

The logo for "Public Works Digest" is enclosed in a rectangular frame with a double-line border. The words "Public Works" are written in a large, bold, black serif font, with "Public" and "Works" on the same line. Below them, the word "Digest" is written in a large, white, 3D-style serif font with a black outline and a drop shadow effect. The entire text is centered within the frame.

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Excellence in Corps Installation Support...candor, cooperation are keys

by MG Albert Genetti, Director of Military Programs, USACE

Building good, open communication between DPW and District partners is the single most important factor in whether customers are happy with their Military Support District.

That has been my personal experience in the Corps-Installation partnership.

I served as DEH at Schofield Barracks in 1978, comparatively good times for the installation engineer. We were able to get most of our work, except major construction, through the Director of Contracting at Fort Shafter. My only conversation with the Pacific Ocean Division Commander was about a Quad Barracks renovation project. I do not pretend to have walked a mile in the moccasins of today's DPW, with all the challenges you face in getting the mission accomplished.

I really began to understand your need for support and assistance upon assuming command of the Fort Worth District Engineer in 1985. Less than a week into the job, the Fort Polk Director of Engineering and Housing blasted me with a letter complaining of our lack of urgency pursuing a land-fill permit. He had an urgent need and the District wasn't moving forward with much motivation or speed. And this had nothing to do with major construction-- just being responsive!

That letter motivated me to visit him right away. It turned out to be the beginning of one of the most productive working partnerships I have experienced in my career. That engineer officer was reassigned from Fort Polk to be the DEH at another installation Fort Worth District supported, Fort Hood. Over a period of two and one-half years, we learned to be candid, and to trust one another. He clearly spelled out what he needed and what his expectations were. He told me whether my proposals were workable for him. When I couldn't meet his expectations at best cost, I told him what his alternatives were.

As Commander of Ohio River Division, I continued to see good communications as a prime indicator that Districts were "doing the right thing." When visiting Installation and District Commanders, one could feel the quality of "good partnerships." Frequently I was the "new guy," and professional compatriots were introducing me to their ongoing programs. They had developed working partnerships and they were moving forward effectively and efficiently. My job was to "stay informed and out of the way!" I feel this kind of candor and teamwork are critical to DPW-District relationships.

Yet progress has to be based on measurable change, not just on the human dimension. Changes will take shape in the BASOPs business over the next few years, and the Corps wants to continue to live at the heart of installation support.

Several options are being studied in the Construction Functional Area Analysis (FAA) that will impact on how we approach installation support. Some may involve structural changes in the Corps. We could find ourselves working more like the Public Works Centers; we could participate in a BASOPs command's program; or the Corps could regionalize support in other ways. It is too soon to speculate about the possible results of the FAA effort. However, we can be sure that any proposed changes will target saving money. But we must also ensure that

changes support the soldier and military families--nothing is more important!

The Corps wants to continue our vital role in supporting our Army installations. We are uniquely and ideally suited for this work. The Corps Military/Civil Functions missions provide for a wide range of talents and capabilities that can be applied to either program at a moment's notice. For example, when I served as Fort Worth District Engineer, the III Corps Commander asked for some recreational planning assistance near Lake Belton at Fort Hood. We simply turned to our civil program recreation planners in the District to provide the needed talents. The Corps has extensive resources that we can immediately put in service of the Army. We make a mistake not using those talents!

As we change, the most important focus must be on the local level, the installation, the Army community. Does our work meet the needs of the soldier, families, commanders? This is the most critical question. All levels in the Corps--Districts, Labs, the Center for Public Works--have a single goal in installation support. As a team, we owe installations the best! We cannot afford overlaps and redundancies and we should not waste valuable time and energy squabbling over turf. Whoever can do a job you need best and least expensively should do the job--it should be transparent to you! This is our message to all Districts in the Corps.

At the same time, we must continue to push for more business-like operations. That means paying close attention the bottom-line performance. Do we execute to your expectations of quality, cost and time? Across the board, execution rates are significantly better today than just a few years ago. And in today's environment of greatly reduced resources, we must perform.

We are beginning to internalize the lesson that a 90 percent solution delivered on time and within cost is worth much more to most customers than a 100 percent solution delivered late. We must continue to push to be ahead of schedule in the early stages of a project to retain flexibility and responsiveness all the way to the end. I see a lot of progress. And I would say to all Districts, "Great, but DON'T STOP!" Keep pressing--there are many great ideas out there.

We are studying a wide array of approaches to streamline the execution process. It is not a matter of chanting "work faster, work faster," but of examining all the steps along the route to a completed project and finding ways to smooth out and simplify the process. At the outset, we are working to reduce the time it takes to do A/E acquisitions and process delivery orders. We aim to beef up our ability to scope projects and provide better warranty services. Our goal is to be more responsive to our customers' mission driven requirements, while maximizing the value added by our services and reducing the cost of our services. We think we've made a good start, as evidenced by our ability to reduce the cost of our S&A flat rate construction management services in FY 1996 from 6.0 percent to 5.7 percent (MILCON) and the O&M rate from 8.0 percent in FY 94 to 7.0 percent for CONUS locations in FY 96.

In areas of non-construction, engineering services that are so important to installations, we will be grouping some of these services at area/resident or installation offices, especially at large installations. Contacts located right on your installations can provide you the personal attention to get the job done right, the first time.

We are very sensitive to the importance of O&M services, small projects and non-construction services to many DPWs. It's not enough to say that good communications are also required in these areas--they are doubly important! Installations feel supporting Districts should respond "No job is too small!" In the past, I know Districts have protested "we were meant for bigger things!"

Somewhere between these two extremes are approaches that make good business sense and get the job done for you. We are going to encourage Districts to use "small design" sections to address the types of jobs installations need to get done. We plan to expand use of simplified engineering and design tools. We also intend to further expand a number of small projects and services contracting vehicles that show promise. These include Indefinite Delivery Order, Indefinite Quantity contracts for RPMA services, time and material contracts, a medical "tool box" contract, a total family housing maintenance contract, and the like.

The Corps knows, as you know, that the cost of doing business is the driving factor for all of us. Where we are the best bargain--both for cost and for quality--we want to be your first choice. It is my job to have the Corps be your first choice.

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Corps S&A rate lower in FY 96

The U.S. Army Corps of Engineers reduced construction management supervision and administration (S&A) costs for Fiscal Year 1996. The new rates became effective 1 October 1995.

The Corps' construction management S&A costs are mostly charged on a flat rate basis, with different flat rates for stateside and overseas locations, and for different types of work (e.g., MILCON, O&M, and Defense Environmental Restoration (DERP)). Effective 1 October 1995, we will apply the following S&A flat rates to all stateside (CONUS) construction work placed by contractors:

	FY 95 rate	new rate
Military Construction (MILCON):	6.0%	5.7%
Operations & Maintenance (O&M):	7.5%	7.0%

Defense Environmental Restoration (DERP):	8.0%	8.0%
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What does this mean to you? The new rates represent a 5 percent cost reduction for MILCON S&A, and since Fiscal Year 1993, a 12.5 percent cost reduction for O&M S&A. The reduction in the MILCON rate is the first in 24 years.

Can you look on this as a permanent rate reduction?

Not yet. You should still program MILCON projects at the 6.0 percent S&A rate. The new rate is temporary rate reduction for MILCON. The Corps reported "we are cautiously optimistic that we will be able to maintain the lower MILCON rate in Fiscal Year 1997," but said that other factors, including organizational changes, could affect the rate next year.

MG Albert Genetti, Director of Military Programs, described the lower rates as a product of broad-based changes in the Corps' way of delivering services.

"We are seeking and implementing innovative approaches such as partnering and alternate dispute resolution, and focusing on the basics of rock-solid contract management, quality assurance and safety management. Fiscal Year 1996 S&A rate reductions are tangible evidence of that commitment and focus."

Further, MG Genetti invited customer input in the construction management process.

"If you have a question or comment about our construction management services, do not hesitate to ask your local USACE Area/Resident Engineer, District or Division Commander, Mr. Chuck Schroer, Construction Division Chief here at headquarters, or myself. For each of us -- and the whole USACE team -- bringing you the service you need and your satisfaction are the most important things we do."

POC is Philip Blount, S&A Accounts Manager, Directorate of Military Programs, HQ USACE, (202) 761-1267.

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Fort Worth District takes a fresh look at Installation Support

by Scott Bearden

When it comes to installation support, here is how we in the U.S. Army Corps of Engineers see our mission: We believe it's our job to provide you, the installation commander, with high-

quality, easy-to-maintain facilities that support Army missions, soldiers and families. That philosophy won't change, but the way Corps Districts support installations is in for a major overhaul.

As an installation commander today, you bear a heavy burden. You must carry out military missions and maintain readiness for power projection. You are also expected to offer a high quality of life in your communities and maintain fully functional operations on your bases. You are asked to "maintain what you have"--which sometimes includes aged, deteriorating facilities and infrastructure. Meanwhile, budget and manpower constraints continue to challenge even the best managers among you.

You need innovative ways to meet these challenges.

Several initiatives, including the National Performance Review, Force XXI and Installation XXI, seek more efficient ways to get things done, and to make the best use of Army resources.

As a first step towards improving business practices, the Corps has designated Fort Worth District as a Reinvention Center for District Installation Support.

The Fort Worth District, working with other Corps offices worldwide, as well as with its headquarters and the Army Center for Public Works, will explore more efficient processes designed to enhance and expand your power to take care of the installations under your command through direct District support.

"Our charter is to get creative about how we do business, network and share good ideas that are currently working well, break down barriers that get in the way of doing smart things, and see how, as a team, we can provide the best possible services to our customers," said COL Peter T. Madsen, Fort Worth District Engineer.

Working with reimbursable money, Corps Districts routinely provide a variety of products and services to installations. Common services include planning, engineering, construction management and real estate. But the Corps also has many specialized areas of capability we can put to use for you. Our districts can offer support through satellite imagery, computer aided design, environmental compliance/enhancement programs, master planning, and much more. We offer tools you can use to better manage today's complex Army communities.

The installation support program has always been an important asset for commanders and DPWs. Yet we expect to work intensively for changes that can help us support you more effectively in today's changing business environment.

As a reinvention center, the Fort Worth District will focus on redefining existing policies, developing innovative techniques, systems, or processes that will help us deliver what you

need, when you need it, at best cost.

The goal is to link the appropriate Corps District capabilities directly to installations that need them. When you make a request, we want to provide the right products and services in the most timely, cost-effective way possible.

We will work to develop, review, and/or update technical criteria and guide specifications. We want to offer you projects that are engineered and designed to a level that meets small, simple project requirements, as well as design to your more complex facilities needs.

We will also strengthen the linkage between Corps Districts and the DPW staffs by doing more to make our capabilities and ranges of service transparent to you. Look for new information in the Installation Support Course and in Corps publications, including Public Works Digest. We will be there to talk with you at conferences, and at your installations. We'll also carry the discussion to other Corps Districts and major command staffs.

At the same time, our District's reinvention efforts will address issues that are vital to you. These include:

- * product quality,
- * cost of doing business,
- * time,
- * technology advancements,
- * performance measures,
- * goals
- * savings.

We will put innovation at the forefront of our reinvention program. Look for us to test new approaches to planning, engineering, environmental, real estate, construction management, contracting and more.

If we are to succeed as a the reinvention center, a few key ingredients are necessary.

First and foremost must be a corporate focus driven from the top to include the Corps' headquarters, the Center for Public Works, the Assistant Chief of Staff for Installation Management, Major Commands, and the Corps' Major Subordinate Commands (Divisions). Participation at these levels entails strategic planning, program identification and oversight. Furthermore, core competencies of each organizational element must be defined and a corporate approach developed that makes the best use of the collective technical resources within the Army.

As a "field level" reinvention center, the Fort Worth District will serve as a focus for Corps

resources and installation experiences. We know that many proven methods exist. We also know there's a need to identify and share "how to" standards, criteria, and specialized services throughout the Corps.

Rather than competing for WHOI can provide the best service to the customer, the approach must be HOW can WE collectively provide the best support. Only as a Total Army Team can we meet the quality of life needs, mission readiness and power projection requirements into the twenty-first century.

Scott Bearden is Special Assistant to the District Commander for Installation Support, Fort Worth District, U.S. Army Corps of Engineers.

How do you deal with four "sick" schools, over \$7 million to fix them, and a very short time frame to accomplish the work? Fort Lewis turned to the Seattle District--and the District came through with an innovative, responsive solution. Because of efforts like this one, Seattle District was recently named the Corps of Engineers Installation Support District of the Year.

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Big "JOC" goes to summer school

by Patricia Graesser

When Fort Lewis received \$7.1 million at the beginning of June to repair and upgrade four installation schools, it was good news.

"The schools, which the Department of Education owns, were in terrible shape," said Deputy DPW Robert McComas. "The kids called one classroom the "five bucket room", because that was the number of buckets required to catch the drips when it rained. We have pictures of ducks swimming in puddles on one school's roof."

But the DPW faced a big problem--how to invest the money quickly and effectively. If they followed the traditional design-bid-build methodology, the contracts wouldn't be let until school had already begun in the fall of 1995--which meant the work couldn't start until school let out in the summer of 1996. The delays were unacceptable. They would also make the installation would be liable for a large S&A bill out of pocket in FY 1996.

Fort Lewis wanted to execute the project the summer of 1995, while school wasn't in session. The DPW teamed up with the Corps of Engineer's Seattle District and came up with an innovative solution--they would use JOC to do the work.

For JOC to be a viable solution, however, the district had to get waivers on the limits for individual work orders and total contract amount. District contracting officer Cheryl Anderson requested and, after some lobbying for the goal of safer schools as soon as possible, received waivers from Corps headquarters in a single day--delivery order limits were raised from \$300K to \$2.5 million and the total contract limit was raised from \$11.5 million to \$15.6 million.

Alan Coburn was the district's project manager. He quickly formed a multidisciplinary "strike team" drawing on the district's contracting, design, cost engineering, construction, resource management and program and project management talent, as well as the Fort Lewis area office.

The team relocated to a "war room" at the installation. They scoped, designed, estimated, and negotiated delivery orders with the contractor, day and night, six and seven days a week to get the project started by 22 June. The overall project included many smaller projects such as:

- Asbestos removal.
- Window replacement.
- Lead paint abatement.
- Modifications to ensure compliance with the Americans with Disabilities Act.
- Seismic retrofitting.
- Fire sensors, annunciators and sprinkler systems.
- Improved lighting.
- Landscape irrigation systems.
- Potable water supply systems.
- New doors and hardware.

"In the morning, the JOC strike team, designers, estimators and negotiators would look at a subproject with the JOC contractor and subcontractors," Coburn said. "The strike team would go back and develop designs that afternoon and evening--often they were able to use shop drawings to do the designs. We'd have the project ready for proposal by the next morning and negotiate and award the delivery order within a week."

"When we started planning the project, we thought we'd have three levels of design--"just do it", abbreviated designs, and full designs. As we began to work through the different smaller projects that made up the whole effort, the team really took on a "can do" attitude--we ended up doing everything by either "just do it" or with abbreviated designs," Coburn said.

Much work was accomplished by "JDI," --just doing it. For example, the strike team requested fire sprinkler contractors to make the equivalent of a shop drawing submission "to install sprinklers in the building, per code," along with a cost proposal. This approach eliminated the need for a formal design effort, yet allowed the district team to retain control of the project through its review and approval of the job drawings. We saved weeks of time and thousands

of dollars, and received the same quality product we would have gotten using traditional techniques, Coburn said.

"We were under the gun to do a lot of work in a very short time," Coburn said. "Our goal was to complete the intrusive work before school administrators returned to work August 15, and teachers returned August 28. We met both goals."

"The JOC contractor, Brown and Root, did a great job," Coburn said. "At times, they would have 100 to 150 workers on each of three sites--you'd have walls being taken out, windows replaced, roofs repaired, all at once. It was awesome there was so much work going on at once."

Coburn's team ended up placing about \$7.8 million of work (including work left over from FY 1995) in 60 days, or about \$180,000 per work day--a rate equivalent to spending \$40 million in a year. Coburn also leveraged his strike team's experience with the project by using them to perform quality assurance inspections during construction. This was a great advantage. The team's project design, estimating, negotiating and institutional knowledge stayed with the project as the work was actually done.

"This was a really great project," McComas said. "Even in private industry, it would have been difficult to get that amount of work completed in the time we had. Given that there were several government agencies involved, our success is truly remarkable. We succeeded because everyone involved kept their eyes on the goal--to complete badly needed work and alleviate terrible conditions in the schools--and worked together."

"Too often, people focus on obstacles rather than goals," McComas concluded. "They quit before they ever start. To make things happen, you have to focus on the goal--then figure out how to get around, over or under the obstacles."

Patricia Graesser is a public affairs specialist with the Seattle District, Corps of Engineers.

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Fort Polk gets Corps help to update master plan

By R. Ellis Smith

In 1993, Fort Polk needed help updating the installation master plan. Fort Polk didn't have the time, the people or the money to do the job in-house. But with some timely funding from US Army Forces Command, and a lot of reimbursable work from Fort Worth District, the folks at Fort Polk found not only a short-term solution to their immediate problem, but created a

better way of doing business for the future.

The installation needed a quick update of its master plan for three important reasons:

- o BRAC 91 moved Fort Polk's combat division to Fort Hood, and relocated the Joint Readiness Training Center from Fort Chaffee, Arkansas, to Fort Polk.
- o Because of BRAC 91, \$34 million worth of MCA spending earmarked for Fort Polk got put on hold.
- o The MCA money couldn't be reverified and released to the installation until Fort Polk updated its master plan.

"This could have been a catastrophe of major proportions," said Jim Kelley, Manager, Engineering and Planning Division, Directorate of Public Works.

But Fort Polk had a friend in the late Joe Corazzini, FORSCOM engineer/planner, who found the money for updating the master plan, and initiated a partnership that would make the impossible happen.

"Joe's vision, management efforts and energy were a major part of our success," Kelley said. "Although he passed away in 1993, his efforts live on at Fort Polk."

And Fort Worth District was the friend with the expertise to pull off a miracle and was willing to do the job. Fort Worth District did what all good friends do when you're in a bind -- they rolled up their shirt sleeves.

"The Corps of Engineers mobilized a tremendous staff in a relatively short time," Kelley said. "The Planning and Engineering Division at Fort Worth District worked with us to update our Tabulation of Existing and Required Facilities report (part of the master plan) and prepare an executive summary for FORSCOM and the HQDA BRAC managers. We finished this in less than 70 days, with the result that \$22 million worth of MCA construction proceeded on schedule to Fort Polk. The remaining \$12 million could be reprogrammed to meet the Army's other high-priority needs.

"Fort Worth District stepped outside the traditional methods of providing customer service -- like contracting out to Architect-Engineer firms -- and did most of the work in-house," Kelley said. "Although this approach was more risky, it was the first step in assembling the critical mass of government expertise for carrying out the mission. The result provides the capability to sustain our master planning program with increased efficiency and at reduced cost."

Fort Worth District eventually completed other key components of the new master plan, including:

- o Long Range Component.
- o Short Range Component.
- o Capital Investment Strategy.
- o Graphic data updates.
- o Data cleanups.
- o Hardware and software to manage geospatial data.
- o Training for system administrative and support personnel.

They have also field tested the critical link between planning and environmental personnel-- an effort which is 90 percent completed. The District's two-year effort not only answered the call for timely master planning, but also provided a gateway for future planning and automated management support.

But first Fort Polk had to educate Fort Worth District about installation master planning.

"As I learned more about their culture, they began to learn more about my culture," Kelley said. "We were just like two corporations working together to provide the same service. Everybody who provides a service must know the capability of the others who play a part in providing that service.

"You have to make the Corps want to do things for you. Now when I say that we have a world-class Architect-Engineer firm in Fort Worth District, I mean I can count on them. If you don't have that relationship between the District and the installation, the customer is the one who suffers-- I'm talking about our soldiers."

A key part of Fort Worth district's efforts was assembling a geospatial data base. To do that, Fort Polk had to make its geospatial software compatible with the District's.

"Today, Fort Worth District manages our geospatial data base. All we do is feed them the data," Kelley said. "In fact, they do 75 percent of our master planning sustainment work in-house, on a reimbursable basis.

"My master planning staff went from three general engineers to one," Kelley said. "I took full-time equivalents from master planning and put them where they could be most useful to the customer."

The advantages of Corps installation support are diversity, flexibility, and cost-effectiveness. Fort Polk's installation master planning and geospatial data management now have a friend who offers far greater resources than traditional contracted efforts, Kelley said. When the need arises, Fort Polk can summon the entire spectrum of Corps professional planners, landscape architects, urban designers, computer-aided drafting and design specialists, geospatial data agronomists, water resource planners, and legal, financial and political

managers.

"We realized the time was right to step outside the traditional box of organization structure and business as usual," Kelley said. "The result is a master planning tool and response mechanism that benefits the entire community. Professional master planning services are just a phone call away.

"I believe the Corps Districts have become a very important source of services to installations, because all this capability is on their staffs already. From the installation standpoint, the Corps happens to be the right place, with the right product, at the right time for master planning. Corps installation support is a tool for your professional box."

For Kelley, compassion for customers has always been the key.

"If you're compassionate and you care, you're willing to take risks to make things happen, willing to make yourself secondary to the needs of your customers. When you deal with people who are frustrated with the system, it is so easy to exceed their expectations."

POC is Jim Kelley, Fort Polk DPW, (318) 531-1428 DSN 863.

R. Ellis Smith is the master planner for Fort Polk.

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Europe District thrives on installation support

by Torrie McAllister

Before the Berlin Wall fell and the Cold War ended, the U.S. Army Corps of Engineers built nearly \$5 billion in facilities for the U.S. military and NATO in Europe. Today with drawdown fast approaching an end, the military services are ready to start spending again. Because building renovations and new construction came nearly to a halt during the drawdown, there is now an urgent need to fix facilities at the remaining core installations.

The U.S. Army Europe, which has the most people and facilities of all the services in Europe, says it needs to invest roughly \$290 million annually for many years. The command needs extensive renovations and construction projects to bring its barracks and other facilities up to Army standards. That is nearly double the budget of the drawdown years.

Today the U.S. Army in Europe is less than one third the size it was when the wall came down November 1989. Troop strength in Europe has been drawn down from 213,000 to 65,000.

Many of the previous 35 military communities have closed and the facilities have been returned to the German government. Today 18 core installations remain.

"During the drawdown, it was tough to make capital investments in facilities because decisions still had to be made about what to keep," said COL Jack Gates, commander of the Europe District of the Corps of Engineers. "Now that the drawdown is almost complete, Europe has a lot of catching up to do. Barracks, family housing, the Pxs, the commissaries, the hospitals and the schools need major improvements. Old work facilities must be upgraded to meet current needs. Roads, utilities and other infrastructure need maintenance and repair to keep them safe and operational."

"The challenge in Europe isn't just money. It is also people." Gates said. "In USAREUR, the Directorates of Engineering and Housing now have limited in-house work forces to develop scopes of work, or to design and manage projects. They have lost many of the people who keep lights on, the roofs from leaking and the plumbing repaired. USAREUR needs to contract out much of its installation engineering and environmental work. Europe District wants to help fill the void."

"Like USAREUR, Europe District is a much smaller organization," Gates said. "Today, Europe District has 300 employees compared to 1,200 in Europe Division during the Reagan years. We have changed with our customer--not only in size but also in our business practices and attitude."

"The 1980s were the military construction glory days," Deputy District Engineer Pat Balladeer said. "The Corps managed large major military construction projects with big budgets that took years to complete. Those days vanished forever when the wall came down."

Today Europe District thrives on installation support," Balladeer said. "Over 72 percent of our projects are funded by Army operations and maintenance (OMA) accounts. Last year we managed hundreds of small projects with budgets of \$100,000 to \$1 million. Most work has to be completed within a year or the funds expire. The old MCA mentality and rules can't apply. We would bankrupt ourselves and our customers."

"We constantly look for ways to work faster, cheaper and smarter," Balladeer said. "Faster is critical because faster is always cheaper. Our customers pay for every hour the District spends on the job. Anything that saves time automatically saves our customer's money. We see a bright future in fast track contracting methods and project management. Those are the areas where Europe District is reinventing the way the Corps does business."

"Nearly 95 percent of our products--studies, design, construction, and other engineering services--are outsourced to industry," Balladeer said. "The District focuses on engineering and environmental project management. We develop scopes of work, award and manage contracts,

and handle the quality control aspects of contract inspection. Our customers can choose some or all of these services. They decide what they can do best and we will handle the rest."

Balladeer said that Job Order Contracts (JOC) are now Europe District's most popular and highly-rated service. They are fast and offer installations tremendous flexibility. Originally, the District specialized in awarding JOCs that DEHs administered. But today the DEHs and their tenants need complete JOC services. The District identifies projects, prepares scopes of work and manages the contract. Helping customers package work efficiently is now a major focus of JOC.

"A great example has been our work to help USAREUR quickly reopen the Chiemsee Resort Hotel, which had been closed and was awaiting turnover to the Germans." Balladeer said. "Suddenly, the Army was keeping a resort that couldn't be opened without major repairs. Using JOC, the Europe District designed, contracted and completed \$2 million in repairs in just seven months.

"Another big JOC customer is the Department of Defense School System. They used job order contracting to quickly accomplish \$2 million in school repairs last year," Balladeer said. "Most of the work was completed during the three-month summer break.

"We are also developing 32 delivery orders to accomplish over \$3 million in facility repairs and minor construction for the Air Force in Turkey," he said. "Maintenance contracts are another item of tremendous interest to customers faced with dwindling work forces.

"We needed to learn to think like our customer so we hired a team of experienced installation engineers and technicians from closing installations," Balladeer said. "They are showing us how to respond rapidly when the customer wants the District to design a top priority operations and maintenance project in-house. Because they came from DEHs, they know the business inside and out. They help us give customers the quick turn around they are looking for."

In FY 95, the U.S. Forces in Europe relied on Europe District to accomplish over \$852 million in studies, designs and construction. The work included renovating lousy barracks to the Army's 1 plus 1 standards, building tracked vehicle maintenance facilities, youth activity centers, day care centers, schools, medical clinics, and the first new AAFES PX in Europe since the drawdown. The District also awarded more than \$24 million in environmental remediation, compliance and pollution prevention projects to industry.

"The transformation from Europe Division to Europe District has been tumultuous and traumatic for all of us who went through it. We lost three out of every four employees to become smaller during the drawdown," Balladeer said. "But change has also made us flexible and given us new life. We are much more sensitive to our customers who have experience

even greater trauma and transformations. When we watched East Germans tear the Berlin wall apart in November 1989, none of us could imagine what the future held. Six years later, it is great to see our progress--having built the largest Army Installation Operations and Maintenance program in the Corps."

Torrie McAllister is a public affairs officer for Europe District in Wiesbaden, Germany.

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Missile Center built in record time

By Tim Dugan

A new complex designed to house 2,400 workers at Redstone Arsenal, Alabama, was designed and built in record time, thanks to a successful partnering effort.

The \$59.3 million John J. Sparkman Center for Missile Excellence was a fast-track, design-construct project to house administrative personnel. It was designed for maximum flexibility to allow core facilities to be reconfigured to meet changing Army Missile Command mission, said Project Manager Tom Clinton from Mobile District, US Army Corps of Engineers.

"The project involved a partnership among the Corps of Engineers, the contractor (Centex-Rooney), and the Redstone Directorate of Public Works," Clinton said.

"The Sparkman Center is our shining example of how well partnering has worked," said Dr. David S. Branham, Director of Public Works, Redstone Arsenal.

The contractor completed construction of the Sparkman Center and turned the facility over to the DPW in August 1994, months ahead of the originally projected March 1995 completion date. Centex-Rooney finished the job in 695 days.

The Redstone DPW first proposed the project to consolidate administrative functions housed in World War II-era warehouses and ordnance loading facilities.

"For a number of years Redstone Arsenal needed an administrative facility to consolidate the various groups of Missile Command into a modern complex," Clinton said.

In December 1990, the District received authorization to design the Sparkman Center. Congress wanted the Army and the Corps to award a construction contract before the end of fiscal year 1992. But Redstone and Mobile District did not have enough time to do a conventional design, bid and award in fiscal year 1992, nor complete the construction by

March 1995.

So after considering the options, District officials requested approval from Corps Headquarters to use the design-construct procurement method. In January 1992, the District issued a request for proposals. In September, Mobile District awarded a contract to Centex-Rooney Construction Co. of Fort Lauderdale.

"This was the first large design-construct project of this type for the District," said Ron Kalifeh, Mobile District Engineering Project Engineer. He added that the request for proposal included extensive and detailed technical requirements.

"It required those who made proposals to develop a conceptual site plan for the 180-acre site containing the Sparkman Center and three other projects, and to do some basic design to show District engineers their concept of what the buildings would look like and how they would function," Kalifeh said.

Initially, Mobile District partnered with the Redstone Arsenal Directorate of Public Works to develop the request for proposals. Engineers developed criteria for a state-of-the-art corporate headquarters facility with maximum flexibility.

"The DPW was convinced he would get more for his money if we used standard building codes and specifications rather than the Corps of Engineers Guide Specifications and Army technical manuals," Kalifeh said. The District asked for and received approval to use industry standard specifications and building codes.

Congress granted the DPW's request to go for the maximum amount of square footage with the available funds and still meet quality requirements. Centex-Rooney increased the square footage of the complex from 543,500 to 687,000 square feet.

The Corps also instructed contractors to propose the shortest construction time, with a maximum period of 900 days. "This required contractors to design and build the largest quantity, and best quality, in the shortest time," Kalifeh said.

The complex has eight buildings: a five-story command building, four three-story office buildings, a cafeteria, an auditorium, and a central energy plant.

Each administrative floor has a central core that contains conference rooms, a copy room, a break room and space for vending machines. The floors themselves are six-inch raised flooring covered with carpet tile. This allows easy access to electrical, telephone and data lines. Power outlets are located in boxes flush with the raised floor. The contractor built private offices with floor-to-ceiling moveable walls so the DPW could relocate them later on without structural modifications.

The buildings, except for the central energy plant, are connected by enclosed, air-conditioned walkways. Basements are interconnected.

The project included 2,152 parking places, a 1.2 mile jogging path, two retention ponds with fountains, a courtyard for outdoor seating, extensive landscaping with full irrigation and a helipad.

Buildings mainly consist of open office space, but also include an emergency operations center, a communications center, a large computer center, a video teleconferencing room and a training center.

The cafeteria can seat 500 people, and comes with a separate 50-seat executive dining room. The auditorium can seat 700, or be divided into seven 100-seat rooms. It has a stage and large projection screen, and a physical fitness center with lockers and showers.

Another requirement was that buildings be energy efficient. Although the building has a lot of windows, the glass is tinted and has a coating that reduces heat gain. Windows have mini-blinds and the roof has a white aggregate coating to reflect the sun. Classroom and conference room lights have sensors that turn off lights when the sensors stop detecting motion.

Computers are backed up by an uninterruptible power source that supplies five minutes of power and allows the generators to come on-line in the event of a power failure, or allows an orderly shutdown of the computers. The emergency operations center has its own generator in case the other generators are out of service.

The fast-track provision allowed construction to start while the design was ongoing, Kalifeh said. Centex-Rooney was allowed to use some partial submittals so they could begin the under-slab utility and foundation work as soon as possible after the notice to proceed. The District agreed to work with them to expedite the construction, which began in December 1992. A project management group, which included Corps and DPW representatives, managed project changes.

In spite of weather delays from a record snow and heavy rains, Construction Project Engineer Rick Kendrick and his staff worked closely with the contractor to ensure continued progress. Kendrick said he was impressed with the way the contractor worked to make up for weather delays early in the project.

"When all the earth work was underway, they were working seven days a week," Kendrick said.

The project management group's efforts to contain cost growth on the Sparkman Center were successful, according to Clinton. Mobile District only used about 75 percent of the contingency funds reserved for the project. The cost of the buildings in the complex was about \$73 per square foot.

"Buildings of this type would normally be programmed at about \$100 per square foot," Clinton said.

Safety was also a major concern for everyone involved in the project, according to Clinton. Mobile District required that a full-time safety engineer be on the contractor's quality control staff, and the contractor presented quarterly incentive awards.

Centex-Rooney received the South Atlantic Division Safety Award for 1993 for its safe performance on the project. Only three lost-time accidents happened in more than 900,000 hours worked, well below the national average of 6.86 per 200,000 and the District goal of 1.2 per 200,000 hours.

"This project would not have been so successful if it were not for partnering," Clinton said. Before writing the request for proposals, the District design team partnered with the Redstone DPW team. Such partnering efforts led to an outstanding working relationship between the two agencies.

After contract award, the contractor was responsible for initiating the required partnering among designers, subcontractors, and the District and Redstone DPW teams.

"We had many follow-up partnering meetings, because partnering is an ongoing process," Clinton said. The partners established a Partner of the Month award to recognize the individual who best demonstrated the spirit of partnering.

Dr. Branham agreed.

"Partnering has given this project a spirit of teamwork where team members all have common goals, which are outlined in the Partnering Agreement," Clinton said.

Dr. Branham agreed.

"Our relationship with Mobile District and the other partners has been very close, yet professional," Branham said. "Without this, the Sparkman Center couldn't have been such a high-quality building for the money.

"But the core of the partnership is Mobile District and Redstone Arsenal. The designer and the contractor came later. Without that good relationship between the installation and the Corps

District, these kinds of partnerships just don't happen."

POCs are Tom Clinton, Mobile District, (334) 690-3391; Dr. David S. Branham, Redstone Arsenal DPW, (205) 876-2423 DSN 746.

Tim Dugan is a public affairs specialist in the Mobile District Public Affairs Office.

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Riley housing residents benefit from new contract

By Richard Brown

A contractor who responds to work orders in less than 72 hours? No backlogs? Repairs within seven days? And the Corps District people can do this on my installation, for my customers?

Yes, you can provide this kind of service, whether your customers live in family housing, the guest house or the bachelor officer quarters.

One contract has made this level of service a reality at Fort Riley, Kansas, according to Pam Newman, chief, Facilities Section, Fort Riley Housing Office.

"One contractor does everything. Gone are the days of splitting up work among the in-house work force and various contractors. Commanders think the response we get is wonderful," Newman said. "We could not have had a contract that worked this well without the District's support. When we worked with the Corps District contracting office to make this contract happen, we found we had a lot more flexibility."

The Total Housing Maintenance Contract is responsible for all repair and maintenance in Fort Riley's family housing, bachelor officer quarters, senior enlisted quarters, transient facilities and guest housing facilities, according to Christine Hendzlik, a Project Manager in the Design Branch, Engineering Division, Kansas City District, US Army Corps of Engineers. Kansas City District awarded the contract, serves as the contracting officer and monitors the contract.

The Total Housing Maintenance Contract:

- o Covers everything related to housing, including repair, maintenance, pest control and seasonal changeover maintenance.
- o Rolls all the separate contracts the DPW used to work with into one contract.
- o Writes multiple line items into the contract with prices up front. The contractor must bid every single line item.

- o Specifies expedited completion times. Delays result in the assessment of liquidated damages on a per quarters, per day basis.

The contract specifies three work levels:

- o Work level 1: scheduled (preventive) maintenance.
- o Work level 2: service order operations.
- o Work order 3: construction and repair.

Kansas City District must sign off on anything over \$100,000, but otherwise Fort Riley takes care of its own funding for the contract, Hendzlik said. All work orders get paid for out of the appropriate fund. Nonappropriated fund dollars pay for guest house work orders, Operations and Maintenance, Army (OMA), dollars pay for work on OMA buildings, and Army Family Housing money pays for the family housing units.

Fort Riley has been using this type of contract for about five years. The Corps resident engineer at Fort Riley is the administrative contracting officer.

"One 24-hour service order desk takes care of all the calls. We have weekly meetings with our contractor, and we don't need to have a Directorate of Contracting person in the room," Newman said. "The contractor can go out and buy his supplies in the private sector, wherever he wants, without having to go through the procurement system. And he can hire as many workers as he needs without going through the Civilian Personnel Office."

According to Newman, Fort Riley pays the contractor a lump sum for all service order operations, and this sum is pre-priced. This arrangement gives the contractor the incentive to get it right the first time, and thus cuts down on the number of service orders.

Line items in the contract are specific. For instance, one line item takes care of installing hard-wired smoke detectors, and another deals with interconnecting hard-wired smoke detectors.

During the course of the contract, as the need arises, line items can be added to the contract.

In fact, back when Fort Riley got the contract up and running, the need for add-on line items soon became apparent. Many such line items have been added into the contract over the years, including:

- o Controlling Fort Riley's bat population (See related story).
- o Cleaning up pet feces from family housing units, at a cost of \$14.60 per unit.

And if that family housing unit or transient facility needs a new light fixture at the dark end of the hall, or a garbage disposal in a kitchen that never had one before, the contract also

contains a mechanism for approving work orders for do-it-from-scratch jobs.

The contract takes care of a wide range of construction jobs, though it includes a variety of service line items.

"When I talk to people about the Total Housing Maintenance Contract, they take one look at the word 'maintenance,' and they assume it's a service contract. Nothing could be further from the truth," Hendzlik said. "This is a construction contract. Even though it contains service items like snow removal, most of the line items are construction items."

Several other installations have called Kansas City District and expressed an interest in this type of contract, Hendzlik said. This includes Fort Huachuca, Arizona, and Fort Sam Houston, Texas -- both of which are supported by other Corps Districts. They've also gotten calls from Alaska and Germany.

Newman said she and other DPW employees had done a bit of traveling to various installations, talking to people about the contract. Many have come to Fort Riley for a first-hand look at the Total Housing Maintenance Contract in action.

According to Newman, the Total Housing Maintenance Contract shows how Corps Districts and the installations they support can adapt to customer needs.

"Our quarters have never been in such good shape," Newman said. "Our customers are impressed by how easy it is to report problems, and by the response they get. The contractor even does work as late as 8 p.m. to meet the special needs of two-income families.

"We meet our customer's needs, and we're proud of that ability."

POCs are Pam Newman, Fort Riley DPW, (913) 239-6830 DSN 856; Christine Hendzlik, Kansas City District, (816) 426-2782.

Richard Brown is a public affairs specialist in the Customer Relations Office at CPW.

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What to do with bats in Riley housing? Remove carefully -- they're beneficial!

By Richard Brown

A bat hanging from your shower curtain? Disconcerting! A flutter in the darkness? Startling!

But if you live on post at Fort Riley, Kansas, you don't have to tie a scarf over your head and go after the little critter with a broom.

The solution is much easier -- and less stressful. All you have to do is get on the phone and call the post's 24-hour service order desk. Someone will come out to your home, safely remove the bats, and plug up the exit and entry holes.

Of the 900 or so species of bats in the world, 15 of them occur in Kansas, according to information provided by Pam Newman, chief, Facilities Section, Fort Riley Housing Office. And all 15 species are protected. They eat insects and thus are considered beneficial. Where bats occur in large numbers, they are capable of eating tons of insects each year, including mosquitoes. One species that is found in Kansas is the Brazilian free-tailed bat. A Texas colony of this species with roughly 20 million members has been known to eat more than 100,000 pounds of insects per night.

Fort Riley's Total Housing Maintenance Contract (see related story) contains a line item for dealing with the post's bat population, Newman said. When a resident calls the 24-hour service order desk with a bat problem, the job goes to a pest control subcontractor.

Because the bats are a protected species, the pest control people don't have the option of simply exterminating them, Newman said. So they must evict the bats, which is not so easy to do. First they must seal up all but a few exit holes, then wait until sunset when the bats emerge to feed. Then they seal up the remaining holes.

When the bats don't leave on their own, the pest control people will capture the bats and release them away from the housing areas. They go to great lengths to avoid harming the bats.

Female bats usually give birth between mid-May and mid-July, and most young bats are capable of flight three or four weeks after they are born. So young bats will normally stay in the nests until around August. Since the babies can't leave the nest during these months, the pest control people can't seal up all the holes during these months either.

Some bats migrate with the change in seasons, following a steady source of food supply. Others remain in their roosts if well protected, hibernating only during the colder months. For the pest control people at Fort Riley, things are much simpler after October and November, when many bats migrate to Mexico for the winter. Then the contractor can seal up all the holes without worrying about trapping bats inside, Newman said. But during milder winters, even some of these bats stick around and hibernate, so the pest control people must also be on the lookout for hibernating bats.

The smaller species of bats can squeeze through holes as small as 3/8 of an inch in diameter.

The pest control people seal up holes with polyurethane expanding foam; by putting hail screens on vents; replacing rotted wood; and by other means. Bats may enter buildings through large or even small openings, such as unprotected louvers or vents, broken windows, or other open spaces, or through old worn sidings, around eaves, or cornices.

Some pest control experts recommend installing a "Constantine's bat-proofing valve" to bat-proof a house. This device, which consists of a rigid base tube with an outer pliable sleeve attached, is placed over the entrance hole allowing bats to exit the dwelling but not to reenter.

The biggest cost involved in removing the bats is the use of a man lift (i.e., "cherry picker") to lift people up to where the exit holes are. Some of Fort Riley's residences are as much as three stories high.

Occasionally a bat may get into the living area of a house, and while this is often disconcerting to the occupants, it doesn't have to be, Newman said. The bat will often leave at dusk if doors or windows are left open. Capturing bats should be left to professionals.

Creatures like bats and snakes have a bad reputation but are actually beneficial creatures, according to Newman. Bats cause little actual damage to dwellings or other structures, but people do get disturbed when they hear the crawling, squeaking bats in their walls; and they don't like the offensive odor of bat droppings either.

The mere presence of bats in the area or neighborhood is not detrimental. In fact, bats provide many more benefits than most people realize, Newman said. Some people place bat houses around their dwellings to provide a roost for bats and reduce the chances of them using their attic.

Still it pays to keep your wits about you when come across the occasional bat in your home, Newman said.

"They'll turn up at unexpected times, in odd places -- like hanging from shower curtains, kitchen cabinets, wall paintings and closet rods. Don't panic -- just call us up, and we'll take care of the problem."

POC is Pam Newman, Fort Riley DPW, (913) 239-6830 DSN 856.

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Electronic ballasts can save energy

Current Energy Audit Programs have strongly focused on lighting systems as one of the many

places where energy savings can be improved significantly.

In recent years, use of electronic ballasts has gained great popularity in consumer and industrial markets. Today's energy savings performance contracts include retrofitting fluorescent light fixtures to T-8 lamps with electronic ballasts.

The functions of a ballast in a fluorescent lamp are to create the voltage to start the lamp and then maintain and limit the current. The ballast itself is subject to losses. As a result, a ballast's efficiency could significantly affect a system's energy efficiency.

The most significant feature of electronic ballasts is the higher operating frequency, which is typically 20-60 Khz. Regular electromagnetic ballasts have only 60 Hz. Thus electronic ballasts can convert power to light more efficiently and consume less power.

For example, an electronic ballast operating two 4-foot energy-saving lamps requires an input power of 60 watts compared to 82 watts of input power on a conventional electromagnetic ballast. This amounts to a 27 percent energy savings.

Not only do you get a better power factor and higher luminous efficiency with electronic ballasts, but the instantaneous starting time cuts down on eyestrain. According to a study conducted by Lighting Research and Technology, the average incidence of headaches and eyestrain in offices was cut more than one-half under higher-frequency lighting.

Other benefits of electronic ballasts include a higher life expectancy, a reduction in noise level, and a lower operating temperature which results in more energy saving in air-conditioning requirements as well as lower potential maintenance.

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Yongsan carpenters become ROOFER experts

Early this year, COL Phillip Campbell, Assistant Chief of Staff, Engineer, of the 19th Theater Army Area Command in Korea, requested that the CPW roofing team come to Korea and train his people in the ROOFER program.

COL Campbell selected Yongsan Garrison in Seoul for his ROOFER System Pilot Project. The CPW team arrived in Korea on 28 July 1995 and remained for three weeks. LTC Richard Conte, director of Engineering and Housing at Yongsan, and Daniel Mullins, his chief of Buildings and Structures Branch, were exceptionally cordial and cooperative hosts, providing whatever was

needed to make the effort succeed.

The mission presented a real challenge. The ROOFER manuals and the software program were written in English and nobody on the CPW team understood or spoke a word of Korean.

Mullins selected four of his carpenters (Yi Chong Hyok, Pak Sun Chin, Pae Yong Man and Choe Su Yong) for the ROOFER team. The training phase went very well, primarily due to the efforts of team leader Yi, who was familiar with roofing terms, spoke and understood English, and served as the translator/interpreter for the team.

The Youngsan team learned how to draw roof plans, take core samples, and visually inspect the membrane and flashing components of the built-up roofs at Yongsan.

After a few days, the team was able to function on its own, with limited supervision. After a number of roofs had been inspected, Mr. Yi, who was also proficient in computers, began entering the data into the ROOFER software program. When a translation or computer situation arose, Kim Chung Hui, the R&U clerk for the branch, stepped in to assist.

The rapid progress of the Korean team enabled the CPW team to visit Camp Humphreys, about 40 miles south of Seoul, and give some preliminary training on ROOFER to the engineer personnel

The CPW team, along with the installation engineer personnel, also conducted nighttime aerial infrared roof moisture scans of Yongsan Garrison and Camp Humphreys. The flight over Yongsan was not without incident. Even though a representative of the Korean government was on board, no one had told the Koreans about the flight. They came out of their houses to see why an Army helicopter was flying so low over their houses so late at night. Since Seoul is about fifty miles south of the North Korean border, the flight made the morning news on TV.

The CPW team left Korea knowing that they had assisted in developing a ROOFER team that could not only take care of the roofs at Yongsan, but assist in training engineer personnel at other U.S. facilities in Korea. However, the real credit must go to the positive attitude and rapid learning skills of engineer personnel at the installation. They really wanted the ROOFER program in Korea to succeed and it did.

For more information on the ROOFER program, please contact Al Knehans at (703) 806-5990 DSN 656 or Jim Ledford at (703) 806-5991 DSN 656. The FAX number is (703) 806-5992, and e-mail is Knehansa or Ledfordj@belvoir-cpwl.army.mil.

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New contract does boiler inspections and more

by John Lanzarone

Thanks to a new contract awarded in September 1995 to ABS Industrial Verification, Inc., Army installations can again perform boiler inspections, deaerator tank and unfired pressure vessel integrity studies, ultrasonic thickness testing of unfired pressure vessels, and failure analysis of boilers. This service is offered on a reimbursable basis through the U.S. Army Center for Public Works.

AR 420-49 requires all high pressure steam boilers (above 15 psig) and all high pressure/temperature water boilers (above 30 psig or 250 F) to be inspected annually. The AR requires installations to perform these inspections according to the rules for Inspections, Section VII, Care of Power Boilers, American Society of Mechanical Engineers (ASME) Boiler and Pressure Vessel Code.

Until April 1995, inspections were available through a Center for Public Works contract with the Hartford Steam Boiler Inspection & Insurance (HSBI) Company. However, the contract with HSBI expired in April 1995, and except for TRADOC and FORSCOM installations, installations have had to arrange for boiler inspections on their own.

The new contract has an expanded scope so that much more than boiler inspections can be accomplished. ASME-stamped unfired pressure vessels can also be inspected, to include ultrasonic and wet fluorescent magnetic particle examinations of deaerator tanks. As in the past, TRADOC and FORSCOM have already paid for their installations to receive boiler inspections.

If you'd like more information about the new contract, or if you'd like to request inspections, please call John Lanzarone, contracting officer's representative, at (703) 806-6067 DSN 656. You may also reach him on the internet at lanzaroj@belvoir-cpw1.army.mil

John Lanzarone is a mechanical engineer with the Mechanical and Energy Division of CPW.

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Torii Station firefighters take first place

Okinawa's Torii Station firefighters took first place in the first Firemen's Competition held last March. Along with the Army team, firemen from the Marines, Air Force and local fire departments participated or demonstrated in the ten events. The event not only brought fire

prevention into the spotlight but it allowed firemen to familiarize themselves with the equipment available at the local fire departments.

The contest was organized and planned by Torii Station Fire Chief Tazio Hokyu. Chief Hokyu said that they plan to add more events next year and invite fire teams from all over the Pacific to participate.

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Communications, coordination, cooperation-- improving performance and customer relations

by Beverly Y. Thomas

Personnel resources to perform routine operational tasks are quickly diminishing throughout most sectors of the government. The object is to:

- o Lower operational costs.
- o Streamline organizations.
- o Reduce unnecessary steps and procedures to improve processes and the quality of work.

No longer are phrases like "good enough for government work," and "not in my job description," being tolerated as excuses for inefficient, substandard work ethics. These cliches are being replaced with phrases like "continuous process improvement," "customer driven performance standards," and "self-directed work teams." Cross training of general skills, instead of specialization, is also a major focus.

The Contracts Subcommittee of the ACSIM Business Practices Committee is focusing upon improving the sometimes strained relationships, and often poor communications, that exist between many Directorate of Public Works (DPW) and Directorate of Contracting (DOC) communities.

Some activities have broken new ground and found very successful ways to bridge communication gaps by developing highly efficient and supportive work environments. Committee members found the most success where people work together and understand each other's roles, workloads and priorities.

Effective teaming of resources through constant communications is an essential bridge between the DPW and DOC, one which is valuable to both organizations as each confronts the reality of increasing workloads and continued personnel reductions. Still evolving are high performance teams that make the most of each team member's time, talents, and efforts to

share process improvements and quality of output.

High performance teams have these three very basic, but essential, elements-- effective communications, routine coordinations, and optimum cooperation. Ultimately the quality of their input to the acquisition process, for any procurement action, is tied directly to the quality of communications between their organizations.

Understanding each other's processes and problems is a critical step, which must be consistently followed by other fundamental steps:

- o Plan early, share information, and identify key players (the Acquisition Planning Team concept) to ensure that data collection is started immediately after an acquisition requirement is identified. Routine reviews and approvals must receive timely coordination while barriers/ project concerns are addressed at the onset and throughout the Acquisition Process with the right people. Appropriate selection of the correct resources enhances the commitment among team members to support the common goals and objectives of the group.
- o Provide an environment conducive to an open exchange of information enables team members to remain in a "listening mode" able to receive the ideas and concerns of all members. In this mode, members are encouraged to challenge bad processes or suggest innovative new approaches to solving old problems. Do not allow paper trails and phone lines to preclude opportunities to talk "face to face."
- o Learn to take an active role to ensure continued progress is maintained. When dealing with customers, get them involved and work extensively towards finding solutions to their needs.
- o Maximize the use of automation through electronic mail, bulletin boards, project management software programs, and integration of local area networks to enhance the sharing and updating of project status.
- o Build a winning team relationship by being willing to support the goals and objectives of the team. Promote a positive, proactive attitude that reflects the pride and empowerment of the team. Establish a "feedback" system that encourages a constant exchange of information and sharing of ideas.
- o Establish a code of conduct and voting system agreed upon by the team to ensure consensus is maintained and provide a means for the team to always communicate and pursue common team objectives. Work together to fulfill your customer's needs.

Successful execution of the above fundamentals for effective communication, coordination, and cooperation can result in better and more timely support. Remember, the team approach works!

POC is Beverly Y. Thomas, (404) 669-7284 DSN 367.

Beverly Y. Thomas works in the G4 Contracting Division, HQ Forces Command. This article was submitted on behalf of the Contracts Subcommittee of the ACSIM Business Practices Committee.

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Fort Sill gets the job done!

You can call it teamwork, management magic, customer care or commitment to quality, but Fort Sill calls it success. The installation staff has come up with an innovative idea that gets two jobs done for the price of one.

The Directorate of Public Works, Housing Management Division, and Treasure Lake Job Corps, a local educational/vocational program under the Department of Labor, have combined their talents to accomplish maintenance and repair projects for the installation. The Housing Management Division provides all of the necessary materials and the students provide the labor for free. Examples of completed projects include renovation of family housing garages and exterior painting. The students are also helping to install a concrete pad next to Fort Sill's Missile Park, which will be used to display captured Iraqi weapons.

Students from all walks of life come together for this unique opportunity to learn a craft of their choice. They often arrive at the Treasure Lake Job Corps with an unfortunate past and leave with a very fortunate future. Through on-the-job training in the electrical, plumbing, and heating and air conditioning shops, Fort Sill's journeymen teach them useful skills.

The Directorate of Public Works, Housing Management Division and customers of Fort Sill also have a brighter future thanks to the genuine efforts and commitment of the Treasure Lake staff and the students. Thanks to innovative ideas such as this one, minor construction and maintenance and repair can be kept alive at Fort Sill--even during these times of austere funding.

Rick Faugh, a Treasure Lake Job Corps representative, said that they rely on projects such as these for training students. The organization is not immune to budget cuts and without such collaborations, their program would suffer.

All around, it's a win-win situation. Fort Sill Housing and Treasure Lake Job Corps plan on working together to accomplish many more projects.

POC is Brenda Pike, customer service representative, Housing Management Division, Fort Sill, (405) 442-2302 DSN 639.

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Army completes first Family Housing Community Plan

The Army Family Housing Community Plan is patterned after a similar program being used by the U.S. Air Force since the mid-1980s. Both the Army and the Air Force are using the Savannah District as the contracting office.

The District goes through the standard A/E contractor selection process to obtain the services required to develop the plan. Contractor fees for an Air Force installation range from \$75,000 to \$295,000. The Army's first Family Housing Community Plan was recently developed for Fort Rucker, Alabama, at a cost of \$207,000.

What does a Family Housing Community Plan do for an installation? The plan serves as a guide for bringing all housing up to contemporary standards and identifying all necessary improvements and repairs. It defines all construction costs for improvements and repairs anticipated over the next 7-10 years. It also provides for orderly and economical implementation of all proposed improvements through a phasing plan that recognizes the priorities of the installation.

Initially, the A/E contractor visits the base and conducts an inspection of each type of dwelling unit by grade. An example would be an inspection of five 3-bedroom units, one each for junior enlisted, senior enlisted, company grade, field grade and senior grade. At Fort Rucker, the contractor inspected 19 different dwelling units.

The next step is to develop a 10 percent In Process Review (IPR). This is the contractor's idea as to what is needed to provide a complete plan for family housing on the installation. The IPR includes housing, neighborhood amenities and the supporting infrastructure for the entire housing area.

The contractor now makes recommendations regarding any conversions, primarily reduction of bedrooms within a unit, such as going from three bedrooms to two, but must be within the authorized net floor area for that type of dwelling unit. He also recommends demolition and, in some instances, replacement. The IPR is presented by the A/E to the Savannah Project Manager, ACSIM Project Officer, and installation DPW personnel.

The next step in the process is to make a formal slide presentation to the installation on the community plan concept. The target audience is the installation commander and staff, not the

occupants of family quarters. The presentation is at the 35 percent completion stage.

The preliminary or 60 percent completion review is conducted at the contractor's office. Attending this review are personnel from the installation, the ACSIM project officer, and the Savannah project manager.

The final review of the camera-ready product is a quality control check by the project manager, MACOM, and ACSIM. No changes are made to the final product at this time. The contractor makes administrative adjustments if needed and then publishes the book. Copies of the book are provided to the installation, the MACOM, ACSIM and the Savannah Project Manager.

The final product is equal to a 35 percent project design. This document can assist installations in programming their requirements for the revitalization of family housing. The cost estimates contained within the book reflect current costs and can be escalated to the year of anticipated construction. In the final plan, the contractor develops a phasing plan which identifies the priority of work to be accomplished.

Once the plan is approved, the installation starts the programming stage with follow-on work done through the installation support district. An A/E contractor selected to design a complete project is held to the concept design since it has already been approved. Fort Rucker is currently revitalizing 302 dwelling units.

POC is Michael Ash, (703) 355-8438 DSN 345.

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Co Op Program can be right tool for right job

by Chief Juan Ortiz

The right tool for the right job! How many times have we heard this phrase and dismissed it as just another platitude for something else that had gone wrong? At Fort Bliss, the retention of qualified firefighters was a problem that did not seem to have a solution.

We would hire well-qualified firefighters as they completed their tours of active duty with different branches of the Armed Forces. However, within an average of 12 months, we would lose them to a base closer to their homes and family. It seemed that once they got into the system, they would start submitting applications to where they really wanted to be.

I went to the Recruitment and Placement Branch of our local Directorate of Civilian Personnel

to ask for help. There I found out about the Cooperative (Co Op) Program, which can be used for many professions and work areas, including firefighting. All you need is an institution of higher learning willing to enter into an agreement with a local base.

In our case, the El Paso Community College had an accredited Fire Technology Associates Degree Program as part of their curriculum. After several meetings with the college Special Programs Coordinator, we developed an agreement between the College and Fort Bliss to include the Co Op Program in our fire department.

The trainees are permanent, part-time employees working thirty two hours per week. Their hours are very flexible since their work schedule is determined by their school class schedule.

The grade level is determined by the number of credit hours completed. Upon completion of all requirements, the trainees are eligible for noncompetitive conversion into Federal Service.

A training program was developed within the department to comply with the required minimum study-related work hours necessary for noncompetitive conversion into the competitive service. This program provides the trainees hands-on training for equipment, procedures and tactics, and the college provides the academics on the same subjects.

The prospective trainees go through the same screening process as experienced prospective firefighters: oral interview, physical examination, and a stamina and agility test. They must enroll for a specified number of hours each semester and maintain a certain grade point level in order to continue in the program. If at any time they do not live up to their part of the contract, they can be terminated.

Since we established the Co Op Program in our fire department, retention of personnel is no longer a major problem. Our youngest trainee was eighteen years old and straight out of high school when he started the program. At age twenty-two, he is now a fully certified firefighter, career federal employee.

All of our trainees are "home-grown" young people with established roots in the local community. They will be productive members of the department for their entire civil service careers. Finally, we have the right tool to fix our retention problem!

Juan Ortiz is the chief of the Fire and Emergency Services division, Directorate of Public works and Logistics, (915) 568-8401 DSN 568.

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Space Management--many tools in one

by Paul Landgraff

Space Management is a tool used to distribute space in the way that most efficiently helps to carry out your installation's mission. It can also be a planning tool linked to your Master Plan through your Capital Investment Strategy, a design tool that creates a pleasant place to work, a financial tool which saves dollars, and a morale tool which encourages organizational excellence. Efficient space management promotes efficient asset management-- efficient allocation and use of installation property.

The Army's space management goal is straightforward. It asks installations to:

- o Use existing facilities, property, and space in an efficient manner.
- o Reduce the need to construct or otherwise acquire land and facilities by using existing Army-controlled facilities.
- o Determine any shortfalls or excesses of assigned land, facilities, and space consistent with unit/activity populations in the Army Stationing Installation Plan.
- o Eliminate uneconomical, high-maintenance facilities.
- o Take action to deal with shortfalls or excesses.
- o Dispose of land, facilities, or space excess to Army needs.

**CPW's Planning and Real Property
Division is available to do space
utilization studies for your installation.**

In providing excess area to an activity, you waste scarce resources. When you occupy less space than actually authorized, you are guilty of overuse and can lose funds for both new construction and maintenance. The costs of incorrect use, just the additional expenditure for utilities and maintenance, could place your installation at a severe disadvantage in the competition for funds-- any kind of funds.

To practice efficient space management at your installation, you need to properly design and plan for its occupancy. Space utilization is the process of obtaining, categorizing, and identifying authorized occupancy for a facility. Space planning identifies the most effective method for occupying space to enhance productivity and morale, as well as protect the health, safety, and welfare of the occupants of that space.

What is good space utilization varies with the category code or function of the facility in question. Is the facility an administrative facility, a housing facility, or a training facility?

Different activities need different types of space and different quantities of a given type of space. The mission of your installation will determine what activities will take place there.

Space planning deals with the quality of the space. How well does this space meet human needs. You can get help in this area from design professionals/architects in your engineer shop, your Installation Design Guide, or DA Pamphlet 420-10, Facilities Engineering Space Management Guide.

CPW's Planning and Real Property Division is currently revising DA Pamphlet 420-10. This project will make the TRADOC Space Management Guide into something use the whole Army can use, taking into account the new AR 415-28, Real Property Category Codes.

POC is Paul Landgraff, CECPW-FP, (703) 355-0078 DSN 345.

Paul Landgraff is a landscape architect in the Planning and Real Property Division of the Directorate of Facilities Management.

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EIS update

The HQ/MACOM Executive Information System (EIS) is a user friendly method for Headquarters, Department of Army (HQDA) and Major Army Commands (MACOM) to acquire information from IFS-M and other existing databases.

The EIS is designed to allow users easy access to data without knowledge of Structured Query Language (SQL) or any specialized computer skills. It is a multi-dimensional database that provides reports in graphical and tabular displays by fiscal year quarters. These reports allow HQDA and MACOMs to analyze their Real Property Inventory and Real Property Maintenance Activity (RPMA) costs at all levels.

The EIS has minimal hardware and software requirements and is easy to install. The HQ/MACOM EIS database presently resides on a dual pentium processor at CPW and can be accessed using an internet or modem connection.

The EIS real property inventory data will be updated quarterly and the RPMA cost data will be updated annually. On-line tools allow the user to copy EIS screens or data to a clipboard, export data to a file, or print screens.

Future EIS development includes:

- o Archiving up to five years of data.
- o An assisted query function.
- o Canned queries.
- o An on-line analysis tool.
- o Access to the Office of the Secretary of Defense (OSD) EIS (EISAC).

These tools will allow users to do trend analysis and access specific data that is not presently displayed on existing EIS screens.

The HQ/MACOM EIS software was deployed to ACSIM and MACOMs in August 1995. So far, four ACSIM offices and eight MACOMs have successfully loaded the software and currently have access to the EIS database at CPW. They are:

- o ACSIM, Plans Division
- o ACSIM, Housing Division
- o ACSIM, Resource Integration Office
- o ACSIM, Facilities Policy Division
- o Military District of Washington (MDW)
- o Training and Doctrine Command (TRADOC)
- o Forces Command (FORSCOM)
- o US Army Europe (USAREUR)
- o Eighth US Army
- o US Military Academy (USMA)
- o Army Materiel Command Installation & Support Activity (AMC I&SA)
- o US Army Pacific (USARPAC).

The remaining MACOMs should be on-line to the EIS database by the end of this month.

CPW has requested the ACSIM and MACOMs to review the current (beta) version of EIS and identify improvements/enhancements that would build upon the existing system by 2 January 95. These suggestions will help produce a useful management tool for all Army facility managers to do problem solving, planning and decision making.

For information or questions related to the EIS, please contact Linda Smith, (703) 355-2334 DSN 345.

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1995 DPW Training Workshop

Individuals who have received quotas from their MACOM to attend the 5-7 December 1995

workshop must make reservations at the Ramada Hotel (703-683-6000) as soon as possible. Attendance at the workshop will be strictly controlled, and participants must have a MACOM-allocated quota to attend. For more information, contact your MACOM first and then Johann Grieco 703-355-7589 DSN 345.

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FEMP FY '96 Training Schedule

14-16 NOV 95	Energy Savings Performance Contracting--Lisa Frey	Washington, DC
28-29 NOV 95	Operations & Maintenance Management -- Shannan Butler	Downey, CA
5-7 DEC 95	Energy Savings Performance Contracting -- Lisa Frey	San Francisco, CA
9-11 JAN 96	Energy Savings Performance Contracting -- Lisa Frey	Washington, DC
23-24 JAN 96	Federal Energy Management -- Lisa Frey	Cincinnati, OH
6-7 FEB 96	Water Resource Management -- Shannan Butler	Dallas, TX
13-14 FEB 96	Renewable Energy Projects -- Chris DeChaine	Atlanta, GA
4-5 MAR 96	Operations & Maintenance Management -- Shannan Butler	Washington, DC*
6-7 MAR 96	Facility Energy Decision Screening -- Shannan Butler	Washington, DC*
1-3 APR 96	Federal Relighting Initiative -- Lisa Frey	Kansas City*
4-5 APR 96	Facility Energy Decision Screening -- Shannan Butler	Kansas City*
10-12 APR 96	Energy Savings Performance Contracting -- Lisa Frey	New York, NY
23-24 APR 96	Designing Low Energy Bldgs (Non-Residential) -- Terry Doyle	Dallas, TX

30-MAY2 96	Energy Savings Performance Contracting -- Lisa Frey	Washington, DC
13-15 MAY 96	Federal Relighting Initiative -- Lisa Frey	Rockville, MD
15-17 MAY 96	Designing Low Energy Bldgs (Non-Residential) -- Terry Doyle	Rockville, MD*
14-16 MAY 96	Energy Savings Performance Contracting -- Lisa Frey	Atlanta, GA
20-23 MAY 96	Life-Cycle Costing/ASEAM -- Loreen Linsenmayer	Rockville, MD*
11-13 JUN 96	Energy Savings Performance Contracting -- Lisa Frey	Boston, MA
18-19 JUN 96	Water Resources Management -- Shannan Butler	San Francisco, CA*
18-19 JUN 96	Federal Energy Management -- Lisa Frey	Salt Lake City
20-21 JUN 96	Facility Energy Decision Screening -- Shannan Butler	San Francisco, CA*
9-10 JUL 96	Operations & Maintenance Management -- Shannan Butler	Chicago, IL*
11-12 JUL 96	Renewable Energy Projects -- Chris DeChaine	Chicago, IL*
23-24 JUL 96	Federal Relighting Initiative -- Lisa Frey	Seattle, WA*
24-25 JUL 96	Designing Low Energy Bldgs (Non-Residential) -- Terry Doyle	Seattle, WA*
13-14 AUG 96	Federal Relighting Initiative -- Lisa Frey	Boston, MA
20-21 AUG 96	Water Resource Management -- Shannen Butler	Denver, CO*
22-23 AUG 96	Renewable Energy Projects -- Chris DeChaine	Denver, CO*
17-18 SEP 96	Federal Energy Management -- Lisa Frey	Pittsburg, PA
Shannen Butler		(509) 372-4368
Chris DeChaine		(301) 230-1502

Lisa Frey	(202) 737-1991
Terry Doyle	(202) 628-7400
Loreen Linsenmayer	(301) 975-6132
For more information, please call the FEMP Help Desk at	1-800-566-2877

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Jack Giefer

DPW Management Division

Jack Giefer transferred to CPW in February of 1990 from Korea, where he was the IFS-M project officer at HQ FE Activity and chief of the Engineering Resources Management Division at Camp Page. Before that, he spent six years as a technical writer, master planning assistant and leader of pre-design control data survey teams with an A&E firm.

With all that experience under his belt, Jack was well suited to administer CPW's contract for IFS-M training for the last five years. Today, he issues delivery orders for consulting assistance visits (CAVs) to installations that provide help with functional IFS-M use and data base purification, including:

- o Contractor support for backlog reduction in various areas of work management.
- o Data collection.
- o Performance statements for commercial activities contracts.
- o Temporary network support services.
- o On-site real property facilities surveys.
- o Inspection of RPMA contracts for on-going work.

After an installation requests assistance, Jack works with the appropriate contractor and the installation POC to determine the required level of effort and how much it will cost to fix the problem. "I enjoy interacting with installation personnel over the phone," says Jack. "I get great personal satisfaction out of helping resolve a conflict and making someone's job easier."

For example, one installation had a very large "error pool," where transactions could not be passed to the financial system but stayed in IFS-M. Jack determined that revising the installation Account Processing Code Table would solve the problem. With on-site contractor assistance, the error pool got smaller each day and had almost disappeared by the end of the short visit. Within three days, installation personnel knew how to clear up the balance of the error pool by themselves and how to avoid developing another in the future.

"Installations make very large investments in IFS-M," says Jack. "If you have any reason to believe that your installation can derive greater benefits from the system, you should request a CAV. It's well worth the cost and effort."

Jack's hobbies include reading books on history and listening to classical music. You may reach him at (703) 355-0073 DSN 345.

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George Jett

Directorate of Power Reliability Enhancement

After working for the Humphreys Engineer Center Support Activity (HECSA) as an engineering technician for three years, George Jett joined CPW in 1992. As a member of the Directorate of Power Reliability Enhancement, he participates in power reliability surveys performed on Army installations worldwide.

Command, Control, Communications and Intelligence (C3I) Command or site personnel request help with a utility problem, and a site visit is set up as soon as possible. George will go as a team member to do a power reliability survey, bringing back data to analyze the installation's problems.

During the survey, the team performs a systematic investigation of the utilities systems to isolate the problem, starting with the incoming electrical switchgear and working down to the individual panels. The survey usually takes one to two weeks, depending on the size of the installation. Most sites have a harmonic distortion problem, caused by an increase in computers, tape drives, and laser printers. If neglected, harmonic and grounding problems can lead to lost data, generate heat, and damage equipment.

"We often find unexpected problems, such as loose connections, wires, code violations and inappropriate configurations, to which we alert the installation as well," says George.

In addition to electrical systems, the team also inspects heating and air conditioning systems, security and protection systems, and fire alarms to make sure they're working properly and not violating any codes. When the survey is completed, the CPW team makes oral recommendations to the commander. A written report and one-line drawings are sent to the installation later with recommendations, cost estimates, DD 1391s and PDBs (program development brochures).

George also manages the CPW's Power Testing Facility located at Fort Belvoir, Virginia. This program allows Army, Air Force and Navy installations worldwide to load test their power plants, generators, transformers, electromagnetic pulse or Tempest filters. They can borrow the portable load banks and pay for transportation, operational costs and any TDY costs for the soldiers who operate them.

An amateur carpenter, George has added a workshop to his house and enclosed the deck. You may reach him at (703) 355-7619 DSN 345.

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Ed Vogel

Budget and Programs Division

A graduate of Loyola University in New Orleans, Ed Vogel worked at HQUSACE in the Civil Works Directorate for eight years before coming to CPW in 1988. As a program analyst, he managed the General Expenses appropriation and the Inland Waterway Trust Fund.

While much of Ed's current job as CPW's chief of the Budget and Programs Division involves internal support to the organization, a new initiative-- accepting project orders-- gives him more opportunities to interact with the field. "Installations can now send CPW year-end money to carry over for them," says Ed. "So long as it represents a bona fide need for the current fiscal year and is here by 29 September, we can do it."

Interacting with installations and their district support is another new facet of Ed's job as the budget officer for CPW. Installations can call him to ask questions about how the Corps of Engineers determines its finance and accounting procedures. For example, Ed says he is often asked about the high costs of a district's services and must explain why districts have to include overhead rates in their charges to installations and CPW does not.

Ed also answers questions about CEFMS, the Corps of Engineers' Financial Management System. Installations often ask him specific questions about how this new accounting system is going to work for them. He feels it's all a part of the lack of understanding of how the Corps does its business and will be happy to clarify any confusing points.

He also handles the billing for the CPW generator loan program, which allows installations to borrow electrical equipment for indefinite periods. Ed determines how much installations pay for this service, depending on the length of time, TDY costs for the soldiers who set up the generators, and other factors.

Ed is currently working on several projects with the Office of the Assistant Chief of Staff for Installation Management (ACSIM). As a member of the Financial Management Sub-committee of the ACSIM's Business Practices Committee, he recently helped to develop a guide for effective shop rates, which will benefit all installations. In the past, installations used many different methods to establish their rates.

Ed coaches soccer and basketball and enjoys going on ski trips with his family. Please call him at (703) 355-3918 DSN 345.

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Phil Conner

Mechanical and Engineering Division

Phil Conner graduated from the University of Maryland with a degree in mechanical engineering. After working for private industry, George Washington University and the Navy for over 20 years, he joined the Facilities and Engineering Support Agency in 1981.

Today, Phil helps Army installations interpret the mass of rules and regulations concerning use of natural gas. Acting as CPW's clearing house for technical knowledge on gas systems, he provides guidance on gas systems and technical assistance on all mechanical utilities including heating and air conditioning (HVAC).

For example, several installations in Germany couldn't provide training for helicopter attack crews because the simulator facilities, which are sensitive to temperature and humidity, kept shutting down. After performing on-site inspections, Phil found that the HVAC systems had been incorrectly designed and stayed to help administer a local contract to redesign them.

Since the explosion at Fort Benjamin Harrison a few years ago, everyone has been more concerned with safety procedures. As the Army representative on the Department of Defense's Gas Safety Technical Committee, Phil is helping to develop O&M standards and adapt the Air Force's Mobile Gas Systems Training Course for all of DoD. The aim is to have a uniform gas program for procedures and training at all installations, regardless of service. The Transportation Safety Institute (TSI) currently teaches a two-week class, jointly developed by the Army and TSI, in Oklahoma City, where their lab facilities can simulate potential problems. Phil says, "We're working towards having the basic training done at the installation, with more advanced training still conducted at TSI."

Phil also manages on-site surveys of gas management procedures and physical surveys of gas

systems that identify critical needs and help installations make appropriate management decisions. These surveys can help an installation to understand the Pipeline Safety Regulations (Part 192), which the Army adopted in November 1991. "Installations have the most difficulty in finding resources for compliance, so correct interpretation of regulations is critical," says Phil. "Our surveys can help installations determine how to allocate their resources best."

A licensed pilot, Phil likes to relax by performing loops, chandelles, and rolls in the air. You may reach him at (703) 806-6068 DSN 656.

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Where the hurricane blows, Prime Power goes

by Mark Ray

When Hurricanes Marilyn and Opal struck the U.S. Virgin Islands and the Gulf Coast, the Army's 249th Engineer Battalion (Prime Power) swung into action, demonstrating its unique abilities to evaluate and repair electrical generating and distribution systems and to provide utility grade power on short notice, anywhere and under the most difficult circumstances.

Hurricane Marilyn

On Saturday, 23 September, roughly 36 hours after Hurricane Marilyn struck the Virgin Islands, five NCOs, all out of the battalion's 3rd Platoon, B Company at Fort Benning, landed on St. Thomas. SFC Fernando E. Lopez, SSG David J. Scott, and SGTs Joseph K. Damm, Jimmy H. Deal and Brian T. Johnson had arrived in Puerto Rico on Friday, 22 September, but could not move on to St. Thomas until debris had been cleared from runways and the airport reopened. After linking up with Federal Emergency Management Agency, Corps disaster relief personnel and the local National Guard, the prime power troops began to assess damage and establish priorities for emergency generator installation. SFC Lee R. Peterson joined them on St. Thomas a day later.

"The storm knocked out all the utilities on St. Thomas," said CPT Ken Comer, who deployed to the Virgin Islands from battalion headquarters in Fort Belvoir, VA. "There was no power, no water and no sewer service. The streets were filled with debris and downed electrical lines. The winds had stripped the trees of their leaves--it looked like winter, rather than September on a tropical island."

Providing power to the St. Thomas hospital became the top priority. On Sunday, 24 September, the 249th's B Company deployed four 750-Kw mobile generators, a control van and two mobile substations from Fort Bragg by air. "The generators arrived at the hospital 24

hours after they left Fort Bragg," said B Company commander CPT Gwen Baker. "The FEMA people were amazed that we got them down there so quickly. But we arrived in the nick of time. Just as our generators pulled into the parking lot, the hospital's emergency generator blew a head gasket."

The battalion provided prime power to the hospital around the clock until Oct 14, when the local utility restored power and a commercial generator was available to provide backup. During this period, the battalion deployed a total of 40 soldiers to the area. The prime power NCOs performed damage assessments and installed emergency generators at key sites throughout the island. In all, the battalion installed about 70 generators on St. Thomas, helping restore fundamental infrastructure and government functions. Locations where the 249th installed generators include:

- Water and sewer pumping and treatment sites.
- Communications facilities.
- Government offices playing critical roles in the disaster recovery.
- Nursing homes and public housing.

The 249th's NCOs also did damage assessments on St. Croix and St. John, which were spared the extreme destruction seen on St. Thomas. While on St. John, soldiers from the 1st Platoon, A Company, out of Fort Shafter, HI, showed the initiative and ability the battalion is famous for.

The prime power troops noticed that the lights were flickering. They traced the problem back to a 2.5 megawatt generator that was providing power to the entire Cruz Bay area of the island. The NCOs discovered that water had contaminated the generator's fuel. Working with WAPA, the Virgin Islands electrical utility, they obtained parts and repaired the generator, ensuring that power would continue to flow on St. John.

Hurricane Opal

Even as the situation in the Virgin islands was coming under control, a new hurricane was taking aim at the U.S. Gulf Coast. On Wednesday, October 4, Hurricane Opal roared across the Florida panhandle, packing winds in excess of 140 miles per hour. Once again, the 249th was ready and waiting.

"We realized late Tuesday night that the storm had strengthened and was going to hit the coast," said the 249th's Operations Officer, MAJ Adrian Eichhorn. "We spoke with the Corps Emergency Operations Center Wednesday. Wednesday night, I and SGT Brian Rawlins ended up in Atlanta."

Although the storm knocked power out in Atlanta that night, the two battalion soldiers were

able to drive to Tallahassee, FLA Thursday, where they married up with state, FEMA and Corps emergency support operations.

"We were working out of the state's emergency operations center. Between the state, FEMA and the Corps, we had a stock of about 60 generators of various sizes. The EOC was receiving requests from affected counties for assistance. We helped develop a system for prioritizing needs, based on the importance of the facility. We also helped set up a system of property accountability to ensure that the state would be able to get its generators back when they were no longer needed," Eichhorn said.

As in the Virgin Islands, restoring essential services and facilities became the top priority. Important sites included government offices, sewage and water treatment plants, refugee centers, major hospitals, and radio stations and other vital communications facilities.

On Thursday, four NCOs, all from B Company (SSG John H. Backensto, SSG Swede P. Hughes, and SGT Andrew L. Harrison from Fort Bragg along with SGT Clifford Norris from Fort Benning) drove down with vital tools. CPT Jeffery Ford from battalion headquarters at Fort Belvoir also arrived. The NCOs quickly began to make damage assessments and to help prepare generators before they were sent out to sites. (Local contractors installed and fueled the generators on site.) At the same time, Eichhorn and Ford lent their expertise to EOC operations.

Because of Florida's experience with Hurricane Andrew, the state was well-prepared for Opal. "Florida was really organized," Eichhorn said. "By Sunday, only about 80,000 people still lacked power. Almost everyone had their power back a week after the storm hit."

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Where they came from

The 249th deployed troops from the following locations in its disaster relief operations:

Hurricane Marilyn	Hurricane Opal
Fort Bragg, NC--13	Fort Bragg, NC--3
Fort Benning, GA--8	Fort Benning, GA--1
Fort Belvoir, VA--1	Fort Belvoir, VA--4
Fort Shafter, HI--8	Fort Lewis, WA--4
Attleborough, MA--2 (reservists)	
Fort Campbell, KY--1	

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Where they came from

About the 249th Engineer Battalion (Prime Power)

The mission of the 249th Engineer Battalion is to provide utility-grade prime power to support warfighting, contingency and disaster relief operations. The battalion is headquartered at Fort Belvoir, with company headquarters at Fort Lewis and Fort Bragg, and 16-man platoons at locations throughout the U.S., Germany and Korea. This forward deployment allows the battalion to respond quickly to locations anywhere in the world.

The 249th Engineer Battalion comprises over 200 soldiers. Its NCOs undergo a year of intensive training, which gives them the ability to troubleshoot, repair and operate most electrical generating and distribution systems they encounter. Its internal assets include mobile 750 Kw generators and 1650 KVA substations, which can be rapidly deployed by air.

During Operations Desert Shield and Desert Storm, the battalion provided electrical support to the entire Persian Gulf Theater, completing over 190 electrical engineering and power production missions and winning a Meritorious Unit Commendation. The unit also played significant roles in the disaster relief efforts following Hurricane Andrew, Hurricane Iniki and Typhoon Omar.

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