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CENWO-ED-DG

12 March 2013

MEMORANDUM FOR SEE DISTRIBUTION

SUBJECT: End State Technical Review Report, Phase I, construction completed 2012. Fort Campbell, KY, Chapel Complex (PN 28706)

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, the entire military community, and the 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 The entry area locations adjacent to the corridors show notable damage on the walls, likely from moving the table dollies in and out of the activity center. **The ASD text will include additional information regarding wall protection at these locations. (This comment is the same as 2.8)**

1.2 In the Activity Room, the users suggest locating the four recessed screens in the center of the room would work most optimally, in lieu of the current configuration of having the two recessed screens in each corner of the room. Currently, during presentations in the Activity Room, the users must transport screens to the Activity Room, instead of using the recessed projector screens. **The process of designing, procuring, and coordinating these systems is difficult. The ASD will include additional information regarding the design and coordination of the audio/video (A/V) system. (This comment is the same as 2.9)**

1.3 The installation of the baptismal pool did not include handrails. **The ASD text will include additional information regarding handrails at this location. (This comment is the same as 2.10)**

1.4 The acoustics in the Worship Center are not acceptable. Comments from the users indicate the system is very nice but the design of the system is poor. The current location of the organ speakers would be a great location for the general speakers in the Worship Center. Currently, the location of the general speakers in the Worship Center is in a central cluster above the first row of pews. Additionally, the speaker system needs balancing and equalization. The amount of reverberation in the Worship Center hinders the performances; this condition is worse in the Activity Room. Currently, the location of the CD and DVD players are in the equipment closet behind the raised platform and is inconvenient to access and use during performances. The users recommend locating all the equipment for accommodating any Worship Center presentation, i.e. wireless microphone equipment, CD & DVD players and the sound equipment, at the sound booth in the Worship Center. This can be solved by locking the more complex control/balancing portion of the sound system behind the raised platform and locating the controls for the fine-tuning aspects at the sound booth. Additionally, the user suggests sub-contracting a sound engineer for optimal acoustic performance and placement of speakers. **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. The A/V controls will require the system be easy to use. (This comment is the same as 2.11)**

1.5 Video works well in the sanctuary; however, three of the four screens in the two multipurpose rooms are not working. In the Fellowship/Activity Room, four screens located in the center would work most optimally in lieu of having two on the ends. Currently, during presentations, the user will provide additional portable screens and locate them on the stage and near the center of the room. **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. (This comment is the same as 2.12)**

1.6 The front doors at the vestibule do not lock properly and require the removal of some components of the door hardware, the mullion, to allow a casket to enter the facility during funerals. **The ASD will include language to address different door options to accommodate these kinds of features. Additionally, Directorate of Public Works (DPW) needs to address the hardware deficiencies with the contractor. The Hardware specification requires removable keyed mullions. Currently, the user is using a screwdriver to remove the mullion. (This comment is the same as 2.17)**

1.7 The building layout allows great flexibility; features the users appreciate, while providing opportunities to manage and rearrange spaces to meet their requirements. The Nursing Mother's Room is currently furnished and comfortably being used as a Grieving Room. **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. The Center of Standardization (COS) will discuss with the OCCH whether the ASD needs to convert an existing room or include a separate Grieving Room. (This comment is the same as 2.24)**

1.8 Adding telephone, A/V, cable and computer requirements in more rooms will provide additional flexibility to the building programs and activities. **The ASD text will include additional information regarding the location of A/V and communication requirements. (This comment is the same as 2.25)**

1.9 In the ASD, some Government Furnished/Government Installed (GF/GI) appliances from the Equipment and Furniture Requirements list, such as ice machines, need more coordination with the building design and specifications to aid in the procurement of items with the correct power requirements for wattage. **The ASD text will include additional information regarding the coordination of power**

requirements and equipment. One solution is to include the power requirements as part of the Equipment and Furniture Requirements. (This comment is the same as 2.28)

1.10 Some office equipment is furniture supported and not freestanding. **The ASD will include text to require coordination with the User if furniture is required to set printer/copier/fax machines on or if it will be a freestanding. (This comment is the same as 2.29)**

1.11 Managing the sound control settings at the A/V soundboard is a challenge due to the number of users readjusting the controls after every performance in the Worship Center. The ability to control and lock down the system will prevent unauthorized use of the equipment. **The ASD will provide better guidance in regards to providing lockable controlled access to the A/V control console. (This comment is the same as 2.32)**

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; however, each Garrison Chaplain might organize the staff differently and the ASD may not provide an adequate number of rooms in the Administrative Space to accommodate the full staff, as some classrooms are currently functioning as offices. **The Administrative Space is significantly larger in the 2012 ASD and provides more square footage in the group office location.**

2.2 Water stains are present on the ceiling tiles and are likely from water infiltration from the roof. An attempt to identify the leak is currently underway and the contractor will correct any deficient work and notify USACE for an inspection. **The ASD does not get into specific working drawings and details but some additional text regarding roof and flashing details may assist in avoiding this problem.**

(The Worship Center)

2.3 In the Worship Center, about three recessed can-lights burn bulbs out at an accelerated rate due to unknown issues. **This is an isolated issue and the COS recommends contacting the contractor to replace these fixtures.**

2.4 Access to the chandeliers in the Worship Center requires removal of pew sections, to access on a high lift. This appears to be a common issue and the users believe it would be beneficial if the lighting

were located in an area accessible without removing pews. 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 raising and lowering controls that allow for easy lamp changes. The COS is exploring various techniques to provide a variety of solutions; however, the current ASD only refers to a system that will raise and lower the lighting fixtures.**

2.5 The A/V soundboard and control console is in a good location. **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. Additionally, the ASD will provide better guidance regarding the A/V control console to provide controlled access.**

2.6 The raised platform is too low in the sanctuary. **The raised platform height is a compromise of balance to ensure easy access to the raised platform by the physically disabled, without creating long ramps. The COS is familiar with this issue and the 2012 ASD does include longer ramp length, and higher raised platform, although this too represents a compromise with what is ideal.**

2.7 The operable partition, separating the Worship Center and Activity Room, works great. **The COS acknowledges the operable partition separating the Worship Center and Activity Room is a compromise to the ASD; however, in this instance, the results work well.**

(The Activity Center)

2.8 The entry area locations adjacent to the corridors show notable damage on the walls, likely from moving the table dollies in and out of the activity center. **The ASD text will include additional information regarding wall protection at these locations.**

2.9 In the Activity Room, the users suggest locating the four recessed screens in the center of the room would work most optimally, in lieu of the current configuration of having the two recessed screens in each corner of the room. Currently, during presentations in the Activity Room, the users must transport screens to the Activity Room, instead of using the recessed projector screens. **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.**

(The Baptistery Suite)

2.10 The installation of the baptismal pool did not include handrails. **The ASD text will include additional information regarding handrails at this location.**

(Audio/Visual System Issues)

2.11 The acoustic quality in the Worship Center is not acceptable. Comments from the users indicate the system is very nice but the design of the system is poor. For instance, the current location of the organ speakers would be a great location for the general speakers in the Worship Center. Currently, the location of the general speakers in the Worship Center is in a central cluster above the first row of pews and the speaker system needs balancing and equalization. Additionally, the amount of reverberation in the Worship Center hinders the performances; this condition is worse in the Activity Room. The location of the CD and DVD players are in the equipment closet behind the raised platform and is inconvenient to access and use during performances. The users recommend locating all the equipment for accommodating

any Worship Center presentations and performances, i.e. wireless microphone equipment, CD & DVD players and the sound equipment, at the sound booth in the Worship Center. This can be solved by locking the more complex control/balancing portion of the sound system behind the raised platform and locating the controls for the fine-tuning aspects at the sound booth. Additionally, the user suggests subcontracting a sound engineer for optimal acoustic performance and placement of speakers. **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 completion. The user will require the system be easy to use.**

2.12 Video works well in the sanctuary; however, three of the four screens in the multipurpose are not working. In the Fellowship/Activity Room, four screens located in the center would work most optimally in lieu of having two on the ends. Currently, during presentations, the user will provide additional portable screens and locate them on the stage and near the center of the room. **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. (See comment 2.9)**

2.13 The contract for the Fort Campbell project is still open and the project manager might request residual funds from the PA to procure and install acoustical features that can assist with mitigating some of the issues having a negative impact on the quality of sound in the Worship Center. **The ASD text will add additional language to expand the requirements for the contractor to provide an acoustical analysis and repost, as part of the contract.**

(The Kitchen Suite)

2.14 The ice machine in the kitchen area is on a dedicated 20A circuit with a GFI receptacle. This GFI is tripped in the receptacle when the ice machine goes into a defrost cycle for release of the ice. The ice machine has two cycles: compressor at 9.2A and defrost at 12A. **The COS recommends replacing the 5mA GFI with a 30mA GFI receptacle. If this does not alleviate the issue it appears there may be a ground fault intrinsic to the ice machine during the defrost cycle.**

(The Blessed Sacrament Space)

(The Sacristy and Robing Suite)

(Multi-purpose/Classroom Spaces)

(The Toddler Nursery Accommodations)

2.15 The congregations using this facility have an especially robust child watch program and a high volume of small children. **The COS recognizes that this facility has 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.**

(Vestibules/Lobbies/Corridors/Stairways)

2.16 This facility serves a high volume of users where they enter into bright naturally lit vestibules, which the users enjoy very much. **Part of the ASD is to make the vestibule a key element in communicating a sense of entry and continuity in the whole facility.**

2.17 The main entry storefront doors at the vestibule do not lock properly and requires the removal of some components of the door hardware, the mullion, to allow a casket to enter the facility during funerals. **The ASD will include language to address different door options to accommodate the full function and intent of the facility. Additionally, DPW needs to address the hardware deficiencies with the contractor. The Hardware specification requires removable keyed mullions. Currently, the user is using a screwdriver to remove the mullion.**

2.18 After some services, there is a lot of congestion in the hallways near the nursery/toddler area due to the high volume of users. **The COS addresses this issue in the 2012 ASD with wider corridors and larger lobbies.**

(Storage Spaces)

2.19 The intention of this facility is to support a full range of Chaplaincy programs and military community activities. However, an unintended consequence of having such a featured facility is that the military community is using it far more often and in far larger numbers than ever envisioned in its design. While the Unit Ministry Team and the volunteers have been able to increase their managing tools to respond to that, some of the “fixed” features cannot keep up. Storage capacity in the facility is full 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)

2.20 Water pressure at the lavatories is too high. Water spray covers the countertops, when washing hands or cleaning the sinks. **The COS recommends the DPW install new aerators to reduce flow from faucets, this should alleviate overspray during cleaning of sink and washing of hands.**

2.21 The water heater and mixing valve is providing either too hot or too cold water at building’s only shower. **The COS recommends that reducing the temperature control setting at the mixing valve to 108 degrees F should solve the problem and achieve a comfortable temperature at the showerhead. Additionally, it might be useful to locate the hot water heater closer to the shower.**

(Building Features and Finishes)

2.22 The installation of the porcelain tile floor is not very level. The uneven tile allows dirt and mop water to collect in the grout lines and the floor appears dirty. The unevenness of the tile may also pose a tripping hazard to individuals using the facility. During the initial installation of the flooring, the subcontractor was let go because of the poor installation. A new crew came on board, they tore up some of the more uneven areas and replaced the tile, but the floor is still very uneven. **The COS discussed the concerns with a representative from the tile company; the problem appears to be a setting material and installation issue, not a tile issue. The COS recommendation is to have the Geographic District Construction Representative contact a representative from the setting material company and arrange a site visit to provide suggestions on how to correct the problem. The COS is recommending that replacing the flooring is the best way to correct the problem.**

Historical Information: After the tile installation was complete, the Geographic District Construction Representative (Jason Phillips) contacted the COS and asked if the porcelain tile

should be sealed. After contacting the tile manufacturer, they recommended to the COS that the tile not be sealed since it could cause additional maintenance issues. The building specifications indicate sealing the grout, when recommended by the manufacturer.

2.23 Another concern is that the lighter color and the texture of the tile and lighter grout color might add to the dirty appearance of the flooring. During the End State Technical Review (ESTR) visit, it appeared as though the grout color was lighter in color than that specified during design and possibly approved during shop drawings. **The color range of the tile and grout specified for this facility have often been specified by the Omaha District USACE interior designers and have not been an issue on other projects. One recommendation is to replace the mop water more frequently during cleaning so dirty mop water does not collect in the grout lines and on the floor tiles. To eliminate concerns related to cleaning flooring of future projects and the decrease in O&M funding for building maintenance, it is recommended that tile and grout be darker in color and tile be less textured and most importantly installation of setting material and tile should be done properly. The COS will give more attention to the color and texture during the design and review of projects.**

2.24 The building layout allows great flexibility; features the users appreciate, while providing opportunities to manage and rearrange spaces to meet their requirements. The Nursing Mother's Room is currently furnished and comfortably being used as a Grieving Room. **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. The COS will discuss with the OCCH whether the ASD needs to convert an existing room or include a separate Grieving Room.**

2.25 Adding telephone, A/V, cable and computer requirements in more rooms will provide additional flexibility to the building programs and activities. **The ASD text will include additional information regarding the location of A/V and communication requirements.**

2.26 The facility needs to add more amenities to accommodate a more diverse group of congregants. **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. The 2012 ASD does expand the program requirements by adding additional amenities.**

2.27 Programs that moved from other chapels have doubled the population in this facility creating a shortage of storage space. The user is considering having two services instead of one to accommodate the influx of new congregants. To support these features, the amount of storage space necessary has far overtaxed the storage space provided for in the ASD. Currently the user is having services with up to 400 people attending each Sunday. **The 2004 ASD was hampered by outside restrictions that have recently been relaxed. The 2012 ASD will significantly improve on this situation.**

(Furniture, Appliances, and Equipment Items)

2.28 In the ASD, some GF/GI appliances from the Equipment and Furniture Requirements list, such as ice machines, need more coordination with the building design and specifications to aid in the procurement of items with the correct power requirements for wattage. **The ASD text will include additional information regarding the coordination of power requirements and equipment. One solution is to include the power requirements as part of the Equipment and Furniture Requirements.**

2.29 Some office equipment is furniture supported and not freestanding. **The ASD will include text to require coordination with the User if furniture is required to set printer/copier/fax machines on or if it will be a freestanding unit.**

2.30 Some of the wooden pew ends have split. The pew manufacturer, Rainsville Pews, thinks one possible cause is from the building not being enclosed and having improper interior building temperature settings, at the time of delivery and installation. The comments from the Corps' Construction Representative do not support Rainsville Pews assessment, regarding the building's condition during delivery and installation of the pews. The pew manufacturer insists the split wood is unusual and unique to this project. In addition, the pew manufacturer states that the dryness level of the wood is spot checked prior to fabrication. Wood that does not meet the manufacturer's standards is not used. However, since wood is spot-checked, there is a possibility that some of the wood used was not dry enough. The Contractor replaced the split pew ends and Rainsville insists that now that the building is operational and temperature controlled, they are not expecting any more problems with the wood. The pew specification requires a 15-year warranty on the pews or greater if the manufacturer's standard warranty exceeds the 15 years. Rainsville indicated that their standard warranty is typically 25 years. **The COS recommends that the warranty information be provided to the User in the event they need to contact the manufacturer concerning warranty issues in the future.**

2.31 As per discussions with the Fort Campbell maintenance engineer, he stated that he has been trying to correct the roof leakage by sealing the exterior brick weep holes near the transition between the lower roof and upper wall. He said that it seems to be getting better but it still leaks. The COE construction personnel believe there is a high probability that the contractor did not install the through wall flashing between the brick and steel studs at this connection, per the specifications and contract drawings. This would easily explain the source of the leak. The only effective way to eliminate the leak is to remove the brick and install the flashing as per the original contract drawings. Any attempt to use sealant in lieu of flashing will not be effective. The Contractor will correct any deficient work and notify USACE for an inspection. **The ASD does not get into specific working drawings and details but some additional text regarding roof and flashing details may assist in avoiding this problem. (See comment 2.2)**

2.32 Managing the sound control settings at the A/V soundboard is a challenge due to the number of users readjusting the controls after every performance in the Worship Center. The ability to control and lock down the system will prevent unauthorized use of the equipment. **The ASD will provide better guidance in regards to providing controlled access to the A/V control console.**

(Equipment Rooms and Systems)

2.33 The location of the CD and DVD players are in the equipment closet behind the raised platform and is inconvenient to access and use during performances. The users recommend locating all the equipment for accommodating any Worship Center presentations and performances, i.e. wireless microphone equipment, CD & DVD players and the sound equipment, at the sound booth in the Worship Center. Locate the more complex control/balancing portion of the sound system in the A/V Equipment Room, behind the raised platform, and locate the controls for the fine-tuning aspects at the soundboard in the control console. The user suggests sub-contracting a sound engineer for optimal acoustic performance and placement of speakers. **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 completion. The user will require the system be easy to use. (See comment 2.11)**

2.34 On cold days at temperatures below 30 degrees F. outside, the freeze stat on the VAV air-handling unit will trip causing portions of interior of the building, especially portions of the corridors and Chaplain Taylor's office, to get very cold. During the ESTR, the temperature on the sensor output was 69.7

degrees F., in Chaplain Taylor's office. **After further inspection, the COS recommends that DPW move the freeze stat to the inside face of the pre- heating coil, from where its' current location, the outside airside of the pre-heating coil.**

(Site Issues)

2.35 A high volume of congregants from diverse backgrounds use the automobile as the primary mode of transportation to and from this facility. As part of the site amenities, the congregations and staff using this facility have wide pathways leading from two very large parking areas, which the users enjoy very much. **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.**

2.36 The site design did not include concrete wheel stops in some areas of the parking lot where vehicles have the potential to roll into the retention pond. **The ASD text does not address specific requirements regarding parking lot features such as wheel stops; refer to the IDG for specific design criteria.**

PART THREE, UNIQUE ISSUES

3.1 The chapel facility is so large, so popular and the surrounding community is using this facility so often, it is often a challenge for the customer to provide enough staff to maintain daily operations. Additionally, the customer is exploring ways to prevent information underlap due to building turnover, regarding building operations, as chapel staff and management rotate through the facility. **The COS is aware of these challenges and understands that operations policy is set between the user and the installation management.**

3.2 **Furniture is typical of a military facility. Folding chairs, for this facility, are stored under stage and have not been used.**

PART FOUR, THE REVIEW PROCESS AND PARTICIPANTS

The following team of participants gathered at the Liberty Chapel on February 7, 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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5. 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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