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Public Works

Digest

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In This Issue...

A-76 Update



**US Army Corps
of Engineers®**

Special Missions Office Opens

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**US Army Corps
of Engineers®**

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LETTER FROM THE EDITOR



Launched in May 1988, the *DEH Digest* was created to provide technical information and innovative ideas on public works business for the Army's DEHs. Over the past 11 years, our readership has expanded to include not only Army DEHs and DPWs but Garrison Commanders, Air Force Base Civil Engineers, DoD Energy managers, Navy Public Works Center personnel, USACE laboratories and environmental coordinators as well as USACE district and division staffs. Many private sector employees working in Army facilities management have also become avid *Digest* readers.

Originally conceived as a quarterly publication, the *DEH Digest* became the *Public Works Digest* and began publishing 10 issues a year in 1993 and continued to do so through 1999. With the disestablishment of the U.S. Army Center for Public Works and the reorganization of the Office of the Deputy Commanding General for Military Programs, the *Digest* staff and number of on-board *Digest* contributors decreased significantly, even as our readership tripled. Therefore, we plan to make some changes to the *Digest* to better serve our many readers.

The first will be a switch to a bi-monthly format in the Year 2000. Since more articles will be coming in from outside sources, scaling back to six issues per year will give us the extra time needed to solicit, edit and coordinate articles. While I will continue to act as the editor of the *Digest*, going to a bi-monthly format will also allow me to promote installation good news stories in publications outside the Corps.

Over the years, we have gone from publishing as many as 12,000 hard copies per issue to 3,000 copies for the last three years. As a result of one of our surveys and our efforts to keep up with the times, the *Digest* has been on the net since 1995. We expect all of you to get very familiar with our web address because, in the near future, you will probably have to print your own hard copies as we start to go paperless. Just go to our web page (<http://www.usacpw.belvoir.army.mil>) and click on Publications. However, for now, you can still get on the *Digest* distribution list simply by calling Marie Roberson at (703) 428-6428.

Finally, since the *Digest* has downsized to a staff of one, editorial assistance will be provided by points of contact from the other divisions in the Office of the Deputy Commanding General for Military Programs and the Office of the Assistant Chief of Staff for Installation Management (OACSIM). This will also help us to tie the whole facilities life cycle into the installation mission. Assisting me in gathering news for the *Digest* will be:

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Please feel free to call on me or any one of these *Digest* POCs for assistance with your article/photo contributions. If we knock on your installation door, take advantage of the opportunity to publicize your good works and ideas. If you have a problem, please share it with our *Digest* readers and help them to avoid the same pitfalls.

We plan to continue our long-standing tradition of bringing you great stories from our installations and from around the Corps in the new millennium. Look for a *Digest* survey in the March/April issue, which will once again give you the opportunity to tell us what you like about the *Digest*, what you want to see changed, how we can improve, and what new topics you would like us to cover. Our schedule for the Year 2000 includes the following general themes:

- January/February A-76 Update
- March/April Construction/Housing Initiatives
- May/June Environmental Issues
- July/August DPW Workshop/ENFORCE
- September/October Energy News
- November/December Automation/Technology Transfer

The Office of the Deputy Commanding General for Military Programs is dedicated to helping you publicize the Corps' military programs. As always, we welcome your contributions to the *Public Works Digest* and encourage all articles of interest to our Army installation managers and engineers worldwide. We want you to get more involved in our publication as we look ahead to another decade of serving the Army together.

Alexandra K. Stakhiv

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Strategic Sourcing—wave of the future?

Supplementing A-76 studies with strategic sourcing

by Jim Wakefield

This month, the Department of Defense will issue new guidelines that modify the government's practice of opening federal jobs to competition between commercial companies and groups of federal employees. According to Randall Yim, Deputy Undersecretary of Defense for Installations, the guidelines will help the Pentagon implement a new strategy called "strategic sourcing." The Army issued its strategic sourcing guidelines last October. Strategic sourcing plans from Army MACOMs that wish to take advantage of the strategic sourcing option are due to the ACSIM this month.

The new strategy gives the military services more flexibility in meeting DoD's goal to reduce or privatize federal jobs and save some \$11.2 billion over the next five years. DoD's current competitive sourcing strategy relies mainly on opening approximately 230,000 jobs by 2005 to competition with private contractors. Strategic sourcing departs from this current strategy markedly and is backed by a "more logical approach," said Yim. Instead of opening them up to commercial competition only, the new guidelines allow all military services to consolidate, reorganize, eliminate or privatize federal jobs, followed by competition as appropriate of the commercial workload.

A primary result of the 1997 Quadrennial Defense Review (QDR) was the requirement to make the DoD workforce a more efficient organization by achieving savings through competitive sourcing (A-76 studies) alone. The Army's programmed study goals included 39,000 spaces by FY99 and 73,000 spaces by FY02, with gross savings of \$3.2 billion for FY99-05 and over \$800 million in annual recurring savings.

In competitive sourcing, the government retains ownership and control over operations of the activity through surveillance of the contractor's performance

or performance by government personnel. The primary method of studying activities to determine if outsourcing will be more cost-effective is through A-76 cost comparison procedures. Privatization differs from outsourcing in that the government relinquishes control of the operation by divesting itself of the commercial activity and becomes a customer who purchases goods and services from a commercial source.

What has changed? The 1998 Federal Activities Inventory Reform (FAIR) Act requirement was to publish and review an inventory of commercial activities to consider competing them. The DRID 20/FAIR inventory fell short of the QDR study target. The inventory (FAIR requirement) came up with 58,000 civilian spaces versus the 66,000 civilian spaces that were in the QDR study target.

In addition, some of the Army MACOMs re-evaluated the viability and risks involved in performing critical functions by contract instead of in-house. As a result, the OSD created the opportunity for installations to do "strategic sourcing" to meet their QDR savings goals through other means. This concept encompasses the entire workforce.

Strategic sourcing has two components—Business Process Reviews (BPRs) and A-76 studies. The BPR does not include a solicitation for private sector offers to perform the function under study; it simply eliminates, improves and streamlines processes. BPRs can include:

- Reengineering
- Eliminating obsolete practices
- Restructuring
- Adopting best business practices
- Consolidating
- Privatizing
- Managing activity based costing
- Determining manpower requirements
- The Residual Efficient Organization (REO) portion of an A-76 study

Each BPR must include an assessment of the potential for future competition of portions of the function under study that have been designated as commercial activities. The BPR must also include a plan for future A-76 study of those commercial activities

It is important for installations to remember that strategic sourcing is a supplement to A-76, not an alternative to the job competitions planned by the services. A-76 studies will not be cancelled as a result of establishing a Strategic Sourcing Program. They will not be reduced in scope under strategic sourcing unless the resulting A-76 study and associated BPR initiative generate equal or greater savings.

Each service must obtain OSD approval to establish a Strategic Sourcing Program. OSD's ground rules include:

- A general 5-year plan that identifies numbers of spaces to be studied and saved, by fiscal year. Savings must equal or exceed the QDR savings targets that were originally to be achieved through A-76 studies alone.
- A specific 1-year plan that provides details for each BPR for the first year.
- Data entry into a BPR tracking system and a final report for each BPR.

The services must give a detailed explanation of exactly how they will save money by consolidating, reorganizing, eliminating or privatizing jobs.

Many functions are still likely to be opened to outside competition. Nevertheless, strategic sourcing now presents a new option for the services to consider.

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*(Note: Mr. Yim's comments were derived from a December 20th article in the **Federal Times**.)*

ISCX can help with CA studies

by Karl S. Thompson

Why are they picking on me? Does this question sound familiar? Unfortunately, to those whose functions are being studied, the commercial activities (CA) process is perceived as mysterious. Coupled with speculation about the outcome, this makes the workforce even more suspicious of the changes that are proposed.

Fortunately, there is help. The Corps of Engineers' Installation Support Center of Expertise (ISCX) can provide advice, assistance, and consultation services to support the CA study. We can assist in developing the:

Action Plan. This plan ensures that government functions are operated in a businesslike manner. It defines the scope of the study and maps out plans for developing the Performance Work Statement (PWS), Quality Assurance Surveillance Plan (QASP), and the Management Plan. This plan also outlines data collection and analysis methodology, creates a schedule that identifies milestones, and identifies key players and their involvement throughout the process.

Performance Work Statement (PWS), Quality Assurance Surveillance Plan (QASP). Both documents are extremely important. The PWS is a description of the work to be performed, performance standards, and timeframes. Additionally, it is the basis for the technical performance section of the solicitation. Contractor proposals and the government in-house organization's technical performance plan are based on performing the work described in the PWS. The QASP defines the process of how the government will evaluate the execution of the PWS, whether it is performed in-house or contracted out.

Management Plan. The Management Plan identifies the in-house organizational structure, staffing and operating procedures required to perform the requirements of the PWS.

The plan also documents the assumptions used in the development of the Most Efficient Organization (MEO), the In-House Cost Estimate (IHCE), and a Transition Plan (TP).

Other processes. These include solicitation, independent review, evaluation of proposals, and comparing government and contractor proposals.

While there is no *one* study that fits all remedies, here are some suggestions to facilitate an installation's competitive sourcing process:

- Share lessons learned. Others have traveled down the path you are on — call them, talk with them!
- Begin documenting and compiling workload data as soon as possible. This is critical for proper competition.
- Develop detailed milestones and review and update as appropriate. This will provide the status of the study to everyone.
- Use existing model performance work statements as a starting point and tailor them to meet the mission.
- Study the entire function. Fragmenting the study will only require another CA study.
- Identify unique labor sources and determine if these sources will be used in the MEO.
- Keep everyone informed—communicate! Stay ahead of the rumor mill.

So, if you are faced with tough, challenging decisions, call the Installation Support Center of Expertise. For assistance or more information, please contact Karl S. Thompson at (256) 895-1275 DSN 760 or e-mail: karl.s.thompson@hnd01.usace.army.mil **PWD**

Karl S. Thompson works on Competitive Sourcing/A-76 issues at the ISCX in Huntsville, AL.



Ed Irish

DPWs face new challenges

by Ed Irish

As installations move forward in implementing Army guidance to perform Commercial Activities (CA) studies of public works services, DPWs must face new challenges in meeting regulatory requirements. Many DPWs have been going through the process of developing a Performance Work Statement (PWS) that fully describes the services to be competed. They have expended hundreds of workhours developing their Most Efficient Organization (MEO) and their "in-house" bid to perform the services described in the PWS.

As the solicitation process proceeds, the supporting contracting activity will be establishing Source Selection Evaluation Boards (SSEBs) to review and evaluate contractor proposals. Membership on these boards must include personnel with a good understanding of the DPW business process. DPW personnel who have participated in the process of developing the MEO and "in-house" bid cannot serve on the SSEB. Unfortunately, many DPWs are understaffed and cannot provide the qualified personnel necessary for SSEBs.

In response to this dilemma, installations are looking to the Corps of Engineers to supply competent

candidates to serve on SSEBs. During the past year, I have had the opportunity to serve on two separate boards. The first was at a TRADOC installation and the second at a FORSCOM installation.

In TRADOC, all CA studies are being conducted under the authority of the TRADOC Contracting Activity (TCA) located at Fort Eustis, Virginia. As a result, all SSEBs must be convened at Fort Eustis. My second SSEB assembled at the FORSCOM installation where the study was being performed.

Here are some important points I picked up along the way:

- One of the first actions that must be taken by a newly appointed board member is to update the Confidential Financial Disclosure Report (OGE Form 450). This is followed by an Ethics and Procurement Integrity briefing at some time before deliberations begin. It is very important that board members understand and comply with this guidance to insure the integrity of the process.
- The next thing a board member should do is to get an electronic copy of the solicitation package. These should be available through the internet. Although it is important to become familiar with the entire package, Sections C (PWS), L (Instructions to Offerors), and M (Evaluation Factors for Award) are critical. Members should also familiarize themselves with the Source Selection Plan and the Independent Government Estimate (IGE) which will be provided by the contracting officer.

Although the specific procedures and evaluation factors will vary by installation and MACOM, there was consistency in the two solicitations in which I participated. The common areas reviewed were Past Performance/Experience, Phase-In Planning, Quality Control, Staffing, and Technical Capability.

The solicitation will describe to both the contractors and the board what will be evaluated. However, if a board member will be reviewing these areas, he/she should be able to differentiate between a quality proposal and just "eye wash." A board member can seek the advice of experts, both before and during the evaluation process.

Proceeding through the evaluation process, board members will be required to document their evaluation of each element of the proposal. The KO or legal advisor may review the documentation before it is finalized to insure that the basis of the decision is adequately documented. They will never tell you to change your evaluation; they just want to be sure that the official record supports the board's decisions.

After the initial individual reviews are completed by each evaluator, the process may require that the SSEB reach consensus on the evaluation of a contractor's proposal. It is during this consensus that board members have an opportunity to discuss their evaluation. During the consensus process, the board chairman will try to get board members to develop an evaluation acceptable to all. If that is not possible, minority reports can be incorporated into the record. Reaching consensus was not a problem on either board on which I served.

After the board's initial review, the process may provide the contractors with an opportunity to clarify specific areas where the board determined that the initial submission was unclear or inadequate. If this occurs, the board will reconvene at a later date, probably several months later, to evaluate the new information.

Depending upon the type of solicitation, the SSEB may

also evaluate the DPW's Technical Performance Plan (TPP) using the same evaluation factors used to review the contractor's proposal. An evaluator may also be asked to assist the Cost Realism team, which independently reviews the cost proposals submitted by the contractors.

An excellent option open to contracting officers is the requirement for contractors to provide an oral presentation of their technical proposal. I would recommend that all solicitations include this requirement. I found these presentations very valuable in getting a good feel for the contractor's understanding of the DPW's mission.

If you need assistance with an SSEB, the South Atlantic Division can help. For installations in SAD's AO (Redstone Arsenal), there is no charge for support. Cost for support outside the AO can be negotiated, but must include TDY expenses.

The following personnel have experience serving on CA SSEBs for installation DPW services:

- Ed Irish, Installation Support Program Manager, South Atlantic Division, currently serving as SSEB Chair for the Fort Lee DOL/DPW solicitation and SSEB Member for the Fort Stewart DPW solicitation, (912) 652-5583.
- Charlie Fore, Savannah District, currently serving as SSEB Member for the Fort McPherson DPW solicitation and evaluator (technical) for the Fort Stewart DPW solicitation, (912) 652-5174.
- Scott Monaghan, SAD Installation Support Office, currently serving as SSEB Member (Quality Control) for the Fort Stewart DPW solicitation, (912) 652-5688.
- Robin Banerjee, SAD Installation Support Office, currently serving as Evaluator for the Fort Stewart DPW solicitation, (912) 652-5583.

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Are you on the *Digest* distribution list?

If not, give Marie Roberson a call at (703) 428-6428 DSN 328.



FAIR list released to public

by Gary Sheftick

A list of Army functions deemed “commercial” in nature, and thus possibly susceptible to outsourcing, was released to the public last week.

The Federal Activities Inventory Reform list, originally expected to be released in November, was made available December 30 by the Office of Management and Budget. OMB released the FAIR list for 21 federal agencies — including the Army — with an announcement in Thursday’s Federal Register.

Under the FAIR Act of 1998, each federal agency was required annually to make available to the public a list of functions judged to be “not inherently governmental” and as such possibly able to be performed by contractors. This was the first such list compiled, officials said. Paper and CD-ROM copies of the FAIR list were provided to 16 public libraries in the Washington, D.C., area, to include county libraries in Virginia and Maryland. The list was also made available at the Library of Congress and the Pentagon Library, and can be viewed on the FAIRNET web site at <http://gravity.lmi.org/dodfair>.

In addition, officials said more information about the Army’s FAIR List is available at another web site, <http://www.asamra.army.pentagon.mil/FAIR/>. And a DoD hotline number for more FAIR Act information has been activated at (703) 917-7431.

The Army’s FAIR list contains functions now performed by more than 221,000 civilian employees, officials said.

A large portion of the Army’s civilian jobs — about 84 percent — had to be included on the FAIR list, Dr. John Anderson said, in light of the legal definition for “inherently governmental.” He said this term refers to positions which involve, among other things, interpreting and executing the laws “so as to bind the United States to take or not take some action.” Anderson is the Army

official at the Pentagon responsible for the Army FAIR list.

In addition, Anderson said just because a job is “not inherently governmental” does not mean that it would be in the “best interest” of the Army to contract it out. In fact, he said about 80,000 of the jobs on the list are exempt from cost comparison requirements or outsourcing because many of the functions are considered by the Army to be “core capabilities.”

“The decision as to which commercial functions represent ‘core capabilities,’ and thus should be retained in-house, remains with the agency head,” according to an OMB statement in the June 24 Federal Register.

Anderson explained that even if a function is coded on the FAIR list as being contractible, that doesn’t necessarily mean it will be outsourced or even considered for outsourcing. But he said some of the jobs will be reviewed to determine the most efficient method of performing the work — by an in-house workforce or by contract.

During the Defense Quadrennial Review, the Army agreed to review 73,000 positions under A-76 competitions or through other methods over the next five years.

Anderson said the Army has already contracted out a significant portion of its functions. He said there are approximately 269,000 contractor employees performing functions for the Army.

The announcement of the FAIR list in the Federal Register opened a 30-day public challenge period, officials said. Under Section 3 of the FAIR Act, the decision to include or exclude a particular activity from the DoD inventory is subject to challenge and possible appeal. With the publishing of the list, an interested party may submit a written challenge within 30 calendar days. This public challenge period ends January 31. **PWD**

Gary Sheftick writes for the **Army News Service**.

One approach to determining GIN functions

by Martha Sharpe

Government-in-nature (GIN) activities are those functions that are so intimately related to the exercise of the public interest as to mandate performance solely by federal employees. GIN activities are being more narrowly defined today than they were in the past. As a result, more positions are being studied for A-76 purposes.

One approach to compiling the information and analysis that is needed to determine GIN activities is to use some concepts from activity-based costing (ABC) to gather the appropriate data. The following steps demonstrate this approach.

STEP 1.

Identify the services/provided/produced by the organization using representatives from all the organization’s functional areas. This does not directly affect the GIN determination but provides a framework for understanding what an activity is. The ABC concept used is that resources are consumed to perform activities that produce services.

STEP 2.

Identify the major processes the organization performs to produce the selected services. The processes do not directly affect the GIN determination but provide a framework for validating the selection of services.

STEP 3.

Identify the activities that are accomplished by each functional area within each process.

STEP 4.

Compare each activity performed by the organization with the standard using the definition of a government-in-nature activity. Make a recommendation regarding the status of each activity, providing a narrative of your analysis.

Using these ABC concepts to resolve GIN issues can provide other benefits to the organization, since this information can be used in a more thorough ABC study. ABC has been identified as an effective method for studying an organization's cost-effectiveness and ability to compete in the commercial market. It can also be used as the basis for developing a Most Effective Orga-

nization (MEO) model and the Performance Work Statement (PWS) during an A-76 study.

Below is a list of Activities that are typical for a large DPW operation. A list of Services is also available on our home page: <http://www.usacpw.belvoir.army.mil>. They have been compiled as a result of years of performing ABC studies. Not all installations will have these

same activities. However, they can provide a starting point in identifying the appropriate information for your organization.

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Typical DPW Activities

Provide Real Property

- Implement Minor Construction
- Demolish Real Property
- Plan Future Land/Facility Use/Needs
- Complete & Store Designs/Drawings/Specs
- Install Building Equip.
- Review Contractor Designs/Drawings
- Issue/Turn-in Furnishings
- Coordinate/Review Major Construction
- Site Future Real Property
- Acquire & Store Furnishings
- Keep Inventory of Real Property
- Install Furnishings
- Lease Real Property
- Prepare RPM Programs/Forecasts
- Buy/Sell Real Property

Maintain Real Property

- Maintain Buildings
- Remove Other Hazardous Waste & Underground Storage Tanks
- Maintain Improved Grounds
- Maintain Installed Equip.
- Remove Solid Waste
- Maintain Utility Distribution/Collection Lines
- Manage Fish & Wildlife
- Maintain Surfaced Areas
- Maintain Structures
- Inspect Condition of real property
- Maintain Cultural/Historic Sites
- Maintain Unimproved Grounds
- Provide Custodial Services
- Receive/Process RPM Requests
- Control Pests
- Schedule In-House Work
- Perform Daily Work Coordination
- Manage Threatened/Endangered Species
- Order RPM Supplies/Equip. from DPW Supply
- Prepare RPM Estimates
- Travel to/from RPM Site
- Pick Up Supplies/Equip. for Job
- Prioritize RPM Work
- Coordinate RPM w/Customers
- Remove Used Oil & Waste Fuel
- Maintain/Turn-in Job Equip./Supplies

- Remove Asbestos
- Develop Recurring & Preventive Maint. Plan
- Remove Lead-based Paint
- Approve/Obtain Approval of RPM Plans
- Maintain Air/Pond/Lake/Stream Quality
- Redo RP Maintenance Jobs
- Reprocess Requests for RPM
- Maintain Forests
- Issue Contractor Work Order
- Control Noise
- Maintain Wetlands
- Maintain Bridge/Railroads
- Remove Snow/Ice
- Maintain Waterfront Facilities & Waterways

Operate Real Property

- Generate & Distribute Electricity
- Operate Sewage Treatment Plant
- Operate Solid Waste Handling Facility
- Produce, Collect, Store, Treat Water
- Operate Sewage Lift Stations
- Distribute Water
- Conduct Env'tl Assessments & Inventories
- Operate Central Heating/Cooling Plan/Control Electricity Consumption
- Review Env'tl Laws/Regs/Publications & Develop Plans
- Respond to Emergencies
- Maintain Fire Department Equip./Facilities
- Provide Technical Engineering Services for Customers
- Perform Fire prevention Services
- Assign Permanent Housing Facilities
- Operate Recycling Facility
- Train Firefighting & Prevention personnel
- Operate E-911 & Alarm Centers
- Operate Env'tl Permit System
- Operate Unaccompanied Personnel Housing Office
- Operate Swimming Pool
- Hook-up/Terminate Water to Customer

- Hook-up/Terminate Electricity to Customer
- Operate Sign Service
- Standby for Emergencies
- Respond to Non-Emergencies
- Read Water Meters & Determine Need
- Operate Locksmith Service Facilities
- Assign Temporary Housing/Lodging
- Operate Guest House
- Provide Housing Referral Assistance
- Control Heating Fuel Consumption
- Read Electric Meters & Determine Need
- Operate Family Hosing Office
- Operate Packing/Crating Services
- Operate/Control Wash Rack
- Assign Non-Housing Facilities/Land
- Plan Heating Fuel Consumption
- Operate Mobile Home Park

Support DPW & External Operations

- Order/Receive/Store/Issue DPW Supplies/Equip.
- Maintain Customer Equip.
- Provide Automation/Telecommunications Support
- Inspect Contractor Performance
- Prepare/Distribute/Reproduce Documents
- Receive/Give Training
- Support Special Missions/Events
- Complete L&E & T&A Documents
- Provide Direction/Operating Guidance
- Inventory S/E & Maintain Hand Receipts
- Sort/File Documents/E-mail
- Respond to Special Requests from Commander/Staff
- Screen Incoming Documents/E-mail
- Perform DPW Customer Relations
- Administer & Account for Funds
- Counsel/Evaluate people
- Develop & Execute JOC Contract
- Develop & Execute Recurring & Requirements Contracts
- Request & Justify Funds
- Respond to Routine Requests from Commander/Staff
- Take Phone Messages for Others
- Develop & Execute Credit Card Purchases
- Administer Contracts Other Than Construction
- Administer Construction Contracts
- Prepare Contract Modifications
- Monitor/Process Payments/Contractor estimates
- Conduct Morale/Safety Activities
- Obtain Office Supplies/Forms/Publications
- Prepare Financial Status Reports
- Perform Contractual Reporting Requirements
- Participate in Union-Related Activity
- Respond to GAO, AAA, Congress, Mayor, etc.
- Review Contractor Submittals
- Obtain Customer Evaluations of DPW Performance
- Develop/Execute Civil, A-E Construction Contracts
- Conduct Business Process Improvements Efforts
- Develop & Execute Small Contracts
- Conduct Pre-Bid/Proposal Conference/Site Visits
- Acquire People
- Develop Strategic Plans
- Approve Construction Drawings/Samples/Submittals
- Develop, Execute Supplies/Services Contracts over \$25,000
- Review/Accept Contractors' QA Programs
- Provide Purchasing Support for Others
- Analyze/Consult/Resolve Claims
- Conduct DPW Review & Analysis
- Evaluate Construction/Specs/Designs for Contractual Needs
- Coordinate Travel/Transportation
- Develop, Execute Engineering Design & Technical Studies
- Review Concept/Adv Final/Final BCOE
- Accept Contractors' Safety Programs
- Develop & Execute 8 (a) Contracts
- Monitor Government Furnished Property (GFP) Contracts



More than just a merger or partnership—

An Ad hoc Corps-Fort Lewis team will have cradle-to-grave authority over a whole project

Story and photos by Diane Lake

When the Fort Lewis Business Center reaches its full potential, it will be a fully integrated Seattle District Corps of Engineers/Fort Lewis team, according to COL George Bryant, Director of Public Works—DPW—at Fort Lewis, Washington. The final result will be delivery of products and service to the customer at the “best value” through best processes and shared resources.

“But it’s still got a long way to go,” he says. Seattle District people who presently work in offices side by side with Fort Lewis public works people are doing a great job on project scoping and developing, and contract management. Now it’s time for the seamless team concept to be extended to the

construction phase. He says this will become more a reality when the Corps’ resident office moves to the business center in DPW, a move planned for this year.

Project Manager Forward for the Corps is Steve Miller, whom Bryant already considers an integrated team member. Miller works daily with John Brobeck, chief of engineering contract management for DPW, on making this future vision a reality. “Our concept is way past the PM Forward stage,” Miller says. “We are merging into one business center where resources, people, talents and skills are shared and moved around where needed.”

The days of people doing one job during their career are gone, Miller



COL George Bryant, Director of Public Works at Fort Lewis.

says, and multi-talented diversity will become the watchword in a cradle-to-grave project scenario. A PM also needs to be the technical manager, calling in spot expertise when needed. And the project lead will be a doer along with being a financial person.

Brobeck affirms this, and adds that “the team lead must have complete authority during the whole project. The ad hoc team will be set in place for a specific project bringing expertise but focusing in and organizing around the customer.” The customer should have one point of contact throughout every stage, not knowing or caring whether that contact is a Corps or Fort Lewis employee.

Right now the customer is handed off when the project goes to construction and has both a Corps and Fort Lewis contact. This can cause confusion and extra cost. Future success depends on this double image being replaced with a seamless, cradle-to-grave concept.

Every paradigm change is initiated by a sense of urgency, Spencer Johnson said in *Who Moved My Cheese*, a book about staying a player in the marketplace of the new century.



The wraparound staircase and ceramic tile flooring have transformed the building into a modern office complex.



Corps PM Forward Steve Miller and John Brobeck, Chief of Engineering contract Management for the DPW.

The sense of urgency for an effective Fort Lewis Business Center is “now” in Miller and Brobeck’s minds. Commercial activities—CA—is already on the horizon for military and government work. CA is an initiative that looks at functions and gives work to the most cost effective government unit or contractor. “We need to be efficient and have minimum delivery cost if we’re going to compete with the outside world,” Brobeck says.

“We’ve plateaued at the moment and need a boost to get things moving ahead,” Miller adds.

They have a lot of successes under their belts—such as the renovation of the DPW—but the business center is not at the end state yet. “Changing cultures is slow work,” Brobeck says, “and we need organizational and personal buy-in.” The goal will be close, he feels, when Fort Lewis is considered a partner with the Corps rather than an external customer of the Corps.

In its two-something year life, the Business Center has made good progress, but needs to work faster to reach its final goal, according to Bryant. He points out three things that he’s already seen happen:

- Corps employees that are members of the business team have a whole lot better idea of the pressure that DPW faces;
- The current team’s interface with the true customer—soldiers and civilians working and living on the installation—on the scoping of jobs has been fantastic, especially in large renovations;
- And, contracting tools that the Corps brings to the team have been helpful in driving down costs.

Changes in Phone Numbers

CEPOD ISO Office/Korea

Jack Giefer, DSN 315 721 7068,
john.l.giefer@pof02.usace.army.mil

CELRD ISO Office/Louisville, KY

John Grigg, (502) 582-6470,
john.w.grigg@lrl02.usace.army.mil

The Fort Lewis Business Team concept remains valid to team members presently involved, and they are committed to urgently moving ahead into the new millennium to final implementation.

If it does not reach its goal of being the best and most cost effective alternative to its customers, it could disappear in a few years, Fort Lewis and Corps partners fear.

☎ POC is Diane Lake, (253) 964-2969, ext. 167, e-mail: diane.m.lake@usace.army.mil **PWD**

Diane Lake is a public affairs specialist on a one-year assignment with the Seattle District Small Projects Team.



The renovation of Building 2012, the Fort Lewis Directorate of Public Works—a 1930s-era barracks—cleared the way for bringing Public Works people from several locations into one building.



Partnering— not just a buzzword at Fort Campbell

by Alexandra K. Stakhiv

Partnering. The word has been so overused in recent times that it sometimes sounds a bit too trite. It fits into the same category as “re-engineering” and “downsizing,” the buzzwords of the 90s.

Nevertheless, The U.S. Army Corps of Engineers wants “partnering” to describe the fundamental relationship of the Corps to its customers. In the current environment of declining resources for installation management, the Corps is realigning itself to provide *better* installation support. Unity and teamwork are central to the Corps’ major recent accomplishments, as well as a primary goal for this year.

Last year the Corps’ primary goal was to significantly increase support to installation commanders. Today, the Corps is asking what installation commanders need and, even more important, listening to what they say. Today, the Corps is working for the installation commander as an integral part of the team.

The establishment of Installation Support Offices (ISOs) at the Division level highlights the commitment of the Corps to be more than “just another contractor” to Army bases. ISO staff



John Grigg, LRD ISO

members have completed intensive training to prepare for their new roles. Implementing ISOs has given Divisions and customers maximum flexibility for excellent support.

The way ISOs conduct business marks a departure in the way geographic Divisions and Districts normally operate. Historically, District work is almost completely reimbursable, but the ISOs (along with the PM Forward Program) are centrally funded by HQUSACE. The ISOs even have a nominal amount of “checkbook” funds that can be used to purchase services for the DPWs.

Another cultural change that ISOs are bringing about is one of DPW expertise. Districts are extremely well qualified to manage projects— planning, programming, design, construction, and demolition. Yet in the area of IFS-M, privatization, commercial activities review, or any other of a myriad of *public works management* issues, the expertise at the District level is not as

strong. The DPW experience within the ISO now allows the District to provide “cradle-to-grave” life-cycle installation support, including operations and maintenance.

According to John Grigg, Team Leader of the Great Lakes and Ohio River Division’s (LRD) ISO, “true partnering” is the only way to accomplish the new mission of providing timely DPW support. Prior to the establishment of the LRD ISO, co-located at Louisville District, the majority of DPW support came from the former U.S. Army Center for Public Works (CPW). With the disestablishment of CPW, the installations now look to the ISOs for help, including Grigg’s largest customer— Fort Campbell, home of the 101st Airborne Division (Air Assault).

“At Fort Campbell, the DPW, known as the Public Works Business Center, is overloaded, as are most installation DPWs,” said Grigg, who splits most of his time between Fort

Campbell in southwest Kentucky and Fort Knox, near Louisville. “Fort Campbell is a FORSCOM base and the 101st [Airborne Div] has a critical Force Projection mission. The base has a steady stream of MILCON projects, environmental projects, and maintenance and repair work. On top of that, the PWBC Maintenance Division is undergoing an A-76 Review. The heavy workload has put pressure on the PWBC staff, and there just aren’t enough warm bodies in PWBC to manage it all,” lamented Grigg.

“By implementing the ‘partnering’ concept, Louisville District and Fort Campbell PWBC established a good relationship before the ISO was set up,” said Grigg.

The PWBC gives typical in-house work like O&M design to the District for execution. Keith Rogan, a Louisville District PM Forward assigned to Fort Campbell, lives in the Fort Campbell

Submit your articles and photographs to the *Public Works Digest*

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area, has his office in the PWBC, and receives his performance evaluation from the DPW. Several other employees from Louisville District rotate through the PWBC on temporary loan to help with the workload.

"I work within the framework of the PMBP at Campbell," said Grigg, explaining that the ISO is part of the Installation Support Team headed by Rick Lotz. "We have a super Installation Support Team, and everyone, starting with the District Engineer, is focused on customer support. The value that I try to bring to the table is the O&M mentality and the knowledge of the key concerns of DPWs. I spend a lot of time working with Keith, our PM Forward, because he is there every day and has a good feel for what's going on."

"However," continued Grigg, "at the beginning of the partnering process, there was still *something missing*. I occasionally heard the remark that the Corps was 'just another contractor' working for the base."

In Grigg's opinion, being a partner means more than spending a customer's money. "If you want to be someone's partner," Grigg advised, "take some of the risks and accept some of the costs." The ISO provides funds for "quick-look" surveys, which allow District technical experts to make brief site visits, determine the extent of a problem, and then provide a recommendation and cost estimate, all without asking for reimbursement.

Other recent PWBC initiatives funded by the ISO "checkbook" include:

- Development of a PWBC web site.
- A Geographic Information System (GIS) that will allow Louisville District on-line access to environmental and engineering drawings and maps from Louisville that replace an 8-hour round trip.
- DD1391 reviews.
- Development of a contract Statement of Work.
- An independent verification and validation (IV&V) review of the PWBC Commercial Activities Review.

Latest A-76 information available on the Web

by SGT William Boldt

Fort Leavenworth personnel interested in the status of the ongoing A-76 studies can easily access that information from their computers by visiting the post's World Wide Web site.

According to Rob Bristow, the A-76 coordinator for the post, a number of individuals have come to him to ask about the current status of the studies.

"They don't have a lot of detailed questions about A-76 as a process," Bristow said. "What they are primarily interested in is the status. They want to know where we are and how soon it will be before a final comparison."

The latest information is available from the garrison Web page at <http://www2-leav.army.mil/garrison/A-76/A76-index.htm>.

There are two buttons and a number of links on the site. The first button gives the status of the current A-76 studies being conducted on post. The second links to a page of frequently asked questions about the A-76 process. The information comes directly from the Army.

"Just about anything that (people) can think of (to ask) is on there," said

Bristow. And since the information comes from Department of the Army, "It's a consistent response that avoids confusion. This is not Rob Bristow's opinion. This is the Army's doctrine that we are putting out here."

The other links take surfers to other pages outside the Fort Leavenworth page related to A-76. All the Department of Defense Instructions and Army Regulations governing the A-76 process are also available online.

"There is even a (Reduction in Force) Policy Memorandum," said Bristow, who added that civilian employees should take the time to familiarize themselves with the policy.

The link to the Training and Doctrine Command Acquisition Center gives information on all TRADOC A-76 studies.

"They can not only see ours, but they can see the other TRADOC installation solicitations posted," said Bristow. Current information on Fort Rucker and Fort Monroe are listed on the site.

"This is the first time, in my experience, that they didn't issue any hard copies," said Bristow. "It's strictly a web-based process." **PWD**

For several weeks this past January, Grigg worked with the PWBC Commercial Activities Review Committee conducting an In-Progress Review of the study. It meant working some long hours and making several round trips between Louisville and Fort Campbell. Grigg believes it was well worth the effort.

"What we gained," Grigg said, "was trust. That *something missing* was trust. More than anything else, the Installation Support Team's willingness and ability to provide rapid response to Fort Campbell has enabled us to become a trusted member of the PWBC team.

That we stay until the job's finished has made us a partner. That we provide most of the support with our own funds has made us a *true partner!*

It is encouraging to hear DPWs reporting that there is no difference between Corps and installation employees. As you can see, at Fort Campbell, that's more than just talk.

☎ POC is John Grigg, (502) 582-6470, e-mail: john.w.grigg@lrl02.usace.army.mil **PWD**

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



Fort Leavenworth DPW study getting closer to completion

by SGT William Boldt

Private industry proposals on the Fort Leavenworth Directorate of Public Works and Directorate of Logistics activities for the A-76 study are one step closer to completion, according to Rob Bristow, the post A-76 coordinator.

A request for proposals was issued November 23 on the Training and Doctrine Command Acquisition Center World Wide Web site detailing the upcoming proposal.

The site visit to Fort Leavenworth was made last December, said Bristow. Private industry representatives toured the installation to get an idea what work would be required to maintain the post facilities.

A-76 studies are also underway for three other Fort Leavenworth operational areas — the Directorate of Information Management, the Training Support Center, and the Adjutant General Office. The studies for these areas have begun, and the contractor doing the studies has been visiting the post since January 1.

A-76 is the name for the process that the federal government

pared to the current cost of operating those functions in-house. Bristow said that in about 60 percent of the cases, the private industry is more cost effective.

“The fact that it’s a government function does not mean that

it can’t be contracted out,” said Bristow.

“The functions remain in-house if the government’s Most Efficient Organization is more cost effective.”

Civilian employees who have lost their jobs by virtue of the contract have the right of first refusal, said Bristow. First refusal is a

term used to describe a clause of the A-76 process that requires the contractor

Combined Arms Center Fort Leavenworth, Kansas



uses to compete in-house work with the private industry. The process was a result of the Department of Defense Quadrennial Defense Review. DoD’s goal was to create a cost savings at the base operations level.

“There was a similar effort back in the 1980s to achieve similar savings,” said Bristow. “And in fact, those savings were achieved.”

Essentially, a contractor is named to do a study, to prepare documents and compile information to be used in the A-76 process. The contractor is nonpartisan and is not able to receive a contract for the function should it be outsourced. Contractors who wish to compete for the outsourcing then prepare detailed cost proposals which are used in the final cost comparison.

There is a cost differential, 10 percent of the private industry personnel cost, which is added to the cost of the private industry proposal, said Bristow.

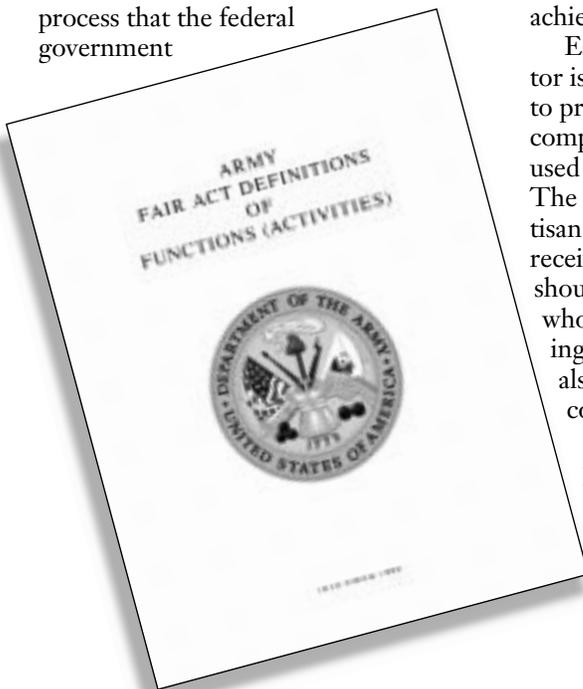
Then, the costs of the private industry proposal are com-



to offer needed positions to the qualified employee. The employees must refuse a position before the contractor can hire someone else.

If positions filled by military personnel are involved in the change, those personnel would be transferred, said Bristow. Both the upcoming DOIM and AG studies involve military positions. **PWD**

SGT William Boldt is the editor of the **Fort Leavenworth Lamp**.





MDW Contracting Office issues guidelines for protecting competitive sourcing information

by Nelia Schrum



Ever since the A-76 competitive sourcing study was announced at Fort Belvoir in August and support contractor MEVATEC came on board to help with the study, competitive sourcing team members have warned post employees to be leery of potential bidders who might make an attempt to obtain information.

The study when completed has the potential to turn some garrison jobs over to private contractors and is part of the Department of Defense initiative to be more efficient through reengineering, streamlining and good management practices.

Dr. E. L. Diggs, the principal assistant responsible for contracting in the Military District of Washington, said that the Executive Steering Committee for the competitive sourcing management studies raised a concern about unauthorized release of information to persons posing as contractors.

To preclude that from happening, contractors from MEVATEC will be required to display a distinctive photo identification badge while working on Fort Belvoir, she said. MEVATEC employees will collect data through face-to-face interviews in work centers, she said, adding that MEVATEC will provide the competitive sourcing team leader, Bill Jarosz, a schedule of the areas where they will be conducting interviews and working.

More than 60 individuals representing 29 prospective contractors participated in a Military District of Washington pre-market survey meeting with potential contractors for base operations November 9. These potential contractors will compete with government employees for the right to perform base operations services when the solicitation is issued in September 2000.

Potential contractors were told that the competitive sourcing program offered promise in reducing the cost of services. "Commanders at all levels

have been tasked to develop and implement innovative ways to stretch their resources," said MG Robert Ivany, MDW commander.

He said that in the next three years virtually every facet of operations at MDW installations would be subjected to the cost-comparison process on an installation wide basis.

Diggs provided guidance to employees by putting together the "Frequently Asked Questions" included below. Employees should review these questions to prevent the unauthorized release of procurement sensitive information, she said.

If the Army arranges for contractors to help with the competitive sourcing studies, how do we know to whom we can talk?

The competitive support contractor employees for each installation will be introduced at a series of work force general meetings shortly after the support contract is awarded. In addition, competitive sourcing support contractor employees will be required to display photo identification badges whenever they are on the installation.

How will the competitive sourcing support contractor's employees obtain information?

To the maximum extent possible, all data will be collected through face-to-face interviews. There should be no telephone, telefax or e-mail requests for information from MEVATEC.

What should I do if I receive a request for information by telephone, telefax or e-mail?

Do not provide any information over the telephone or reply to a telefax or e-mail request. For all telephone, telefax and e-mail requests, politely direct the caller to the Competitive Sourcing Team Leader, Bill Jarosz, at 805-3649.

How do I respond to inquiries from the media (newspapers, radio or television)?

Politely direct the caller to the Fort Belvoir Public Affairs Office at 805-2583. Do not respond to media inquiries.

Everybody talks about his or her job, so what sort of information should we protect?

Any information about staffing plans, organizational realignments, manning charts, work structures, work procedures or pending or even suggested changes to any of these elements could benefit contractors that will be competing when the actual solicitation is issued. Even casual complaints about work procedures, allegedly inefficient procedures or employees that are overheard by a commuting contractor could be used against your organization later.

Will additional guidelines be provided later when the actual solicitation is issued?

The Competitive Sourcing Office and Contracting Officer will provide frequent reminders and additional guidance to all employees through articles in the *Belvoir Eagle*, staff meetings and periodic work force briefings. **PWD**

Nelia Schrum writes for the *Belvoir Eagle*.



Community services ease A-76 transition at Fort Myer

by Jim Katzaman

Although the Fort Myer Military Community is still almost two years away from restructuring its workforce under the A-76 competition, employment advisors say people should start now to prepare for their future.

While nothing is certain at this time, a government win will almost certainly result in a smaller federal workforce as a most efficient organization emerges. A contractor win would shift hundreds of general-schedule and wage-grade positions into private sector job competition.

Employment specialists at Fort Myer say now is the time for workers to take prudent steps to prepare for any outcome. This includes making sure their personnel records are in order and taking the initiative to improve skills to make themselves more attractive in the labor market.

Colleen Tuddenham, Army Community Service chief, and Patti Wells, Employment Readiness Program manager, offered their advice as FMMC entered the first stages of its A-76 commercial activities study. As FMMC workers take steps to enhance their value to any employer, government or contractor, they said Army Community Service can help.

"If employees have questions or need information or advocacy, that's what we're here for," Tuddenham said. "We will go on site to provide our services."

She called the uncertainties of the A-76 process "the big umbrella of transition. Some people will skip right through it. Others will deny it. Some will transition to another job but will still be emotionally attached to their last place."

Tuddenham and Wells offered these suggestions for workers looking at possible career changes in the future:

- Personal stocktaking. "Some people might pretend they're not going through job changes," Tuddenham said. "Some are too frightened. This is the time to look realistically at what could happen and talk with your families. Families really need to know what's going on so they can lend their support."

- Assess personal goals. Ask, "Is this a growth opportunity?" Consider training in new skills. "A plumber who learns how to be a carpenter," Tuddenham said, "becomes multi-skilled and more marketable for jobs."
- Enhance language skills. Especially important when preparing resumes, the Civilian Personnel Activity Center, ACS or local agencies can assist in finding classes to improve language skills.
- Get basic computer skills. "Some of our employees don't use computers," Tuddenham said. The Education Center has a computer lab with tutorials for use by anyone with a government affiliation-workers and family members alike.
- Take college classes.
- Attend workshops. Army Community Service is running start-your-own-business workshops once a quarter-and they're full. Tuddenham said people are starting to think about how they want to spend their next five to 10 years and use this workshop as an opportunity to start the change.
- Do personal self-assessments. These match personality type or personal interests to jobs. ACS also provides this service.
- Guard against stress. Stress, Tuddenham said, could cause severe illness or lead to destructive behaviors such as heavy drinking, anger and violence. To ease such pressures, she noted that ACS people can help with job searches and self-assessments. Information goes a long way toward preventing stress. With more information, employees feel more in charge of what's happening to them.

"While there is no assurance anyone will not be laid off," she said, "there is

life after A-76. You will be OK. Your family will be OK. You can put it behind you and move on. We hope we can help you do that."

Both Tuddenham and Wells, the Employment Readiness Program manager, know they face daunting challenges as the A-76 process continues. "I've heard both sides," Tuddenham said, "everything from 'We've been sold out' to 'We'll get through this somehow.'"

She added that the chapel, medical clinic, CPAC, and alcohol and drug abuse experts are available to help, and people should use these and other resources.

"If I were a supervisor," Wells said, I would make sure I had a conversation with each of my people. I would ask where they see themselves in five years and what they want to achieve before retirement. Supervisors can assist and mentor their people and encourage them to think of cross-training and cross-specialization."

She said workers should read all the information they can find about A-76 and the job market. This includes the *Pentagram*, web sites, bulletin boards, brochures, pamphlets, and other materials.

Wells said she is already seeing more civilian workers come to her office to ask about employment resources and career training, and she expects to see greater numbers of civilians in the coming months.

"My hot job leads are getting more noticeable responses from our civilian workforce," she said. "People are starting to anticipate what might happen in two years."

To better serve them, Wells is preparing more career-development workshops to help as many workers as possible. "We're letting them know the services we can provide."

☞ For more information about Army Community Service, call (703) 696-3510. For more information about the A-76 process at Fort Myer, call the A-76 Hotline at (703) 696-4637. **PWD**

Jim Katzaman is a public affairs consultant with Abacus Technology.

*(This article appeared in the January 7 issue of the **Pentagram**.)*



APG Garrison facing RIF by beginning of FY 2001

by Karen Jolley Drewen

In the rapidly changing world of the Commercial Activities (CA) study, few things are certain, but one matter which appears unalterable is that Aberdeen Proving Ground Garrison is likely to undergo a reduction-in-force (RIF) by October 2000.

The size and scope of the RIF still are somewhat up in the air pending the outcome of the current CA appeal/protest process, but regardless, the garrison's financial resources are "insufficient to sustain us at current employment levels beyond September 2000," said COL Robert J. Spidel, APG Garrison Commander.

While the Information Services CA package is complete and awaiting final approval from the U.S. Army Materiel Command, Spidel said the Installation Operations and Community/Family Activities CA package still is undergoing the appeals process.

On November 15, 1999, contractor Aberdeen Technical Services (ATS) filed an addition to the protest the company submitted on September 24. ATS had been awarded the contract in May, but that decision was overturned on Sept. 14 when the government conducted a revised cost comparison that found the government's proposal more cost effective by a margin of \$1,782,037.

The General Accounting Office (GAO) had 120 days from the submission of the protest to render a decision. The recent addition to the protest "reset the clock," pushing the GAO decision from early January to late February, Spidel said.

"These delays continue to push back the RIF, and if we have further delays we'll still have to run a RIF," Spidel said. "We simply do not have the financial resources to continue at our current employment levels."

The garrison will face a reshape, pending the implementation of the most efficient organizations described in the CA packages, he said. "Our goal was to run one RIF. We'll have to see how that works out, but one thing is certain — we cannot afford to go into fiscal year 2001 at our current employment levels unless additional funding is supplied, and that event is very doubt-

ful," Spidel said.

If GAO upholds the government win and the garrison still must conduct a RIF, the garrison may face a much smaller CA RIF, he added. But if GAO reverses the government win, a larger RIF is almost a certainty.

The delays have bought garrison personnel more time to search for other government or civilian-sector jobs, and more time to qualify for early retirement. Spidel encouraged people to take advantage of the extra time to plan for the future.

"If you're looking for another job, you have more time to look," he said. "But we're expecting RIF letters to go

out in the spring, and we're planning the RIF for late summer. If you believe you'll be affected by the RIF, take advantage of the counseling and job assistance we have available."

If you are seeking other work, please contact the Career Counseling Center at 410-278-9669. Information on RIF procedures and an Employee's Survival Kit are available on the APG web page at www.apg.army.mil/ca.html or you may click on "Civilian Personnel" on the APG home page. If you have questions about CA issues, please call the CA Hotline at 410-278-9461 24 hours a day, or send an e-mail to cas-tudy@apg-emh1.apg.army.mil **PWD**

APG CA Hotline Questions & Answers

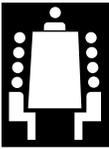
Why was the Aberdeen Technical Services contractor allowed to submit a new supplemental appeal? At this late date into the game Government Accounting Office has already received his appeal to our win, which was given to us in September. GAO has 100 days to look over the contractor's appeal and to render a decision. Now we learn that GAO has let the contractor submit a supplemental appeal, which to me as a tax payer and a federal employee, and a veteran who fought for our country, seems a little unfair. The contractor has had numerous tries at this contract and has failed to acquire it. We as federal employees have only one shot at retaining the work IN-HOUSE. Seems like any information the contractor withheld from his first appeal must be null and void. Also, if the contractor wins the supplemental appeal from GAO, does he win the contract?

The rule regarding timeliness allows a protester to file his complaint within ten days of his learning the basis for protest. In the case of the ATS supplemental protest, the basis was not known until receipt of the documents in the Agency Report. [The Agency Report was prepared and submitted by the Army to GAO in November 1999. The Agency Report outlines the Army's

position and view of the facts surrounding the events.] As the supplemental protest was filed within ten days of that time, the protest is timely. Absent unusual circumstances, the GAO will not direct an award be made to any particular contractor. One potential result would be for the GAO to direct the Army to recalculate the figures of the bids to include the amount of any upheld protests. In the case of a recalculation, the decision could remain the same or be reversed, depending on the dollar amount of the protest that is upheld.

I would just like to know why we need one personal secretary for the director and one personal secretary for the deputy director, but it was decided in the MEO that only one maintenance clerk is needed for all the shop personnel in the AA area and one in the EA area?

*When the Garrison's Most Efficient Organization (MEO) is implemented, the new Directorate of Installation Operations (DIO) will have only one Director (no deputy director) and one secretary. There will not be an AA and an EA maintenance "shop." Under the new DIO, Facilities Maintenance and Operations Division, there will be one administrative clerk, two maintenance clerks, and three work order clerks. **PWD***



Army turning over utilities to private firms

by Thomas E. Mani and Gary Sheftick

The recent ownership transfer of all utility systems at Fort Hamilton, New York, brings the number of utilities privatized Army-wide up to 150.

Another 492 utilities are being considered for privatization right now at Army installations around the globe, officials said, and more than 200 others are in the procurement negotiation process.

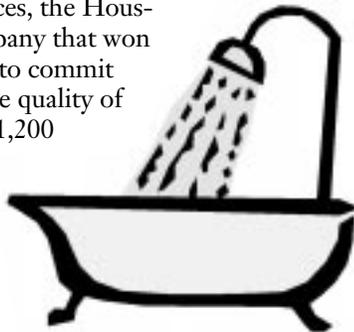
Fort Hamilton was the first post to transfer all utilities — electric, gas, water, waste water and storm water — under the same contract, officials said.

Paul W. Johnson, deputy assistant secretary of the Army (Installations & Housing), congratulated the command for initiating “the first contract of this type,” where the privatization agreement has included all utilities at a post in a single package.

The Fort Hamilton package is a 10-year privatization contract to operate, upgrade and maintain all utilities on the 150-acre Brooklyn post. The contract includes sale of the utility infrastructure, officials said, meaning “the wires and pipes,” and the responsibility that goes along with them.

Thomas E. White Jr., vice chairman of Enron Energy Services, the Houston, Texas, -based company that won the contract, promised to commit capital that will raise the quality of services for more than 1,200 members of the armed forces and dependents who live on post.

Enron will invest \$12 million in the first year, White said, to virtually replace the water, waste and storm water pipes, and the electrical and gas distribution systems for the entire post. Enron will get \$2.5 million a year for operating and maintaining Hamilton utility systems — from the



post property line to the point of building entry.

At the end of the 10-year contract, the Army can negotiate a new contract with Enron as a sole source, officials said. Or should an agreement not be reached, they said the parties would have to negotiate a resale of the utilities to the Army.

Saving money is not the purpose behind utility privatization, according to Bill Eng, an engineer at the Army’s Utility Privatization and Energy office under the Assistant Chief of Staff for Installation Management.

“The end game is not saving money,” Eng said, “it’s to provide reliable systems.”

Eng explained that the level of appropriated funding over past years has not been high enough to keep utility infrastructures from deteriorating.

“We’re kind of using the capital of outside companies” to upgrade the systems, Eng said. “If we privatize it, we can get the experts to fix it quicker,” he said.

Eng said Defense Reform Initiative Directive 49 requires privatization of non-mission-essential utility systems by 2003. He explained that a decision must be made on all of the Army’s 1,104

utility systems by the end of this fiscal year. Then DRID 49 gives the Army another year to place all of the systems into the procurement process, he said. “The whole program is supposed to be wound up by 2003,” he said.



Eng explained that not all utility systems studied will be turned over to private contractors. So far, he said 144 systems have been deemed exempt. For 15 of those, transfer was considered “uneconomical.” Private companies simply had no interest in 56 of the utilities, Eng said, due to the small size of the systems or other factors. Privatizing another 73 was considered a “security risk.” For instance, Eng said some overseas commands were hesitant to place their utility systems in the hands of foreign nationals, in case a war might break out.

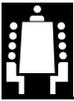
The best thing about utility privatization, such as the deal at Fort Hamilton, is that “it immediately raises the quality of life for our soldiers and their families,” said MG

Robert R. Ivany, commander of the Military District of Washington — the command which oversees Fort Hamilton. He said the contract at Hamilton sets a standard for the Army and the Department of Defense.

The Military District of Washington is pursuing a similar strategy for the National Capital Region, bundling some 13 utility systems for bid solicitation. Those 13 utilities are located at Forts Myer, Belvoir and A.P. Hill in Virginia, Fort McNair in the District of Columbia and Fort Meade in Maryland.

POC is William F. Eng, (703) 428-7078, DSN 328, e-mail: william.eng@hqda.army.mil **PWD**

Thomas E. Mani and Gary Sheftick write for the **Army News Service**.



DoD Natural Gas Program produces \$11 million in cost avoidance for Army in FY99

Need to save valuable energy dollars on your natural gas bill? The Defense Energy Support Center (DESC) has the Program for you — one that produced an \$11 million cost avoidance for Army installations in FY99. And, since the Program's first contract award in FY91, DESC, who manages the centralized DoD Natural Gas Program, has produced over \$187 million dollars in total cost avoidance — \$67 million for Army installations alone. And these are exactly the super results OSD intended when, in September 1989, the Assistant Secretary of Defense for Production and Logistics [now Acquisition and Technology] assigned the Defense Logistics Agency and their energy supply center, DESC, with the sole responsibility to solicit and award natural gas contracts for DoD installations.

And the process is easy! With little initial work on the part of the customer other than providing your monthly natural gas utility bills and a few facts about your load, DESC will develop a projection of the potential cost avoidance under their contracts. If it appears they can save money over current sales tariff rates, all DoD requirements are automatically included in their huge aggregated annual solicitation. In fact, that was the basis for OSD assigning the mission to one DoD contracting organization — the aggregation of huge DoD loads to maximize our market leverage with industry, resulting in the best possible prices for all DoD installations.

If inclusion in the DESC solicitation doesn't produce a cost avoidance, an Army installation can just stay a utility customer. DESC can also compete your gas requirement "out of cycle" from their one major procurement — they can issue a solicitation just for your installation in order to put a contract in place immediately.

But don't think the DoD Program doesn't offer customized service. By working with each individual customer,

DESC's energy managers are able to customize Army requirements. "Centralized, not Standardized" is the driving force behind the myriad of transportation, pricing, and billing options they offer. Contracts are structured to minimize the workload at the Army PWCs. Nominations to the pipelines, balancing of gas loads, and even billing can be accomplished through the DESC contract. DESC can write specific contract provisions to meet any unique requirement that an Army installation may have. And, the DoD Program has evolved in step with the natural gas industry. In Virginia, Maryland, the District of Columbia, and South Carolina, for example, utility rules and regulations allow the monthly purchase of gas supplies. DESC has developed a monthly buying program

for these states, whereby the customer just sits back and pays the bill at the end of the month.

DESC continues to provide customer service beyond award of a competitive contract at great prices. DESC assigns an Energy Manager to each customer to continue that individualized customer service each month of gas delivery. They offer an annual Natural Gas Training Seminar in Williamsburg, Virginia, free of charge except for individual TDY/travel costs. Mark your calendars — this is year it is scheduled for March 28–31, 2000.

For more information, please contact either John Crunkilton at (703) 767-8553 DSN 427, e-mail: jcrunkilto@desc.dla.mil, or Anna Kerr at (703) 767-8559 DSN 427, e-mail: akerr@desc.dla.mil 

Are you having problems with hydronic boiler pressure ratings?

by John Lanzarone

Someone recently asked me if it was all right to specify 125 psig rated hot water boilers with relief valves set at 40-50 psig instead of 30 psig hot water boilers (where such a boiler is appropriate). My first response was "Why specify a higher boiler and relief valve rating?" And they answered that when 30 psig boilers are installed, they cause problems. I was also told that many of these boilers experience frequent dumping of boiler water. When a hydronic system dumps water regularly, it's just a short time before the heating system sustains damage due to air problems and chemical treatment problems. In fact, because boiler water dumping isn't uncommon during the initial system startup, recurrent dumping isn't recognized by many as a serious problem until the damage is done.

What causes the boiler relief valves to dump water? Poor hydronic system designs that include inadequate sizing of expansion tanks, improperly locating the cold water makeup and/or expansion tank, pumping into the boiler, and dozens of unforeseen construction situations that even good design doesn't accommodate. On paper, as designed, many of these 30 psig systems should work. The reality is that they often don't.

I'm hoping to determine whether this is a widespread problem or one that is restricted to a geographic area or installation. Please let me know if this is a problem at your installation. Remember that designers may not be aware of this problem. It's more likely to be discovered by QA or technical people 



UST issues— still a concern

by Malcolm E. McLeod

During the last few years, the Army and other agencies have conducted paper audits of the underground storage tank (UST) program on Army installations. These audits have focused primarily on how many tanks have been upgraded to meet current federal standards. The general conclusion has been that the Army was in relatively good shape and would be able to pass EPA and state compliance inspections.

Actual hands-on, hardware compliance inspections were also performed by U.S. Army Center for Public Works (CPW) contractors at four Army installations a few years prior to the audits. These evaluations indicated that many installations were actually in poor compliance condition because of a lack of equipment maintenance, inadequate corrosion control programs, faulty record keeping, improper upgrading specifications, and/or improper equipment specifications.

The results of the CPW evaluations raise concerns about the existing compliance status at installations. The CPW Public Works Technical Bulletin 200-1-07, Underground Storage Tank Evaluation Report, summarizes the results of these evaluations. There is a significant probability that these situations may continue to exist at other installations. The report is a valuable resource containing numerous specific deficiencies and problems that may be unnoticed and a number of “heads-up” for potential violations. Electronic

copies are available from Mal McLeod at HQUSACE, CEMP-RI, malcolm.e.mcleod@usace.army.mil

It is strongly recommended that installations have their UST systems inspected for environmental compliance by qualified individuals or contractors and appropriate action taken before official state and federal inspections and possible fines and notices of violation (NOVs).

“...One Army installation received an NOV for failure to report releases from a large number of heating oil tanks (HOTs) which had leaked.”

One Army installation was recently assessed a \$260,000 fine for relatively minor administrative reporting oversights. The “preinspection” may seem unnecessary to someone who has “upgraded” his tanks, but the CPW evaluations showed that a high percentage of upgraded tanks failed to meet all the compliance criteria. EPA inspections of federal facilities have already begun in some regions. The Air Force reports that one inspector looked at “everything,” including registration, maintenance records, leak detection, and physically checked spill control devices and cathodic protection systems. The inspector also wanted copies

of most documentation.

U.S. Army Corps of Engineer Districts can provide the required inspections through environmental contractors. Also, the Corps of Engineers, U.S. Army Engineering and Support Center, Huntsville has a contract with an experienced corrosion control company that is suitable for these UST inspections. The point of contact is Ed Gerstner, (256) 895-1503. Installations can contact their PM Forward or local ISO to obtain this support.

The ACSIM has also recently informed Garrison Commanders that one Army installation received an NOV for failure to report releases from a large number of heating oil tanks (HOTs) which had leaked. An internal audit discovered the failure to report the releases, which were then self-reported to the state. This example shows the importance of not waiting for an audit by a regulatory agency. Although HOTs are exempt from regulations under RCRA-I, the NOV was assessed for violation of the state’s Clean Water Act (CWA) regulation.

Installations should be aware that USTs, including HOTs, may be regulated under the CWA and potentially, other regulations. Army policy, AR 200-1, Chapter 4-5(a), applies to unregulated tanks (HOTs) over 250 gallons, and requires management similar to RCRA-I regulations (leak detection, cathodic protection, spill and overflow detection). The AEC POC for this issue is Michael Worsham, Compliance Branch, 410-612-7076, DSN 584-7076, michael.worsham@aec.apgea.army.mil

POC is Mal McLeod, (202) 761-0206, DSN 763-0206, e-mail: malcolm.e.mcleod@usace.army.mil **PWD**

Malcolm E. McLeod is a chemical engineer currently working in environmental concerns including USTs, solid waste management, recycling and deactivated nuclear power plants at HQUSACE, Environmental Directorate.

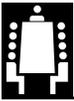
(continued from previous page)

on the construction side of a district or resident office, or the heating shop people at the DPW.

Please note that the question is focused only on *low-pressure systems*, where everything in the system is good for at least 125 psig except the boilers (although “theoretically” a 30-psig boiler should work).

Please send your comments to John Lanzarone, CEMP-ED, (202) 761-8634, e-mail: john.r.lanzarone@usace.army.mil **PWD**

John Lanzarone is a mechanical engineer in the Design Policy Branch of USACE’s Office of the Deputy Commanding General for Military Programs.



GSA provides tool to assist with Army policy for sale of nonexcess personal property

AHQDA Working Group has developed the following new Army policy as a tool for Army installations. Installations may sell or exchange the items they have and receive a credit back to the installation. Credit can be made to the installation IMPAC Visa card or by contract.

On 16 December 1999, the DCSLOG Director of Supply and Maintenance signed a memorandum agreeing to assist Army installations within the United States and its territories in establishing nonexcess sales programs within the guidelines of the new Army policy. GSA has years of procurement experience in the sale and exchange of supplies and equipment. They are a valuable tool installations can use in the process, if needed. On a fee for service basis, GSA can find buyers, conduct the sales, collect funds, and handle followup problems such as non-payment or protests.

Use of the GSA sales service could significantly simplify sales of nonexcess property. However, activities that opt to use it must continue to ensure that all the requirements of the referenced Army policy are met. Property that does not meet the definition of nonexcess as stated in the referenced policy must continue to be disposed of.

The Army Policy for Sale of Nonexcess Personal Property was approved by ASA (Acquisition, Logistics and Technology). The Army is now permanently authorized to sell or exchange certain nonexcess personal property and to apply the proceeds to acquire replacement items. The objective of this policy is to allow maximum benefit to the Army while ensuring that Federal law, regulation, and our national interests are not violated.

The items of supply that are on the shelf because 3 were needed and the item only came in a case of 12 and was quickly replaced by an improved version is a good example of the type of thing that needs to be sold or traded for

an item of the same supply class.

POC is Larry Black, Architect/Program Manager, ACSIM, Facilities

Policy Division, (703) 428-6173 DSN 328. **PW/D**

Need assistance with telecommunications design?

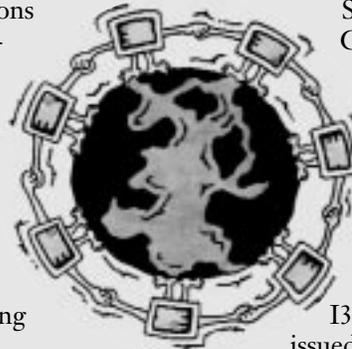
by Bob Fite

The U.S Army Information Systems Engineering Command's Fort Detrick Engineering Office (USAISEC-FDEO) can provide assistance for all phases of telecommunications design and installation on Army installations and other military construction projects. They are involved in all MCA construction projects because they are responsible for validating the information systems cost estimate in every DD Form 1391 and reviewing all design submittals.

The Huntsville Engineering and Support Center and USAISEC-FDEO have joined forces to develop and present a 3-day Information System Cost Estimating Workshop that provides DOIM and DPW personnel a detailed introduction to preparing information systems cost estimates for inclusion in the DD Form 1391. Although the workshop's cost estimator software package was developed for MCA projects, it can be used for any project that includes telecommunications or data networks, including major and minor renovation projects.

USAISEC-FDEO has developed and published an Installation Information Infrastructure Architecture (I3A) Design and Implementation Guide, which provides design guidance for all interior and exterior telecommunications signal distribu-

tion paths. The design guide is available at: <http://www.hq.usace.army.mil:82/13ahandbook.doc> in Word 97 format and <http://www.hq.usace.army.mil:82/handbook.pdf> in PDF format.



Since the I3A Design Guide reflects Army information system policy and industry standards, HQUSACE has adopted it as the preferred information systems design guidance for all Army construction projects. The I3A Design Guide will be issued as a USACE Engineering Technical Letter (ETL) in the near future so that it will be readily available on the USACE construction criteria web site.

If you are interested in attending an information systems cost estimating workshop or need information systems assistance, please contact USAISEC-FDEO at: USAISEC-FDEO, Attn: AMSEL-IE-DE-IN-CO, 1435 Porter Street, Suite 200, Fort Detrick, MD 217702-5047, or call Jerry Kimberley at (301) 619-6488.

POC is Bob Fite, (202) 761-8626, e-mail: robert.a.fite@usace.army.mil **PW/D**

Bob Fite works in the Engineering and Construction Division of the Office of the Deputy Commanding General for Military Programs.



Developing and documenting remedial alternative cost estimates during the Feasibility Study

by Jim Peterson

The remedial investigation/feasibility study (RI/FS) process is the Superfund methodology used for characterizing the nature and extent of risks posed by uncontrolled hazardous waste sites and for evaluating potential remedial options. During the FS, cost estimates are developed for each remedial action alternative being evaluated. These estimates are then used in the remedy selection process.

The U.S. Environmental Protection Agency (USEPA) first published guidance for developing and documenting remedial alternative cost estimates during the FS in the Remedial Action Costing Procedures Manual in October 1987. Given the critical nature of the role of cost in selecting a remedy and because of developments in feasibility studies and cost-estimating methods, the USEPA and USACE have collaborated in a joint effort to update guidance for the development of cost esti-

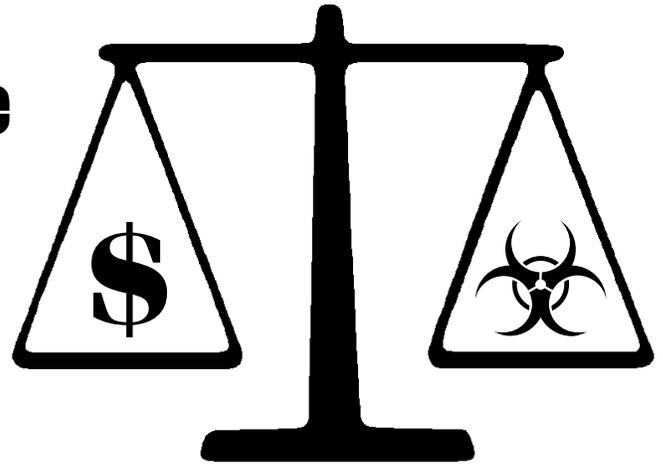
mates of remedial action alternatives during the FS.

The goals of this guidance update are to:

- Encourage the development of more complete and accurate cost estimates by pointing out resources for cost estimating
- Improve the consistency of cost estimates by presenting clear procedures and expectations, and
- Improve the documentation of cost estimates by presenting a standard format and checklist of cost elements.

The targeted audience of the guidance includes cost estimators, technical support contractors, remedial project managers, and program managers.

Key issues addressed by the guidance are:



- Cost estimating basics (including terminology and steps to develop a remedy cost estimate)
- Standard cost estimate summary format with capital and O&M cost element checklists
- Present worth analysis (including discount rate selection); sensitivity analysis
- Cost estimate documentation within the FS report.

Appendices include:

- A list of useful internet resources for development of cost estimates during the FS
- Guidelines for unit cost development (including an example worksheet and adjustment factors)
- Guidelines for contingency development (including recommended values and a contingency analysis method)
- An example cost summary that illustrates the concepts presented.

POC is Jim Peterson, (402) 697-2672 or e-mail: james.peterson@nwd02.usace.army.mil **PWD**

Jim Peterson is a civil cost engineer with the Hazardous, Toxic, and Radioactive Waste (HTRW) Center of Expertise.

Increase in approval authority for MACOM Commanders

Effective immediately, a memorandum dated 7 December 1999 and signed by MG R.L. Van Antwerp, ACSIM, increased MACOM Commander approval authority for maintenance and repair (M&R) projects that do not exceed 50 percent of facility replacement cost to \$3,000,000 per project (total combination of maintenance and repair). MACOM approval authority for M&R projects that exceed 50 percent of replacement cost remains at \$500,000. Requests for approval of M&R projects that exceed MACOM commander approval authority should be forwarded to the Director, Facilities and Housing Directorate, ATTN: DAIM-FDF (Karl Wolfe), Room 1E660, 600 Army Pentagon, Washington DC 20310-0600. This change will be included in the next revision of AR 420-10 (see paragraphs 4-5. a. (1) and 4-5. f.).

POC is Bryan Nix, DAIM-FDF-FE, (703) 428-6176, e-mail: bryan.nix@hqda.army.mil **PWD**



Corps candidates win top awards

The 2000 Black Engineer of the Year Awards Selection Committee has selected LTG Joe N. Ballard, Chief of Engineers, as the winner of the Dean's Award and Mr. William A. Brown, Sr., Principal Assistant, Office of the Deputy Commanding General for Military Programs, as the winner of the Professional Achievement in Government Award. These prestigious awards are presented to candidates whose qualifications and accomplishments place them in the top ranks of the nation's technology achievers. To win, candidates must compete with several hundred of the nation's premier scientists, engineers, and technology leaders.

LTG Ballard and Mr. Brown will be formally recognized at the Fourteenth Black Engineer of the Year Awards



Mr. William A. Brown



LTG Joe N. Ballard

Conference to be held 17-19 February 2000. The Awards Ceremony will take place on

Saturday, 19 February 2000, at the Baltimore Convention Center. This black tie event is the highlight of the three-day conference sponsored by the Engineering Deans of the Historically Black Colleges and Universities, Lockheed Martin Corporation, and US Black Engineer (USBE) Information Technology Magazine. Approximately six to seven thousand individuals attend this conference. **PWD**

O&M of HVAC controls course openings

A PROSPECT course on heating, ventilating, and air conditioning (HVAC) control operation and maintenance (O&M) scheduled for 10-14 April 2000, in Champaign, IL still has space available. Anyone interested in participating in a hands-on training class about HVAC controls should seriously consider this class.

Students are taught HVAC control theory and how to identify standard control systems and loops. They will develop operational skills on sequences, controller configuration, and commissioning procedures. Maintenance procedures will also be covered to include lists of required tools and spare parts, troubleshooting, and repair/replacement techniques.

Any installation with HVAC systems controlled by the Corps' standard single loop digital controllers or the new Direct Digital Controls (commonly referred to as DDC) should have someone in the O&M shop proficient in adjusting and maintaining these control systems. Improperly operating HVAC controls may be the cause of over/under heated or cooled buildings (this may lead to excessive energy use), hot or cold spots in buildings, and improper ventilation rates (a possible cause of indoor air quality problems).

For more information or to register, please contact Janine Wright in Huntsville at (256) 895-7455. The class tuition is \$1000, and students are responsible for paying their tuition and travel expenses. If you can't make the April 2000 class, consider the next one, tentatively scheduled for 23-27 April 2001.

John Lanzarone, (202) 761-8634, is the HQUSACE proponent for this class. **PWD**

CADD/GIS Technology Symposium and Exposition 2000

The CADD/GIS Technology Center for Facilities, Infrastructure, and Environment is pleased to announce its biannual Symposium and Exposition. Symposium 2000 represents the fourth Center-sponsored gathering of CADD, GIS, and facility management users from the Federal government community. The last meeting drew over 1,200 attendees.

Reflecting changes in the mission of the Center, Symposium 2000 will be sponsored by 12 Federal agencies. There will be over 100 exhibition booths highlighting the latest technology and achievements in CADD, GIS, facility management, remote sensing, hydrographic surveying, and mapping.

The Symposium will be held at the Adam's Mark Hotel in St. Louis, Missouri, May 23-25, 2000. Registration for attendance or exhibit booth reservations can be made at the Center's web site at http://tsc.wes.army.mil/Center_Info/symposium/2000/.

If you are interested in making a presentation at the Symposium, please submit an abstract to the Center for consideration by the end of February, 2000. The four primary areas of focus for paper topics are Technology, Applications, Data Management, and Design Engineering. For more information on the four focus areas with suggested topics and on-line abstract submittal, please visit the Symposium web page. **PWD**



New contracting procedure meets depot construction needs

by Michele Yeager

Tobyhanna is the first Army installation to use an innovative program that efficiently negotiates and executes construction contracts.

The Task Order Construction Contract (TOCC) program has pioneered a new way of doing construction projects when short suspenses and tight budgets are the driving factors, says Engineering Technician J. David Allison, Engineering Division, D/Public Works (D/PW).

"Tobyhanna must continually respond to the competitive environment that is having a worldwide impact on the way of doing business," commented Pat Esposito, chief of the depot's Commercial Activity Team. "Implementing TOCC is another initiative that makes us a more cost-effective organization."

TOCC replaces the Job Order Contracting (JOC) system previously in place here. The major difference between the two programs is that JOC used a single contractor that had to use specific JOC guidelines to estimate construction projects. TOCC works on the same principle as JOC, but provides more flexibility in estimating construction costs by using R.S. Means, a standard estimating publication used by the government.

How did TOCC start?

It all began when D/PW's Engineering Division was looking for a way to supplement traditional contracting



The Task Order Construction Contract (TOCC) not only services Tobyhanna Army Depot, but also its tenant activities. The Logistics Support Activity's Packaging Laboratory was recently renovated at a cost of \$163,000. LOGSA personnel, pleased with the quality of workmanship and timely execution of the renovation, have obtained funding for additional work, consisting of extensive upgrades to its office, testing facility and showroom.

methods similar to JOC, explained Project Manager James Hinton. "The Baltimore District Corps of Engineers was anxious to test out a new contracting mechanism used at NASA's [Robert H.] Goddard Space Flight Center [Greenbelt, Md].

"Baltimore's primary contracting officer, William Ryals, Contract Specialist Mary Cunningham and Technical Representative Ted Gross developed a set of contracts that are the leading edge in DoD," Hinton continued.

"This method of construction contracts is so new that Tobyhanna is the first installation in the Department of the Army to use it. Its almost instant success here will surely give it the momentum needed to be accepted at other DoD installations," he added.

"TOCC has been successful here and the Corps is in the process of implementing contracts, modeled after this one, at other installations," confirmed Bill Leonard, chief of D/PW's Engineering Division.

What makes TOCC more efficient?

One of the major benefits of using TOCC is saving time and in-house costs, says Allison, who serves as esti-

mator/inspector for the TOCC Office. "The program was not designed to replace the traditional contracting process that has served the government for so long," he said. "It is a contracting tool used to complete projects with short timeframes, where detailed design plans and volumes of specifications are not required for contract bid solicitation."

TOCC has the unique capability to use partnering tools to complete projects, according to Allison. TOCC was used to complete some of the construction required for the BRAC workload that transferred here from Sacramento Air Logistics Center, Calif. (*see photo below*).

TOCC and D/PW personnel also partnered to complete the depot's new Child Development Center. While the majority of the project was contracted through the TOCC Office, depot personnel performed several of the tasks required to complete the project. Such partnering tools allowed TOCC to complete this much-needed facility in a very efficient manner, Allison added.

Construction of the antenna test site located behind Building 72 (D/Satellite Communications Systems) ▶



was also completed through TOCC. The TOCC team has completed approximately \$4.5 million worth of construction here in the past year.

“We manage many of the projects from start to finish,” Allison added, “but others are designed by engineers, architects and technicians, with the construction task order issued by the TOCC Team.”

How does TOCC work?

These contracts contain an award-fee incentive that bases the contractors’ profit margin on several parameters that are evaluated upon completion of the work.

“These parameters include quality, timeliness, responsiveness and innovation,” he said. Under TOCC, the incentive clause helps assure a quality project that meets government needs and helps the government resolve disputes.

TOCC is another tool that can be used in certain instances to get construction or repair work done efficiently, Leonard said. “The award-incentive fee is the biggest stimulus to get the contractor to perform to the government’s satisfaction. This reduces disputes, delays and cost escalation during construction, compared to some traditional low-bid contracts.”

The on-site construction offices for the TOCC contractors are located in the main parking lot, adjacent to the Mack Field House.

Fred Ream of S.W. Day, and Joe Napolsky of R.I. Williams, are the on-site engineers for their companies and are well recognized by the government for their outstanding performance over the past year, Hinton commented. “These two contractors are the key to the quick turnaround our customers are now experiencing.”

“I’ve never seen anything like this,” said Allison. “We’re increasing our volume of work daily and continue to get excellent performance from both contractors.”

Although TOCC is not always used to fulfill Tobyhanna’s construction needs, its flexibility and performance-driven nature gives it an advantage that can’t be overlooked, Allison concluded. “When we look at the success Tobyhanna has had during the BRAC downsizing and realignments which closed so many other installations, we can see that it is innovative programs such as TOCC that help us retain a competitive edge into the new millennium.”

PWD

Michele Yeager is the Assistant Editor of the Tobyhanna Reporter.

Operation and Maintenance Engineering Enhancement (OMEE) Program

Background

The Corps of Engineers Operation and Maintenance Engineering Enhancement (OMEE) Program uses streamlined processes that provide low-cost, quick response contracts for the operation, preventive maintenance, custodial, grounds, repair and replacement of equipment and other facility support to installations. The government provides the scope of work based on user requirements and the contractor defines the work in a Facility Operations Maintenance Plan (FOMP) before negotiating a price. The FOMP, which results in savings of both time and dollars, is the key to the success of this process when compared to development of Performance Work Statement (PWS) and stand-alone contract awards.

The vehicle for this simplified process is indefinite delivery/indefinite quantity (ID/IQ) service contracts. The ID/IQ contracts used are best value, multiple-award, time-and-materials or firm-fixed price task orders type that are not restricted to any geographic area. Through these flexible contracts, task orders are issued directly to the contractor.

Process Description

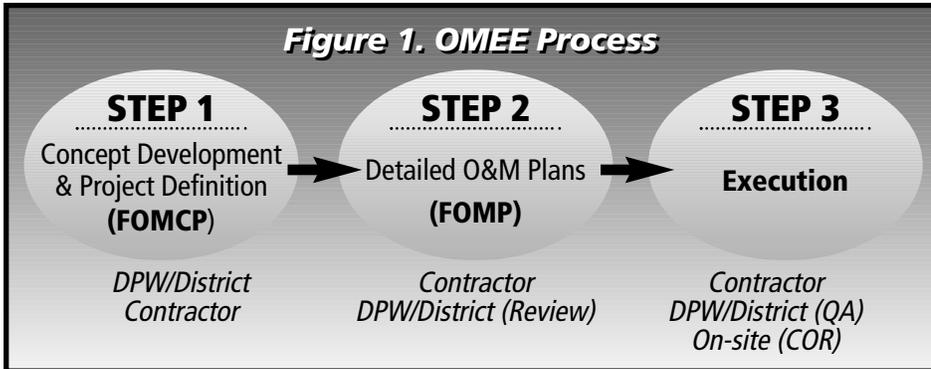
The simplified OMEE support process shown in Figure 1 incorporates methods typically used in the private sector while still meeting the legal requirements of Federal procurement. The basic ID/IQ contract is set up to award any particular step (see Figure 1) on a time and materials or firm-fixed



The Anechoic Chamber is one of the larger projects completed through Task Order Construction Contract (TOCC). This \$707,000 facility supports the MSQ-118 that was relocated from Sacramento Air Logistics Center, California. The TOCC contractor completed the unique design of this project in time for the arrival of the associated equipment.



Figure 1. OMEE Process



price basis, depending upon the urgency or the ability to define the scope of each facility O&M requirement. The intent is to use firm-fixed price task orders as much as possible with a funding line item to cover on-site contingencies inherent in O&M services for facilities.

Step 1: Concept Development and Project Definition

The Government (DPW, District, Customer) prepares a brief description or service requirement for the facilities/projects. This description may be general (such as “operate and maintain the facility”) or it may be detailed with very specific tasks. The contractor develops a Facility O&M Concept Plan (FOMCP) by performing a site visit. The concept plan defines the Facility systems to be operated and maintained, and to what level and standards. Budgetary estimate is typically prepared by the contractor in conjunction with the FOMCP which allows the DPW/District to verify the estimate used in the customer’s project document. The Government review and approval of this plan completes this step.

Step 2: Detailed Facility O&M Plan (FOMP) and Price Proposal

The contractor prepares the FOMP, QA Plan, and Safety Plan based on the concepts contained and approved in step 1 (FOMCP).

The FOMP includes the detailed methodology, staffing per shift, labor category(ies) required, process for responding to contingencies, and preventive maintenance standards for performing the services/work. The level of detail in the FOMP will vary, depending upon the complexity of the services/project.

The FOMP is reviewed and approved by the Government (DPW, District, customer) for technical adequacy. Concurrently, the Government may prepare an independent Government estimate or perform a cost analysis of the contractor’s proposal, depending upon the complexity of the work or the urgency of the award. After the cost of the effort is negotiated, the contractor is issued a notice to proceed with performance for the specified period of time not to exceed one year. O&M services can be awarded for 12 months with up to four renewable yearly options.

Step 3: Execution

After the notice to proceed, there is typically a post award conference. The contractor then proceeds with the execution of work defined in the approved FOMP. The Government (DPW, District) provides the on-site COR and Quality Assurance.

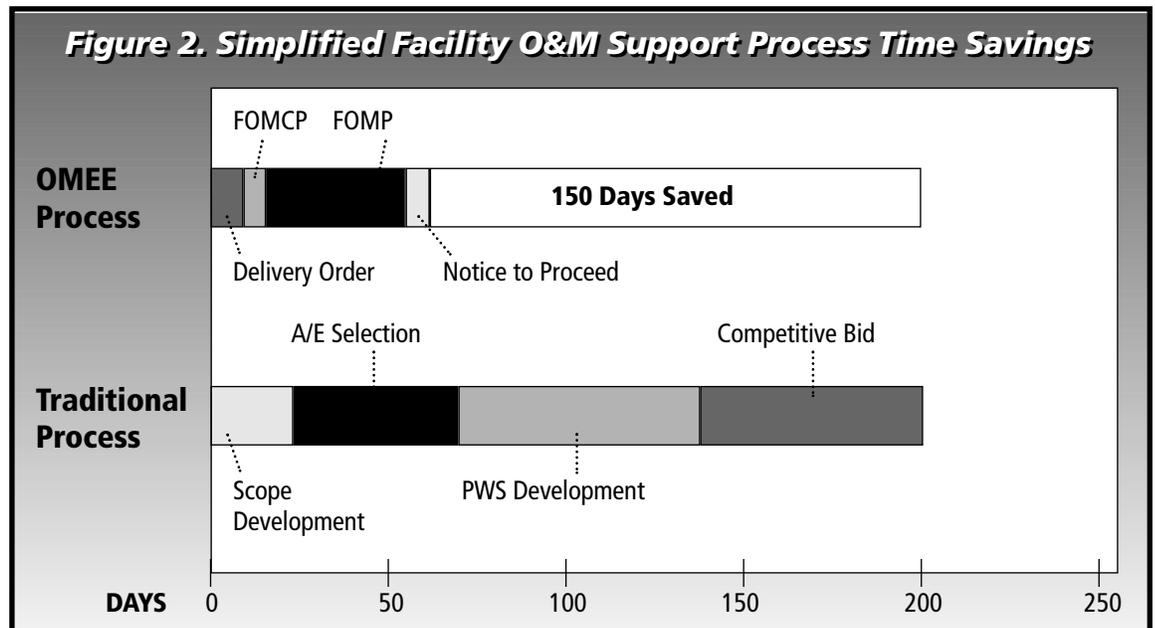
Process Performance Results:

The jointly developed Plan (FOMP) reduces the potential for contractor claims and misunderstandings. The Government is in a much better position to expect superior performance. The FOMP is performance oriented (instead of the prescriptive PWS) which results in enhanced efficiency and cost saving for the Government.

- Figure 2 shows that this process has resulted in reduction of time between the service request and on-site performance commencement.
- The per square feet cost of services compare favorably with stand-alone awards, but allows more customer satisfaction due to the FOMP being developed jointly (government and contractor) and low bids not being the only selection/award factor.

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Figure 2. Simplified Facility O&M Support Process Time Savings





Special Missions Office—Belvoir's newest tenant

by Candice Walters

To the uninitiated in U.S. Army Corps of Engineer ways, it's almost like alphabet soup—SMO, PREP, TRAMO. But the only acronym that really matters is the newest—SMO, Special Missions Office.

That's the USACE office that officially opened its doors on Fort Belvoir November 10, 1999, becoming the post's newest tenant agency.

It combines two Corps of Engineers operations, the Power Reliability Enhancement Program (PREP) and the Technology Review and Modernization Team (TRAMO), into one operation, under the guidance of LTC Robert Rush as part of a February reorganization.

Before the move into the renovated offices in Bldg. 316, PREP had been



LTC Robert Rush, Chief of the Special Missions Office, and MG Milt Hunter, Deputy Commanding General for Military Programs, cut the ribbon at the opening ceremony.

co-located with the Corps' Center for Public Works here while TRAMO had been operating out of the Corps' Headquarters at the Pulaski Building, Washington, D.C.

"It's sure helped everybody in our group," said John Tokar, an electric engineer. "We all live south of Belvoir, so it's taken an hour off our commute, from having to drive into Washington.

During the formal ribbon-cutting ceremonies, MG Milton Hunter, USACE Military Programs deputy commanding general, said the reorganization had joined "two great organizations into one greater organization" and that the "next step was to move into a first-class facility," which the new SMO now has.

He thanked the individuals and organizations, including Fort Belvoir's

Directorates of Information Management, Installation Support and Resource Management as well as the Military Police, who worked with the Corps' offices and its contractor, Brown and Root, on the \$210,000 renovation project that was completed in approximately two months.

"It required a lot of innovative planning and hard work and perseverance," Hunter said. Adding to the challenge of completing the project in a short period of time was the necessity to look at security enhancements and wiring. Because a component of the Communication Electronic Command is located on the same floor with SMO, the engineers coordinated hallway lighting and carpeting to provide uniformity throughout the floor.

The Special Missions Office is small, with only 20 employees, but its mission impacts a number of people within the Army. The PREP arm conducts studies of organizations and buildings to check the buildings' survivability and reliability of electric power and utility infrastructure within a total threat context,



LTC Robert Rush enjoys the inauguration of the new Special Missions Office of the Army Corps of Engineers with Frank Schmid and George Braun, members of the Installation Support Division, Office of the Deputy Commanding General for Military Programs. The \$210,000 renovation project for the office was completed in two months. (Photo by Paul Haring.)





A new era—The new PREP

by Ron Mundt

The re-engineering of the U.S. Army Center for Public Works to our new Installation Support Division within the Office of the Deputy Commanding General for Military Programs has created a more dynamic and capable organization. As a part of this changed environment, the Power Reliability Enhancement Program (PREP) team combined with the former CPW's Electrical Division (previously a part of EHSC and FESA) and a mechanical engineer from the Mechanical Division to form the "new PREP."

The new PREP is part of the U.S. Army Corps of Engineers, Special Missions Office, located in Building 316 at Fort Belvoir, Virginia. The PREP team's primary mission is to evaluate "C4ISR" (Command, Control, Communication, Computers, Intelligence, Surveillance, Reconnaissance) sites in the area of power systems. PREP customers include DISA, INSCOM, Army Signal Command, and USACE District activities. PREP is also responsible for the program management and execution of the DoD/Joint Chiefs of Staff (JCS) PREP program for critical facilities.

Although PREP primarily exists to

handle the C4ISR Mission, it does provide, on request, engineering support to our installations in the area of power systems (electrical and mechanical) on a reimbursable basis. This request for support comes to PREP via USACE Divisions. The PREP team also provides engineering support to the 249th Engineering Battalion as needed.

PREP's services include:

- Power Quality Evaluation Site Surveys.
- Utilities Systems Evaluation Surveys (i.e., electrical power systems-high and low voltages).
- Design Review.
- Procurement of specialized A/E services and statement of work development.
- Equipment development and applied research.

 The PREP staff has a diversity of talent and experience. If you have any questions or need more information, just give us a call at (703) 704-2777.

PWD

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

Publications Update—Power Reliability Enhancement Program (PREP)

The PREP team is part of the U.S. Army Corps of Engineers, Special Missions Office. PREP's mission includes developing and publishing design criteria, reference materials, and performance specifications for C4ISR site design and development.

Recently published:

- DA TM 5-688, Foreign Voltages and Frequencies Guide, 12 November 1999. This TM provides guidance to identify voltages and frequency standards of various foreign countries for both medium and low voltage systems. It also offers technical information on classes of equipment sensitive to voltage and frequency.

Upcoming releases:

- DA TM 5-682, Facilities Engineering — Electrical Facilities Safety, projected publication date is 15 June 1999. This TM provides basic safety rules and electrical requirements to assist electrical workers in eliminating situations, practices, and actions that can result in accidents to personnel and properties.

 POCs are Peter Cascio, (703) 704-2777, and Ron Mundt, (703) 704-2763. **PWD**



Rosanna Beaulieu and Andy Luper, both network engineers, set up computer networks in the new headquarters. (Photo by Paul Haring.)

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said CPT Martha Kiene, TRAMO operations officer.

"We check to see where a building is vulnerable," she said.

TRAMO operates in the realm of classified construction, managing USACE's classified construction, she said.

PREP has been providing electrical support since 1981. TRAMO also has existed within the Military Programs directorate for a number of years.

"You went through an awful lot in the last year; you kept doing the mission

while trying to get here today," Rush told his employees at the ceremony. "Now we can conduct the mission at a higher level, in a brand-new facility as the post's newest member." **PWD**

Candice Walters is the editor of the Belvoir Eagle.

Public Works *Digest*

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