



DEPARTMENT OF THE ARMY
CORPS OF ENGINEERS, OMAHA DISTRICT
1616 CAPITOL AVENUE
OMAHA NE 68102-4901

CENWO-ED-DG

19 March 2014

MEMORANDUM FOR SEE DISTRIBUTION

SUBJECT: End State Technical Review Report, Phase I, construction completed 2013.
Fort Hood, TX, Family Life Center (PN 71515)

PART ONE, ARMY STANDARD DESIGN (ASD) FUNCTIONAL BASIS EVALUATION
SUMMARY

This portion of the Memorandum will address the specific evaluations made as they relate to the 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, most agreed that the completed facility is performing well in many ways; the building layout allows enough flexibility to overcome some of the functional requirements that are missing from the program. The users feel generally empowered to accomplish the Chaplaincy mission. 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 The User indicated that there was too much gardening involved with the landscaping. The landscape design is great; however, they do not have the staff to maintain it. For example, the design does not include a weed barrier, which allows weeds to grow unfettered. They prefer grass since they just mow it over. The user indicated that the money could have been used elsewhere and better communications among the Project Delivery Team (PDT) is necessary to ensure that this would not happen again. The Department of Public Works (DPW) said this project has a Xeriscaping design. It is a low-maintenance, low water consumption design. Mowing the grass requires DPW to have a

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contract in place. The project was designed with a weed barrier. If End User knows for fact that this is not the case, then this is a warranty issue and needs to be addressed as such. **The ASD does state that the landscaping design should be low maintenance and compatible with the environment in which the facility is located. It is important that the PDT become familiar with the Installation Design Guide (IDG) during the planning/charrette and design phase. (This comment is the same as 2.28)**

1.2 The government requested a modification to the contract to include an enclosure for the Chiller (or condensing unit). Prior to the modification, the user mentioned it was an eyesore and visible from the main road looking at the Chaplain Family Life Center (CFLC). **The ASD does state that the site layout should include appropriately designed features to enhance main entrances and to screen mechanical or electrical equipment. (This comment is the same as 2.29)**

1.3 The User has issues with visitors being confused about which door to use due to the building's orientation. Adding exterior signage will likely assist visitors. **The 2004 ASD includes Interior Signage information but not exterior. The current 2012 ASD does address exterior signage requirements where applicable. (This comment is the same as 2.31)**

1.4 Horizontal blinds (2") are 12-15 feet long to cover the large expanse of exterior windows. Wands were included to control the blind tilt but they started to break, even breaking during installation. They are too long and unable to withstand the weight of the blinds when being turned. DPW said this is an installation deficiency and shall be addressed as a warranty issue. **The COS will consider adding verbiage to the ASD that would require string controls instead of wands at extremely high windows. Additionally, the COS will consider alternative window treatments such as window shades, or include restrictions on window designs for classrooms where light control is an issue. (This comment is the same as 2.22)**

1.5 The User expressed that the cabinetry and sink in the Family Counseling Room were helpful even though they were only in the room because the room was originally designed as a Classroom. Because service people bring their families to sessions, the sink and cabinetry gets used for a multitude of purposes. **The COS will consider adding cabinetry with a sink in the Family Counseling Room to the ASD. (This comment is the same as 2.11)**

1.6 Whiteboards were included in counseling rooms since they are a requirement for Classrooms. They are constantly used and highly recommended by the User to be included in the standard. **The COS will consider adding a requirement for whiteboards in the Counseling Rooms to the ASD. (This comment is the same as 2.12)**

1.7 The stained concrete flooring located in the Activities Room and throughout the 2nd floor in the Multi-Purpose Activity Center (MPAC) is very nice. Overall, the User is pleased;

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however, the floor finish has scratches resulting from the sliding of chairs. They are addressing the problem by adding felt pads to the chair legs. **The COS will evaluate the merits of using stained concrete as an optional floor finish for the chapels. (This comment is the same as 2.3)**

1.8 Solid Surface Material (SSM) chair rails are installed in many areas with chairs. The walls are in very good shape, resulting from the use of chair rails. **The COS will consider adding chair rails in all rooms with moveable furniture. Currently the ASD reads, "Chair rail may be considered", for some of the rooms but not for the Activity or Training rooms. Additionally, the COS will consider adding verbiage in regards to the benefits of using SSM for chair rails. (This comment is the same as 2.20)**

1.9 The signage is incorrect in many rooms because room functions were changed. Since many of these signs were produced as signs with permanent titles, there is no way to correct them. They will have to be removed and replaced. DPW confirmed that they verified text and sign types with the User during the shop drawing review, but unfortunately, changes to the rooms had not yet been made or communicated to the DPW office. Additionally, if room changes occur, then the End User shall notify DPW Real Property Branch of changes on room designator. The End User shall check AR405-45 and 405-70 and proceed accordingly. **The ASD requires interior signage be flexible to allow for the addition and deletion of signs and information. (This comment is the same as 2.23)**

1.10 The stage in the Activity Center takes up too much space and does not function as intended. Additionally, the chairs in the Activity Center do not have a convenient storage area. The storage room behind the stage is not readily accessible from the interior of the building since the finished floor elevation in the storage room is at least 4'-0" lower than the finished floor elevation on the stage. However, the storage room is easily accessible from the exterior of the building. **The stage does not exist in the current CFLC ASD; the mission and function of the CFLC no longer requires this feature. Additionally, the facility needs a type of circulation, like a ramp, to create a functional relationship from the storage room to the stage. (This comment is the same as 2.2)**

1.11 Supervisors need a viewing station in their office. The viewing station allows the supervisor to monitor the counseling sessions. This is a valuable asset to the Family Life Chaplains, for training and supervision. **Problems with procuring the A/V equipment, inadequate conduit runs, and a miscommunication in the programmatic functions of the spaces are affecting the performance of the facility. The current ASD for the CFLC provides the necessary A/V equipment that will allow the staff to perform this function. (This comment is the same as 2.1)**

1.12 Classrooms that serve as Family Rooms should install childproof devices on doors and cabinets. **The ASD for other religious facilities require certain provisions for child dominant spaces. Although the age range for children in the Family Rooms might**

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vary, the COS will consider adopting similar language for the Family Room in the CFLC ASD. (This comment is the same as 2.8)

1.13 TV mounting brackets are not used in the Counseling Rooms. TVs are desirable in the Family Rooms; however, the connection should be at 18" Above Finished Floor (AFF) instead of mounting brackets. **Problems with procuring the A/V equipment, inadequate conduit runs, and a miscommunication in the programmatic functions of the spaces are affecting the performance of the facility. (This comment is the same as 2.9)**

1.14 Counselors need viewing stations in the Classrooms. **Problems with procuring the A/V equipment, inadequate conduit runs, and a miscommunication in the programmatic functions of the spaces are affecting the performance of the facility. The current ASD for the CFLC provides the necessary A/V equipment that will allow the staff to perform a portion of their mission. (This comment is the same as 2.10)**

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. 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 Supervisors need a viewing station in their office. The viewing station allows the supervisor to monitor the counseling sessions. This is a valuable asset to the Family Life Chaplains, for training and supervision. **Problems with procuring the A/V equipment, inadequate conduit runs, and a miscommunication in the programmatic functions of the spaces are affecting the performance of the facility. The current ASD for the CFLC provides the necessary A/V equipment that will allow the staff to perform this function.**

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(The Activity Center)

2.2 The stage in the Activity Center takes up too much space and does not function as intended. Additionally, the chairs in the Activity Center do not have a convenient storage area. The storage room behind the stage is not readily accessible from the interior of the building since the finished floor elevation in the storage room is at least 4'-0" lower than the finished floor elevation on the stage. However, the storage room is easily accessible from the exterior of the building. **The stage does not exist in the current CFLC ASD; the mission and function of the CFLC no longer requires this feature. Additionally, the facility needs a type of circulation, like a ramp, to create a functional relationship from the storage room to the stage.**

2.3 The stained concrete flooring located in the Activities Room and throughout the 2nd floor in the MPAC is very nice. Overall, the User is pleased; however, the floor finish has scratches resulting from the sliding of chairs. They are addressing the problem by adding felt pads to the chair legs. **The COS will evaluate the merits of using stained concrete as an optional floor finish for the chapels.**

(Audio/Visual System Issues)

2.4 The A/V systems were not procured or installed in the base contract. **Problems with procuring the A/V equipment, inadequate conduit runs, and a miscommunication in the programmatic functions of the spaces are affecting the performance of the facility. The intent of the ASD was always to require the Contractor to submit an A/V design proposal of sufficient detail to evaluate the general quality, media, and recording/broadcasting supporting features. The current ASD provides better verbiage that defines the intent and function of the A/V system. Additionally, a portion of the ASD was rewritten to provide better guidance concerning the design and procurement of the A/V system.**

2.5 Budget constraints are prohibiting the User from installing Community Access TV (CATV) and Internet. Additionally, a policy at Fort Hood prohibits the use of wireless internet at this facility. **The COS will continue to look for ways to integrate evolving technology into the ASD.**

(The Kitchen Suite)

2.6 The User is very satisfied with the kitchen despite the fact that a half-wall divides the space. Additionally, it is difficult to maneuver to Pantry area, in the back of the Kitchen; the clearance between the some of the appliances and doorways are quite narrow. **The narrow clearance is affecting the function of this space and deviates slightly from the ASD; however, the User's satisfaction is gratifying evidence of the forethought put into the 2004 ASD and this specific project.**

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2.7 The fire suppression system in the exhaust hood for the range is very robust, much more than what the ASD requires. **The ASD does not require a range hood with fire suppression.**

(Multi-purpose/Classroom Spaces/Counseling Rooms)

2.8 Classrooms that serve as Family Rooms should install childproof devices on doors and cabinets. **The ASD for other religious facilities require certain provisions for child dominant spaces. Although the age range for children in the Family Rooms might vary, the COS will consider adopting similar language for the Family Room in the CFLC ASD.**

2.9 TV mounting brackets are not used in the Counseling Rooms. TVs are desirable in the Family Rooms; however, the connection should be at 18" Above Finished Floor (AFF) instead of mounting brackets. **Problems with procuring the A/V equipment, inadequate conduit runs, and a miscommunication in the programmatic functions of the spaces are affecting the performance of the facility.**

2.10 Counselors need viewing stations in the classrooms. **Problems with procuring the A/V equipment, inadequate conduit runs, and a miscommunication in the programmatic functions of the spaces are affecting the performance of the facility. The current ASD for the CFLC provides the necessary A/V equipment that will allow the staff to perform a portion of their mission.**

2.11 The User expressed that the cabinetry and sink in the Family Counseling Room was helpful even though it was only in the room because it was originally designed as a Classroom. Because service people bring their families to sessions (day care is not provided) the sink and cabinetry gets used for a multitude of purposes. **The COS will consider adding cabinetry with a sink in the Family Counseling Room to the ASD.**

2.12 Whiteboards were included in counseling rooms since they are a requirement for Classrooms. They are constantly used and highly recommended by the User to be included in the standard. **The COS will consider adding a requirement for whiteboards in the Counseling Rooms to the ASD.**

(Waiting Rooms)

2.13 The Waiting Room door is a right-hand door with a lock function that does not allow an individual to unlock the door from the outside if locked from the inside. Essentially, someone on the inside of the room can lock the door and the person on the opposite side will be unable to open/unlock the door, which can be problematic if a small child is left alone for any length of time. **The COS recommends changing the hardware function as soon as possible to avoid any potential mishaps.**

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(Vestibules/Lobbies/Corridors/Stairways)

2.14 The keyless function will unlock using the keyless device only; there is no override mechanism to unlock the door manually. However, the User finds the keyless access to be very useful in controlling physical keys for the building. They can issue a temporary code for the keyless access instead of a key. **The PDT should review the hardware functions prior to the contractor installing components during construction.**

2.15 Door holders are missing on the exterior doors to keep them open. Additionally, the user is having problems with the aluminum doors and hardware; however, per the DPW this appears to be a project specific QA issue. **During the End State Technical Review (ESTR), it appears the customer and DPW discovered that the line of communication between the two parties should be stronger on future projects to avoid problems related to quality assurance.**

(Storage Spaces)

(Toilet Rooms and Janitor's Closets)

2.16 Undesirable odors emitting from the men's restroom are offensive to the visitors and the building Users. **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.**

(Building Features and Finishes)

2.17 The user was very unhappy that the Heating, Ventilating, and Air Conditioning (HVAC) is tied into the lighting (or occupancy sensors). Maybe the designer's intent was to provide a more energy efficient system; however, the User is not satisfied with the performance of the system. It appears the zones in the building are set to a setback temperature unless occupancy is detected. Prior to events or services, the User is forced to physically walk into these areas to activate the sensor that then kicks-on the HVAC, in order to warm up (or cool down) the space. **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. The COS believes a better solution for this facility is to have the spaces meet occupied temperatures by using a time schedule, or by setting the setback temperature closer to the occupied temperature during the workday. The COS will consider adding some verbiage in the ASD to require certain set points during normally occupied hours.**

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2.18 Building finishes, interior design, and the color scheme elevate the appearance of the facility and are some of the items the Users and congregants really enjoy. **Appearance characteristics and special items are prescriptive features in the ASD, which provide the guideline for creating a facility most everyone will enjoy.**

2.19 Most of the doors in the facility have sound gasketing to mitigate sound transmission from the room, for privacy protection. **This is gratifying evidence of the forethought put into the 2004 ASD and this specific project.**

2.20 Solid Surface Material (SSM) chair rails are installed in many areas with chairs. The walls are in very good shape, resulting from the use of chair rails. **The COS will consider adding chair rails in all rooms with moveable furniture. Currently the ASD reads, "Chair rail may be considered", for some of the rooms but not for the Activity or Training rooms. Additionally, the COS will consider adding verbiage in regards to the benefits of using SSM for chair rails.**

(Furniture, Appliances, and Equipment Items)

2.21 The chairs in the MPAC are too heavy to be moved by the users (small children/teens). As a result, the polished concrete floor is sustaining damage in the form of scratches. **The PDT should review the furniture selection prior to the contractor installing items during construction.**

2.22 Horizontal blinds (2") are 12-15 feet long to cover the large expanse of exterior windows. Wands were included to control the blind tilt but they started to break, even breaking during installation. They are too long and unable to withstand the weight of the blinds when being turned. DPW said this is an installation deficiency and shall be addressed as a warranty issue. **The COS will consider adding verbiage to the ASD that would require string controls instead of wands at extremely high windows. Additionally, the COS will consider alternative window treatments such as window shades, or include restrictions on window designs for classrooms where light control is an issue.**

2.23 The signage is incorrect in many rooms because room functions were changed. Since many of these signs were produced as signs with permanent titles, there is no way to correct them. They will have to be removed and replaced. DPW confirmed that they verified text and sign types with the User during the shop drawing review, but unfortunately, changes to the rooms had not yet been made or communicated to the DPW office. Additionally, if room changes occur, then the End User shall notify DPW Real Property Branch of changes on room designator. The End User shall check AR405-45 and 405-70 and proceed accordingly. **The ASD requires interior signage be flexible to allow for the addition and deletion of signs and information.**

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(Equipment Rooms and Systems)

2.24 Changing air filters in the MPAC gymnasium Air Handler Unit (AHU) is quite cumbersome. The AHU is located near the decking of the roof, between the trusses. The User needs to bring in a special scissor lift to access the unit. **The unit placement may have been necessary because of the sloped roof or other space constraints. The COS believes the verbiage in the ASD requires access to equipment for maintenance, but may not be strong enough to prevent this type of installation.**

2.25 The hydraulic elevator in the MPAC is too sensitive for use by small/teen children; the equipment is susceptible to damage. The DPW locked the controls and currently, the elevator is not in regular service. To turn the elevator on, the Users have to call DPW; the switch to turn the elevator on is behind a locked door. **The COS will research and provide guidance in regards to elevator manufacturers for future projects.**

2.26 The override for the lighting system is located in a locked room and the end user does not have a key. This is problematic when the lights do not always come on when the occupancy sensor is activated. This problem occurs in the Classrooms, Restrooms, and Waiting Rooms, where the occupancy sensors range is limited. **The COS will evaluate and consider adding additional language to the ASD to prevent future mishaps.**

2.27 The mass notification system is tied to the HVAC system; however, these two systems should not be tied together and should be separate. **The COS will evaluate and consider adding additional language to the ASD to prevent future mishaps.**

(Site Issues)

2.28 The User indicated that there was too much gardening involved with the landscaping. The landscape design is great; however, they do not have the staff to maintain it. For example, the design does not include a weed barrier, which allows weeds to grow unfettered. They prefer grass since they just mow it over. The user indicated that the money could have been used elsewhere and better communications among the Project Delivery Team (PDT) is necessary to ensure that this would not happen again. The Department of Public Works (DPW) said this project has a Xeriscaping design. It is a low-maintenance, low water consumption design. Mowing the grass requires DPW to have a contract in place. The project was designed with a weed barrier. If End User knows for fact that this is not the case, then this is a warranty issue and needs to be addressed as such. **The ASD does state that the landscaping design should be low maintenance and compatible with the environment in which the facility is located. It is important that the PDT become familiar with the Installation Design Guide (IDG) during the planning/charrette and design phase.**

2.29 The government requested a modification to the contract to include an enclosure for the Chiller (or condensing unit). Prior to the modification, the user mentioned it was an

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eyesore and visible from the main road looking at the CFLC. **The ASD does state that the site layout should include appropriately designed features to enhance main entrances and to screen mechanical or electrical equipment.**

2.30 This facility resides with several community supporting facilities and the parking areas are shared. The site itself was manipulated considerably to provide the highest possible amount of parking. In fact, all of the completed facilities are so successful that insufficient parking is proving to be a serious problem already. DPW said the adjacent Chapel Complex project included a bus stop; however, they were cancelled at the request of the End User during the design phase. **Every Garrison agonizes over the issues regarding the siting of facilities and their parking. The ASD provides guidance (which matches the guidance the Garrisons have), but the ASD has no jurisdiction over the final decisions. The local Chaplains plan to work further on this issue with the Garrison.**

2.31 The User has issues with visitors being confused about which door to use due to the building's orientation. Adding exterior signage will likely assist visitors. **The 2004 ASD includes Interior Signage information but not exterior. The current 2012 ASD does address exterior signage requirements where applicable.**

PART THREE, UNIQUE ISSUES

3.1 The User mentioned that the function of the facility is a "Family Life Training Center" and that it's a unique function not addressed by the ASD. As a result, the Users have changed most Classrooms into Counseling Rooms. In the ASD, the programmatic requirements for Classrooms include features (cabinetry with sinks, accordion partitions, conference tables, and chairs) that do not satisfy the programmatic needs of a Counseling Room. In return, there is a lack of required features (appropriate furniture and audiovisual equipment) for the Counseling Rooms. According to DPW, if room changes occur, then the End User shall notify DPW Real Property Branch of changes on room designator. The End User shall check AR405-45 and 405-70 and proceed accordingly. **There are only two or three training centers in the country, Fort Bragg, Fort Benning, and Fort Hood, so this issue is unlikely to reoccur. The User is addressing the A/V issues by installing the equipment when and where they can. Currently, half of the Classrooms are equipped with the appropriate A/V features.**

3.2 The user is very happy with the, "campus", arrangement of the Chapel, CFLC, and Religious Education buildings. They recommended this for all installations. However, there is only one primary entrance for the CFLC and those seeking counseling might feel like their confidentiality is at risk. **A secondary entrance and a separate waiting room, apart from the rest of the service area, are necessary. The campus approach is not included in the standard design and was a project specific solution. The OCCH is not in favor of providing the, "campus", arrangement for future projects.**

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3.3 The Chaplaincy at Fort Hood provides services for 290,000 patrons, with one-third of them visiting the Comanche Chapel and the Spirit of Fort Hood Chapel. Of the 290,000 patrons, fifty-percent of them visit the facilities for religious services. These facilities are in use seven days a week. **This is gratifying evidence of the forethought put into the 2004 ASD and this specific project.**

3.4 As part of the program, the MPAC has a working kiln for special projects and activities involving pottery; however, using the kiln is infrequent often due to staffing constraints.

PART FOUR, THE REVIEW PROCESS AND PARTICIPANTS

The following team of participants gathered at the Chaplain Family Life Training Center on March 19, 2014. 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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