



DEPARTMENT OF THE ARMY
CORPS OF ENGINEERS, OMAHA DISTRICT
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CENWO-ED-DG

26 March 2015

MEMORANDUM FOR SEE DISTRIBUTION

SUBJECT: End State Technical Review Report, Phase I, construction completed 2014. Fort Riley, KS, Victory Chapel (PN 61211)

PART ONE, ASD FUNCTIONAL BASIS EVALUATION SUMMARY

This portion of the Memorandum will address the specific evaluations made as they relate to the Army Standard Design (ASD) for this facility type, discussed in the order observed. Because any completed facility also includes characteristics and features not part of the ASD requirements, not all of the potential Lesson's Learned have application to the ASD. The primary focus of this investigation is to improve the ASD and to do so in a way that reflects upon the underlying assumptions and theories (design concepts) upon which the ASD was developed. "PART TWO" of the Memorandum will include detail on the actual observations and take up the various issues unique to this facility as well as those applicable to the ASD. To assist perusal of the document the primary functional space type being discussed has been inserted (in parentheses) in between the appropriate groups of comments.

In general, all agreed that the completed facility is performing well in many ways; the building layout allows great flexibility. The users feel generally empowered to accomplish the Chaplaincy mission in ways that were just not possible before. This has been of tremendous value to the congregations being supported and the entire military community and Army mission.

Weaknesses of the facility focus primarily on a few components that are not functioning quite as intended. There were also a (very) small number of weaknesses that were rooted in all of the aspects of what puts a project together (contract, design, construction), as well.

Observations made that relate directly to the ASD requirements and the design concepts selected for use by the Office of the Chief of Chaplains (OCCH) are as follows:

1.1 Although this space is small, it is providing the functional requirements for the staff; eliminating the need to repurpose other rooms for staff accommodations, so far.

CENWO-ED-DG

SUBJECT: End State Technical Review Report, Phase I, construction completed 2014. Ft. Riley, KS

Although the Administrative Space in this facility functions well, the Administrative Space is significantly larger in the 2012 ASD and provides more square footage in the group office location. (This comment is the same as 2.1)

1.2 A long-standing issue with all of the Chapels (and a problem for this facility) is how to best accommodate the changing of lighting lamps in the high-ceilinged areas, i.e. the Worship Center. **Private Sector religious facilities sometimes include relatively expensive catwalk systems that allow access to lamps for changing. Some do not feel that the expense for the catwalk system is appropriate and would prefer to contract out for this task. Since appropriate use of Army resources is also important for such decisions. The CoS team is experimenting with a multitude of techniques to try to provide a “good” (but not perfect) solution; we will continue to do so in hopes of finding an appropriate middle ground. (This comment is the same as 2.3)**

1.3 The acoustics in the Worship Center are not optimal; comments from the Users indicate the amount of reverberation in the Worship Center hinders some performance activities. **The ASD text will add additional language to expand the requirements for the contractor to provide an acoustical analysis and report, as part of the contract. Additionally, the ASD will include more information regarding the coordination of the design and specifications to include the testing and commissioning of the A/V system, prior to project completion. (This comment is the same as 2.4)**

1.4 The lighting controls for the Worship Center are not located adjacent to the media console. **The ASD does address this item to some extent; this space needs to include features that allow for the control of light, sound, and temperature with a maximum of ease and flexibility. Lighting requirements for the 2012 ASD insist this space receive special attention. (This comment is the same as 2.6)**

1.5 The Chapel staff frequently hears comments from people that they wish the Worship space had stained glass so the building would seem more like a chapel and less like a community building. **The OCCH recognizes the necessity of being extremely conservative in its use of Army resources. They do strive to add aesthetic touches; various design and construction agents, that have applied the 2004 ASD, have been very careful to do a fine balance with this. For many faith groups the resulting level of plainness is always going to seem inappropriate for a facility supporting the religious side of the soldier, but this tension also shows that the ASD is, in fact, being an excellent steward of the Army resources entrusted to it. (This comment is the same as 2.8)**

CENWO-ED-DG

SUBJECT: End State Technical Review Report, Phase I, construction completed 2014. Ft. Riley, KS

1.6 The baptismal pool is working great, no problems with leaking, heating, or drainage. **This is encouraging to see and will support a successful ministry in countless ways. (This comment is the same as 2.11)**

1.7 The current Audio/Visual (A/V) system is complex and at times difficult to use. It is a good system, but more powerful than what the chapel requires; most users do not know how to utilize the complete system. **Managing the A/V console is a challenge due to the required skill set and number of different users. The ASD will include more information regarding the coordination of the design and specifications to include training the staff, prior to project completion. (This comment is the same as 2.12)**

1.8 The construction contract did not include a fully integrated A/V system. This problem arises from separate funding sources for the A/V equipment and building construction. **The process of designing, procuring, and coordinating these systems is difficult. The Army regulations that separate this system from the MCA portion of the facility can create some problems for the DPW folks and nuisance problems for the building construction contractor. For this facility, the PDT was able to turn the final product into a significant success. The ASD will include additional information regarding the design and coordination of the A/V system. (This comment is the same as 2.13)**

1.9 A movable accordion partition divides the Blessed Sacrament Space from a Classroom, which the Users say does not provide enough space for the Blessed Sacrament functions. **Some of the functional relationships established in the 2004 ASD are no longer part of the functional layout in the 2012 ASD; however, the movable accordion partition dividing the Blessed Sacrament from the Classroom did not go away and is present in the 2012 ASD. (This comment is the same as 2.17)**

1.10 The Users report having more-than adequate storage space for special functional items, as well as other items, to make up for the shortage of storage in other locations. **This is gratifying evidence of the intent of the ASD, providing enough flexibility for User's preference of organizing items for storage. (This comment is the same as 2.18)**

1.11 The Users think the Multi-Purpose Room is an odd shape and difficult to use as a classroom, especially the location of the projector and screen. **The 2012 ASD Multi-Purpose Rooms are a rectilinear shape; this might improve the configuration and mounting location for projector screens or video monitors. (This comment is the same as 2.20)**

CENWO-ED-DG

SUBJECT: End State Technical Review Report, Phase I, construction completed 2014. Ft. Riley, KS

1.12 The Toddler/Nursery room, as designed and constructed, does not meet the requirements of the Children Services group; therefore, using the Child Watch services is the only other option. The facility does not have enough child-care rooms to support their needs. **The CoS recognizes that some facilities have a high demand for a robust Child Watch system. The goal of the ASD is to provide optimum usable features for all users activities in any environment, where all share the benefits of a relatively flexible and extremely functional facility. (This comment is the same as 2.21)**

1.13 One of the building finish items mentioned was that the floor in the Nursery/Classroom is a hard surface flooring (sheet vinyl) instead of carpet, they would have preferred carpet. **The COS has chosen to have sheet vinyl in this room for maintenance and durability reasons. Some of the Chapel facilities have had wall-to-wall carpet and it was found during the End State Technical Reviews that the carpet was dirty and stained. The Child Development Center (CDC) Army Standard Design document does not have a provision for carpet in the children's rooms, even in the infant and toddlers rooms. The intent is if the User wants carpet in this area, the User can add area rugs. Area rugs are easily cleanable or replaceable if they become heavily soiled. (This comment is the same as 2.22)**

1.14 The amount of storage space necessary has far overtaxed the storage space provided for in the ASD. While they have been astonishingly creative in adjusting to this situation, it is also true that this facility example dramatically demonstrates the inadequacy of this aspect of the 2004 ASD. **The 2004 ASD did have restrictions from outside influences that have recently been relaxed. The 2012 ASD will significantly improve on this situation. (This comment is the same as 2.25)**

1.15 Under-stage storage in the Activity Center works great. **Optimizing space for storage is critical in facilities where storage space is limited. This is gratifying evidence of the forethought put into the 2004 ASD. (This comment is the same as 2.26)**

1.16 The large toilet rooms are located opposite the building's main entrance where the User's think this location is wrong. **Looking at the ASD, the Group Office space is deliberately located adjacent to the main entrance. This measure will provide a layer of safety and security at the main entrance. The 2012 ASD has the same functional adjacency as the 2004 ASD. (This comment is the same as 2.27)**

1.17 The congregations are attempting to use the flexibility provided by the operable partitions to adjust/increase the capacity of the Worship Center; they also recognize that the partitions are showing failure from use. **The DPW might be pursuing repair assistance from the manufacturer in the short term and their repeated assistance**

CENWO-ED-DG

SUBJECT: End State Technical Review Report, Phase I, construction completed 2014. Ft. Riley, KS

over time may allow the operable partitions to continue to function for some years to come, however this is a burden on maintenance staff. The COS and OCCH have eliminated this form of flexibility from the 2012 ASDs based on ongoing lessons learned, however ALL forms of providing this kind of flexibility have their weaknesses and penalties. The system used in the 2004 ASD (and this facility) has shown superior performance to some others operable partitions. (This comment is the same as 2.30)

1.18 A comment was made that the administrative offices have too much furniture. The User has reconfigured the furniture or moved it elsewhere so the offices are more comfortable. Offices are small, but adequate. **The furniture provided was coordinated with and approved by the OCCH for the ASD for this building type. The newer ASD building requirements vary since the office shapes vary from those of this project. The OCCH approved the office furniture requirements for the newer ASD's. (This comment is the same as 2.34)**

1.19 At this chapel, there are too many choir chairs on the raised platform in the Worship space; however, this is the number of seating that is required per the ASD. **COS shall coordinate with OCCH to determine if the number of choir chairs listed in the ASD's is still adequate or if the number can be reduced. Number of seats currently required may no longer reflect the required number of chairs based on how the Worship space is now used. (This comment is the same as 2.36)**

IN SUMMARY: In general, the results of this ESTR demonstrate that the underlying concepts behind the 2004 ASD were sound and effective. Each of the principle functional areas and features are supporting an excellent level of successful ministry. The Users stated that they are pleased with everything about this facility. Although small, the completed facility appears to represent a very-close-to-optimum balance between aesthetics, function, cost, and maintainability. The completed facility also appears to represent a high-value long-term asset for the military community, the Garrison, the OCCH, and the Army.

PART TWO, ALL OBSERVATIONS AND DISCUSSIONS

This portion of the Memorandum will address each observation discussed in the order observed. Because any completed facility also includes characteristics and features not part of the ASD requirements, not all of the potential Lesson's Learned have application to the ASD. Some are project specific and related to project history, unique points-of-view, unique features, or unique functions that needed to be added to the general facility mission. This portion of the report allows all such observations and discussions

CENWO-ED-DG

SUBJECT: End State Technical Review Report, Phase I, construction completed 2014. Ft. Riley, KS

to be recorded and applied to future projects as appropriate. The following observations and discussions were identified:

(Administrative Spaces)

2.1 Although this space is small, it is providing the functional requirements for the staff; eliminating the need to repurpose other rooms for staff accommodations, so far.

Although the Administrative Space in this facility functions well, the Administrative Space is significantly larger in the 2012 ASD and provides more square footage in the group office location.

2.2 Someone needing to use the Resource Room will need a key to turn the lights on, unless they move within range of the motions sensors. **The COS is researching if this item is design item in the contract documents or if the contractor and sub-contractor misread the documents.**

(The Worship Center)

2.3 A long-standing issue with all of the Chapels (and a problem for this facility) is how to best accommodate the changing of lighting lamps in the high-ceilinged areas, i.e. the Worship Center. **Private Sector religious facilities sometimes include relatively expensive catwalk systems that allow access to lamps for changing. Some do not feel that the expense for the catwalk system is appropriate and would prefer to contract out for this task. Since appropriate use of Army resources is also important for such decisions. The CoS team is experimenting with a multitude of techniques to try to provide a “good” (but not perfect) solution; we will continue to do so in hopes of finding an appropriate middle ground.**

2.4 The acoustics in the Worship Center are not optimal; comments from the Users indicate the amount of reverberation in the Worship Center hinders some performance activities. **The ASD text will add additional language to expand the requirements for the contractor to provide an acoustical analysis and report, as part of the contract. Additionally, the ASD will include more information regarding the coordination of the design and specifications to include the testing and commissioning of the A/V system, prior to project completion.**

2.5 The Chaplain indicated that it would have been nice to have a little more color at the front of the Worship space even if it matched the main wall color (center band) on the sidewalls. The front wall of the Worship space and the walls of the Expansion space were both specified to be the same color as the Worship space main wall color (center band) on the side walls, but for some reason they both have been painted a lighter wall color. **COS designers are aware of this concern and in the future will**

CENWO-ED-DG

SUBJECT: End State Technical Review Report, Phase I, construction completed 2014. Ft. Riley, KS

make sure the front wall of the Worship space is not as “white” in color and has more color even if it is in a neutral color. It is unknown why or when, during the construction phase, the paint color changed.

2.6 The lighting controls for the Worship Center are not located adjacent to the media console. **The ASD does address this item to some extent; this space needs to include features that allow for the control of light, sound, and temperature with a maximum of ease and flexibility. Lighting requirements for the 2012 ASD insist this space receive special attention.**

2.7 Inexplicable flickering from the wall mounted light sconces is a distraction and hopefully not indicative of a more serious problem. **The DPW staff might be aware of the situation and may be able to assist with providing corrective action.**

2.8 The Chapel staff frequently hears comments from people that they wish the Worship space had stained glass so the building would seem more like a chapel and less like a community building. **The OCCH recognizes the necessity of being extremely conservative in its use of Army resources. They do strive to add aesthetic touches; various design and construction agents, that have applied the 2004 ASD, have been very careful to do a fine balance with this. For many faith groups the resulting level of plainness is always going to seem inappropriate for a facility supporting the religious side of the soldier, but this tension also shows that the ASD is, in fact, being an excellent steward of the Army resources entrusted to it.**

2.9 Doors to the Worship Area required a modification to the contract to ensure caskets are able to pass unencumbered, during memorial services. **The 2012 ASD does provide adequate door clearance for such circumstances.**

(The Activity Center)

(The Baptistery Suite)

2.10 Some of the changing rooms are currently serving as additional storage space for various materials and equipment. **Any Army Standard Design needs to meet the needs across many environments. Too much information gets lost when facilities are “tailored” to local conditions. In consequence, using changing rooms as storage mean the changing rooms serve a function.**

2.11 The baptismal pool is working great, no problems with leaking, heating, or drainage. **This is encouraging to see and will support a successful ministry in countless ways.**

CENWO-ED-DG

SUBJECT: End State Technical Review Report, Phase I, construction completed 2014. Ft. Riley, KS

(Audio/Visual System Issues)

2.12 The current A/V system is complex and at times difficult to use. It is a good system but more powerful than what the chapel requires; most users do not know how to utilize the complete system. **Managing the A/V console is a challenge due to the required skill set and number of different users. The ASD will include more information regarding the coordination of the design and specifications to include training the staff, prior to project completion.**

2.13 The construction contract did not include a fully integrated A/V system. This problem arises from separate funding sources for the A/V equipment and building construction. **The process of designing, procuring, and coordinating these systems is difficult. The Army regulations that separate this system from the MCA portion of the facility can create some problems for the DPW folks and nuisance problems for the building construction contractor. For this facility, the PDT was able to turn the final product into a significant success. The ASD will include additional information regarding the design and coordination of the A/V system.**

2.14 There is no rear-facing projector in the Worship Area for a speaker/presenter to view displayed information. **The 2004 ASD does not provide specific guidance regarding the placement of the projectors and screens; however, the 2012 ASD requires three (3) permanently mounted LCD projectors.**

2.15 There are no forward-facing projectors in the Activity Center for a speaker/presenter to view displayed information. **The 2004 ASD does not provide specific guidance regarding the placement of the projectors and screens; however, the 2012 ASD requires three (3) permanently mounted LCD projectors.**

(The Kitchen Suite)

2.16 A keyed switch controls lighting in the kitchen; as a result, Users frequently leave lights on. **To meet LEED, the design can include sensors on the lighting circuit to conserve energy. Design goals for sustainability are project specific.**

(The Blessed Sacrament Space)

2.17 A movable accordion partition divides the Blessed Sacrament Space from a Classroom, which the Users say does not provide enough space for the Blessed Sacrament functions. **Some of the functional relationships established in the 2004 ASD are no longer part of the functional layout in the 2012 ASD; however, the**

CENWO-ED-DG

SUBJECT: End State Technical Review Report, Phase I, construction completed 2014. Ft. Riley, KS

movable accordion partition dividing the Blessed Sacrament from the Classroom did not go away and is present in the 2012 ASD.

(The Sacristy and Robing Suite)

2.18 The Users report having more-than adequate storage space for special functional items, as well as other items, to make up for the shortage of storage in other locations. **This is gratifying evidence of the intent of the ASD, providing enough flexibility for User's preference of organizing items for storage.**

(Multi-purpose/Classroom Spaces)

2.19 Power receptacles for ceiling mounted projectors in the Multi-purpose Rooms are not located together; the Users run an extension cord above the dropped ceiling to provide power for the projector. **The DPW staff might be aware of the situation and may be able to assist with providing corrective action.**

2.20 The Users think the Multi-Purpose Room is an odd shape and difficult to use as a classroom, especially the location of the projector and screen. **The 2012 ASD Multi-Purpose Rooms are a rectilinear shape; this might improve the configuration and mounting location for projector screens or video monitors.**

(The Toddler Nursery Accommodations)

2.21 The Toddler/Nursery room, as designed and constructed, does not meet the requirements of the Children Services group; therefore, using the Child Watch services is the only other option. The facility does not have enough child-care rooms to support their needs. **The CoS recognizes that this some facilities have a high demand for a robust Child Watch system. The goal of the ASD is to provide optimum usable features for all users activities in any environment, where all share the benefits of a relatively flexible and extremely functional facility.**

2.22 One of the building finish items mentioned was that the floor in the Nursery/Classroom is a hard surface flooring (sheet vinyl) instead of carpet, they would have preferred carpet. **The COS has chosen to have sheet vinyl in this room for maintenance and durability reasons. Some of the Chapel facilities have had wall-to-wall carpet and it was found during the End State Technical Reviews that the carpet was dirty and stained. The CDC Army Standard Design document does not have a provision for carpet in the children's rooms, even in the infant and toddlers rooms. The intent is if the User wants carpet in this area, the User can add area rugs. Area rugs are easily cleanable or replaceable if they become heavily soiled.**

CENWO-ED-DG

SUBJECT: End State Technical Review Report, Phase I, construction completed 2014. Ft. Riley, KS

2.23 The contractor did not install a Diaper Changing Station (DCS). **The 2004 ASD design did not require a DCS in this area. The 2012 ASD will include this feature in the nursery area.**

2.24 Nursing Mothers room is small; however, this room is not in use very often.

(Vestibules/Lobbies/Corridors/Stairways)

(Storage Spaces)

2.25 The amount of storage space necessary has far overtaxed the storage space provided for in the ASD. While they have been astonishingly creative in adjusting to this situation, it is also true that this facility example dramatically demonstrates the inadequacy of this aspect of the 2004 ASD. **The 2004 ASD did have restrictions from outside influences that have recently been relaxed. The 2012 ASD will significantly improve on this situation.**

2.26 Under-stage storage in the Activity Center works great. **Optimizing space for storage is critical in facilities where storage space is limited. This is gratifying evidence of the forethought put into the 2004 ASD.**

(Toilet Rooms and Janitor's Closets)

2.27 The large toilet rooms are located opposite the building's main entrance where the User's think this location is wrong. **Looking at the ASD, the Group Office space is deliberately located adjacent to the main entrance. This measure will provide a layer of safety and security at the main entrance. The 2012 ASD has the same functional adjacency as the 2004 ASD.**

2.28 The number of toilet fixtures for each restroom is adequate, an amenity all Users like and appreciate. **Every facility is unique in its flushing frequency. While it is reasonable to use average toilet usage estimates for program planning, this is gratifying evidence of the forethought put into the 2004 ASD method for computing fixture counts.**

2.29 Toilet paper and toilet paper dispensers do not score high with the User; there appears to be an issue with the quality of the products available for use. **The DPW staff might be aware of the situation and may be able to assist with providing corrective action.**

Space for the Janitor's Closet is too small.

CENWO-ED-DG

SUBJECT: End State Technical Review Report, Phase I, construction completed 2014. Ft. Riley, KS

(Building Features and Finishes)

2.30 The congregations are attempting to use the flexibility provided by the operable partitions to adjust/increase the capacity of the Worship Center; they also recognize that the partitions are showing failure from use. **The DPW might be pursuing repair assistance from the manufacturer in the short term and their repeated assistance over time may allow the operable partitions to continue to function for some years to come, however this is a burden on maintenance staff. The COS and OCCH have eliminated this form of flexibility from the 2012 ASDs based on ongoing lessons learned, however ALL forms of providing this kind of flexibility have their weaknesses and penalties. The system used in the 2004 ASD (and this facility) has shown superior performance to some others operable partitions.**

2.31 Seams in the solid surface countertops are very visible. **The COS will research and determine if the visible seaming is inherent to the type of solid surface material or if it may be due to poor installation.**

2.32 Lockset functions for the door hardware at the Choir Robe Room do not allow the doors to lock without a key. **The ASD does not address specific lockset functions; however, this item should be coordinated with the User.**

2.33 The tile warranty is for five years, an extension to the general warranty the contractor provides, due to incorrect installation. **This is encouraging to see.**

(Furniture, Appliances, and Equipment Items)

2.34 A comment was made that the administrative offices have too much furniture. The User has reconfigured the furniture or moved it elsewhere so the offices are more comfortable. Offices are small but adequate. **The furniture provided was coordinated with and approved by the OCCH for the ASD for this building type. The newer ASD building requirements vary since the office shapes vary from those of this project. The OCCH approved the office furniture requirements for the newer ASD's.**

2.35 There were problems with the sizes of GF/GI appliances in the kitchen and the space provided in the room or the opening in the cabinetry; the opening for the range in the cabinetry was incorrect. A larger opening provided enough room for proper installation. **These items need to be better coordinated/represented during design so Contractor is aware of appliance sizes for CF/CI and GF/GI items.**

CENWO-ED-DG

SUBJECT: End State Technical Review Report, Phase I, construction completed 2014. Ft. Riley, KS

2.36 At this chapel, there are too many choir chairs on the raised platform in the Worship space; however, this is the number of seating that is required per the ASD. **COS shall coordinate with OCCH to determine if the number of choir chairs listed in the ASD's is still adequate or if the number can be reduced. Number of seats currently required may no longer reflect the required number of chairs based on how the Worship space is now used.**

2.37 The folding chairs provided as part of the FF&E are very difficult to put in the folding position. The User purchased additional chairs that are easier to fold in the classrooms. They also had to order additional folding tables since the FF&E package did not provide enough to meet their requirements in the facility. Folding chair dollies have been provide and are stored underneath the stage. **The 2012 ASD specifies stacking chairs instead of folding chairs; this issue should no longer be a problem.**

2.38 The User had to order additional folding tables since the FF&E package did not provide enough to meet their requirements in the facility. **During the design stage, the number of tables and other items required for a project needs to be better coordinated with the User.**

2.39 The Chaplain stated that the porcelain tile floors are easy to clean. The tile finish is smooth to the touch, without much texture. **This is gratifying evidence of the forethought put into this specific project.**
(Equipment Rooms and Systems)

The A/V Room is small, yet functions adequately.

(Site Issues)

2.40 This site offers one of the best locations for optimal visibility from passing traffic, with over 2,000 vehicles driving by on a daily basis. This may contribute to the 600 people who attend between the two services on Sunday and special activities on Tuesday.

2.41 Parking capacity is more than adequate; lot adjacent to secondary entrance is rarely used.

2.42 Playground equipment is a wonderful addition to the facility.

PART THREE, UNIQUE ISSUES

CENWO-ED-DG

SUBJECT: End State Technical Review Report, Phase I, construction completed 2014. Ft. Riley, KS

2.43 Some features of the ASD, provided by DoD requirements, have been cited by a Jewish congregation considering this facility as a conflict to their religious requirements. Since we know that a Jewish congregation is meeting happily in the Fort Hood Chapel Complex, this may be a finer point of doctrine not common to all Jewish faith branches. **The CoS will consult again with OCCH and modify (or retain) the ASD requirements at their direction.**

2.44 A heating coil for the radiant heater in the main entrance failed and the system froze causing a pipe to burst the day before final inspections, flooding in the facility led to soggy carpet and several other problems, delaying BOD. The contract did agree to install new carpet; however, the contract is still open.

2.45 Replacing a major component of the HVAC system was the only remedy after a malfunction led to water leaking in the Multi-Purpose room, affecting the walls and carpet. The contractor agreed to cover the clean up and replacement cost.

2.46 The contractor is waiting to complete LEED documents and finalize contract requirements.

PART FOUR, THE REVIEW PROCESS AND PARTICIPANTS

The following team of participants gathered at the Fort Riley Chapel on March 26, 2015. The review process began with a meeting and continuation of previous discussions of lessons learned related issues, building operations, descriptions of what congregations are being served and their usage patterns, etc. Once general discussion reached an appropriate point, the team shifted to a tour of the facility with further items brought up as we went.

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CENWO-ED-DG
SUBJECT: End State Technical Review Report, Phase I, construction completed
2014. Ft. Riley, KS

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Any other questions, comments, or concerns on the aforementioned items may be directed to Mr. Askelon Parker, (402) 995-2173 or email address at Askelon.M.Parker@usace.army.mil.

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