



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

1 April 2013

MEMORANDUM FOR SEE DISTRIBUTION

SUBJECT: End State Technical Review Report, Phase I, construction completed 2012. Fort Bliss, TX, Chapel (PN 2239)

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 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 Coordination between the building users and the building designers need to occur early in the design phase to ensure the selecting and procuring of audio/visual (A/V) equipment items fit the user's need. **The process of designing, procuring, and coordinating these systems is difficult. The ASD will include additional information regarding the design and coordination of the A/V system. (This comment is the same as 2.5)**

1.2 A piano and organ might not fit the need of every congregation. The user indicates that the purchase of an organ and grand/baby piano are not necessary and that keyboards/synthesizers typically will meet the requirements of a Chapel since they offer a wide variety of musical sounds. In addition, keyboards/synthesizers are available at a much more reasonable price. **The**

intention of this facility is to support a full range of Chaplaincy programs and military community activities and the COS recognizes the needs of the congregation might change overtime; therefore, the ASD is intended to provide a range of furnishings to meet the needs of present and future congregations. However, a discussion with the OCCH will verify equipment requirements for future projects. (This comment is the same as 2.7)

1.3 The location of the CO2 sensors are at Americans with Disabilities Act (ADA) heights of 48” above finished floor (A.F.F). A suitable location for the CO2 sensors is 48” – 72” A.F.F. **The ASD does not specifically address the mounting height of the CO2 sensor; however, we can add verbiage regarding such items. (This comment is the same as 2.8)**

1.4 Incorporate holy water fonts at entrances into the Worship Center; currently, they are using the baptistery font which makes this item unavailable for use during baptisms. **The COS will discuss with OCCH adding holy water fonts to the ecclesiastical (equipment) items: Contractor Furnished/Contractor Installed (CF/CI) or ecclesiastical (miscellaneous) items list: Government Furnished/Government Installed (GF/GI). (This comment is the same as 2.9)**

1.5 The user recommends providing a cooling system for the A/V equipment room to mitigate components from overheating; the installation of a transfer grill currently allows better airflow and circulation to keep room temperatures normal. **The ASD text does not describe this requirement. Additional research and adding additional appropriate verbiage to the ASD text could improve this problem for most facilities. (This comment is the same as 2.13)**

1.6 Procuring the A/V system and A/V equipment is difficult. There is a suggestion to either include the A/V as part of the Military Construction (milcon) package or as a separate contract. **The COS is addressing this situation in several ways. One solution involves informing the customer early in the design process, likely during the charrette, about funding sources, equipment list, and contractor involvement. Another solution is to create better documentation of the process and provide this information as part of the ASD. (This comment is the same as 2.15)**

1.7 One of the Chaplains wants to see a separate room for the Tabernacle, with consecrated hosts and Ambry (oils symbolic of the Holy Spirit consecrated by Bishops). They are currently using the Reconciliation Room for this purpose. **We will request the OCCH provide suggestions regarding this issue; however, the ASD must serve all faiths and the military community without favoring any one distinctive group in orientation or design. Additionally, we will discuss adding the Ambry to the ecclesiastical equipment list. (This comment is the same as 2.16)**

1.8 Provide a more private separation, such as a wall, between the Priest and visitor in the Reconciliation Room. **The ASD does address this item and upon researching available products, the COS found a confessional screen with kneeler and a confessional screen that is compatible with a prie-Dieu. The COS will discuss with OCCH to find out if these are a**

possible alternatives to the kneeler/prie-Dieu with screen. (This comment is the same as 2.17)

1.9 Add a mirror to the sacristy for robbing. **The COS will discuss ways to include a mirror to this room and add verbiage to the ASD in regards to this item. (This comment is the same as 2.18)**

1.10 The A/V rack in multipurpose room is not very accessible and makes it difficult for a speaker to face the audience and operate the equipment at the same time. The users suggest adding more connectivity outlets/jacks closer to the projection screens and /or consider putting the A/V equipment on movable or mobile carts. **The ASD does not address this item specifically; however, we will add additional information regarding the location of A/V equipment in the Multi-purpose spaces. (This comment is the same as 2.19)**

1.11 Add paper towel dispensers to the Multi-purpose rooms. **The ASD does not specifically address this item; however, we will add verbiage addressing paper towel dispenser in the Multi-purpose rooms. (This comment is the same as 2.21)**

1.12 The A/V console does not have enough space for all the equipment; currently, the users are adding tables next to the console to accommodate additional monitors and A/V equipment. **The ASD text will include additional information regarding the size for additional space for A/V rack and additional monitors. (This comment is the same as 2.31)**

1.13 All the folding tables purchased by Huntsville Engineering Support Center (HNC) for this facility were child height and the user had to purchase new tables that would accommodate adults. The COS verified what was included in the Furniture, Fixtures, & Equipment (FF&E) package and the tables were specified to have a minimum 4” adjustable height range to include 25-29”. **The COS will make HNC aware of what happened so this does not happen at another Chapel facility. (This comment is the same as 2.32)**

1.14 Electrical power panels are in a location not accessible to users. If a breaker trips, calling the Department of Public Works (DPW) is the only way to reset the breaker. **The ASD does not specifically address this item; however, verbiage regarding installing panels where user can reset a tripped breaker might be necessary. (This comment is the same as 2.39)**

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

(Administrative Spaces)

2.1 The Administrative Space functions well and serves the Unit Ministry Team as intended. **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.**

(The Worship Center)

2.2 Acoustical ceiling tile (ACT) and dark drapery help conceal the underside of the roof in the Worship Center. The dark drapery is a (fix) to the original design in which the ACT layout did not completely hide the underside of the vapor retarder. **High ceiling volumes exist in this Worship Center; however, the ASD recommends a minimum of a high quality wallboard ceiling and special lighting in this space. Due to the project budget constraints, the COS and user understands this compromise does not detract from the intent of the ASD and is a creative solution.**

2.3 A more contemporary design and layout will add flexibility and appeal to a broader audience. **The COS is developing ASDs that provide better flexibility by removing the fixed pews from the Worship Center and creating a more open and contemporary looking space.**

2.4 The A/V soundboard and control console are in a good location; however, the users think that raising the control console is a more optimal solution. **The COS recognizes the importance of properly placing the A/V soundboard equipment. The intent is to provide the user unimpeded lines-of-site to the raised platform while not having the control console dominate visually in the center-of-space location. The 2012 ASD resolves the low control console placement by placing it in the balcony area.**

2.5 Coordination between the building users and the building designers need to occur early in the design phase to ensure the selecting and procuring of A/V equipment items fit the user's need. **The process of designing, procuring, and coordinating these systems is difficult. The ASD will include additional information regarding the design and coordination of the A/V system.**

2.6 The Roman Catholic faith group wants the “Stations of the Cross” devices to be an integral component of the facility, as part of the construction. The issue of faith groups that value visually rich environments with some amount of religious imagery and devices is often part of the discussion. **It is unfortunate in some ways, but keeping the ASD fully compatible with all faith groups and keeping the cost of the ASD appropriate to good stewardship will always be a limitation; the local congregation may be able to gain some assistance from portable features. The COS understands that this is still just not the same.**

2.7 A piano and organ might not fit the need of every congregation. The user indicates that the purchase of an organ and grand/baby piano are not necessary and that keyboards/synthesizers typically will meet the requirements of a Chapel since they offer a wide variety of musical sounds. In addition, keyboards/synthesizers are available at a much more reasonable price. **The intention of this facility is to support a full range of Chaplaincy programs and military community activities and the COS recognizes the needs of the congregation might change overtime; therefore, the ASD is intended to provide a range of furnishings to meet the needs of present and future congregations. However, a discussion with the OCCH will verify equipment requirements for future projects.**

2.8 The location of the CO2 sensors are at ADA heights of 48” above finished floor (A.F.F). A suitable location for the CO2 sensors is 48” – 72” A.F.F. **The ASD does not specifically address the mounting height of the CO2 sensor; however, we can add verbiage regarding such items.**

2.9 Incorporate holy water fonts at entrances into the Worship Center; currently, they are using the baptistery font which makes this item unavailable for use during baptisms. **The COS will discuss with OCCH adding holy water fonts to the ecclesiastical equipment items (CF/CI) or ecclesiastical miscellaneous items list (GF/GI).**

(The Activity Center)

2.10 The light switches for the Worship Center are in the Activity Center; the switch locations and circuiting do not permit turning on/off the lights to the Worship Center without affecting the Activity Center and vice/versa. Additionally, there are no lighting zones in the Worship Center. **The ASD does address this item; 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 insists this space receive special attention.**

2.11 Stage lighting in the Activity Center does not include theatrical lighting. **The ASD does not address this item. Additionally, the 2012 ASD provides more flexibility in the activity room by including a portable/mobile stage.**

(The Baptistry Suite)

2.12 The installation of the baptismal pool includes handrails. **This is good to see; currently, the ASD does not address this issue. However, we will include verbiage to require handrails at this location.**

(Audio/Visual System Issues)

2.13 The user recommends providing a cooling system for the A/V control room to mitigate equipment overheating; installation of a transfer grill allows better airflow and circulation to keep room temperatures normal. **The ASD text does not describe this requirement. Additional research and adding additional appropriate verbiage to the ASD text could improve this problem for most facilities.**

2.14 The current A/V system is complex and at times difficult to use. It is a good system but almost too complex according to the Chaplain. Most users do not know how to utilize the complex system. The system utilizes HDMI cables, but most of the computers/laptops currently in use at the Installation do not have HDMI connection capabilities. The vendor/supplier of the A/V system is very accommodating at assisting in training staff to properly use the system. **Managing the A/V console is a challenge due to the 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.**

2.15 Procuring the A/V system and A/V equipment is difficult. There is a suggestion to either include the A/V as part of the Military Construction (milcon) package or as a separate contract. **The COS is addressing this situation in several ways. One solution involves informing the customer early in the design process, likely during the charrette, about funding sources, equipment list, and contractor involvement. Another solution is to create better documentation of the process and provide this information as part of the ASD.**

(The Kitchen Suite)

(The Blessed Sacrament Space)

2.16 One of the Chaplains wants to see a separate room for the Tabernacle, with consecrated hosts and Ambry (oils symbolic of the Holy Spirit consecrated by Bishops). They are currently using the Reconciliation Room for this purpose. **We will request the OCCH provide suggestions regarding this issue; however, the ASD must serve all faiths and the military community without favoring any one distinctive group in orientation or design. Additionally, we will discuss adding the Ambry to the ecclesiastical equipment list.**

2.17 Provide a more private separation, such as a wall, between the Priest and visitor in the Reconciliation Room. **The ASD does address this item and upon researching available products, the COS found a confessional screen with kneeler and a confessional screen that**

is compatible with a prie-Dieu. The COS will discuss with OCCH to find out if these are a possible alternatives to the kneeler/prie-dieu with screen.

(The Sacristy and Robing Suite)

2.18 Add a mirror to the sacristy for robbing. **The COS will discuss ways to include a mirror to this room and add verbiage to the ASD in regards to this item.**

(Multi-purpose/Classroom Spaces)

2.19 The A/V rack in multipurpose room is not very accessible and makes it difficult for a speaker to face the audience and operate the equipment at the same time. The users suggest adding more connectivity outlets/jacks closer to the projection screens and /or consider putting the A/V equipment on movable or mobile carts. **The ASD does not address this item specifically; however, we will add additional information regarding the location of A/V equipment in the Multi-purpose rooms.**

2.20 **Every** Classroom has multiple telephone/data jacks; this provides great flexibility for uses other than Classroom functions. **The goal of the ASD is to allow each congregation or community group the optimum usable features for their activities in an environment where all share the benefits of a relatively flexible and extremely functional facility.**

2.21 Add paper towel dispensers to the Multi-purpose rooms. **The ASD does not specifically address this item; however, we will add verbiage addressing paper towel dispenser in the Multi-purpose rooms.**

2.22 Some individuals are often misplacing or losing the television remote controls for the Multi-purpose rooms. **The ASD does not specifically address this item.**

(The Toddler Nursery Accommodations)

2.23 Some of the odor problems relating to comment 2.25 might likely start in the nursery room, near the diaper disposal. **During the ESTR tour, there was an odor present near the restrooms and the adjacent nursery room. After emptying the diaper disposal bin, the odor was not as strong.**

(Vestibules/Lobbies/Corridors/Stairways)

(Storage Spaces)

2.24 The intention of this facility is to support a full range of Chaplaincy programs and military community activities; however, storage capacity in the facility for ecclesiastical equipment and furniture is at a shortage with very few options or alternatives. **The storage restrictions**

hampering this facility will not exist in future facilities; the 2012 ASD will significantly improve this situation.

(Toilet Rooms and Janitor's Closets)

2.25 Undesirable odors emitting from the restroom is offensive to the congregants and the building users suspect the floor drains are the cause. **The COS recommends flushing the floor drains with water on a weekly basis and allowing the toilets and the sinks to run for 10 minutes once a week to keep the traps primed with water. In addition, the International Code Council (ICC) requires automatic trap primers on all traps, including floor drain traps with vents through the roof. Note: Vegetable oil is also useful for the floor drains, after filling with water, to provide a film that keeps the water from evaporating.**

2.26 The user is providing deodorizing devices in the waterless urinals to mitigate the odors emitting from the restroom. **The Army does not require waterless urinals anymore. In addition, waterless urinals do not need any type of deodorizing device; they are cartridge type urinals without any water. Maintenance involves wiping them down daily and replacing their cartridges every six months. Building staff are not aware of the location of special tools or replacement cartridges for the waterless urinals.**

2.27 **The toilet rooms include too many built in paper towel dispensers. Better coordination needs to occur with the Installation to prevent redundant paper towel dispenser units.**

(Building Features and Finishes)

2.28 Lower cost interior finish materials were specified for this facility since the Project Award (PA) was lower than the estimated cost of a typical facility of this type. The choice had been made to specify VCT instead of carpet in the corridors, classrooms and multipurpose rooms. The users are satisfied with the floor finish. **The ASD allows for flexibility in regards to such items.**

2.29 Wood trim beneath the windowsill is a feature the users really like and looks very good, a detail by the contractor. **Providing features and details of a professional quality is the intent of the ASD.**

2.30 Adding hand sanitizers to the design might address health concerns in many areas where preventing the spread of disease and bacteria is important. **The ASD does not specifically address this item; however, verbiage regarding installing hand sanitizers might be necessary.**

(Furniture, Appliances, and Equipment Items)

2.31 The A/V console does not have enough space for all the equipment; currently, the users are adding tables next to the console to accommodate additional monitors and A/V equipment. **The**

ASD text will include additional information regarding the size for additional space for A/V rack and additional monitors.

2.32 All the folding tables purchased by HNC for this facility were child height and the User had to purchase new tables that would accommodate adults. The COS verified what was included in the FF&E package and the tables were specified to have a minimum 4” adjustable height range to include 25-29”. **The COS will make HNC aware of what happened so this does not happen at another Chapel facility.**

2.33 Small, but notable, paint or sealant stains mar the surface of the soffit on the main entry canopy. **The variety of special functions and the various users of this facility are so great that an entry of significant size is very important and will inherently enhance the facility; care and attention to detail will assist in providing overall customer satisfaction.**

(Equipment Rooms and Systems)

2.34 Fire Department Connections (FDCs) are impeding on the exterior mechanical room door opening and the FDC connecting collars are not uniform in the space. **The ASD does not directly address this issue. Without DPW assistance, we were unable to access the mechanical rooms, electrical rooms, or communication rooms and closets to provide a remedy for this item.**

2.35 There is visible damage to the exterior heat pump condenser fins of several of the six units outside the building. **The ASD does not directly address this issue. During the warranty period the damage caused by installation needs to be brushed out by the manufacturer’s representative.**

2.36 All multi-purpose rooms have a point of use instantaneous water heater (IWH) and the kitchen and restrooms have a central IWH. The temperature of water at the IWH is not adequate for the lavatory sinks in the restrooms; the users complain about the lack of hot water. **This is likely the result of using a temperature setting below 110 degrees F. during performance testing; subsequently causing a temperature below 110 degrees F. at all hand sinks. The COS believes DPW needs to address this problem.**

2.37 HVAC system sensors have individual remote adjustments and are a thermal comfort benefit for occupants, by providing personnel and users of the facility more control over temperature settings. However, in the winter months some individuals are adjusting the settings as high as 83 degrees F. and the room stays at this setting regardless if the room is in use. **The COS recommends that 68 degrees F. needs to be the default temperature setting when the room is not in use.**

2.38 Lights over the projector screens tend to washout projector images. **Adding lighting zones to allow for dimming lights when projectors are in use will mitigate this problem. Additionally, the 2012 ASD recommends using rear projectors**

2.39 Electrical power panels are in a location not accessible to users. If a breaker trips, calling the Department of Public Works (DPW) is the only way to reset the breaker. **The ASD does not specifically address this item; however, verbiage regarding installing panels where user can reset a tripped breaker might be necessary.**

2.40 The door for an exterior electrical panel near the electrical room was unsecure and open, exposing the panel to the elements. **Someone from DPW needs to address this issue.**

(Site Issues)

2.41 This facility serves a high volume of users where they use the automobile as the primary mode of transportation to and from this facility. The congregations and staff using this facility have a severe shortage of parking spaces available for use. **The ASD allows the installation to estimate the number of parking stalls necessary, based on how many people drive to the facility or 30% of the seating capacity. Due to site limitation or funding constraints, the site developer did not plan for an adequate number of parking stalls.**

2.42 Egress from emergency exits doors have structural stoops; however, does not provide sidewalks to a public way. Although the facility is in service, there was a delay with receiving the Certificate of Occupancy. As result, DPW will need to submit a work order to construct additional sidewalks. **The ASD provides the appropriate references to address fire and life safety codes.**

2.43 Landscaping is sparse with some of the trees dead or dying; the irrigation system might not be working properly. Additionally, site amenities are lacking and some of the parents express concern that there is no outdoor playground equipment or play area. **Although the ASD does not specifically identify an outdoor activity space, available resources and local climate may encourage investigation of such features for a specific project.**

2.44 Appropriate separation distances between the larger HVAC units and other multiple unit locations must exist, according to manufacturer's recommended clearances around all units and specific requirements for units that are located side-by-side. Additionally, disconnects on external HVAC equipment may not have proper clearances and is difficult to access. **The ASD recommends providing accessibility to all the mechanical equipment for future maintenance.**

2.45 The grade is not sloping away from the building consistently around the perimeter; there is evidence of standing water where downspouts discharge. Some of the downspouts discharge onto the housekeeping pads for the exterior heat pumps, where there is no (pea) gravel around the pads to prevent mud forming. Additionally, the housekeeping pad for a transformer is

eroding. **The ASD does not specifically address this issue; however, consider early on the type of roof drainage, how it will flow across the site, and coordinating with mechanical equipment pads.**

2.46 The chain link fence enclosures around exterior mechanical equipment to prevent access by unauthorized personnel, had doors that were not capable of being secured or locked. **Someone from DPW needs to address this issue.**

PART THREE, UNIQUE ISSUES

2.38 A cell-phone tower, behind the Chapel Complex that is not part of the project, is unsightly and detracts from the facility. Preliminary discussions and design concepts regarding the cell phone tower were supposed to match the aesthetic characteristics of the new or existing chapel.

PART FOUR, THE REVIEW PROCESS AND PARTICIPANTS

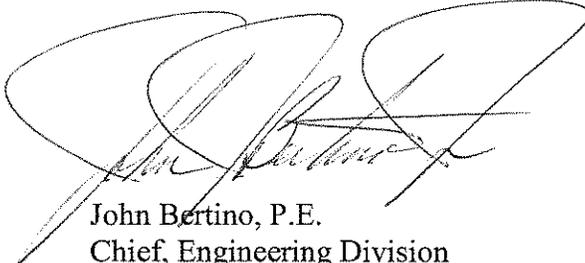
The following team of participants gathered at the Fort Bliss Chapel on February 20, 2013. The review process began with a meeting and continuation of previous discussions of lessons learned related issues, building operations, descriptions of what congregations are being served and their usage patterns, 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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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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