



PUBLIC WORKS

Digest

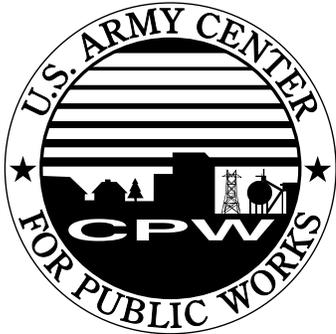
Volume IX, No. 7
September 1997

*A publication of the U.S. Army
Center for Public Works*

In This Issue...

**Panama
lowers
the flag**





Public Works Digest is an unofficial publication of the US Army Center for Public Works, under AR 360-81. Method of reproduction: photo-off-set; press run: 3,000; estimated readership: 40,000. Editorial views and opinions expressed are not necessarily those of the Department of the Army.

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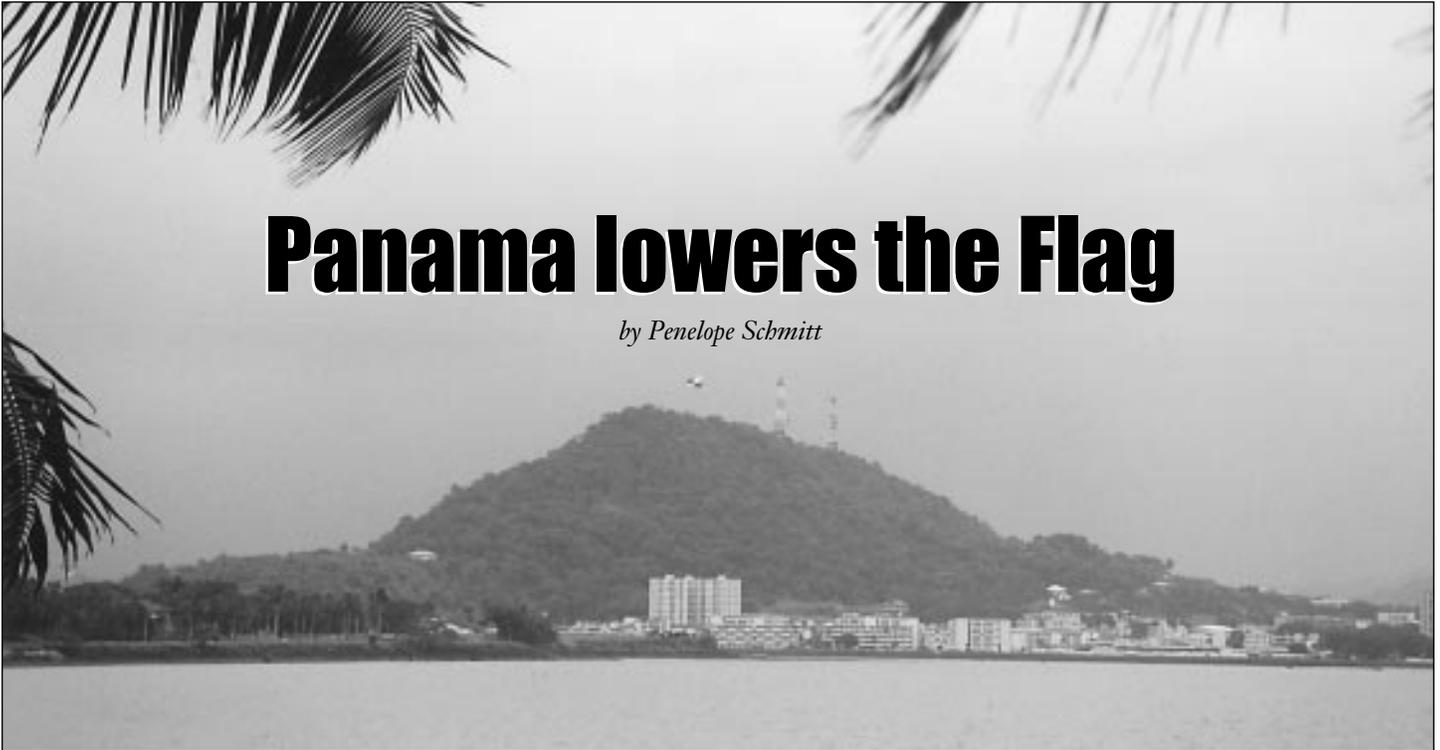
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Panama lowers the Flag

by Penelope Schmitt

We're turning out the lights in Panama . . . with ceremonious grace, élan, or you might even say, with olé!

With the help of Treaty Implementation Program funds, DEH Panama is carrying out an orderly program to refit U.S. Military forces and family members into an ever-shrinking number of installations, to prepare facilities for turnover to the Panamanian government, and to conduct final transfers with appropriately dignified ceremonies.

The process began with the ratification of the Panama Canal Treaty of 1979, which directs that all U.S. holdings be transferred to Panamanian control by midnight of December 31, 1999. Some Army-held property changed hands in the early 1980s, but the process has stepped up rapidly since Operation Just Cause in December 1989.

"We are determined to carry out this process in a way that will be a credit to the United States and to Panama," said LTC Patrick Staffieri, Panama's DEH. "That means we will transfer our facilities in safe, sanitary, secure condition, and we will do all we can to make it possible for Panamanian authorities to

keep the properties in that same condition."

The DEH staff are doing a first-class job executing the plan, even though many face uncertain career futures. Many of the tasks associated with the transfer are far from the traditional duties of a facilities engineer staff. What is most apparent here, is the clean, thorough touch of order engineers can give when they have the resources to do a job right.

This issue of *Public Works Digest* does have a flavor of uniqueness—most DPWs in the Army are concerned with keeping things going somehow for an indefinite future. Yet Panama's installations, none with a certain "life expectancy" of more than about two years, offer lessons for the whole Army. Among them are these—

- How to ease the transition when you turn over installation utilities.
- The important role a DPW can play in community relations.
- Handling unit realignments and relocations efficiently—with community cooperation.
- Keeping morale high in a downsizing work force.

- Divested military installations can enjoy a wide variety of 'new careers.'

One other lesson was apparent in Panama—but it wasn't one that many Army DPWs will be able to share in the foreseeable future. It's this: When good employees have adequate resources, they will do a superb job, even under difficult conditions.

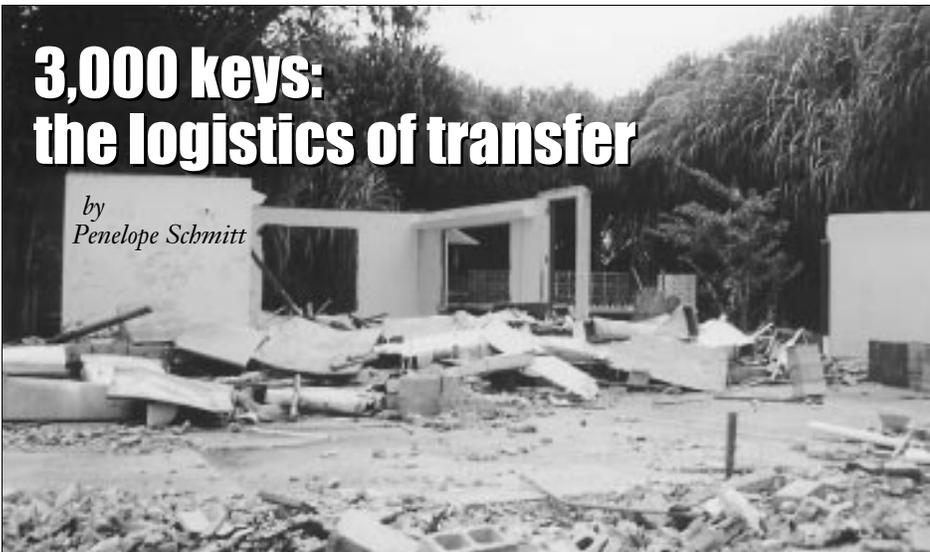
No, Panama's DEH isn't "fat," but additional funding is available to support Treaty Implementation—and future infrastructure responsibilities don't go on forever with no prospect for reinvestment. Thus, woefully inadequate funding is not a constant drain on morale. Half the DE staff members in Panama are facing the need to find other employment, to leave their lifetime homes, to take 50 percent or more cuts in expected income. Yet morale here was higher than at any other installation CPW has visited in the past year. Being able to do a good job seemed to play a great part in the energy and creativity we found. **PWD**

Penelope Schmitt is the Chief of CPW's DPW Liaison Office.



3,000 keys: the logistics of transfer

by
Penelope Schmitt



Preparing Curundu housing area for transfer includes demolition and sitecleaning to remove temporary structures

How do you turn over a whole world? In Panama, the answer is anything BUT “lock it and leave.”

“We learned a lot from our first big move, leaving Fort Gulick and Panama Canal facilities on the Atlantic Side,” said Ivan Klasovsky, master planner for the Panama DEH.

“First came the task of getting our people moved. That’s what drove the train—the people. Were there kids in school? That was the biggest factor. Those who had no kids in school were the first to be moved. If they were in quarters on the losing installation, we found them quarters over here, rather than send them downtown. Any families coming into Panama stayed downtown on the economy. Then, after school was out, we had a mass exodus of everyone else.”

The next step was to move U.S. equipment and preparing facilities for turnover. “We moved equipment by contract,” Klasovsky said. “We held from 50 to 60 inspections each day jointly with ARI (the Panamanian authority for accepting and disposing former U.S. properties). We were replacing lightbulbs and fixing doors and cranks on the windows so they would work properly. We were coordinating with AAFES. It came as a big shock to ARI that AAFES expected to remove all their racks, cases, coolers, and shelving from the Shoppettes. We had to straighten that one out.”

This first major exercise became a model for future transfers. “There’s so much information about Public Works systems that has to be turned over. The fire department we had on the Atlantic side installations was bigger than the fire department for the entire City of Colon. They had never seen how the hydrants and pump pressures worked. We have the only sewage treatment plant in the country over here on the Pacific side. That will mean training Panamanian utilities workers how to operate it.”

“This is one of the big issues we have to face. It’s not only important to turn over the installations in good condition, but also you have to make sure the Panamanians can succeed in keeping them good. This is a very high visibility thing.”

“Think about 3,000 keys! What they all go to! Building files, drawings, technical manuals, maintenance procedures. We purged all our files to make as sure as we could that we were giving clean, accurate, current information to the Panamanian government. This was a real challenge for our QA/QC contractors. We only had four people from the DEH to supervise the whole operation.”

“There was also worry about crime as the transfer proceeded and buildings stood empty. We worked with the government and got Panamanian police force members to augment our MPs. They supported us really well through the transfer.”

“Again, we wanted to assure our

counterparts every chance for success. We turned over copies of the contracts, the performance work statements, and we left behind information on how to maintain and operate complete facilities that had housed an infantry battalion, MP station, pool, clubs and MWR facilities.”

“We held operations meetings daily during the process. We had daily briefings with the garrison. The last 100 yards were the toughest. By that time the garrison had been deactivated and there was no leadership left to work with. We needed to know exactly what to move—not only when but what! We didn’t have any time to deal with errors by contractors. We had a DEH/DOL to clear out, move, and leave safe, sanitary and secure, along with everything else.”

“So far this has been our biggest transfer. As the process advances, it becomes continuously more challenging, because we have fewer and fewer places to move things to. The final weeks—figuring out how we will deal with remaining supplies, equipment and the like—well, it’ll be interesting!”

Closing Fort Amador was an even bigger challenge. The “jewel” of the Pacific side installations, Amador is a highly visible installation on the cusp of the Bahia del Panama near some of Panama City’s major national buildings.

“We still have support responsibilities at Amador,” explained Panama’s DEH, LTC Staffieri. “But we have turned the installation over lock, stock and barrel. I and the MPs with me were the last to drive out the gate. It was hard to do!”

Property in escrow

An eerie silence blanketed the neighborhood. Empty driveways squared off neatly mowed lawns swept clean of tricycles, lawn tools, newspapers. Each front door sported a small, plain sign to indicate the property had been accepted by RIA, the Panamanian agency responsible for receiving U.S. assets under the 1979 Panama Canal Treaty.

This “mothballed” neighborhood, Curundu, is one of the many properties that have been prepared for new ownership by DEH Panama. Norma Mascoll, Chief of Utilities, explained that transfer is not a matter of simply turning over keys. Acting as agent for both the military services and the Canal Commission, the DEH follows a careful procedure to ensure clean transac-





tions which reflect well on both the U.S. and Panamanian communities.

Tearing down and removing unwanted squatter and contractor structures that have sprung up in the community over the years is part of the job. Making sure that abandoned sites are environmentally clean is another. "In a few cases, we were asked to preserve structures—like a contractor's prefab trailer that's in fairly good condition, for example," Mascoll pointed out. "But our

main job is to get the U.S. government-built housing ready for RIA."

"Many of the Canal Commission houses were homes to one family for thirty years or more," Mascoll said. "They had never been entered for repairs or upgrades of any kind. We ensure that the wiring and the plumbing and the air conditioning are working properly and meet current code specifications," she said. "We have done extensive cleaning; however, we did not do repainting."

Safe, sanitary, secure

by Penelope Schmitt

In Panama, environmental concerns and law are relatively new. In fact, some host-country rules will be followed for the first time as the U.S. transfers property to the Panamanian Government.

"We will be following U.S. laws and regulations for the most part," said Maria Vasquez, Panama DEH's environmental coordinator. "The treaty requires that we specifically address hazards to human life and safety that are 'substantial and imminent' and that we take 'practical measures' to mitigate any such hazards.

"Our major facilities concerns have been to ensure that there are no problems with asbestos, underground storage tanks, lead, pesticides, CFCs, waste management problems, or drinking water problems.

"Our preliminary investigation only turned up one potential issue—an abandoned tank farm. I mean it was abandoned 40 years ago. Twelve 50,000 gallon tanks were in the ground. We did soil sampling and found that there was no contamination. We emptied the tanks, cleaned them, and sealed them with sand or water. We turned this over as an abandoned tank farm, which it was not practical to remove.

"Asbestos that was in priority one status, we removed. If it is in good condition and contained, we will transfer it with a report to identify it and recommend maintenance procedures. The same principal applies with Lead Based Paint. Where possible, we turn it over with information on how to manage it in place.

"To prepare for transfer, we have been working very closely with Panamanian authorities. We conduct joint

visits. We have put together ICRs for every facility. Panama reviews them.

"Characterization of our training ranges has been the single highly significant issue. Before Operation Just Cause, this was intended to be a simple military-to-military transfer. However, Panama has no military force today, and no known plans for using firing ranges.

"We contracted through AEC for a characterization study based on records of firing range use. They identified low, medium, and high hazard areas. AEC asked for an estimated dollar cost of a field study to determine if the hazard areas were correct. We conducted a sweep in the dry season. It became clear that cleaning the ranges was out of the question. It would have to include massive deforestation of jungle, which would be more environmentally destructive than leaving the ranges in place. The final decision has been that the reasonable and practical response is to control and contain these areas. We will clean the perimeters of explosive ordnance, fence and place signage around the areas, and leave them as natural areas for the future.

"As for our more routine facilities environmental issues, we feel we are in good shape. We completed an ECAS recently. There were only 158 findings, most of which were 'small stuff' like needs for better labelling or minor revisions to storage." **PWD**

When the houses have been cleaned and needed repairs are complete, the DEH and Panamanian authorities jointly inspect the property. "We put the signed acceptance notice on the door," Mascoll said. "But that is not the end of our responsibility. These properties remain under our control until the date of transfer. We continue to mow the grass, and we have a condition check every two weeks to make sure that the electricity, air conditioning, and plumbing continue to be in good condition. Although Panama has accepted the properties, only our work force is permitted to enter them from acceptance to the time of transfer."

(Note: Since the SAV, this installation was transferred to the Republic of Panama on 30 July 1997.)

Changing hands

"Civilized life has about four requirements," said Ivan Klasovsky, planner for DEH Panama. "Trash collection is one of them, water is another." DEH Panama is working to make certain that the civilizing services—refuse collection, water, electrical service and the like—aren't seriously disrupted when Panama takes control of U.S. properties.

The DEH has already contracted with Panama City for garbage collection. This gives the local system managers time to prepare to deal with the added volume and how to handle the waste stream.

Norma Mascoll, who is Utilities Chief for Panama's DEH thinks the solution is to make time to work side-by-side with whatever utility company or authority takes over the installation utilities. "If we show them how we do day-to-day maintenance, and train them on the systems, and go through the operating manuals and standing operating procedures with them, that will make success possible." Again, the concern here is to accomplish the transfer in a way that reflects well on all parties.

This philosophy prevails throughout the DEH. There's a strong commitment to handing over institutional knowledge as well as ownership. As-builts and other mechanical drawings are being carefully duplicated and archived so that the new owners will have good records. **PWD**



What's next for former U.S. installations?

by Penelope Schmitt



Formerly the Gatun School, this is now LaSalle School, a Jesuit high school. The gymnasium is being added.

Those who witnessed the rapid decline of U.S. properties turned over to the Manuel Noriega's government can take heart. Some innovative new roles have been found for former installation properties. Panama's future with little or no remaining U.S. presence will certainly be different from its past, but installations where many current and retired U.S. military and civilians lived appear to be entering a second useful life.

Ivan Klasovsky, Master Planner for the Panama DEH and a lifelong resi-

dent of Panama, has been part of the Treaty Implementation process from the beginning. "Back in the early 80s, when we turned over parts of Fort Gulick, this was not a civil process at all," he recalled. "I literally turned some properties over with members of the PDF (Panamanian Defense Force, Noriega's Army) holding me at gunpoint. When the new government took over, they did not have any records to show what had been turned over. We had to assist them in identifying which properties were already theirs."

The relationship is much better between the U.S. installations and ARI, the new government's agency in charge of receiving and disposing formerly U.S.-held installations. The ARI and Panama DEH jointly inspect properties to make sure they are ready for transfer. Together, the two entities have accomplished an orderly process for turnover that ensures property is in good condition and can remain so

until its final disposal to new ownership.

What's happening to the places so many of you remember?

- In Curundu, an international academy for young tennis players was being built in a former housing area. A drive through finds a couple of squads of teenagers in shorts and t-shirts hard at work on the courts. A competition tennis court with seating for a small crowd was also constructed.
- At the industrial area on the Atlantic side, a Taiwanese company is building a small factory. The local headquarters is already complete, and sports a sign in Chinese. From time to time, local labor disputes temporarily delay construction.
- At Gatun, the former elementary school is now a Jesuit secondary school. Workers are constructing a large gymnasium for the students at the newly named La Salle Academy.

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● Fort Davis and Fort Gulick show a mixture of the melancholy and the cheery. A Fort Davis community park completed in 1989 has fallen into disrepair and neglect. Barracks buildings that were transferred to Panamanian ownership in the early 80s are abandoned or in ruins, still marked with the fighting that took place during Operation Just Cause. Apartment style housing is being lived in, though not well maintained. But Fort Gulick's installation administration building's sign now reads "Gobernacion de Colon," and appears as trim as ever. A family housing area has been sold to private owners, each of whom have painted the exteriors in bright tropical lime green, lemon yellow, lilac, melon, pink or sky blue. Gardens, decorative fences, statuary and other attractive renovations abound. **PWD**



This former Army administration building now houses offices for a local government.



Fort Gulick houses are now lovingly cared for by Panamanian owners who have added landscaping and a rainbow of color.



Effective to the last hour

by Penelope Schmitt



Former Fort Sherman quarters now provide a pleasant beach retreat site for families.

It could have been like a wild game of musical chairs—units scrambling to grab space in an ever shrinking universe of installations and facilities. But Panama DEH's engineers have designed an orderly process that maintains the right balance of facilities for military units, families, and even morale, welfare and recreation activities.

"The command is determined to conduct a fully effective military mission here until the last minute of the last hour," said LTC Patrick Staffieri, Panama DEH. "We are equally determined to support the command."

Installations and facilities close, but the missions based there often continue. Thus, units with special needs must move into facilities on remaining installations. "We do not ask them to 'make do' with facilities that won't work

for them," said Maria Vasquez, an engineer in the Panama DEH.

Vasquez has been instrumental in making transitions work effectively for military units and efficiently for the command. "In 1993 we realized that customers were starting to have problems. Worries arose because of surprise moves, renovations, and expensive modifications to facilities. We put together a Process Action Team that involved all our divisions. The goal was to get customers active in the process and to keep them informed. We also followed the flow route of work requests to see where we might be having disconnects."

The result is a standard process that keeps customers involved from first to last. It also ensures that all installation personnel see projects at every stage, so

that no major system will be thrown out of balance.

"Every Friday at 8:00 a.m., we hold a meeting to discuss ongoing projects. Customers are invited. We involve them and listen to their opinions. We ask for their formal approval at 10 percent, 35 percent, and 95 percent design for larger, more complex projects. For simple projects, we do that at 35 percent design. Adjustments are easiest at this stage. We have achieved about a 95 percent approval rate—without changes. That is because the customers have input from the beginning. Also, our fire, safety, engineers, traffic engineers and anyone else concerned, including AAFES," Vasquez said.

Customers have responded well to the process. "We invited them, and made it clear that the consequence of





not attending might have to be that decisions would be made without them. The reward for coming—their voices are heeded! People do like this, and they show up, though at first they didn't come. Word of mouth got around that interaction with the designers really paid off. It was highly motivating. The designers have made a big effort to explain projects in language customers can understand."

How does all this work out in practice? A look around Panama's current installations found many people at work to make old facilities effective for new missions.

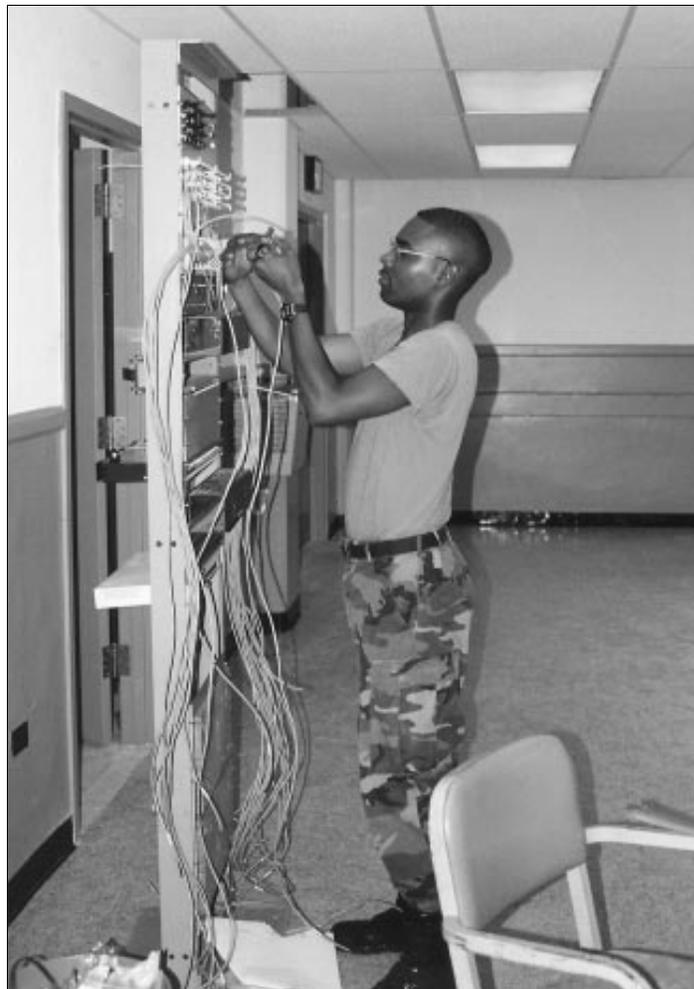
Photo lab to signal outfit

Building 217 on Fort Clayton once housed photo labs and office space. It's a typical Panama building—stucco walls, two-tier tiled roof to shed the heavy rains. It also had the typical interior wiring of a building constructed before the telecommunications revolution.

Now, the building is being renovated to accommodate a signal unit with an important regional mission. Though tenure in Panama is 'getting short' for everyone, this unit simply can't function without some changes to the building, including state-of-the-art equipment.



This attractive interior belongs to a Fort Sherman guest house.



A signal sergeant installs LAN lines to update his unit's new quarters on Fort Clayton.

Customer involvement has made an important difference here. The DEH is performing the interior remodeling needed to accommodate a new mission. The Signal Corps is providing some of the expert technicians needed to change the building's wiring.

In an empty office bay, a sergeant worked on a panel that would serve a 90-line LAN and phones in a building that could once support only a dozen networked computers. He was on a six-month detail from his home station at Fort Huachuca, and will complete his technical support work by December.

"We try to find the least-cost solutions to challenges like this," Vasquez said. "The missions have to stay effective, and we will do what it takes to keep units in adequate facilities. The key is working with the customers and all support services to make sure we do exactly what we need to do—no more, no less."

Other transfers that have been accomplished include the relocation of extension university facilities from Albrook AFB, slated for closing late this year, to West Corazol. Office facilities formerly on Albrook will be moved to Fort Clayton.



Family housing is transformed into Distinguished Visitors Quarters.

since staff at the U.S. Army Jungle Operations Training Center no longer have accompanied tours. Now, those homes have been converted to guest housing. Families and service members can rent them by the day or week for a family vacation, a fishing trip, or some R&R at the beach.

The guest house manager's office is a tiny space fitted up in the storage area under one house. A first aid and security station occupies another house. Picnic tables, grills, and attractively landscaped beach access make the area a real draw for those seeking a break from the busy schedule that leads to base closures.

The loss of Distinguished Visitors Quarters with Fort Amador on the Pacific side has been solved in the same fashion, by creating an "Inn of the Americas" with unused family housing.

The Officers Club will also be disappearing soon. The Fort Clayton NCO club is being converted to a Community Club facility for everyone.

"We designed this project to be very moderate, considering it will only see two years use as a club," explained Gaby Capriles, the DEH Community Relations Representative. Changes include some renovations to the club's interior, especially the bathrooms and the dining area. A "discotheque" with a dance floor will be installed, and the club's entrance slightly enhanced.

"The command believes it's very important to keep quality-of-life here good," she said. "We will continue to have families on the Pacific side installations right to the end. We want to avoid people feeling like they are in a retreat mode, so family support activities, clubs, and the like continue to have a vital role." **PWD**

Homes to guest houses

When the U.S. turns over an installation in Panama, it often turns over facilities that were used by everyone. Fort Gulick's guest house once served all the Atlantic-side installations, and provided an attractive vacation spot for service-members and their families throughout the command.

Now Fort Gulick has been turned over to the Panamanian Government. The guest house currently stands empty, its awnings torn, black and yellow tape around the perimeter warning against entry. Its future fate is uncertain—except that the Army knows it won't serve as a guest house any longer.

But there's still a great getaway spot on the Atlantic side, thanks to the creative thinking of Panama's housing managers. Beach area family housing on Fort Sherman was standing empty,



A Corps of Engineers project is underway to renovate the Fort Clayton NCO Club for use by the entire community.



Update on IFS-M Contract Administration Module

Presently, there are 11 open Engineering Change Proposals (ECPs) in the Systems Development & Maintenance Division data base at Fort Lee, Virginia. Four are dated 1990 (two from Fort Eustis, one from HQ TRADOC, one from USACPW), three are dated 1993 (two from Letterkenny Army Depot, one from Red River Army Depot), two are dated 1994 (from HQ TRADOC), one is dated 1995 (from Fort Leavenworth), and the most recent one is dated January 9, 1997 (from Fort Myer). Of all the installations, it appears that Fort Rucker, Alabama, has used IFS-M's Contract Administration module the most by adopting work-around procedures.

In June 1997, Leo Oswalt, CPW's IFS-M Program Manager, and members of the Contract Subcommittee were briefed by John Brobeck of Fort Lewis, Washington, on a system being developed for tracking, from cradle to grave, projects performed by contract. Brobeck, an engineer in the EP&S Division, and formerly with the Corps of Engineers, Seattle District, has documented the engineering, acquisition and contract management business processes.

Fort Lewis has, for many years, used a locally-developed standalone data base using Clipper language. With limited resources, Brobeck is updating and enhancing the system in an MS Windows environment using Visual Objects program language. The new system is being prepared to match the business processes and has the flexibility to handle any type of acquisition. It allows "packaging" of multiple projects into a single acquisition package, and still maintains cost accountability to each separate project.

The system focuses on:

- Engineering.
- Packaging Individual Job Orders.
- Project approval processing.
- Advance acquisition planning.

- Schedules – through the design, acquisition and contract execution phases.
- Contract portion of Annual Work Plan.
- Task and workload tracking/management for engineers, inspectors and acquisition staff.
- Financial tracking through commitments, obligations, accruals and disbursements.
- Management of modifications.

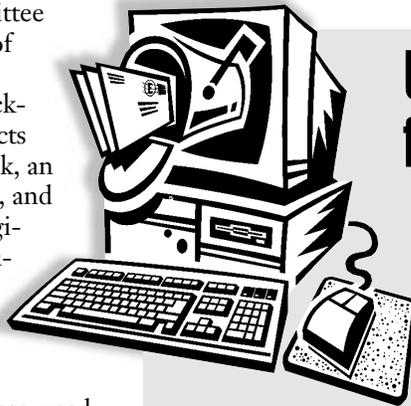
Brobeck intends to reduce the systems maintenance involved with data entry by producing required documents within the system, such as Purchase Request & Commitment forms, MIPRs, bid schedules, and statements of work.

When a document is pro-

duced, the data system will be simultaneously updated (e.g., schedule dates) from the documents being prepared.

Oswalt is considering adopting this Government Off-The-Shelf Software (GOTS) for interface with IFS-M and has assigned the Systems Development group at Fort Lee to evaluate the effort required. Brobeck will provide a presentation about the system at the combined DPW worldwide workshop in Orlando, Florida, 3-7 November 1997. Look for future updates, as requested.

☎ For more information, please contact Fred Reid, (703) 428-6358, DSN 328, e-mail: fred.a.reid@cpw01.usace.army.mil, or John Brobeck, (253) 967-4020, DSN 357, or e-mail: jbrobeck@lewis-deh2.army.mil. **PWD**



Use "CorpsNames" for e-mail addresses

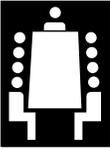
Electronic communication between installation DPWs and the U.S. Army Corps of Engineers Division and District offices is an essential element of our successful working relationship. The U.S. Army Center for Public Works is committed to increasing the ease and speed of electronic communication between USACE and our customers. To facilitate this communi-

cation, the USACE Electronic Mail Center has made available a listing of Internet (SMTP) e-mail addresses for all USACE employees and mailing lists. These e-mail addresses can be downloaded and used, either individually or incorporated into an installation's e-mail systems, to contact any person who is served by the USACE e-mail system.

The file containing the e-mail addresses, CorpsNames, is located at <ftp://eml01.usace.army.mil/incoming/dpw/>. The format of the file is "First Name," "Middle Initial," "Lastname," "Generation Qualifier/Rank," "Organization," and "E-mail Address." The address values are separated by commas and enclosed by double quotation marks. The current file size is 2.8MB, comprising approximately 37,000 e-mail addresses. This file will be updated weekly, or more often if warranted.

Additional information regarding the Corps Electronic Mail System, including distribution list names and members, can be found at <http://eml01.usace.army.mil>

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Fort Sherman maintains readiness

by Penny Schmitt and Gaby Capriles



These historic World War II era bunkers were painted and marked with interpretive signs to commemorate Fort Sherman's history.

The other side of that fence, you're in triple-canopy jungle," Ivan Klasovsky said. Since two troupes of howler monkeys swung high in the trees wailing at an oncoming rainstorm, this was not hard to believe. Fort Sherman is the home of the Army's Jungle Operations Training Center, the only property that offers U.S. troops real-time experience of what it's like to live and fight in a jungle environment.

Fort Sherman, located on the west side of Cristobal Harbor in Panama, was named in 1911 and the installation was constructed from 1912 through 1914 as a coastal artillery fort. The batteries at Fort Sherman guarded the Atlantic entrance of the Panama Canal.

After World War I, the original installation was modified and the wood facilities that were constructed in the area of the Fort Sherman lagoon were demolished. New permanent barracks

were constructed in 1940 to support the soldiers sent to Panama to defend the Panama Canal throughout World War II. Fort Sherman was a sub-installation of Fort Davis.

After World War II, the installation was used as a jungle training center for soldiers training at the School of the Americas at Fort Gulick. After the closure of the School of the Americas in 1984, Fort Sherman became the Jungle Operations Training Battalion (JOTB) where U.S. Army, Navy, Marines, and Airmen are trained in jungle warfare operations. Fort Sherman remained a sub-installation of Fort Davis. The main post activities: the Post Exchange, Finance, Education Center, Provost Marshall, Exchange Garage, Bank, and other community facilities were on the Atlantic, but at Fort Davis.

In 1993, a Panama Canal Treaty Implementation Plan change planned the closures of Forts Gulick and Davis in

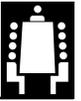
1995. Forts Gulick and Davis were transferred to the Republic of Panama 30 September 1995, and Fort Sherman became an Unaccompanied Remote Site.

"This installation will be a vital asset to U.S. military training until summer 1999," Klasovsky said. "We have made sure that operations here can continue at a full pace."

Because this is the only active Army installation remaining on the Atlantic side of the isthmus, DEH Panama has taken several actions to make sure that operations here are focused primarily on the mission.

"Families no longer live on this side of the isthmus," Klasovsky explained. "We have shut down all the DODDS schools, the clubs, and some of the AAFES facilities. Operations here are mainly to support the troops, with the exception of the beach and guest houses, which serve the entire command as a recreation area."





Facilities to support the soldiers stationed and training there have been constructed or upgraded. In 1994, the Troop Medical Clinic was upgraded, and the rest of the required and necessary facilities were constructed in 1995 and 1996. Examples include:

- A family housing unit was converted to a Military Police Station.
- The existing Community Center was remodeled.
- A full service Branch Bank was installed, including an ATM.
- The existing Community Club was upgraded and decorated as a Sports Bar, and the existing Training Battalion Club was also upgraded.

Eight family housing units were converted to a guest house for visiting personnel, and the Boat Shop and Shimmy Beach recreation facilities were also upgraded. Most important, a Post Office was constructed in the basement of the JOTB Headquarters. Fort Sherman is now a very complete Remote Site.

The DEH operation at Fort Sherman is fully contracted out. Luis Dominguez, the Director of Contracting for DEH Panama, explained the efficiencies. "We only need seven DEH employees to do QA/QC for this installation. Everything is done under a cost plus contract." In Panama, where minimum wage is just three dollars an hour and Davis-Bacon Act provisions do not cover wages and compensation, big labor savings can be achieved by contracting the work force.



An attractive community park now stands on a spot once strewn with concrete slabs and other debris.

Renovations and improvements have made life on Fort Sherman more pleasant for trainees and their instructors. As a measure to ease out shipment of materiel and equipment at the close of operations, the DEH has cleared the beach area and lagoon of large concrete slabs, spars and other debris. A large concrete launching platform is set to slide pallets of materiel and equipment onto transports.

Other improvements make life better for troops during training. An attractive shelter has been built where troops can clean their equipment. A

community park with benches, public restrooms, and attractive landscaping now graces the outlook toward the Atlantic. World War II bunkers have been painted and identified with historic markers. A centralized facility that includes a laundromat and other conveniences is now located near the training barracks.

"There is some preliminary discussion with the Panamanian Coast Guard about future joint uses for this installation," Klasovsky said. **PWD**

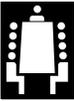
Gaby Capriles is a public affairs specialist in the DEH Public Relations Office, Panama.



Fort Sherman has a sharp, clean look after extensive renovations.

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

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The 327th Engineer Company (Panel Bridge) recently took commuting to a new level, traveling all the way from Ellsworth, Wisconsin, to build a bridge and demolish buildings in Panama.

The reservists teamed up with the Directorate of Engineering and Housing to work on Troop Construction Projects. The projects are urgent requirements involving construction work that cannot wait for normal programming procedures.

"This program offers an alternative to performing necessary work at reduced costs," said LTC Patrick L. Staffieri, Director of Engineering and Housing. "The troops supply the manpower; and the Directorate of Engineering and Housing provides the equipment, supplies, and technical expertise, if required."

The 327th Engineer Company is a Panel Bridge Company with a total of 91 personnel assigned. The unit has a long history of building standard military non-fixed bridges, including Bailey, MGB and Float Bridges. During their two-week annual deployment in Panama, the troops learned how to build a different type of bridge.

According to CPT Mark A. Mahowald, Officer in Charge, "The troops were challenged with a new training experience. My technical training objectives were to exercise the entire company with a non-standard military bridge as opposed to building the Bailey, MGB, or Float Bridges that they knew so well. By deploying on a mission with little knowledge of what lay ahead, and sub-

Reserve unit and the Directorate of Engineering and Housing bridge the gap!

by Gaby Capriles



Soldiers from the 327th Engineer Company (Panel Bridge) help replace steel beams and install steel railings.

ject to completely different weather and terrain conditions, the unit was forced to improvise, adapt and overcome."

Their primary mission was to repair and replace the bridge at Mindi to ensure the safe access to Mindi Pier for future handling of ammunition retrograde. The new bridge had to be capable of handling a heavier load capacity than the previous bridge. The work consisted of replacing steel beams and installing a wood deck system and steel railings. Directorate of Engineering and Housing personnel strongly supported the project by providing welding and crane support services.

But that was not all they did in a mere two weeks.

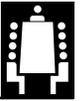
"The unit executed a 24-hour work plan to focus on appropriate tasks and maximize available time," said Mahowald. "This time was planned, coordinated and executed in a very professional manner to allow for proper sleep, chow time, and even time off for the troops."

As a result, the 327th Engineer Company went above and beyond their scheduled mission. In two short but hectic weeks, they demolished several buildings in Gorgas and Albrook Air Force Station, built a culvert in K-16 Road, built abutments in Devils Beach, Fort Sherman, demolished a bohio in Corozal, and completed several other miscellaneous projects.

Mahowald added, "Despite the challenges of working in a foreign country under different conditions, the 307th Engineer Company (Panel Bridge) accomplished all its missions with a positive attitude and demonstrated excellent initiative

in the performance of their duties. The logistical and technical support provided by the Directorate of Engineering and Housing was a contributing factor in the overall success of our mission. Overall, the soldiers of the 327th had an experience that will help them in combat, peace time deployment, and future annual training.

LTC Staffieri said, "The Bridge Company executed some critical projects that will enhance the smooth transfer of U.S. property to the Government of Panama. These soldiers are all a part of history and can honestly say they helped implement the Panama Canal Treaty of 1977." **PWD**



PROFILE *by Penelope Schmitt*

Gaby Capriles

Customer Relations,
DEH Panama

Every Director of Public Works in the Army knows that customer relations is a big part of the job. Whose phone rings in the dead of night? Who finds the job includes caring for everything from sewer lines to household pets? In Panama, it's also the Director of Engineering and Housing who handles many of the most sensitive aspects of transferring properties to Panamanian ownership.

That's why he has a staff member whose work is entirely devoted to customer relations. The position has been critical to DEH success since 1989. Gaby Capriles, who has held the job since 1991, plays an important part in making sure that members of the military community receive the best possible service and understand DEH operations, and that Treaty Implementation is a success. While the command does have a Public Affairs Office and a Newspaper that serves the military community, Capriles provides a critical link. She works in the DEH, knows engineering and housing operations from the inside, and has the ability to explain complex matters in a way that enhances acceptance by both military community members and the Panamanian community.

"My college work centered around marketing," Capriles said. "I am very aware of how important it is to pay attention to what customers want and need." She has devised and manages a customer feedback program. Customer feedback forms are given to customers at points of service within the DEH—the self-help store, the service order desk, and the like. Craftsmen and other DEH workers also ask customers to complete feedback forms when they come to their homes or workplaces. Capriles has designed a database that can be used to analyze customer trends and perceptions. By the end of Fiscal Year 1996, 1,973 entries were recorded, with 1,920 customers rating DEH services as excellent or outstanding. This would represent an overall satisfaction rate of 97 percent.

Capriles also represents the DEH at many public forums, like Quality-of-Life Meetings, Welcome Orientations, First Sergeant and Company Commander Courses, and Community Advisory Council meetings. She makes sure that customers have the right, up-to-date phone numbers and points of contact at their fingertips so that they can access DEH services the first time they try.

In 1996, Capriles tried several new approaches to help customers better understand and use DEH services. She planned and carried out a "DEH Services Fair" in a main exchange area. The fair involved demonstrations of DEH services, and explained DEH policies and programs. More than 500 customers attended. Capriles has also carried out a DEH-sponsored Energy Conservation Poster Contest and Earth Day Award Ceremonies. Capriles also taps the influence of community opinion leaders. Her comprehensive



tour of the DEH compound for Housing Community Mayors has gone a long way to improve relationships between family housing residents and the DEH.

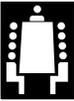
In a command undergoing dramatic change, the talents of a public relations professional help to prepare people to understand and accept conditions that might otherwise be stressful and downright turbulent. Capriles maintains good lines of communication with local media, like Southern Command Network (SCN) radio and television and the Tropic Times newspaper. She makes sure that DEH programs are well understood and that community members are well informed. During the past year, more than 100 DEH-related stories have aired on SCN, and a similar number of stories have appeared in the newspaper.

Some DEHs might be able to carry out this level of public relations on an "other duties as assigned" basis, but U.S. Army South carries heavy responsibilities in a time of transition. Not only does the DEH try to provide quality-of-life for military families and soldiers, the title "Ambassador for Public Works" would almost be appropriate for the job. Capriles helps the DEH carry out many of these ambassadorial duties.

In 1996, Fort Amador was transferred to Panamanian ownership. This installation, long a jewel in the crown of U.S. Army South, carried high significance for both U.S. and Panamanian citizens. Capriles played a key role in ensuring a dignified transfer. She developed a ceremony program that included the histories of Forts Amador and Grant, information about participating units, and an appropriate sequence of events. She oversaw the creation of the program, which she translated into Spanish for publication in a dual-language format. She actively supported the U.S. Army South Public Affairs Office with local and international press members during the ceremony.

"My role was only a small part of what the DEH contributed," Capriles pointed out. "Our people built the reviewing stands and provided all the wiring for sound and light and television coverage. They took responsibility for trash pickup after the ceremony was over. This was a major event, because of the emotional significance of Amador to everyone here. We went many extra miles to ensure the Panamanian government was pleased with the ceremony and reception sites." The program gained high accolades from Panamanians and U.S. personnel alike.

Capriles recalls that the most moving part of the ceremony was decided upon at the last moment. "We decided that it would be appropriate to raise the Panamanian flag and lower the U.S. flag simultaneously," she said. "They were on two flagpoles side by side. I think that everyone in the audience was crying at that point from a combination of sadness and pride." **PWD**



DEH fires up housing areas

by Gaby Capriles

Stanford F. Walrond (right) and James "Doc" Self, DEH Fire Prevention Inspectors, conduct a hands-on prevention training exercise.



Recently, Directorate of Engineering and Housing Fire Prevention Inspectors purposely set fires ablaze in Fort Clayton and Corozal Family Housing Areas. Kitchen fires caused by unattended cooking continue to be a major problem in the community, reported Eduardo Lane, Chief of the Directorate of Engineering and Housing Fire Inspection Office. However, there is a training program in place aimed at reducing and, hopefully, eliminating unnecessary tragedy, he said.

Upon request, Directorate of Engineering and Housing Fire Prevention Inspectors conduct hands-on prevention training exercises in communities, barracks, and housing areas. During recent community-enhancement projects (Maintenance Revival Days), many residents and troops were offered the opportunity to participate in live fire demonstrations.

"I was very impressed with the quality of the training, said Jim Harrington, Mayor of the 900 Family Housing Area. "The Directorate of Engineering and

Housing Fire Prevention Inspectors are extremely knowledgeable and caring in their field of expertise, and they took the time to cover every possible angle in the successful prevention and containment of fires."

The training consisted of lighting up a kitchen stove and an empty steel barrel using several different types of combustible material in order to show the proper use of different types of extinguishers. The exercise was highlighted by flames and clouds of smoke dramatically billowing into the skies, said Harrington.

Types of Fire Extinguishers

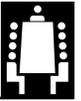
Type A – Water. Can be used on wood, paper, waste, and trash.

Type B – Carbon dioxide. Can be used on oils, paints, gasoline, solvents and other flammable liquids.

Type C – Dry chemical. Can be used on electrical and electronic equipment.

Type ABC – Dry chemical all purpose. Can be used on everything.





USARSO transfers church items

More than \$17,000 in excess church furnishings from former Amador and Corozal chapels were handed over to Panama's Roman Catholic Archbishop Monsignor Jose Dimas Cedeno Delgado June 11 as a goodwill gesture to the host nation.

Furnishings and items such as alters, pews, pulpits, hanging sets, vestments, robes and candle sets were transported in three truckloads from the Corozal chapel to the Archdiocese headquarters in Panama City.

The church furnishings became excess because of the drawdown, said Chaplain (LTC) Paul J. Bolton, U.S. Army Garrison son Chaplain, who along with MG Lawson W. Magruder III, then U.S. Army South commanding general, met with Cedeno at the end of April to make arrangements for the transfer.

There was a large cleaning process, Bolton said, where an inventory was made of the items to be given away.

Many of the items came from the closed Fort Amador Chapel and the rest came from the Corozal Chapel.

Giving the furnishings over to churches in Panama is ideal, Bolton said, because unlike other government items, they must handled in a special manner, outlined in Army regulations.

"You can't just turn this stuff into

the property books and get rid of it," Bolton said.

"These items must be disposed of in accordance with the religious faith they are a part of."

The furnishings were turned over to the U.S. Agency for International Development, who authorized the distribution, made an account of the items and placed a monetary value on the furnishings.

The \$17,000 assessment was based on the depreciated value of the items, Bolton said.

Bolton also said he is very glad this arrangement could be made.

"We have been able to use these items to practice out faith in our chapels here in Panama. But we have no need for these things. So, with great delight we are giving these items over to the local churches.

They have a great need and this is a boon to them," he said. "I can assure you that those items will be put to good use and will remind us of your unselfish generosity," Cedeno said.

"I also want to thank members of the USAID program for making this donation possible. As Pastor of the Archdiocese of Panama I thank you in the name of all those who will benefit from these gifts." **PWD**

(Reprinted from the Tropic Times)

(continued from previous page)

As part of the training, many fire prevention issues and concerns were addressed by Fire Inspectors Stanford F. Walrond and James (Doc) Self. They talked about the Fire Code Regulation (DA Reg 420-1), how to detect and prevent different types of fires in your home, and some common misconceptions.

Residents were also able to voice their concerns to the experts. A soldier from the 549th MP CO asked what to do with old extinguishers in their barracks.

According to Walrond, "Check the label for the expiration date. If expired, take the extinguisher to building

417, Corozal, in the Directorate of Engineering and Housing Compound and exchange it for a new one."

Walrond also warned that if anybody has halon extinguishers, they must be turned in to the Directorate of Engineering and Housing immediately. These extinguishers have been banned and are no longer made because halon destroys the ozone layer.

He also recommended that the best extinguisher to have in your home is the ABC Type (see insert), because it can be used on everything in your quarters. These extinguishers can be purchased at the Post Exchange, he said.

 For more information, please call 285-4015/5707. **PWD**

Need help? Request an SAV!

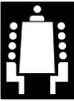
USACPW recently completed its FY 97 program with visits to nine Army installations. Included were first-time SAVs to two U.S. Army Reserve Command Reserve Support Commands (RSCs), the 81st RSC Birmingham, AL, and 94th RSC Reserve Forces Training Area Devens (Formerly Fort Devens); as well as three TRADOC installations, Forts Leonard Wood, Monroe, and Sill; one AMC installation, Newport (IN) Chemical Depot; one FORSCOM installation (now MDW), Fort Hamilton; Schofield Barracks, Hawaii, and U.S. Army Garrison, Panama.

Five-member teams of CPW experts in real property engineering and management functions provided 3-5 days of on-site assistance to installation DPW staffs, addressing issues raised by them. These visits resulted in a brief, intense, concentrated focus of expert attention on:

- DPW challenges.
- Transfer of information, successes, and innovative techniques between CPW and DPW staff members.
- Identification of systemic challenges facing Army-wide DPWs.
- Publication of better approaches throughout the DPW universe in the **Public Works Digest**, and the **SAV Bulletin**.

Information gathered during the SAVs identifies areas to focus automation support and development on, areas which require legislative action, document impediments to the success or failure of Army initiatives, and provide the insight and understanding essential to the development of realistic regulatory guidance. The hallmark of a CPW SAV is rapid response to your request, and expert, confidential assistance and followup to complete work on the issues you raise.

CPW is currently funded to complete a set number of staff assistance visits for FY 98, at no cost to the Army installation DPWs. We are currently accepting requests for such visits. If you are interested in having a CPW staff assistance visit team come to your installation, please contact the SAV Program Administrator, Milt Elder, at (703) 428-7969/7255, DSN 328, by FAX at 7274, or e-mail: milt.r.elder@cpw01.usace.army.mil **PWD**



One team spirit leads to customer collocation for Europe Center

by Torrie McAllister



104th Area Support Group Directorate of Public Works LTC John Ramey, and Europe Center's 104th Area Support Group Project Manager Dana Luedtke look at portions of the Whole Neighborhood Renovation Project for military family housing in Hanau.

The Corps of Engineers has a long tradition of locating construction offices central to the workload while pre-award project management was centralized within the district level headquarters.

But Europe Center is testing a new approach — collocation of Corps project managers and project engineers with customers. The goal is to become more relevant and responsive to Army Directorates of Public Works (DPWs) in Area Support Groups (ASGs) and subordinate Base Support Battalions (BSBs).

In U.S. Army, Europe (USAREUR), ASGs and subordinate BSBs provide installation management that would be provided by the garrison staff at a CONUS installation.

The collocation initiative began last year when LTC John Ramey, 104th ASG DPW, invited Europe Center to move a senior project manager and a project office inside his DPW. Within months the Corps/DPW relationship improved so dramatically that Europe Center Deputy Engineer Pat Biliter began looking for ways to expand the concept.

Meanwhile, Ramey is looking at new ways to use the Corps to supplement his rapidly dwindling staff in an ASG about to double in size.

“Collocation has made the project manager, project engineer and the DPW staff a working team,” said Ramey. “They are able to share ideas and resolve problems more quickly, and to the customer’s satisfaction because they clearly understand my intent and the customer’s desire.”

Ramey commented that the Corps’ project manager and project engineer weren’t inside the DPW decision process before collocation, and the managers and engineers were insulated from the customers concerns, complaints and frustration.

“Before collocation, it would take weeks to get the team together so clear instruction could be given,” said Ramey. “Then the team met infrequently. Also prior to collocation, the project managers were not in line with the DPW or the customer because the manager’s work place was many times over two hours away from the project and the customer.”

“Today, Dana Luedtke, Europe Center’s Project Manager for the 104th

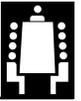
ASG, has become my representative — my project manager for many of my larger projects,” explained Ramey. “Because of her collocation within the 104th ASG DPW, she has gained a clear understanding of the very important relationship between the DPW and the units we support.”

Ramey added Luedtke understands that everything in the OMA business moves at 100 miles an hour. “When there is a problem, she knows what is urgent. When she needs a signature, we don’t wait for e-mails and ‘in’ boxes — she walks down the hall and puts the action under my nose,” he said.

Currently, the 104th ASG DPW manages eight military communities scattered throughout a region over 75 miles long and 35 miles wide. It is home to 23,000 soldiers, families and civilian employees. Two BSBs manage the repair and maintenance while the ASG focuses on resource management and life cycle planning, programming, design and construction and master planning.

This fall, the Army is consolidating the 104th ASG and the 53rd ASG. Ramey’s geographic area of responsibil-





ity and budget will more than double. Upon consolidation, the 104th ASG will manage 13 hub communities with the largest U.S. troop population in Europe.

"I see building a more integrated relationship between the DPW and the Corps as a survival issue," Ramey explained. "I see my limited DPW staff increasingly focused on programming resources, long range planning of construction and renovation projects and the repositioning of troops."

"I want the Corps managing more and more of the life cycle base planning, design, renovation and construction workload for me," added Ramey. "I want to be able to turn to Dana Luedtke and say 'Here is the intent. Here is the money. Here is the schedule. Here is the customer. Take care of it.'"

"For the future, I envision the Corps providing me with a collocated operations cell that includes a senior engineer who works programs and customers, and team responsible for pre-award, construction and financial management so I don't have to wait weeks for answers on where my money is," he said.

Europe Center Deputy Engineer Pat Biliter said his district launched into collocation as a four-month test. "It took less than a month to declare the test a success," he said. "We are able to respond much more effectively when we have someone living with the DPW on the front line."

"Our customer surveys tell us that communication and accountability are always big concerns, added Biliter. "Our customers don't have the time or



LTC John Ramey and Dana Luedtke look at the interior of a family housing unit that is part of the Whole Neighborhood Renovation Project in Hanau.

the people to chase us for information."

Biliter explained the Corps is looking at other DPWs and major customers for collocation. "In the future, I think we will see collocated program managers wherever we support a major DPW. They will orchestrate our entire Europe Center effort within a particular DPW area of responsibility."

The collocated project manager has, for all practical purposes, quickly evolved into a collocated **program manager**, according to Biliter. "What the DPW really needs is someone who is the Door to the Corps for their entire program," he added.

Luedtke hadn't been collocated with Ramey for a month when she came out

of his staff meeting with a mission for the Corps to write 1391 project justifications the 104th ASG master planner didn't have time for. She was out of her stovepipe and into the entire organization, according to Biliter.

"Now we are exploring the best way to incorporate collocated program managers into what have been centralized, stovepipe-focused project execution teams," Biliter said.

"For example, we now have a senior environmental program manager collocated at USAREUR. USAREUR bulk funds the Europe Center to manage all environmental studies, designs, remediations and pollution prevention projects for the Major Army Command. Collocation has given us a direct link between USAREUR's environmental managers and our project engineers in Wiesbaden who are executing their program," added Biliter.

"Collocation implies lots of changes in job description, stovepipe communication, and how we cover program management cost in a project management based funding structure," remarked Biliter. "But this is installation support reinvention in the truest sense and the answer is building the new relationship and seeing where it leads us." **PWD**

Torrie McAllister is a public affairs specialist at Europe Center.

RPLANS is dead! Long live RPLANS!!

The old HQRPLANS, a powerful, but not always easy-to-use, tool was recently turned off. But its brand-new, Windows-compliant NEW RPLANS is already up and running. The announcement of the new system was sent to many RPLANS users. The system is available on the website and DDS.

Authorized RPLANS users can download and install the new system right now from the R&K Engineering website:

URL <http://www.rkeng.com/>

Minimum system requirements are:

- Intel i486/66 processor
- Windows-compatible mouse
- SVGA video & monitor
- 16 MB RAM
- 40 MB of free hard drive space
- TCP/IP access to the Internet (via modem or direct connection)

☎ For more information, please contact Stu Grayson, CECPW-FP, 703-428-6506 DSN 328. **PWD**



Beating the 21st Century Blues

by Penelope Schmitt

It's going to be more of a millennium for Panama DEH staff members when the year 2000 arrives. All at once, *none* of them is going to be doing the same thing for a living.

"I plan to open a child care business," said Maria Vasquez. She is currently Chief of the Environmental Branch in the Panama DEH.

"I'll retire, but I don't really want to," said John Hannaman, Chief of the DEH Operations Division. "I'd be happy to keep working for another 14 years!" (Incidentally, John has 58 years of federal service in Panama.)

"I'll go into business and swim with the sharks!" said Ivan Klasovsky, currently Panama's environmental coordinator. Luis Dominguez, who manages all the DEH contracts, plans to do the same.

"I would like to work in Europe or the United States," said Norma Mascoll, Chief of Utilities. "Opportunities for an engineer are not well-paid in the private sector. It's time to see more of the world."

Under the Panama Treaty of 1977, all DEH workers who were employed by the U.S. government before the treaty, will be able to retire with full benefits. That will be an enormous help to one of every two people now employed by DEH Panama. For the rest, the future is a mixed and puzzling prospect.

Panamanian citizens face the toughest challenge. They will probably have to seek employment in a local economy that pays less than half the going federal pay rate for similar jobs—sometimes much less than half. People with dual citizenship, or U.S. citizens working under transportation agreements, will be able to seek employment with the U.S. government, and will be able to avail themselves of Priority Placement programs. Still, many have lived in Panama all their lives, and keeping their careers may mean losing their native place or at least their "home towns."

The bright side? Over the next two to three years, Panama's DEH will be a great source of talented people who have been meeting the toughest facilities engineering challenges imaginable

"What could be better than fulfilling Priority Placement requirements and acquiring a top quality employee specifically expert in the job you need done!"

for years. Directors of Public Works around the world could do well by "looking south" for new talent and expertise when they find vacancies in their organizations. What could be better than fulfilling Priority Placement requirements and acquiring a top quality employee specifically expert in the job you need done!

According to Norma Mascoll, Chief of Utilities in Panama, and one of the DEH staff who will be seeking federal employment somewhere else in the Army, USARSO is doing a good job to help. "Our Civilian Personnel Office has a very good program that addresses our special needs," she said. "It even includes a block of training to help you deal with the emotions of downsizing. It's very tough to have your whole world change. I have lived in Panama all my life. I would like to work in the states or in Europe. Still, I recently bought a house. My whole family lives here."

PACERS, the Panama Area Civilian Employee Referral Service, is managed by the Directorate of Civilian Personnel for USARSO. It is designed to provide the maximum placement opportunity for employees who may be adversely affected by base closure, drawdown, or downsizing. While some PACERS program elements are unique to the Panama area employee, others would benefit Army civilians in other shrinking commands.

● **Help in completing a resume or old-style SF 171.** Guidance on completing a resume and putting together important supporting documentation is a part of the program. Employees and others in the command are receiving help from the Panama Area Civilian Employee Referral Service to overcome the stress and worry.

● **Dealing with the emotions of job loss.** The PACERS program includes a six-hour session specifically designed to help employees ventilate their emotions and stress. Afterwards, the employees receive a two-hour briefing on their options, rights, benefits and the assistance programs available to help them. The problem—potential solution format makes it easier for employees. After clearing out the bad feelings, they are more able to hear about help.

● **Job-searching tips.** In a six-hour session conducted by the Army Career and Alumni Program, Job Information Center, employees learn how to apply for both federal and private industry jobs. Resume completion, interview and dress-for-success techniques are included.

● **Action planning.** An eight-hour block of instruction helps employees create a personal plan of action for the transition period. The goal is to help employees turn change into a new career opportunity.

● **Skills training.** This phase of the program is voluntary. The others are required for employees who decide to sign up for the PACERS program. Courses are offered that will polish employee skills and make them more marketable. Subjects include how to start your own business, computer applications, business administration, economics, personal budgeting and the like. Employees are also offered the opportunity to cross-train in other specialties. **PWD**



Going back to school — EHASP program notes

by Daniel Hitchings

All CP-18 (Engineers and Scientists (resources and Construction) and CP 27 (Housing Management) careerists are eligible for CPW's Engineering and Housing Advanced Studies Program (EHASP), a long-term (9-12 month) training opportunity. This article contains notes from Dan Hitchings who is attending Harvard University graduate school under our 1997-1998 EHASP program. He has promised to send us more updates periodically.

For anyone who is interested, I will try to keep a frequent stream of updates coming so you will know what I have been doing. This is also a bit selfish, because in return, I hope that you will keep me up to date with what's happening back at the office.

There are 194 people enrolled in my program. I am the only Army civilian here, and there is an Air Force civilian. There are five Army Captains, all bound for Pentagon "strategy" assignments, one Air Force B-2 pilot, a couple of ex-Navy men, and a Coast Guard helicopter pilot. The students come from more than 60 countries and almost any walk of life that you can imagine. There are school teachers, medical doctors, politicians, political staffers, campaign people, lots of non-profit organization personnel, bankers, economists, lawyers, and even a couple of engineers.

It is fascinating and humbling at the same time. You really get a chance to see how small the world is and how small in scope your own concerns are.

“The organization that learns is the one that succeeds.”

The purpose of the five-week summer session is to get us mid-career students ready for the rigors of the normal school year, which starts the week after Labor Day. It is also to build up our skills so that, in their words, “we are able to take any course we want to without the fear of not having the required skills.” I'm not sure they can do that in just five weeks.

The first week was quite a transition. The first two days were for orientation and placement testing. The orientation was up lifting and the testing a bit in the other direction.

The first week included four sessions each of Analytics (math and statistics) and Economics, three sessions of Case Discussion and Public Sector Issues, one long session on Communications and Issues Briefing Project, and about seven miscellaneous seminars and gatherings. The good news was that Friday ended with a Beer and Volleyball session. They also offered remedial computer training on various subjects. The outside work averaged 2-3 hours per night.

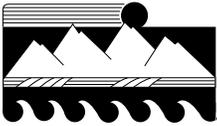
During the second week, the pace picked up. They added a Macroeconomics Class that met twice a week and an evening seminar on Wednesday.

During week three, we stayed at about the same pace with a change in some of the courses offered. We also started doing some organizational analysis and leadership stuff, and you will be glad to know we are on the right track (at least from the perspective of the academics). There is a long way to go, but it is not just us who are experiencing the difficulties. Don't give up. It is worth the investment. In fact, there is really no other choice if the organization is to succeed. The organization that learns is the one that succeeds.

There is a book by Peter Senge that is worth reading called “The Fifth Discipline — The Art and Practice of the Learning Organization.” This is not a new book, but it is good.

It has been a long time since I have done intensive academic work, and I am very thankful that they insisted on the summer program as preparation for a mid-career program.

You may reach Dan on the Internet at: Daniel_Hitchings/Student/KSG@ksg.harvard.edu **PWD**



Passing on the legacy

A legacy project documents Panamanian flora and fauna.

When the last U.S. flag slides down the last installation flagpole in Panama, a vast legacy of historical structures, wildlife, and engineering accomplishments will pass into the hands of the Panamanian people.

With the help of the DoD Legacy program, DEH Panama has ensured that cultural and natural resources on former U.S. installations are properly documented.

A full inventory of flora and fauna on U.S. installations has been conducted

and will be turned over to the Panamanian government.

Along with a full set of records and drawings that will help the new owners to maintain facilities on former U.S. installations, the DEH used a Legacy program grant to produce these historical studies:

- *An American Legacy in Panama: A brief History of Department of Defense Installations and Properties, the Former Panama Canal Zone, Republic of Panama*

- *A History of Quarry Heights Military Reservation: Former Canal Zone, Republic of Panama*

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New technology protects the environment

by Gaby Capriles

Since 1992, the Directorate of Engineering and Housing and the Mobile District Corps of Engineers have taken an active role in the development and implementation of the DoD environmental program in Panama.

A key component of USARSO's environmental program is to address environmental issues as properties are reverted from the DoD to the Republic of Panama. According to the 1977 Panama Canal Treaty, all property managed by the U.S. will be reverted to the Republic of Panama by the turn of the century, in a "safe, sanitary, and secure" manner.

According to Benn Hauman, Deputy Director of Engineering and Housing, "Last February, Mobile District Corps of Engineers personnel in coordination with Directorate of Engineering and Housing Environmental specialists kicked off a landmark project in the Curundu Tank Farm located on

"This project demonstrates USARSO's true commitment to protecting human health and the environmental as properties are reverted to the Republic of Panama."

—Daniel Muschett, Chief, DEH Environmental Office

the pacific side of the Isthmus of Panama. The underground tanks at the Curundu Tank Farm, which have been inactive since the early 1970s, contain over 500,000 gallons of water contaminated with petroleum-related compounds including tetraethyl lead, toluene, benzene, and xylene."

Mobile District engineering contractor CH2M Hill designed a mobile water treatment system to treat the

water and reduce the contaminant concentrations to safe levels. The processed water can then be pumped into the storm drainage system. The unit was built by Mobile District construction contractor WES, Inc.

The mobile treatment system is housed in an enclosed 28-foot long trailer and consists of an oil/water separator, a shallow tray air stripper, and 10 granular activated carbon canisters. This fully automated system has a liquid propane generator which powers the system pumps and controls.

"We used the Curundu underground water tanks as a pilot test to ensure the treatment efficiency of the unit and to select the best operating conditions of flow and contaminant reduction in a minimum time. During the pilot test, DEH personnel were also trained in the operation and maintenance of the system," said Hauman.

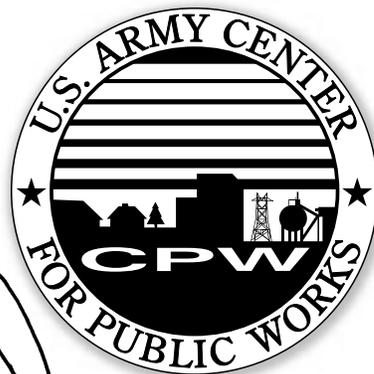
The test was successful. Results indicated that the system provides the required treatment efficiency, reducing the contaminants by 99.99 percent with the system capable of treating up to 50 gallons of water per minute.

Directorate of Engineering and Housing specialists are currently using the system to treat and discharge the water contained in the remaining tanks at the Curundu Tank Farm. After the work is completed in the Curundu Tank Farm, the system will be moved to Albrook Air Force Station and Fort Clayton to treat over 6 million gallons of contaminated water.

"This project demonstrates USARSO's true commitment to protecting human health and the environmental as properties are reverted to the Republic of Panama," said Hauman. **PWD**

(Note: Albrook Air Force Station is slated to be transferred to the Government of Panama by November 1997. Fort Clayton is the major remaining Army installation in Panama and home to United States Army South Headquarters.)

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Panama ties Earth Day activities to treaty implementation

by Gaby Capriles

Earth Day is officially celebrated worldwide during the month of April. In Panama, however, Earth Day activities continue throughout the year and fit in very closely with implementing the Panama Canal Treaty.

During 1995, United States Army Garrison and United States Army South went the extra mile in the transfer of two Atlantic-side installations to the Government of Panama by implementing an environmental transfer strategy that was initiated many months before the actual transfer took place. This successful operation went smoothly, thanks to the partnering concept envisioned by the MACOM in Panama, the Deputy Chief of Staff Engineer (DCSENG), and actively supported by the Directorate of Engineering and Housing, United States Army Garrison, Panama.

This environmental strategy will continue to play a critical role in future transfers of all military property, including live fire ranges, to the Republic of Panama. In addition to the DCSENG and the DEH, other agencies involved in the environmental partnering initiative include the Navy and Air Force, the Government of Panama, the Panama Canal Commission (PCC), and non-governmental organizations (NGO) both from the Continental United States and the Republic of Panama. By working in unison, many benefits are accomplished, such as identifying common goals, discussing prospective projects, and funding those that make sense in the drawdown mode.

According to LTC Patrick L. Staffieri, Director, DEH, "The strategy,



The sign on the door shows this home has been jointly inspected by U.S. and Panamanian authorities.

involves a three-step process:

- Analyzing current overall environmental conditions of installations or areas.
- Conducting physical site inspections and risk assessments.
- Programming and executing the removal, if practicable, of hazards to human life, health and safety.

Once this process is concluded, all final environmental conditions are documented for posterity.

In the transfer of the two Army At-

lantic-side installations, Fort Davis and Fort Gulick, a lot of effort and time was dedicated to researching documents and locations, interviewing personnel who worked in tasks and facilities no longer in use, and testing known and unknown materials and wastes. The strategy also included completing risk assessments and interpreting complex chemical results. Additionally, according to Staffieri, Republic of Panama officials received technical briefings on standards and operation and maintenance activities typical of any U.S. installation.

"Through this initiative," said Staffieri, "we are also able to obtain Legacy funds for the preparation of detailed fauna and flora inventory for lands under U.S. military control, to prepare brochures documenting the American heritage of U.S. forces in Panama, to select and preserve original archival records and drawings from archeological and historical buildings and facilities, and to fund several tropical rain forest research projects conducted by the Smithsonian Tropical Research Institute on

Department of Defense controlled lands."

"As we move towards the last years of U.S. military presence in Panama, we must continue to provide sound environmental management of the lands and waters entrusted to us by the Treaty. As stewards of this incredible legacy, both natural and cultural, we will not only have fulfilled our duty in a responsible manner, but will also be contributing to ensuring a better environment for future generations in Panama," added Staffieri. **PWDD**



ETSC offers environmental awareness products and services

With downsizing and reduced budgets, many of you are looking for economical ways of meeting your environmental awareness goals.

The Army's Environmental Training Support Center (ETSC) offers numerous products and services, many at no cost, to military and civilian personnel. Below are just a few of the many possibilities. Look over the list and contact us if we may be of help.

Environmental Compliance and Awareness Training Stalker (ECATS) is a tool to help you determine what training is needed to meet regulatory requirements and where to find it. The ETSC can send you the computerized survey program that is designed to help you determine any environmental training deficiencies through a series of questions concerning supervisory or worker job duties. Available on a diskette, you can install the program on your computer and then pass the diskette along to someone else. The ECATS program is also available on the ETSC Web Page.

The **Defense Services Directory of Environmental Training Courses**, available on 3.5-inch, 1.44 MB diskettes, is offered for DoD-wide use. This comprehensive directory of environmental training courses is a valuable vehicle for locating environmental training from more than 320 government, college/university, and private industry sources. More than 4,000 training courses are listed in 16 environmental categories. A new format allows you to search on course title, key words, provider, etc., and to view or print information on specific courses. Army personnel should request Directory diskettes from ETSC. Other Services should contact their agency environmental coordinator for diskettes.

Videotapes are one of the most requested items offered by the ETSC. A simple request for a videotape list will provide you with more than 100 titles of available videos. You can request a copy of any non-copyrighted video to keep at

your installation, or you can borrow a copyrighted video for up to four weeks. Some of the most recent additions to the list are: **Asbestos Management Series (set of four)**, **Northeast Pre-historic Archaeology**, **DoD's Archaeological Resources**, **Medical Response to Chemical Emergencies (set of three)**, and **DoD Aircrew Environmental Awareness**.

"Entrusted to Our Care: The Army's Environmental Commitment," is a 28-minute awareness-level video that can be ordered from the ETSC. It addresses compliance, restoration, pollution prevention, and conservation. Although this "core" video can be used as a stand-alone generic Army environmental awareness video, it is designed to be sandwiched between tailored segments that spotlight environmental goals, emphasis, and issues of specific major Army commands. Installations, activities, and agencies can also tailor the material to their specifications.

"DoD Natural and Cultural Resources Awareness Video" is a 14-minute video (with a facilitator guidesheet) that is available by request. This video shows that in addition to our primary mission, we can enjoy our natural and cultural heritage, but must work to protect it. The project represents the efforts of military and/or civilian participants from the U.S. Army, Air Force, Navy, Marines Corps, Defense Logistics Agency, Coast Guard, and Legacy Resource Management Program. The video can be used to design a one-hour training session, and was developed for all DoD civilian and uniformed military personnel, residents of military housing, and selected contractors. We will enclose with each request a "DoD Conservation Core Training Curriculum" sheet that depicts and describes natural and cultural resources training that has been approved by the Interservice Environmental Education Review Board. This information is also available at our Web site.

"National Environmental Policy Act (NEPA) and Military Training" is a video-based course that is now available from the ETSC. Although it is available in limited quantities, it may be reproduced locally. The course is designed to make military trainers aware of their responsibilities and to assist them in compliance with NEPA.

Fleet Motor Pool Pollution Prevention Guide is a guide that identifies potential opportunities to reduce pollution generated by routine fleet vehicle maintenance operations. Produced by The U.S. Army Center for Health Promotion and Preventive Medicine, it addresses four of the major waste streams generated by routine fleet vehicle maintenance: engine oil, lead-acid batteries, coolant, and parts cleaning solvent. We recommend that you request this guide to serve as a template for your vehicle maintenance facility.

"Unit Level Hazardous Material and Hazardous Waste Handbook" is a custom handbook designed to guide company-level leaders in managing hazardous material and hazardous waste. This 5" x 7", 70-page handbook is designed to give company-level leaders guidance in the management of hazardous material and hazardous waste. It is organized to lead you systematically from the time you first receive a product that is a hazardous material to the time you need to dispose of a product as a hazardous waste. The main body of the handbook is organized in sections based on frequently asked questions. Some examples of the questions are: "How do I know if something is a hazardous material?" "What is HAZCOM and how can it help me?" and "How do I know when a waste is a hazardous waste?" The ETSC will provide the information for printing this handbook to you on computer disks. You can add the name of your organization, any specific requirements that your state or installation may have, and print to your specifications. Printed copies are avail-



Fort Richardson grows into a "Tree City USA"

Fort Richardson is a tough place to cultivate a tree. Just ask Travis Barbe who plants and nurtures 400 to 500 new or transplanted trees on the Alaska installation every year.

Moose munch on them, spruce bark beetles try to bore into them, snow removal equipment flattens them and summer dry spells mean daily watering. But none of these obstacles kept Fort Richardson from becoming the second Alaska community to earn a "Tree City USA" designation from the National Arbor Day Foundation.

Last November, MG Kenneth W. Simpson, commander of U.S. Army, Alaska, accepted a plaque, a road sign and a Tree City USA flag from Alaska state forester Tom Boutin. The National Association of State Foresters and U.S. Forest Service work with the National Arbor Day Foundation on the Tree City USA program.

The fort joined Eielson Air Force Base, which earned the designation in 1995 in being recognized for its well-organized and effective management plans for its public trees and forests. There are more than 2,000 "Tree Cities" in the United States.

To meet program requirements, said COL William Brown, Fort Richardson public works director, the fort needed four things:

- A governing board to plan and maintain the tree management program
- A tree ordinance with policies for public tree planting, maintenance and removal
- An Arbor Day observance

- A forestry program with an annual budget of at least \$2 per capita.

Barber said he began planting trees on Fort Richardson in the late 1970s, or transplanting them from the post's forests to its main area using a front-end loader. Back then, he even turned brush and weed patches into lawns and playgrounds. He now plants hundreds of young trees each year, mostly mountain ash, spruce or birch, trees proven to withstand cold weather.

"We've put in a few crab apple and cherry trees around post that have done really well," Barber added. In picking sites for new trees, he looks not only for places that need dressing up, but areas that need trees as a blind or wind-break.

The award recognized the fort's efforts for 1995, and COL Brown said he hopes the post will be selected again for its 1996 accomplishments. Fort Richardson earned the award during the tenure of former post commander LTC

William T. Edens, a champion of post beautification and improvement projects.

In a letter to Edens, National Arbor Day Foundation President John Rosenow

wrote, "An effective community forestry program

is an ongoing process of growth and renewal — a program of planting and care that continues through the years. As a

Tree City USA, you have a solid foundation for that process of improvement." **PWD**

(Based on a Fort Richardson news release.)



(continued from previous page)

able in limited numbers from the ETSC.

We at the ETSC look forward to becoming your source of environmental awareness products and services. To request any of these products or to dis-

cuss your environmental awareness and training needs, please call 205-895-7408.

E-mail your requests to Brownv@smtp.hnd.usace.army.mil or **fax** to 205-895-7478. Send your **written requests** to Professional Development Support Center, ATTN: CEHR-P-ET, PO Box 1600, Huntsville, AL, 35807-4301. Our

Internet address is <http://www.hnd.usace.army.mil/etsc>. **PWD**

*(Note: The **Environmental Training Support Center (ETSC)** will become the **Army Environmental Awareness Resource Center (AEARC)**, beginning 1 October 1997.)*



Combat engineers combine training, conservation projects

by Kenneth White

Joint conservation projects between land managers and Army combat engineers at Fort Carson help to combat erosion from training at the fort's maneuver ranges.

At the Colorado post and its Piñon Canyon Maneuver Site (PCMS), soldiers of the 52nd Engineer Combat Battalion (Heavy) and specialists from Fort Carson's Directorate of Environmental Compliance and Management (DECAM) routinely team up on earth-moving projects to control and repair erosion on the range watershed.

The help of the combat engineers is a boon to DECAM because building and maintaining erosion-control dams is part of the environmental division's multi-pronged land management mission. Fort Carson and PCMS each has about 400 dams strategically placed throughout various erosion courses, or paths. The dams cost about \$10,000 to \$20,000 to build. They impound large ponds when it rains, enabling Fort Carson to comply with state water laws.

Computer modeling was used to design and place the dams, which curtail erosion in the watershed by collecting runoff water and reducing the force of water flow and the damage it causes downstream. Over time, the areas behind the dams fill with dirt and sediment that must be removed.

That makes these areas prime locations for the 52nd Engineers to dig defense tank positions as part of their training. The engineers must practice digging hull defilades, which are large, ramped holes big enough to conceal an M1A1 Abrams tank from ground forces. DECAM seized the opportunity to work with the engineers to find a mission-related alternative to the past practice of digging hull defilades, which created scars on the landscape.

"Now the engineers are really helping the landscape," explained Bruce Miller, DECAM range management specialist. "Because the 52nd Engineers have a training mission to dig hull defilades, we requested they dig them on

"Without these kinds of erosion control programs, both installations would become so eroded they would be useless for exercising armament."

—Bruce Miller, DECAM range management specialist

top of filled erosion-control dams, with the agreement to later fully excavate the remaining dirt out of the dams.

"In this mutual mission process, the 52nd Engineers reclaimed a feature that lost its erosion control usefulness. As the result of this one specific combat readiness exercise, we had three erosion control dams repaired, saving us about \$30,000 to \$40,000. It's very constructive for both us and the engineers, and it greatly benefits the environment."

DECAM also uses contractors to complete conservation projects, but enlisting the muscle of the engineers provides the Army with substantial cost savings. Other DECAM erosion abatement projects contracted to the 52nd Engineers include construction of terraces to capture water, road grading, banking sloped areas, and repair of culverts. Miller is especially proud of the terraces.

"The terraces are large flat areas developed on landscapes for putting water on a flat surface where it stands, which to us means it gets converted into grass, instead of running down and eroding the landscape," he said. "Without these kinds of erosion control programs, both installations would become so eroded they would be useless for exercising armament."

Past erosion resulted in a loss of suitable training land, Miller said. The combat engineers have helped DECAM to slow and repair erosion, maintaining the acreage available for training.

Miller strongly supports integrating DECAM's land management considerations into the military training mission for the 52nd Engineer Battalion. The engineers get valuable combat training, and the Army benefits from projects that save a lot of money and help to preserve vast areas for military training.

Fort Carson, with 97,201 acres of range land, supports limited battalion-size or smaller training exercises. Piñon Canyon Maneuver Site, 150 miles southeast of the fort, spans 235,896 acres of wilderness and is one of the Army's few, non-live-fire training areas allowing force-on-force mechanized brigade training exercises. As the second largest Department of Defense training site in the nation, PCMS hosts two major military exercises a year. In each exercise, roughly 5,000 troops, 300 heavy tracked vehicles and 400 wheeled vehicles take to the expansive wilderness in month-long, intensive war maneuver exercises.

Those maneuvers, said Miller, can degrade plant communities, causing accelerated erosion rates. "Since our programs are geared for restoring range conditions and remediating erosion, we turn that liability into an Army asset because we have a good and diverse training environment for the 52nd Engineers [and other engineering groups]."

The projects between DECAM and the combat engineers are just beginning, according to LTC Dean Kattelmann, commander of the 52nd Engineer Battalion.

"There is no end to the list of activities we can do for DECAM," Kattelmann said. "We work very closely together. Our soldiers are well aware of our responsibility to be good environmental stewards. Through helping DECAM meet their mission, we meet ours. This is a great training opportunity." **PWD**

Kenneth White is a contributing writer at the Army Environmental Center.

Public Works *Digest*

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