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**US Army Corps
of Engineers®**

In This Issue...

Housing Improvements

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Address mail to:

Department of the Army
US Army Corps of Engineers
Installation Support Center
Attn: Editor, *Public Works Digest*,
CEISC-P
7701 Telegraph Road
Alexandria, VA 22315-3862
Telephone: (703) 428-6404 DSN 328
FAX: (703) 428-7926
e-mail: alex.k.stakhiv@usace.army.mil

Kristine L. Allaman, P.E.
*Director—U.S. Army Corps of Engineers
Installation Support Center*

Alexandra K. Stakhiv
Editor

Design and Layout:
Susan A. Sbugars
RPI Marketing Communications
Baltimore, MD

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Industry holds Forum on Army Privatization Initiatives

by Don Spiegelmyer

On December 2, 1998, Dallas, Texas, was the site of the first in a series of industry forums on the Army's new Residential Communities Initiative (RCI). Hosted by the Honorable Mahlon Apgar IV, Assistant Secretary of the Army for Installations, Logistics, and Environment (ASAILE), the forum was attended by more than 250 developers, financiers, property managers, and government/military employees.

The objectives of the forum were to:

- Inform the private sector of the Army's RCI program.
- Discuss the upcoming project at Fort Hood, Texas.
- Describe changes in the Army's procurement approach.
- Discuss legislative authorities and financial tools available.
- Improve dialogue with industry.

Major change to procurement approach

Ted Lipham, cochair of the RCI Task Force, provided an overview of the RCI program. He informed participants that RCI is an evolution of the Army's Capital Venture Initiatives (CVI) program and the emphasis will be on partnering with the private sector to build residential communities. Under RCI, the Army will utilize the authorities provided in the 1996 Military Housing Privatization Initiative (MHPI) legislation in a much broader sense by developing projects that focus not only on family housing but also on the community and supporting facilities.

Lipham also discussed the Army's approach to streamlining the process. A major change under RCI is the procurement approach to be utilized. The Army's first project, Fort Carson, was solicited using a request for proposal. Under this traditional approach, the Army specified the overall project scope and bidders submitted detailed proposals. Industry feedback on the Fort Carson solicitation indicated that bidders

were spending \$200,000 to \$400,000 to develop detailed proposals on the project. They felt these costs were high and that the process was slow and cumbersome.

In response to these concerns, the Army has streamlined the procurement process. The Army plans to select a developer for future projects through a request for qualifications process, which



THE ARMY'S RESIDENTIAL COMMUNITIES INITIATIVE

Quality communities for Army families.

emphasizes the quality of the developer, measured by the developer's past performance, preliminary project concept, financial strength, and organizational capabilities, rather than the submission of detailed development proposals.

Once a partner is selected, the Army will join with them to jointly develop housing and community plans. This allows installation commanders and their staff to work closely with the private partner to plan communities. A housing task force, established under the direction of the ASAILE, currently is refining the Army methodology for this process and will work with installations in the future to select a partner.

Mortgage guarantees and direct loans

Jay Brown, a senior manager in the E&Y Kenneth Leventhal Real Estate Group and a consultant to the DoD MHPI, discussed the benefits and pro-

visions of the limited mortgage guarantee and the government direct loan. He also discussed the Office of Management and Budget's "scoring" implications of these authorities. In essence, the mortgage guarantee protects lenders against government actions such as base closures, downsizing, and long-term deployments that would cause a borrower to default on his mortgage.

Direct loans are loans made by the government when the income stream from a particular project is insufficient to support total private-sector financing. The benefits of the direct loan are that the government may offer them at below-market rates, defer payments, and/or extend the terms of the loan.

Fort Hood project

LTG Leon LaPorte, commanding general of Fort Hood and III Corps, immediately got the attention of the audience with the statement, "Fort Hood is the world's largest military installation and home to III Corps, the most powerful armored corps in the world." He followed that up with a powerful and moving video on the mission and roles of the installation and III Corps soldiers. LaPorte focused the audience's attention on the business aspects of the RCI and on the human and emotional side of the program.

LaPorte provided key demographics on the 40,000-plus soldiers at Fort Hood: 62 percent are married, 86 percent are male, 98 percent have high school diplomas, and 76 percent of sergeants and below have dependents. He provided the installation's vision for future communities and reminded the audience that the primary goal of the program is to improve soldiers and their families lives by providing quality facilities where they live and work.

Following LaPorte's presentation, COL Richard Craig, garrison commander, provided an overview of Fort Hood's communities, land use, facilities, and services provided to soldiers. ➤



Private sector/government relationship key

Herman Bulls, managing director of LaSalle Partners in Washington, D.C., highlighted the importance of developing consensus among all interested constituencies to make the program a success. Bulls discussed both the opportunities and the challenges involved in privatizing military housing. He touched upon some of the concerns of the private sector such as who is the client/partner that the private sector will deal with, what are the opportunities, what is the process, and what does it cost to compete? Another major concern involves the Army regulations and military culture issues that will have to be dealt with.

After the morning and the afternoon sessions, time was set aside for questions and answers from the audience. Two separate panels of government and private-sector consultants addressed the audience's questions. Both sessions were lively and helped clarify misconceptions of the goals, processes, and authorities of the RCI program.

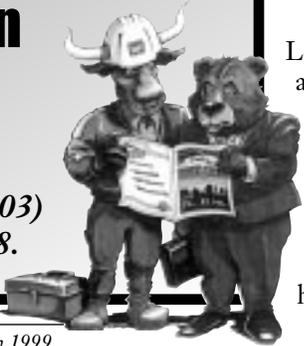
Based on feedback from participants, the Dallas forum was a success and met the objective of improving dialogue between the Army and potential private-sector partners. This forum and future ones will help ensure the success of the RCI program and its goal of providing quality military communities for the 21st century.

POC is Don Spigelmyer, (703) 428-7113 DSN 328. **PWD**

Don Spigelmyer, a member of the RCI Task Force, works for the ASAILE.

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If not, give Linda Holbert a call at (703) 428-7931 DSN 328.



BOP Top 10

One measure of the Army Family Housing Business Occupancy Program (BOP) is the effect each installation has on the Army-wide average. Sites that have a large housing inventory and keep units occupied have the most positive impact on the Army-wide average. For FY 98, the sites which had the most impact and the amount each one raised the Army average are listed below:

Rank/Post Rate	Occupancy Average	Raised Army-wide
1. Fort Hood (FORSCOM)	97.72%	0.44%
2. Fort Lewis (FORSCOM)	97.71%	0.28%
3. Fort Riley (FORSCOM)	97.59%	0.23%
4. Schofield Bks (USARPAC)	93.17%	0.20%
5. Fort Benning (TRADOC)	94.36%	0.20%
6. Fort Drum (FORSCOM)	98.47%	0.19%
7. Fort Stewart (FORSCOM)	97.75%	0.19%
8. Fort Irwin (FORSCOM)	98.17%	0.17%
9. Fort Sill (TRADOC)	99.20%	0.13%
10. Presidio of Monterey Annex (TRADOC)	97.81%	0.12%

Each site, regardless of size, has an impact on the Army average. The Army needs every site at 91 percent or higher occupancy to meet its Strategic Management Plan goals. Occupancy has a direct impact on readiness and quality-of life programs because it affects the Army budget through the Military Pay Account (MPA) for housing allowances. Higher occupancy lowers the MPA bill.

POC is Peter Gentieu, (703) 428-8381 DSN 328, e-mail: gentinp@hqda.army.mil **PWD**

Low occupancy costs Army \$\$\$

The Army Family Housing Business Occupancy Program (BOP) is having difficulty in sustaining continued improvement in occupancy rates. The average Army-wide rate increased only 0.40 percent during FY 98 and occupancy rates have decreased during the first quarter of FY 99.

We need your help! The Army needs the attention and efforts of DPWs, commanders, staff, and housing managers at all levels to turn this trend around. Low family housing occupancy rates mean that the Army must pay out additional housing allowances to all soldiers with dependents who are not in government housing. Without a significant improvement in occupancy, the Army will break its budget for housing allowance payments this year.

Housing allowances are an entitlement, which means they must be paid. Low occupancy creates a bill in the form of additional payments for housing allowances above the budgeted amount. Such a bill would be paid for out of discretionary accounts. Please note that housing is one of the discretionary accounts used to pay must-fund bills. Because unprogrammed payments for housing allowances ultimately impact the total Army budget, a drain of dollars created by low occupancy would adversely affect Army readiness and quality-of-life programs, including housing.

POC is Peter Gentieu, (703) 428-8381 DSN 328, e-mail: gentinp@hqda.army.mil **PWD**



Plaster flies to celebrate Darmstadt's Whole Neighborhood Revitalization

by Torrie McAllister

Plaster flew in Darmstadt's Lincoln Village family housing in November as SGT Makeba Shemwell and his wife, Garnell, used sledgehammers to tear into the dining room wall of apartment C1 in building 4434.

The Shemwells were helping 233rd Base Support Battalion (BSB) Commander LTC Gary A. Longhany and other 233rd BSB officials launch Darmstadt's first Whole Neighborhood Revitalization project, which will renovate buildings 4434 and 4436. The stairwell housing is being modernized to create more three-and four-bedroom units for larger families.

"We are right-sizing family housing," said Victor DiMarzo, the family housing improvement planner at the BSB's Directorate of Public Works. "When we are done, the apartments will have new floor plans," he said, "with more



Europe District Project Engineer Bryan Jordan (pictured left) and Europe District Commander COL Mike Barry use "break plaster" at the Darmstadt Whole Neighborhood Revitalization program, which modernizes Army Family Housing units. (Photo by Torrie McAllister)

living area in our two, three-and-four bedroom units. All will have laundry rooms, and the three-and-four bedrooms units will have two full baths."

It will be a big improvement for families who currently live in apartments, particularly the three-and-four bedroom units that are smaller than authorized by the Department of Defense. Once renovated, all of the units give families the maximum square footage allowed.

"We are making larger units and adding baths and laundries by eliminating one two-bedroom apartment per floor," Di Marzo said. "When we finish there will be 15 apartments in each building instead of 18.

"The construction should be finished so families can move in by next Christmas," said Corps of Engineers Project Engineer Bryan Jordan. "They will have new kitchens, 110-voltage power outlets, cable television and more attractive stairwells.

The DM 5.1 million project was designed by the architectural firm Witzig. The construction contractor is Kronenberger and Son. Otto Schick is the Corps of Engineers' Project Manager.

"The German engineers at Staatsbauamt Darmstadt deserve special credit for their role in expediting the design," said COL Mike Barry, Commander of the Corps of Engineers Europe District. "We had only 15 months for de-

sign, and that is a very tight schedule. We made it because Baudirektor Pfeifer and Herr Benz understood that Darmstadt families have waited a long time for better housing. We want construction complete and families moving in again as quickly as possible.

The 233rd BSB hopes this will be the first of many major housing improvement projects in Darmstadt, DiMarzo said. Design has started on three more buildings in Lincoln Village, buildings 4400, 4401 and 4402. They are scheduled for construction in the year 2000.

The next Whole Neighborhood Revitalization is planned for Jefferson Village, where three buildings with 52 dwelling units are planned for construction in 2002.

"Programming improvements is a long process," DiMarzo said. "We began planning for the two now underway in Lincoln Village in 1994, and it is great to see plaster flying and the work started. Family housing is a top priority for the Chief of Staff of the Army, so we have high hopes that we will be able to fix all Darmstadt housing by 2010."

POC is Bryan Jordan, Europe District Project Engineer, DSN 370-6268, e-mail: bryan.f.jordan@usace.army.mil **PWD**

Torrie McAllister is the Public Affairs Officer for U.S. Army Europe.



Europe District Commander COL Mike Barry (pictured right), presents an engraved hammer to 233rd Base Support Battalion Commander LTC Gary A. Longhany during an official plaster breaking ceremony for Darmstadt's Whole Neighborhood Revitalization program. (Photo by Torrie McAllister)



Family Housing at Fort Meade

Snaphops from the Fort Meade “family photo album” depict some of the Junior Enlisted and NCO Family Housing at Fort Meade, Maryland.





*The Army wants you as a partner
in creating quality communities
for today's Army families.*





West Point's bachelor officers and senior NCOs move into excess Family Housing



At most installations, one can tell the difference between married folks and bachelor folks by where they live. On October 12, 1998, the United States Military Academy (USMA) Superintendent, LTG Daniel W. Christman, approved a plan that would allow bachelor officers and senior non-commissioned officers to move into excess family housing (a total of 42 units).

These excess housing areas, Central Apartments and Dunover Court, primarily housed company grade officers with two children or less. These units provide between 832 and 1000 square feet of living space. All units have spacious living rooms, full kitchens and baths, individual laundry areas, two bedrooms, and to top it off, even fireplaces.

Although Central Apartments, which was built in 1929, could use a facelift and some upgrades (plumbing and electrical), amenities that were part of the charm of that era include hardwood floors, high ceilings and plaster walls. The exteriors of these buildings are brick and stone, with iron and steel porches, slate roofs and arched windows and doors that boast the impressive workmanship of that time. Imagine what it would cost to build these buildings today! Our pictures speak for themselves. Be sure to see one personally when visiting West Point.

Now a trick question. How do you tell the difference between bachelor housing and family housing at West Point? Unlike at most installations, here at West Point only the finance officer knows for sure.

POC for UPH Housing is Nadine Puglisi, (914) 938-3025 DSN 688. **PWD**



Can you tell if these are bachelor quarters or family housing? We can't! Only the West Point finance officer can answer that question.





Barracks renovations improve quality-of-life for military personnel in Baumholder

by Michael Coggin

In October 1995, Europe District was represented by one construction spokesman in Baumholder, Germany. Today, a twelve-person resident office is in place and is expected to grow to 20 full-time employees early this year.

The driving force behind this staffing growth is the barracks renovation program in progress in Baumholder. One of the largest renovation programs in U.S. Army, Europe (USAREUR), it includes the renovation of over 80 barracks in Baumholder before its completion in 2002.

Currently, there are 24 barracks under construction in Baumholder, each costing approximately \$2.5 million and typically taking a year to complete. A total of 31 barracks have been renovated to date; 15 to the 2+2 standard and 16 to the 1+1 standard. These barracks upgrades represent a construction placement of approximately \$70 million in fiscal year 1999.

The unrenovated 1930s barracks have two-to-three soldiers per room, with gang toilets and shower facilities. The new renovation program involves upgrading the building to USAREUR's standard 1+1 design.

Once complete, each three-story barracks building will average 34 single rooms for enlisted soldiers. Each room will share a private bathroom with a sink, toilet and shower. The rooms are also wired for a private German telephone line and cable TV, a welcome change for soldiers who are used to pay phones and TV only in the lounge. A kitchenette will be located on both living floors. The attics will have a large training/recreation room, a TV lounge area, and a storage locker for each resident. The basements will have office space, a laundry room, a weight room, an equipment cleaning room and public bathrooms with showers for soldiers who live offpost to use after physical training.

From an engineering perspective, the most interesting part of this renovation project is the major structural work



GEN Eric Shinseki (pictured left) toured the Baumholder Barracks Renovation Program in November 1998. During his visit, he recognized Elizabeth Burkhart of the Baumholder Resident Office (pictured right) with a coin for her hard work and dedication on the project. LTC Nick Miller, 222nd Base Support Battalion Commander is pictured center. (Photo courtesy of the Baumholder Resident Office)

required to demolish the existing interior walls and floors and rebuild them, while leaving the exterior walls in place. The exterior walls of the buildings are braced, usually with sixty-foot logs set in concrete footings. The roof loads, which had been carried by both exterior and interior walls, are redistributed so they are carried only by the bracing and exterior walls.

The interior demolition is most impressive; all walls and floors are removed, leaving the interior completely empty inside the three-story building. The interior is then rebuilt from the bottom with concrete floors and masonry walls. The bracing, demolition and reconstruction usually takes four months to complete. Afterward, the electrical, mechanical and architectural renovation begins.

"It's amazing to see the entire build-

ing empty," said Construction Representative Brad Reeves. "It shows how durable this old construction really is.

"But our job can be tough," he added. "The buildings look similar on the outside, but with every building, we encounter slightly different structural conditions. They were all built so quickly in the late 1930s that field changes were common and not documented. You really can't be sure how a building is put together until you're halfway through the demolition. It can make for a challenging job.

"Europe District has been working closely with the community, especially Base Support Battalion Commander LTC Nick Miller, and Directorate of Public Works Chief Robert Baumgardt, to keep the post operational. Road closures due to construction and utility outages are daily events.





A true engineering team has been formed to minimize any impact to the military community. The team, consisting of the 104th Area Support Group (ASG), the Baumholder DPW, and Europe District, have worked out a seamless process of awarding and administering construction contracts for the project.

Weekly meetings keep the post aware of construction activities. Monthly meetings with 104th ASG DPW Commander LTC Floyd Quintana, and 104th ASG DPW Deputy Sean McDonald, inform everyone of the ongoing construction status.

This communication has made the program run very smoothly, allowing the community to know in advance which buildings will be renovated next, and letting the troops know when they can move back into their newly renovated barracks.

With so little “swing space” in Baumholder, the big question often asked is: “Where will the soldiers be housed while the barracks are under construction?” This limits the number of barracks that can be renovated at one time.

To further complicate the housing problem, the troops have been shuttling between Bosnia and Baumholder on an irregular schedule. Recently, because of the close communication and planning between the Baumholder Resident Office, the DPW and the 222nd BSB, the Corps was able to rephase the renovation construction of several barracks, to



A Baumholder soldier enjoys some leisure time in his newly renovated barracks room, located on Smith Barracks. (Photo by Torrie McAllister)

allow for the completion of other barracks renovations, while keeping soldiers comfortably housed.

For the 1st Armored Division troops who recently returned from Bosnia and Macedonia, the renovated barracks are a welcome sight. The Baumholder barracks renovation program has recently gained a large amount of attention from high ranking visitors, and the soldiers who directly benefit from the renovations.

Recent visitors to Smith Barracks include GEN Eric Shinseki, LTG Robert

S. Coffey, and Assistant Secretary of the Army (Civil Works) Dr. Joseph W. Westphal.

This renovation program is just one more step in the implementation of the BSB Commander’s Mission Statement, which states, “Baumholder is a community to which soldiers, civilians and families aggressively seek assignment, and once here, never want to leave.”

POC is Michael Coggin, email: cogginm@usace.army.mil **PWD**

Michael Coggin, a Europe District Civil Engineer, works in the Baumholder Resident Office.



Over 80 barracks are being renovated in Baumholder under U.S. Army, Europe’s barracks renovation program. (Photo by Torrie McAllister)

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ATTN: Editor, *Public Works Digest*, CECPW-P
7701 Telegraph Rd.
Alexandria, VA 22315-3862
Phone: (703) 428-6404 DSN 328
FAX: (703) 428-7926
e-mail: alex.k.stakhiv@usace.army.mil



Rental housing policy requires command chain involvement

by Kim Taylor

In a continuing effort to ensure soldiers and families are able to find adequate housing when establishing residence in the private sector rental market, Fort Bragg has revised the off-post rental policy. The revised policy, Memorandum of Instruction (MOI) 9-97, Off-Post Housing Rental Procedures, 8 September 1997, increases chain of command responsibility and intensifies the focus on assistance to the JENL soldiers (PVT-SGT).

Fort Bragg's soldier population totals approximately 41,000, with nearly 22,500 accompanied by their families. The majority of the incoming families initially establish a residence in the private sector housing community either by purchasing or renting a home or apartment.

Fort Bragg's family housing inventory consists of 4,994 units. Secondly, there are over 3,000 families on the various year long waiting lists.

The JENL families represent close to 46 percent of the total family population stationed at Fort Bragg. Commanders need to ensure this segment receives the assistance required by the Rental Housing Policy.

The following outline highlights the main points of MOI 9-97:

- Defines chain of command and soldier responsibility.
- Provides procedures for soldiers establishing or terminating housing in the private sector rental market.
- Contains minimum adequacy standards for rental residences, and a checklist for housing adequacy.
- Requires JENL soldiers to have rentals inspected by a SSG or above from the soldiers chain of command utilizing the Checklist for Housing Adequacy for Off-Post Rentals (FB Form 3001-E).

JENL soldiers must clear their off-post rental housing utilizing the Residential Clearance form (FB Form 3005-E). This form must be signed by both the landlord and SSG or above from the soldier's chain of command.

The completed clearance form will be provided to the Housing Office prior to moving into on-post housing or when under orders to PCS or ETS.

The Residential Clearance form allows the soldier or landlord to request a representative from the soldier's chain of command (SSG or above) to be present at final rental housing clearance inspection.

Commanders will ensure soldiers are present at the final inspection, and the time and date of rental clearance inspection indicated on the clearance form prior to chain of command signature.

Copies of MOI 9-97 are available from the Housing Office, or may be downloaded from the Fort Bragg Bulletin Board library.

Additionally, there are two more programs related to private sector housing that will reduce the financial outlay associated with establishing a private sector residence. They are the Rental Allotment and Utility Deposit Waiver Programs, and they are available to all soldiers, regardless of rank.

Rental Allotment Program.

Under this Program, landlords provide incentives to soldiers who pay rent by allotment. The incentives vary by individual landlord, but normally reflect a reduction in security deposit and/or monthly rent. Experience with rental payment by allotment has proven beneficial, especially to the younger families whose budgets are often very tight. Paying rent by allotment does not allow a soldier to get behind on his rent, and saves considerable dollars in avoidance of late fees and bad check charges. The

Housing Office maintains listings of landlords who offer incentives to soldiers who pay their rent by allotment.

Utility Deposit Waiver (UDW) Program.

The Fort Bragg Housing Office and the Fort Bragg Federal Credit Union (FBFCU) negotiated the UDW program with the five local utility companies in the Fort Bragg housing market area. Soldiers interested in using the program are required to establish an account with the FBFCU. The cost for a soldier who is currently a member of the FBFCU is \$15. If not a member, the soldier must pay \$25.

Here's how the cost is broken down: Establishing a share account with the FBFCU costs five dollars. This amount may be returned when the soldier no longer participates in the program. There is a one time administrative fee of five dollars. The remaining \$15 is placed in a trust fund. In the event a soldier does not pay the utility bill, the FBFCU pays the utility company a guaranteed amount up to \$150 from the trust fund. As the trust fund grows, some of the funds will be funneled into the Morale, Welfare and Recreation activities.

The Housing Office and FBFCU representatives at the Personnel Processing Center administer the program. The Housing UDW representative serves as the liaison between the soldier, chain of command, and the utility company.

Utility companies participating in this program are Carolina Power & Light, Central Electric, South River Electric, Public Works Commission, and Lumbee River Electric. **PWD**

Kim Taylor is the Public Affairs Director at the Public Works Business Center at Fort Bragg, NC, (910) 396-8931.



Customers enjoy Mannheim's state-of-the-art commissary



Customers enjoy the Italia Pasta Cafe in the new Mannheim Commissary. (Photo by Torrie McAllister)

The Defense Commissary Agency has customer service on its mind in every detail when it builds a new commissary," said Corps of Engineers Project Engineer Hans De-

berle. "The Mannheim commissary floor is just one example. Floors are one of the most important elements of a commissary. They support thousands of shoppers weekly, shelves laden with

merchandise, and hand trucks for restocking. They must be durable, easy to maintain, and perfectly smooth to withstand the traffic without cracking over time. We used a laser to test the Mannheim floor for high and low spots. Now there are no bumps ahead for shoppers' carts, for years to come.

The Corps and the German construction administration Staatliches Hochbauamt Heidelberg and DeCA Engineer Rudi Kraemer collaborated to design and build the state-of-the-art American grocery store in Mannheim, in two years. Design firm A/E Lang and construction contractor Bilfinger and Berger worked to incorporate DeCA's latest customer-oriented features throughout the life of the project. The result is that Mannheim, which had one of the most antiquated stores in Europe, now has the best.

New commissaries are also under construction in Heidelberg, Vicenza, Aviano, Naples and Sigonella.

POC is Hans Deberle, Europe District Civil Engineer, DSN 370-6584, e-mail: hans.deberle@usace.army.mil **PWD**



Customers "check-out" what the new state-of-the-art Mannheim Commissary has to offer. New commissaries are also under construction in Heidelberg, Vicenza, Aviano, Naples and Sigonella. (Photo by Torrie McAllister)



Rock Island Arsenal produces parts for Government Bridge



Rock Island Arsenal sometimes describes itself as a military “job shop,” a place where the Army and other services can go when they need parts that are unique and that can’t be produced quickly or profitably by the private sector.

Now, the Arsenal’s manufacturing versatility is being put to the test by a project to produce urgently needed parts, not for a weapon but for a key transportation link built over a century ago.

That link is known as the Government Bridge, a span that links the Arsenal, which is located on an island in the Mississippi River between the states of Illinois and Iowa, with the city of Davenport, Iowa. In combination with another span known as the Rock Island Viaduct, the Government Bridge, which is fully owned and operated by the federal government, carries local traffic across the river as well as traffic on and off Arsenal Island. On average, more than 18,000 vehicles use the bridge daily, along with an uncounted number of pedestrians and bicyclists.

Built in 1896, the Government Bridge includes a swingspan which can be turned open to let barges and other river traffic through. Despite frequent waits in traffic caused by swingspan openings, residents of the two-state area known as the Quad Cities recognize the bridge both as a local landmark and an engineering marvel because of its long record of reliability.

Last October, however, the Government Bridge was forced to curtail operations temporarily due to a damaged gear on the bridge’s swingspan. Bridge operators decided that continual turns of the swingspan, which can number a dozen or more a day, could cause a complete breakdown of the swingspan’s drive mechanism.

As a preventive measure, the number of turns made by the bridge was restricted to three per day. This meant that the bridge was left in the open position to allow barges to pass through for 18 hours per day, and was open to vehicular and rail traffic three times a day. Traffic could use the bridge for two-hour periods during the morning and afternoon rush hours, and for a late-night period primarily set aside so trains could cross.

A “quick fix” was performed to get the bridge back into full operation pending permanent repair. The damaged gear was replaced with a spare gear that was already on hand; the fix was completed with the installation of two new drive shafts and couplers. ➤

Left: A joint team effort repaired the broken shaft assembly on the Government Bridge in November. The Arsenal Public Works Project Office, the Arsenal Operations Directorate, and the Rock Island District quickly assessed the problem, and built and replaced the needed parts necessary for opening and closing the bridge for vehicular traffic. Riding in the lift to remove the shaft and gear mechanism is Rick Bowlyou of the Arsenal Operations Directorate. (Photo by Rich Todd, Public Works Project Office.)



The parts were manufactured and installed by a team from RIA's Science and Engineering and Arsenal Operations Directorates. Had this manufacturing expertise not been on hand, it is likely that bridge repairs would have been delayed for several months, the time it would have taken to find and hire a qualified contractor.

RIA's manufacturing skills are now being put to the test by a project to completely replace the bridge's drive mechanism, an interlinked series of components that turn the swingspan open and shut. Like much of the work performed by the Arsenal, the project to permanently repair the bridge has an absolutely firm deadline, but comes without a clear set of building instructions. Project requirements include tight tolerances and enough strength and durability to handle very hard use.

Present-day RIA engineers, designers and planners have used 102-year-old drawings drafted when the bridge was first designed as one source in coming up with a plan for producing bridge parts. They've also tapped the knowledge of employees who were involved in past bridge repair projects or who have extensive experience in bridge operations. Reverse engineering and computer modeling and testing have also been used in what is essentially a prototyping effort.

Below: With the drive assembly removed, the operable bridge span is free-moving. Here the Corps secures the span with tie-downs. A total of four were used, two on each end. (Photo by Rich Todd)

Among the parts being produced for the new drive mechanism were gears, shafts, couplers and drive chains. All manufacturing of new parts had to be completed by January 15, to assure that they could be installed and proved out during the winter shutdown of the Mississippi River lock and dam system.

The project involves a variety of the Arsenal's manufacturing capabilities, including foundry, casting, heat treating, machining and finishing. Tolerances on some parts are being measured in thousandths of an inch. Everything built has to be able to stand the stress of moving the swingspan, which weighs more than 2 million pounds and is operated in all types of weather in a Midwestern climate known for temperature extremes. ➤



Above: Public works Project Office, RIA Arsenal Operations, and Army Corps of Engineers employees worked together in moving the upper shaft and gear assembly from dry land to the barge and then to the bridge site. (Photo by Norm Hatcher)

Left: The intermediate shaft and the lower shaft were bolted together at the bridge site. (Photo by Norm Hatcher)

Below: RIA Directorate of Arsenal Operations employees, Don Hughes (center of photo) and Rick Bowlyou, remove six coupler bolts between the intermediate and upper shaft before repairs can be made. (Photo by Rich Todd)





Plans call for some spare parts to be built and set aside in case of future breakdowns. All the new engineering drawings made for this project — drafted by computer rather than pencil and ruler — are being saved for reference, for that time in the 21st century when the drive mechanism may need to be replaced again.

The window of opportunity for installation of the parts began the week after Christmas, when the river was closed to barge traffic, and ends March 1, when the 1999 navigation season begins. If the project isn't completed by then, river and vehicular traffic could be disrupted.

Backed by a record of support to the soldier in the field that dates back to 1862, RIA managers and employees are confident that the project to repair the Government Bridge will be completed on time and within budget.

POC is Paul Levesque, RIA Public Affairs, DSN 793-6754, Commercial (309) 782-6754, e-mail: levesquep@ria.army.mil. **PWD**



Precise movement by the crane operator made alignment of the horizontal and vertical drive gears easier.



RIA Arsenal Operations employee Don Hughes assembles the coupler onto the lower shaft with the assistance of Rick Bowlyou (plaid shirt) and Ron Thackrey (leaning over the top.) (Photo by Norm Hatcher)



Repair of the Government Bridge took many hands. Here the team works to mesh the drive gears. (Photo by Norm Hatcher)



1999 DPW Corrosion Control Course

by Jane Anderson

The 1999 DPW Corrosion Control Course is scheduled for 17-21 May 1999 in Champaign, IL. The course will provide training and information to installation personnel on the causes of corrosion, and methods for mitigating or preventing its effects. Topics to be covered include fundamentals of corrosion, coatings, cathodic

protection, industrial water treatment, and cathodic protection system testing

The course will include classroom demonstrations and a field exercise, to give students hands-on experience in taking measurements needed to evaluate the effectiveness of corrosion control measures. Potential measurements are required on cathodic protection sys-

tems on underground storage tanks (USTs) to demonstrate compliance with the EPA's UST regulations (40 CFR Part 280), and on natural gas lines to demonstrate compliance with DOT requirements (49 CFR Part 192).

Additionally, the course will cover water treatment of heating and cooling systems for the prevention of internal corrosion and scale. Proper water treatment extends the life of boilers, condensate return lines, and cooling systems. Improper, or non-existent, treatment can be costly to an installation. Loss of heated water from condensate return systems can cause significant energy loss and expense. Scale build-up on heat exchanger surfaces reduces heat transfer efficiency, which also results in wasted energy. In addition to increased energy costs, improper water treatment can drive up maintenance expenses, due to the need to remove scale or replace components damaged by corrosion. In some cases, scale or corrosion can lead to complete failure of the system.

Corrosion control is one of the most cost-effective methods available to a public works organization for maintaining buried metallic utility lines, underground storage tanks (UST's), and elevated water storage tanks. The National Association of Corrosion Engineers (NACE) estimates that the return on investment for corrosion control measures exceeds ten-to-one.

The tuition-free DPW Corrosion Course provides a great opportunity to learn about corrosion, how to test for it, and how to prevent it. To register for the course, or for further information, please contact Jane Anderson, CEISC, (703) 806-5214 DSN 656; e-mail: jane.l.anderson@usace.army.mil; and Vince Hock, USACERL, (800) USA-CERL, x6753; e-mail: v-hock@cecer.army.mil. **PWD**

Jane Anderson works in the Sanitary and Chemical Division of the ISC's Engineering Directorate.

Training offered for new source of funding

The ACSIM is coordinating ten two day courses March - July 1999 to train personnel on the Emergency Relief Federally Owned (ERFO) Roads Program. The Federal Highway Administration will conduct the training, and the Military Traffic Management Command will provide technical support.

This new source of funding is now available to repair CONUS Army public roads and bridges damaged by natural disasters or catastrophic failures. Fort Sam Houston is the first DOD installation to receive funds, (\$150,000), from the Federal Highway Administration Emergency Relief Federally Owned (ERFO) Roads Program for repairs to roads and bridges damaged by floods last Fall. Approximately 75-80 percent of Army CONUS installation roads and bridges are open to the public and eligible for ERFO roads program funding. Open to public travel means that the road section is:

- Available for public use, except during scheduled periods, extreme weather, or emergency conditions;
- Passable by four-wheel standard passenger cars; and
- Open to the general public for use without restrictive gates, prohibitive signs, or regulation other than restrictions based on size, weight, or class of restriction.

Examples of natural disasters include floods, hurricanes, earthquakes, tornadoes, tidal waves, severe storms,

or landslides. An example of a catastrophic failure is a road being destroyed or wiped out as a result of a landslide. Serious damage is heavy, major, or unusual damage to a road which severely impacts the safety, capacity, or usefulness of the road, or results in road closures. The combined damages for an individual disaster for all Federal agencies must exceed \$500,000 unless serious damage beyond the scope of normal heavy maintenance or routine emergency repair can be demonstrated.

Personnel who are points of contact for roads and bridges should attend one of the ERFO training courses to find out the details of the program. There is no fee to attend the course other than TDY and travel.

When you determine the number of attendees for a training location, please notify POC Larry Black, ACSIM Facility Policy Division, by e-mail: BlackLH@hqda.army.mil or phone: (703) 428-6173 DSN 328. The Federal Highway Administration POC is Paul Los, (202) 366-9480. The approximate dates and locations are:

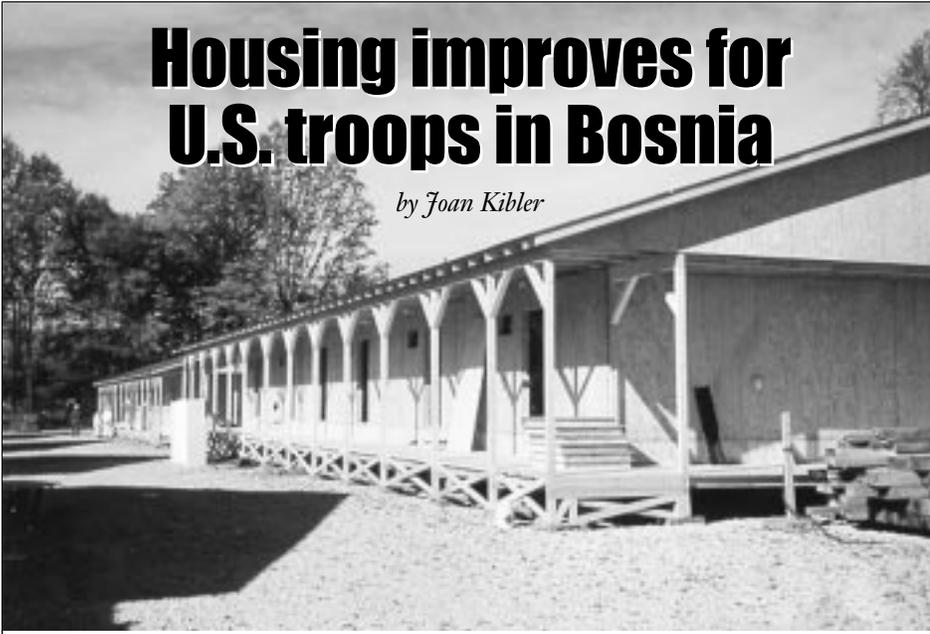
- Sacramento, CA.....9-10 Mar 99
- Ogden, UT11-12 Mar 99
- Albuquerque, NMApr 99
- Denver, COApr 99
- Billings, MTMay 99
- Boise, IDMay 99
- Omaha, NEJun 99
- Atlanta, GA.....Jun 99
- Springfield, MAJul 99
- Newport News, VA..... Jul 99

PWD



Housing improves for U.S. troops in Bosnia

by Joan Kibler



The quality of life for U.S. forces in Bosnia was greatly improved with the completion of life support areas. These large buildings, called seahuts, are sectioned to provide sleeping quarters for six persons per room within each unit. (Photos by Joan Kibler)

U.S. troops committed to the NATO-led Stabilization Force in BosniaHerzegovina are seeing a dramatic improvement in their quality of life, thanks in part to the efforts of the U.S. Army Corps of Engineers working jointly with U.S. Army Europe.

When troops deployed into the theater in December 1995, little infrastructure remained in the war-ravaged region. Tent camps were quickly set up, using military and contractor resources, with the simple focus of just getting the troops out of the mud. In time, living conditions were improved to Tier III standards. Tier III standards use military-issue tents with plywood floors and walls, a wooden frame, electrical outlets and lights, and kerosene heaters.

Because of the continuing U.S. commitment to Operation Joint Forge, living accommodations have been further improved. Today, in many locations, wooden communities have replaced the tents used for sleeping quarters and for other purposes, such as dining halls and recreational facilities.

These wooden communities are the result of a massive building effort aimed at providing life support structures be-

fore the harsh Balkans winter set in. These large plywood buildings, called seahuts (because they were originally designed for use in Southeast Asia), have a permanent power source, electric heat, and air conditioning.

Construction is being provided through the Transatlantic Programs Center's (TAC) contract with Brown and Root Services of Houston, Texas. Called the Operation Joint Forge sustainment services contract, this approximately \$300 million contracting instrument provides life support and logistics services in the Balkans region.

"Upgrading the living conditions was important for two reasons," said Robert Gruber, TAC's contracting officer for the sustainment services contract. "First, it eliminated two hazards: the fire hazard caused by the kerosene heaters and the hazard caused by snow loads on the tents.

"Second, this improved housing contributes to the morale of our troops assigned to duty in Bosnia on six-month rotations. In addition to improved heating, ablution units (showers and toilets) are built into many of the seahuts, depending on the design."

More than 6,000 troops operate in

the U.S. sector of Bosnia, called the Multinational Division North. They're part of Task Force Eagle, of which 1st Cavalry Division assumed command in October. February marked the fifth rotation of troops in and out of the U.S. sector in Bosnia, as another brigade of the 1st Cavalry Division rotated in. Army National Guard and Reserve components are also part of the force structure.

The U.S. sector is often referred to as Tuzla Valley, and Task Force Eagle's headquarters is on a former Yugoslavian air base at Tuzla. Military units are also located at five major camp sites and four remote locations in the U.S. sector.

Providing these facilities and services to U.S. forces is a total team effort, starting with USAREUR, which has overall responsibility for the theater operations, and ending when the Army's individual camp mayors "own" the completed structures.

"The environment is one of constantly changing dynamics, whether it's establishing or decommissioning camps or sustaining services at existing camps," said Alan Moses, program manager, Office of the Deputy Chief of Staff for Logistics, USAREUR. "USAREUR must meet the needs of the young men and women who are committed to keeping the peace in Bosnia. They are America's finest.

"Our focus is on meeting their life support and logistical needs so that they can concentrate completely on the military mission. The sustainment contract meets a significant portion of this need," Moses continued.

"With primarily combat troops assigned to the Balkans operation, the logistics contractor has been heavily relied upon to provide basic life support services and operations, such as tent camps, food services, laundry, fuel and water distribution, waste disposal, and transportation," Gruber said. "The level of contractor support changes, commensurate with the U.S. troop commitment to the region."

"With the magnitude of this operation, and in this theater, we are writing contracting doctrine," Moses said. "It





has been a total team effort to develop a contract instrument that is flexible to meet changing missions. We can turn the contractor on for new missions in the theater, almost as simply as making a telephone call."

Generating work can start at the USAREUR and Task Force Eagle level, or it can be initiated from the bottom up, when the Army's camp mayor requests improvement of the facilities or services in his or her camp.

The Base Camp Coordinating Agency at the Tuzla air base functions as a Directorate of Public Works, establishing camp standards, setting priorities, and insuring close cooperation between the construction phases.

"The BCCA determines how the requirements will be met," Gruber said. "The options are host nation support, military engineer units, the contractor, or a combination thereof."

"In certain instances, work is assigned to both military engineering units and to the contractor," according to John Downey, Brown & Root's Task



Under the Operation Joint Forge sustainment services contract, Brown & Root manages the Army's dining facilities, including providing food services. Dining facilities are open 24 hours a day for the troops' convenience and provide three meals a day and limited food service at other than mealtimes.

Force Eagle project manager. "For these joint projects, the engineer units might perform the foundation work or some of the building construction. In all cases, we've found working with these highly professional units to be very rewarding."

In addition to the engineering tasks associated with constructing the life support areas and camp management, Brown & Root's employees provide logistics services to all Task Force Eagle camps and remote sites.

"Our employees are a mixture of Americans and local hires, and we tend to hire locally as much as is practical," Downey said. "This provides two distinct advantages. First, it saves money for the U.S. government because local wages are less than those of expatriates. Second, this hiring philosophy employs people in this war-torn country, using their talents and getting the work done faster because they know how to most effectively operate in their country."

The company's literally hundreds of team members include drivers, laundry attendants, carpenters, electricians,

plumbers, heavy equipment operators, superintendents, site coordinators, and camp managers.

While a significant portion of the contracting effort is in Bosnia, the contract also supports other U.S. military activities in Hungary and Croatia.

The current contract will expire in May 1999. On February 19, the Transatlantic Programs Center competitively awarded a new logistics services contract. This one-year contract, with four one-year option periods, went to Brown & Root Services. The value of the work cannot exceed \$180 million per year.

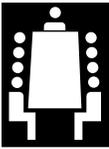
"Management of a contracting action of this magnitude has never been a textbook example," Moses said. "But it is becoming a textbook example. And, it's been done at the best value to the U.S. taxpayer."

Day-to-day contract administration is provided by the Defense Contract Management District International, a subordinate element of the Defense Logistics Agency. These services are provided under a memorandum of agreement between the Defense Contract Management Command and the Transatlantic Programs Center. **PWD**

Joan Kibler is the Chief of the Public Affairs Office at the Transatlantic Programs Center in Winchester, VA.



Construction of life support areas at Camp McGovern.



Army counterpart regulation seeks to streamline historic property compliance procedures

by Karen J. Baker

The Army has drafted a new regulation to streamline procedures and allow installations to manage their historic properties in an efficient and cost-effective manner.

Every Army action that affects any historic building or archeological site, "such as maintenance, repair, rehabilitation, lease, sale, transfer, privatization, restoration, demolition, new construction or excavation," is subject to extensive reviews, comments and consultations with federal and state agencies, and other "stakeholders" under Section 106 of the National Historic Preservation Act and its implementing regulation 36 Code of Federal Regulations (CFR) 800.

The Army, in conjunction with the Advisory Council on Historic Preservation (ACHP), has drafted a new Army Section 106 Counterpart Regulation that aims to streamline these regulatory procedures, leverage existing internal Army and Defense Department program requirements, and allow installations to internally manage their historic properties in a more efficient and cost-effective manner.

Without the new Army Counterpart Regulation, installations are subject to the existing five-step process in 36 CFR 800 when conducting many mission-related activities. The process involves State Historic Preservation Officer (SHPO) and/or ACHP review and consultation at every step. In many cases, this can be a complex, time-consuming task for the installation. The Army Section 106 Counterpart Regulation has recently undergone its second revision and has been distributed to major Army commands and a number of other affected organizations for comment.

In addition to these Section 106 procedures, existing Army and DoD internal management systems and program requirements — such as the Integrated Cultural Resources Management Plan (ICRMP), Environmental Compliance Assessment System (ECAS) auditing and Environmental Quality Reporting (EQR) — are also required but are not currently part of the Section 106 compliance process.

The Army Counterpart Regulation provides a fundamental change to the existing process. It leverages the existing internal management systems and program requirements by integrating them into the Army's counterpart compliance procedures. Several positive benefits result when the Section 106 process is tailored to existing internal program management requirements. Installation commanders will obtain greater flexibility in project implementation and reduced information reporting, as well as the ability to self-regulate. The net result will be cost savings through greater program efficiency, consistency and standardization, and avoidance of costs associated with the effort, resources and delays that are part of the current 36 CFR 800 process.

Under the proposed Army Counterpart Regulation, each installation prepares its Integrated Cultural Resource Management Plans in consultation with the SHPO and other affected parties, and each is certified to operate under the ICRMP by the Army and ACHP for five years. These integrated management plans are already required by Defense Department and Army policy. Certified installations then implement their actions in accordance with the standard operating procedures spelled out in the management plan, for the five-year period, without any further SHPO or ACHP project-by-project reviews.

The installation commander regulates his or her own installation during the five-year certification period with annual reporting through the EQR (an existing reporting requirement), and Section 106 compliance monitoring through the ECAS (an existing auditing program). The Integrated Cultural Resource Management Plan and standard operating procedures are revised after each five-year period for re-certification.

"It's time for the Army to take the training wheels off," said Chuck Wright, staff officer for the Office of the Director of Army Environmental Programs, speaking to a group of cultural resource special-

ists and property managers at the recent Historic Properties Cost Reduction Workshop in San Antonio, Texas.

"The NHPA is a process for implementation. What is important for the Army is for feasibility and practicability to rule," Wright said.

The need for a more effective approach to historic property compliance is imminent. Due to extensive construction during the Cold War era in the 1950s and 1960s, about 73,000 Army buildings will reach 50 years of age over the next 20 to 30 years and will be subject to Section 106. Section 106 compliance requirements will greatly increase for the Army in that time period, according to Dr. David Guldenzopf, chief of the U.S. Army Environmental Center's Cultural Resources Section.

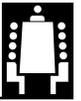
The Army Counterpart Regulation was first distributed for review in April 1998. The National Trust for Historic Preservation, State Historic Preservation Officers, the National Conference of State Historic Preservation Officers, the Advisory Council on Historic Preservation, federally recognized tribes and all Army major commands provided comments.

The comments from many of the reviewers outside the Army have convinced Guldenzopf that the counterpart regulation is on the right track, he said. The National Trust for Historic Preservation has endorsed the goals of the proposed regulation. "In our view, the concept behind this regulation is truly an example of 'reinventing government' at its best," said Richard Moe, president of the National Trust, in a letter to MG David A. Whaley, the Army's Assistant Chief of Staff for Installation Management.

The third revision of the regulation is expected to be completed in March, with an expected final draft complete and approved by the Army and ACHP by the end of this summer.

POC is Dr. David Guldenzopf, (410) 436-1580, DSN 584, e-mail: dbgulden@aec.apgea.army.mil

Karen Baker is a Public Affairs Specialist at the U.S. Army Environmental Center's Public Affairs Office in Maryland.



Installations rely on Huntsville for a wide range of support

by Linda St. James

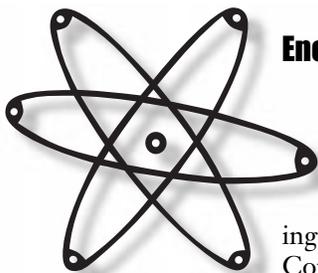
The U.S. Army Engineering and Support Center, Huntsville, has a long history of providing installation support through several programs: Operation Maintenance and Engineering Enhancement, medical, energy, environmental restoration, electronic security, ranges, Criteria Document Update Program, and engineering automation systems.

OMEE.

Huntsville Center's OMEE Program offers innovative processes to installations to save them money in the area of O&M design, document development, preventive maintenance, Y2K compliance and indoor air quality.

Medical.

Through the Medical Repair/Renewal Program, the Center provides a simplified, efficient method of doing repair, replacement or renovation of medical equipment, systems or facilities that approaches the method used in private industry. Through Medical Equipment Acquisition Support, Huntsville provides procurement support for the purchase of government-furnished property such as sterilizers and surgical lighting.



Energy.

Through a variety of innovative methods such as Energy Savings Performance Contracting, the

Huntsville Center is helping installations save money and energy with no capital investment. Also, energy support includes privatization and Maintenance, Repair, and Rehabilitation.



Environmental.

Huntsville Center manages environmental cleanup of all Defense Logistics Agency sites. And, Huntsville Center manages design and construction of hazardous waste storage facilities for DLA.

Electronic Security.

The Electronic Security Center is known throughout the federal government. Services include performing installation surveys, designing systems, buying, installing and testing systems; and conducting special studies.



Ranges.

For the major Army command, the Marine Corps and the National Guard Bureau, Huntsville Center provides technical support in the standardization of range facilities and provides design guidance to Corps Districts.



Ordnance and Explosives.

Huntsville Center is the Center of Expertise and Design Center for cleanup of unexploded ordnance.

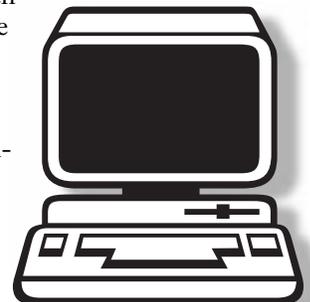
Criteria Document Update Program.

Through CDUP, we develop and maintain documents, designs and standards that support Corps and Corps customer needs.



Engineering Automation.

This program provides standard automated data processing system software and training to help our customers perform their missions. Systems such as Tri-Service Automated Cost Engineering System are maintained by Huntsville Center.



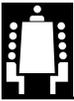
For more information and points of contact for these functions, visit the Huntsville Center Web site at www.hnd.usace.mil. **PWD**

New e-mail address for Digest

The e-mail address for submitting articles/comments to the *Public Works Digest* has changed from alex.k.stakhiv@cpw01.usace.army.mil to:

alex.k.stakhiv@usace.army.mil

PWD



ISCX established at Huntsville Center

by Linda St. James

The New Year rang in a new way of doing installation support business at the Corps of Engineers. The Military Programs Reengineering Plan to regionalize and bring Corps support closer to the customer also provided a central source for certain one-of-a-kind functions. That source is the Installation Support Center of Expertise which is being established at the U.S. Army Engineering and Support Center, Huntsville, in Alabama.

Customers will soon come to Huntsville Center for support in the following functional areas:

Army Power Procurement. Through this office installations will find help with contracts to buy and sell utilities services and receive rate intervention support. The Huntsville Center Privatization Team will help installations through the process of privatizing utility systems such as natural gas, electrical distribution, water and wastewater.

☎ POC is Rafael Zayas, (703) 428-7366 DSN 328.

Fire Protection and Prevention.

Installations will find support here for evaluating and providing technical support for all elements of their fire protection program; conducting fire emergency services operational readiness inspections; conducting fire protection risk assessments, code interpretation and enforcement, and fire fighter training.

☎ POC is Tom Dolan, (703) 806-5982 DSN 656.

Energy Survey and Retrofit. Huntsville Center will provide contract support for energy audits and implementation of recommended retrofits.

☎ POC is Jim Paton, (703) 806-6091 DSN 656.

DPW Equipment Planning and Support.

This function provides technical support to installations in determining equipment requirements and procurement.

☎ POC is Karl Wolfe, (703) 428-6172 DSN 328.

Job Order Contracting (JOC). JOC is a flexible and responsive contracting technique that reduces engineering and procurement lead times for repair and minor construction projects. Huntsville Center support to installations will include maintenance of unit price books and support in the "how to implement" JOC policy.

☎ POC is Tim Sweeney, (703) 428-8184 DSN 328.



Commercial Activities. For outsourcing of services, Huntsville Center will help installations in all phases of the Commercial Activities Contracting process, including assistance with performance work statements, management studies, quality assurance, and other acquisition and contract administration issues.

☎ POC is Fred Reid, (703) 428-6358 DSN 328.

Sanitary and Chemical Operations and Maintenance Support. This area includes contract support, boiler operator training and certification, boiler water quality assurance, corrosion control, solid waste management, cross connection control, operator assistance, water and wastewater.

☎ POC is Bob Fenlason, (703) 806-5201 DSN 656.

Roofing Maintenance Management System – ROOFER. Huntsville Center will provide support in roof surveys and evaluations and will maintain the ROOFER program for use by installations to collect inspection data and generate 10-year program budgets.

☎ POC is Dave Bohl, (703) 806-5988 DSN 656.

DPW Supply Management. DPWs will receive help in tracking the different types of supplies they stock to maintain the installation's infrastructure as well as support the installation's engineering missions.

☎ POC is Karl Thompson, (703) 428-6301 DSN 328.

Integrated Facility System-Maintenance (IFS-M).

Huntsville Center will be responsible for the software development and maintenance of IFS-M designed to support installation Directorates of Public Works business practices and information needs. This function won't transfer right away so installations will still be working with the familiar IFS-M staff at Forts Belvoir and Lee for now.

☎ POC is Leo Oswalt, (703) 428-7120 DSN 328.

DPW Work Management. Huntsville Center will continue to maintain the Installation Executive Information System.

☎ POC is Miriam Ray, (804) 734-1075 DSN 687.

As these centralized support missions and related support contracts are transitioned to Huntsville Center, new points of contact will be provided. For now, customers should continue to work with the current Installation Support Center points of contact listed at the end of each paragraph above. **PWD**

Linda St. James is a Public Affairs Specialist in the Public Affairs Office at Huntsville.



Tentative List of Installation Support Offices and ISC Personnel Transferring

ISO Office 1: CENAD

- Fort Hamilton, NY
- Europe
Winston Jones

ISO Office 2: CESAD

- Savannah, GA
Robin Banerjee
Ed Irish
Scott Monaghan

- Mobile, AL

ISO Office 3: CEPOD

- Honolulu, HI
Richard Duong
David Bohl
Al Csontos

- Korea
Tom Spoerner
Jack Giefer

ISO Office 4: CESWD

- Dallas/Fort Worth, TX
Tom Luu

ISO Office 5: CESP

- Sacramento District, CA
Ron Niemi
Dennis Vevang
Jim Ledford
Steve Roberts

- Fort Irwin, CA
- Fort Huachuca, AZ

ISO Office 6: CELRD

- Louisville, KY
John Grigg

ISO Office 7: CENWD

- Kansas City, MO|
Derrick Mitchell
- Seattle, WA

ISO Office 8: CEMVD

- Rock Island, IL

ISO Office 9: CETAC

- Kuwait

Public Works

Digest

In This Issue:

Industry forum on Housing privatization



West Point capitalizes on excess Family Housing



**Baumholder barracks renovations improve
quality-of-life**



Fort Bragg revises off-post rental policy



Mannheim enjoys new commissary