a multi-pronged challenge: (1) deliver facilities by the original contract time; (2) keep total program cost growth to less than five percent of contract award amounts; (3) skillfully negotiate contractor claims to increase funds for reinvestment; and (4) speed up financial close-out of projects.

"It's been a great partnership through the 90s," he said, "and we will continue to look to you for quality design and construction management of our facilities at the best possible value."

Installation support

Doug Turney, chief of military programs in NWD, intends to ensure that happens. By housing an Installation Support Office (ISO) at the division's

Regional Business Center in Kansas City and establishing a checkbook account for small operations and maintenance projects and engineering services, the resources of an entire division can be leveraged to markedly improve service and cut costs to installations.

The creation of a centrally funded IS, co-location of Corps project managers with BCE/DPW staff (i.e., Fort Lewis, Washington) and the promotion of NWD's DD1391 Support Teams has proven extremely popular with installations.

"At first I was skeptical of using ISO monies to fund planning charrettes, but it's been a big help and doesn't skim anything off our dollars for sustainability," said COL Rick Conte, DPW at Fort Lewis. In fact, demand for the DD1391 Support Teams has

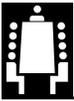
USAF Space Command's Mike Bratlien likes having on-site support. "With your PM-Forwards co-located with the installation's staff, it makes it a lot easier to find the right person," he told General Strock.

Fort Carson's DPW, COL Peter Topp, praised NWD's ability to form long-term alliances, a fact that has helped make his installation a perennial winner in Army Communities of Excellence competitions.

But the 2-day conference could hardly be characterized as a "love-in". Pleas from the Division's senior leadership to "tell it like it is," launched a polite, but brutally honest, exchange.

Hearing customer concerns

COL Fred Eng, Chief of Engineering Division, HQUSAF, praised NWD's 100 percent execution rate, attributing it to greater use of Design-



been so great that NWD is putting together a second team to assist installations in the acquisition and review of construction projects (MCA-funded).

Fort Leavenworth's DPW, COL Phil Waugh, claims that DD1391s have made him more competitive while design charrettes have helped with planning.

COL Matt Grogan, USAFA, also favors DD1391 reviews along with having Corps resident engineers on site. "They've been very worthwhile—NWD needs to do whatever it can to hold down design costs and enforce design error responsibility."

NWD can measure its success by the amount of optional installation work it receives, says Bratlien. As installations provide the Corps with volunteer work to maintain district capabilities, the Corps, in return, should reduce customer costs and concentrate on delivering a quality product on time.

Since installations are funded well below requirements, the backlog of maintenance and repair of facilities means that commanders and BCE/DPW's must pick and choose. "While we've always received first class

facilities from Kansas City District, I urge the Corps to really concentrate on designing in a way that minimizes maintenance costs over the facility's life cycle," said Dunn.

SES Jerry Thompson, Director of Construction for the U.S. Army Community and Family Support Center, agrees. "I particularly like dealing with a single district and using indefinite delivery contracts (IDIQ). Seattle district runs our design-build as well as our contracting and it's worked very well for us."

Project closeouts

Once projects are completed, customers like AMS's Wiehl, who has awarded the Corps 42 projects in the last three years, want a timely financial closeout: "Get it awarded, get it constructed and close it out." In response, NWD assembled a Construction Contract Closeout Team to shorten closeout time and quickly return unobligated funds.

Assessments welcomed

Military program managers at NWD welcome the assessments, both pro and con. "We asked our partners to

lay it on the line, and they delivered!" said Joe Laird, NWD Program Manager. "At the same time, we heard lots of good news about the progress we've made over the past two years since the last partnering session."

Laird said NWD is always on the lookout for ways to improve services, especially in the current climate of declining resources. Some of the many strategies being developed to improve processes and customer relations are the creation of a web page with access to project management data that permits installations to get up-to-date information, greater emphasis on first quarter awards, and increased use of commercial specifications.

While those should prove immediately popular with Corps customers, Northwestern Division Engineer, BG Carl A. Strock, said the ultimate goal of all parties is to best serve the soldier and airman.

"Putting quality facilities on an installation in a timely, cost-effective manner, is the greatest form of installation support there is," said Strock.

USACFSC's Thompson couldn't agree more, but offered one caveat: "I love you Corps, but business is business. As long as you give me the best deal, that's where I'll shop."

Military challenges ahead

More than 130 plus conference attendees spoke to the challenges faced by all in the next two years with a (1) reduced FY 00 MILCON budget from Congress (\$80M Army and \$50M Air Force) and (2) the elimination of Project Contingencies for FY01. The Corps game plan was clearly laid out by Steve Browning, Chief, Programs Management, Military Programs HQUSACE, who acknowledged the importance of controlling cost growth in the program. "The Corps fully recognizes the imperative to work closely with our customers to coordinate, assist and develop workable execution plans for their programs."

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Clare Perry is the public affairs specialist for the North Pacific Region of the Corps, Northwestern Division.

CADD/GIS Technology Center offers spatial data and facility management standards

If you are using or planning to use GIS in your Master Planning or Environmental activities, you should be interested in the CADD/GIS Technology Center's (the Center) Spatial Data Standards/Facility Management Standards (SDS/FMS). Release 1.90 is now available. Check out the new web site for these projects at <http://tsc.wes.army.mil/products/TSSDS-TSFS/tssds/html/>. Click on "Download Standards" to get this new version. The revised ArcInfo, AutoCAD, and MicroStation Symbol Sets can be downloaded from "Symbology". The SDS/FMS Release 1.90 CD-ROMs are available for distribution and are currently being distributed to the "SDS/FMS Registered Users" (i.e., the individuals returning a Registration Card). To request a SDS/FMS Release 1.90 CD-ROM,

submit your name, complete mailing address, and telephone number to carpenb@wes.army.mil. If you are using GIS in your job, you need to check these out.

Additionally, the Center's Environmental Field User's group web site provides useful guidance on GIS implementation for restoration and compliance work. It also provides interesting case studies from Aberdeen Proving Ground, Robbins Air Force Base, The Air Force Center for Environmental Excellence and the Naval Complex—Philadelphia. You can reach this web site by accessing the Center home page at <http://tsc.wes.army.mil>, then click on Contacts, Groups, Field User Groups/Environmental. In the middle of the page, you will find a button for the web site. **PWD**



Besides being much easier to use, the revamped ALEC will take advantage of new, convenient input devices like this Palm Pilot.

ALEC simplifies labor and equipment tracking

by Dana Finney

Sometimes an idea is ahead of its time— or at least ahead of the tools that make it easy to use. The Automated Labor and Equipment Card (ALEC), originally developed in the early 1990s, is being revamped to use with today's lower cost, efficient computer tools. The upgraded program will allow DPWs to improve productivity and reduce errors in reporting labor and equipment (L&E) hours.

The U.S. Army Construction Engineering Research Laboratory (CERL) developed ALEC to ease the burden on DPWs for having to key in L&E on every work order. As originally developed, ALEC enabled a personal computer (PC) to intercept IFS work orders being sent to a shop and reformat them to display barcodes for critical information. Each worker used a programmed barcode wand to “wand on” and “wand off” the work order and to record L&E hours.

At the end of the day, the wands were downloaded to the shop PC where the data would undergo the foreman's review and IFS edit checks prior to uploading. While the system was a great idea, ALEC fell short of widespread use due to technology constraints at the time— limitations with DOS-based programming and the high cost of barcode wands. Several sites tested ALEC but only Fort Wainwright has continued to use the original system.

With today's business climate that demands efficiency and error-free reporting, it became clear that an upgraded ALEC could become an important add-on to IFS. While the original concepts for use will be retained, improvements will include:

- Upgrading to a Windows™ operating system to add a graphic user interface
- Designing the program with flexibility to support a wide variety of data

collection devices— besides two types of barcode wands, DPWs will have the option of using a hand-held device, such as the Palm Pilot, or an optical scanner.

The work is being funded by the Corps of Engineers Program Manager IFS. CERL, Resource Center Enterprises, Inc., and U.S. Army Software Development Center (SDC-L) at Fort Lee, Virginia, are jointly working on this ALEC update. The new version

should be completed by the end of the second quarter of FY00. SDC-L will fully test the system and field ALEC with the IFS System Change Package 13. They also will provide user support.

☛ CERL POC is Jeff Kirby at (800) USA-CERL ext. 6730 or (217) 373-6730. The PM IFS is Tony Vajda at (703) 428-6463. CERL is part of the U.S. Army Engineer Research and Development Center. **PWD**

Dana Finney is Chief of Public Affairs at CERL.

Sacramento ISO: Helping customers with DD 1391s and A-76 studies

by Ron Niemi

The South Pacific Division Installation Support Office (SPD ISO) is currently supporting the development of DD1391s with South Pacific Division customers. We view assistance to the customer in completing DD1391s and A-76 studies as two of the most important areas that ISOs can provide qualified help in.

To date, the most important 1391 projects we have assisted with are for the DPW at Dugway Proving Grounds. It should be noted here that our role is to assist the DPW staff in completion of the 1391 and not to take over the role of proponent for the 1391. We spend considerable time on-site, but we expect the DPW staff to gather significant amounts of the support data. They are much closer to the problem than we are, and they are much more familiar with local conditions that need to be included in the 1391 write-up.

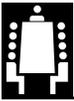
Working at Dugway with the DPW staff, we have completed three 1391 projects that have been approved by the installation and forwarded to AMC for consideration. The projects involve building a water tower for Bushnell material testing facility, a wind tunnel, and mist facilities. We will continue to assist the DPW to insure that the projects proceed through the MACOM to the Corps, Army, and Congress.

Additionally, we are working with the DPW on completion of a 1391 for a downwind grid upgrade. We are waiting for a decision by the DPW on whether they wish to proceed with a 1391 for the Life Science Test Facility Lagoon.

In the area of A-76 studies, we are compiling data on the status of all customer sites regarding existing or pending requirements to complete A-76 studies. Additionally, we are beginning the process of working with our customers to determine where we can assist in preparing them for strategic sourcing. The latter includes both the A-76 process and, more importantly, improvement of their business practices and creation of a Most Efficient Operation (MEO).

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Ron Niemi is the Chief of Installation Support for the South Pacific Division.



Customer service avenues expand for Defense Supply Center Richmond

Customer Account Tracking System (WebCATS)

As the primary DLA Inventory Control Point (ICP) for air and aviation weapon systems, the Defense Supply Center Richmond (DSCR) strives to keep abreast of commercial business practices to provide leading edge customer service support to its customers. A combination of web technology, automated telephone systems, and traditional communication mediums provide a variety of customer service avenues tailored to the capabilities of military units in the field.

The web-based Customer Account Tracking System (WebCATS), developed and managed by DSCR, has gained tremendous popularity since its initial fielding in 1998. WebCATS is an automated logistics tool which offers the most current information available on a variety of supply information such as requisition status, shipping information, stock on hand, latest contract shipments, and weapon systems data.

Customers with Internet access can use WebCATS to view the same information our Inventory Managers, Buyers, and Weapon Systems Support Personnel use everyday. This reduces the amount of time required in obtaining this information from other sources. For our customers with Internet capability, WebCATS is the recommended tool for accessing DLA logistics information.

The WebCATS can be accessed through the World Wide Web via the DSCR home page at <http://www.dscr.dla.mil>. WebCATS is listed as a frequently visited site on the main page, and also as an option under "Customer Information." For obvious security reasons, a password is required and instructions for obtaining one are included on the WebCATS homepage.

Once inside the application, several data views are available: By weapon system, National Stock Number (NSN),

and requisition number. Data from S9G (DSCR Richmond), S9I (DSCP Philadelphia), and S9C/S9E (DSCC Columbus) are conveniently consolidated into single point and click queries. Logistics information is also available for N32/N35 (Naval Inventory Control Point).

Users no longer need to access individual ICP systems to obtain the latest status. Navigation through the screens is user friendly, and a user's manual is available on-line. A link to our IT Help Desk is also available for customers experiencing technical difficulties.

The NSN inquiry contains detailed information such as stock on hand, backorder status, contract data, due-in data, requisition information, and item notes (item manager notes for Richmond items are also available under the SIMI option for the other ICPs). The requisition inquiry provides MIL-STRIP data, NSN data, supply status codes, and links to the depot DSS system for shipment tracking, as well as commercial carrier sites. The Order Placement option allows customers to submit on-line requisitions directly to our Customer Call Center for immediate entry.

Weapon Systems inquiries include the Weapon System Designator Code (WSDC) inquiry, the Supportability Analysis inquiry, Special Program Requirements by DoDAAC, and the Weapon System Information inquiry. The WSDC inquiry provides the program manager and location of the weapon system, NSN counts of the items included, and backorder summaries. The Supportability Analysis inquiry is organized by special project type/service and lists the special project title and start date sorted by the WSDC. The Special Program Requirements (SPR) link provides detailed information related to Service forecast submissions by DoDAAC and NSN. The Weapon System Information inquiry is currently under construction and will provide an active cal-

endar of events, trip reports, metrics, and POC lists.

Enhancements are implemented on a continuing basis to meet ever-changing customer needs. Your comments are welcomed and should be submitted via email to our Systems Administrator at tfisher@dscr.dla.mil.

Customer Call Center

Obviously there are times when automated means of information and services delivery do not fit your immediate needs. Communicating with Supply Center personnel and getting results on daily supply needs has never been easier. Our Customer Call Center stands ready to serve!

We promote our Customer Call Center as the main entry point for customer telephone inquiries. The DSCR Customer Call Center offers assistance on a wide variety of logistics issues such as submission of requisitions, expediting urgent requirements, shipment status, stock availability, and NSN information. This allows our item managers to focus on their core competency of managing their assigned items of supply. Our Call Center agents provide outstanding customer service and are usually able to answer the customer's question without transfer to another person. Agents log each call in a Support Magic client database so that customer demographics/trends can be analyzed to identify improvements to existing programs.

Our current Customer Call Center has evolved over the last few years, and today enjoys a high level of customer service, as measured by both qualitative and quantitative measurements. During 1999, customers experienced an average service level of 81 percent (percentage of calls answered within 45 seconds) with an average speed to answer of 24 seconds. These customer service levels parallel commercial industry best practice standards.

Quality control processes have been employed to ensure our customers are





receiving the most professional and courteous service possible. We use a call-monitoring program to randomly evaluate individual Call Center agents on their call handling ability. We then rate their performance against preset standards for courtesy, accuracy, and adherence to operating procedures. During 1999, our Call Center averaged 99 percent in the areas of courtesy and accuracy and 97 percent in following standard operating procedures.

Additionally, as a second qualitative assessment, we conduct quarterly cus-

tom surveys to determine overall satisfaction with our Call Center's services. Random calls are made to customers who contacted the Call Center the previous day. Customers are asked a set of questions about services rendered during their call. Last year, ninety percent of our customers reported our service as was either excellent or good.

At Defense Supply Center Richmond, we continuously seek methods to improve customer service to military and civilian personnel worldwide by keeping abreast of emerging technology

and benchmarking business practices in the customer service community. We encourage customer feedback and suggestions to improve support. Customer feedback can be submitted through the DSCR homepage, the Call Center, and our surveys.

Our goal is to retain and expand our customer base by providing the best in weapon systems support. Our Customer Call Center can be reached at (804) 279-4865 DSN 695 or toll free 1-877-DLA-CALL. Please press zero at the DESEX prompt to reach an agent. **PWD**

ESPCs get Quick Start

Based on an idea by the Office of the Assistant Chief of Staff for Installation Management (ACSIM), the Corps of Engineers has implemented the Energy Savings Performance Contracts (ESPC) Quick Start Program.

The "Quick Start" concept is an innovative approach that allows installations to determine the potential for ESPC cost avoidances with a minimum commitment of time and money.

The Installation Support Center of Expertise (ISCX) can help your installation to explore ESPC potential. There is a one-time fee of \$10,000. What will you get for this fee? ISCX will work with your installation to:

1 Develop and sign an agreement document.

2 Work with the installation to select one of the already established ESPC contractors.

3 Provide one day of on-site ESPC training.

4 Work with the installation and the ESPC contractor to develop a "quick look" for potential ESPC projects.

5 Work with the installation and the ESPC contractor to determine an order of magnitude of the ESPC contractor's investment and the installation's projected savings from these investments.

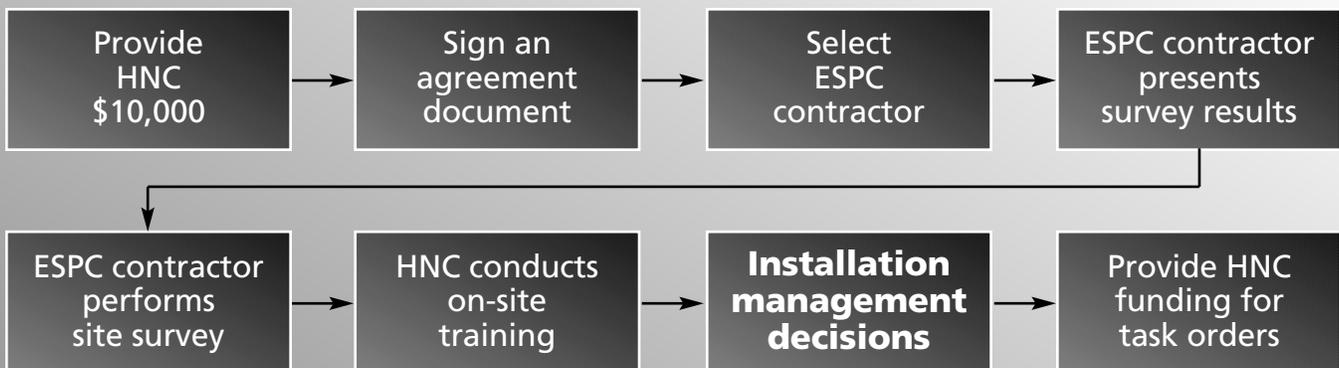
6 Coordinate a meeting with the installation's senior leadership to present the ESPC contractor's findings and identify funding requirements to pursue those ESPC opportunities that the installation chooses to implement.

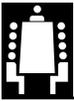
Why use the Quick Start concept? The advantage of using this concept is that the installation obtains a good understanding of potential projects and saving opportunities, prior to deciding on the scope of its ESPC program. Funding is then required to pay for salary costs for development, review and award of task orders against the existing Indefinite Delivery-Indefinite Quantity contracts currently held by the Corps of Engineers.

The flow chart below shows the various steps involved in the Quick Start process.

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ESPC Quick Start Process





Team effort helps make YPG emergency training center a reality

by Yolie Canales

After nine months of hard work, dedication and anticipation, the newly designed Yuma Proving Ground Fire Emergency Branch Training Center is ready for business. A dedication ceremony to formally open the center took place in early March. Honored guests at the ceremony included Yuma Proving Ground (YPG) commander, COL Robert C. Filbey, Dave Reed, Army Materiel Command Fire Chief, YPG's Fire Chief Jim Derby, Chris Black, and Dave Taylor, Arizona Western College Emergency Medical Services instructors. The YPG Fire Department is well known for winning numerous top awards in the U.S. Army Material Command and takes great pride in its excellent record.

"Making this center a reality took real team work," said Chief Jim Derby. "The diligent efforts and generosity of numerous people and organizations are the reason we now have this facility. A special thanks goes to the personnel at Public Works, Pyramid Services, Environmental Sciences, the Education Center, Housing, Logistics, and the proving ground's command group. Because of their support, we made this happen."

The concept for the unique training center came from the firefighters themselves, based on common scenarios they face throughout the year. It was also designed, engineered, and constructed by the same firefighters. The center is equipped to train YPG's 37 firefighters in 11 to 12 individual training situa-



COL Robert C. Filbey, YPG Commander, congratulates YPG's Fire Department Chief Jim Derby, as the new facility is dedicated in Derby's honor. Making the announcement is Bobby Allen, YPG's Director of Public Works. (Photos by Chuck Wullenjohn.)

tions, not including the classroom, where group training takes place. Use by other firefighters within the local community can also be accommodated at the center.

The center consists of a number of individual props that require trainees to learn or exercise specific emergency skills. These include a salvaged recreational vehicle, which is used for training for the medical aid and removal of ill and injured people from the many RVs in and around the proving ground. Steve Miller and Ron Whitworth of Combined Maintenance, and Herman Strickland, from Equipment Management, were instrumental in helping to acquire the vehicle. Johnny's TV/Appliance (local Yuma merchant) and Norma Hubbard, from YPG's Housing, worked with the firefighters to furnish the recreational vehicle with beds, appliances, and other typical furnishings to make the training more realistic.

An Aircraft Rescue and Firefighting (ARFF) burn pit is used for live fire exercises with aircraft fuel. Through the work of Rick Douglas, Aviation and Airdrop Systems Test Engineer, a helicopter body was provided. The helicopter contains all the working parts needed in training for emergency shutdown and crew extraction situations.

A Symtronics ARFF training simulator was acquired for the facility by Dave

Reed, Army Materiel Command Fire Chief. The simulator is state of the art, computer controlled and completely self contained. It is capable of a number of different setups and scenarios, all controlled by a central computer. It is self-contained, with a generator and two propane storage tanks for fueling fires.

A building which was formerly used by fire personnel for structural fire training has been converted to a new use. It is now used for ladder company training, physical rescue, and incident command and control. A C-141 aircraft body is used for ARFF training on a large variety of wide body, large frame aircraft. Ten vehicles of various types are used for training accident scenarios were provided by Dick's Towing of Yuma.

The hazardous materials training prop is a commercial trailer used to simulate a hazardous materials emergency caused by a commercial carrier. The trailer is basically an empty shell that can be configured to simulate leaks, clouds, open cargo, and other scenarios. Truly, the number and kinds of training situations are limited only by the imagination of the instructor.

One of the most unique and valuable features of the newly dedicated center is the confined space training facility. Training for emergency work in confined spaces is especially important to rescue personnel. YPG's facility accu-





rately represents below ground scenarios in areas cut off from natural ventilation such as basements, caves, sewers, manholes, trenches, and storage tanks. The facility was designed to use directions and configurations that frequently change. It is pitch dark inside.

The confined space training facility was designed to meet one of the seven major missions of the YPG Fire Department. These include fire prevention, fire suppression, crash/rescue, flight rescue, emergency medical services, hazardous materials and confined space. The new confined space facility represents a significant advance in the proving ground's fire training efforts, for it provides a thoroughly realistic and flexible training facility. In previous years, fire department personnel just did the best they could with what they had to work with.

The confined space facility is housed in a wood 14x70 foot trailer, which once saw use on YPG's Kofa Firing Range. Fire Department CPT Adam House, hazardous material specialist, saw the trailer and brought up the idea of converting it into a training facility.

"I was excited by the idea of converting this trailer into a confined space training facility," said House. "Immediately, I discussed it with Chief Derby, and we went to work on taking possession of it. Once we got the trailer, a group of us, consisting of Ray Haile, engineer, firefighters: Dave Griffith, Chad Nelson, Grant Rodney and James Mooror as well as myself, went to work designing and laying it out on a computer." Converting the trailer into the new confined space training facility, took team effort, skills, talent, and many hours of labor. "We worked on the



The simulated recreation vehicle is used to train EMTs and firefighters responding to emergency medical calls in the many RVs around YPG during the winter months.

trailer during duty hours, after hours, on the weekends, and into the night. The savings to the Army was in the thousands," stated House.

One of the benefits of having the confined space facility at the proving ground is that nearly unlimited training is now easily available to all area firefighters, both inside and outside the installation. The confined space training facility is the only training facility of its type within an expanse of hundreds of miles. Firefighters from the City of Yuma have already expressed interest, as they don't have this type of facility available to them.

One of the goals of YPG Fire Department Chief Jim Derby is to make Yuma Proving Ground the fire academy for the West Coast. Though now in the early stages, he is confident this will happen in the near future and that the training center is a big step in the right direction.

POC is Yolie Canales, YPG Public Affairs office, (520) 328-6143/ 6533 DSN: 899, e-mail: yolanda.canales@yuma-exch1.army.mil **PWD**

Yolie Canales is a public affairs specialist/ editor at the Yuma Proving Ground.



The aircraft rescue and firefighting simulator (ARFS) is used to train firefighters for aircraft emergencies.

Public Works

Digest

In This Issue:

Family Housing Privatization