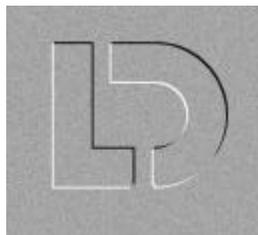


SPADEWORK

ATLANTIC DIVISION, NAVAL FACILITIES ENGINEERING COMMAND



Construction Division

NAVFAC

Restructuring Update

Gary Mackey, Code 05

Rear Admiral Dave Nash has tasked a team of 27 NAVFAC employees to study our existing processes, workload and structure to make the "NAVFAC machine" more effective for the future. I was chosen to be one of the members and feel very proud to represent LANTDIV and our many ROICC offices throughout NAVFAC. The team consists of representatives from all parts of our organization and is virtually looking at everything that we do. We spent 17 days in California in January and February, and I can tell you that the team is thoroughly committed to do what's best for NAVFAC and our customers. Although we come from many different areas of expertise, I was very impressed with the other members and the common bonds that we have. The list of all of the team members and our phone numbers is provided below for your information:

<u>Name</u>	<u>Command</u>	<u>Phone</u>	<u>DSN</u>
Adams, Neal	PACDIV	(808) 471-2596	471
Allison, Sid	SOUTHDIV	(803) 820-5600	583
Arturrio, Mike	NFESC	(805) 982-1001	551
Baham, Earl	SOUTHDIV	(803) 820-5777	583
Bartlett, Jim	NAVFAC HQ	(703) 325-0982	221
Bennett, LCDR Ed	NAVFAC HQ	(703) 325-9132	221
Bolton, Phil	LANTDIV/HQ	(757) 322-4200	262
Bosch, Gordon	LANTDIV	(757) 322-4619	262
Bowman, Jack	SOUTHDIV	(803) 820-5670	583
Brower, Bob	SWDIV	(619) 532-1286	522
Bryant, Jim	EFA NW	(360) 396-0900	744
Crone, Bill	LANTDIV	(757) 322-4400	262
Fisher, Susan	NAVFAC HQ	(703) 325-9107	221
Fitzgibbon, Bill	NAVFAC HQ	(703) 325-7625	221
Hinson, Tony	NAVFAC HQ	(703) 325-7360	221
Mackey, Gary	LANTDIV	(757) 322-8401	262
Markert, Scott	NAVFAC HQ	(703) 325-0017	221
McDowell, Glen	LANTDIV	(757) 322-4861	262

<u>Name</u>	<u>Command</u>	<u>Phone</u>	<u>DSN</u>
McMullan, Bob	NAVFAC HQ	(703) 325-9010	221
Messock, Rick	NFESC	(805) 982-3534	551
Pawlisch, Jim	SWDIV	(619) 532-1396	522
Salter, Steve	NAVFAC HQ	(703) 325-8181	221
Sato, Carl	PACDIV	(808) 471-3088	471
Smith, Jules	EFA WEST	(650) 244-2901	494
Stehmeyer, Chip	SOUTHDIV	(803) 820-7300	583
Takai, Erik	PACDIV	(808) 471-8368	471
Torngren, Eric	PACDIV	(808) 471-3942	471

Please feel free to call me or anyone else on the team if you have any comments or questions. We would, also, encourage you to send us an E-mail if you prefer to communicate that way. We plan to meet again as a full team on 16 March 1998 for two weeks. We are planning to make a recommendation to the Chief and the other CEC flags on 3 June 1998 with an announcement of the implementation by 2 July 1998. I've included the note below from Rear Admiral Mike Shelton to all LANTDIV employees so that there will be no mistake on our formal communications. We will continue to share our status as we proceed.

To All LANTDIV and Component Employees-

I am pleased to report the NAVFAC Restructuring effort is progressing well. A team consisting of the "best and brightest" representatives from each of the EFDs, NFESC, and NAVFAC Headquarters recently culminated a two and half week long session by briefing a detailed plan for restructuring to the EFD Leadership Council and to the Chief. Specifics of the plan will be announced shortly, but there are two key things you need to be aware of. First, the plan calls for an approved Implementation Plan by 2 July 1998. Actual restructuring would start sometime after the 2nd. This is a very ambitious timeframe and, in my opinion, will require your continued super-human efforts to achieve while still "getting the work done". The second and more important thing is that the well being of our people is at the forefront of the restructuring effort. As we move towards a NAVFAC that is process centered, customer focused, core competency based, and workload driven, we will not lose sight of the

CONTENTS

- | | |
|----------|---|
| 1 | NAVFAC Restructuring Update |
| 2 | Accidents in Government Vehicles and ASCE 7-95 Wind Design Criteria on FY-99 LANTOPS Projects |
| 3 | Safety Corner |

fact that people are the priority.

The note below summarizes the Restructuring Team's work in slightly greater detail.

Rear Admiral Mike Shelton

NAVAFAC RESTRUCTURING

New NAVFAC that is Process Centered, Customer Focused, Core Competency Based, and Workload Driven.

The NAVFAC Restructuring Team made its commitment to the Chief, ESG, and EFD Leadership Council to assist with the NAVFAC restructuring efforts. The Team of 19 Field and 8 HQ representatives met 21 Jan to 6 Feb at NFESC, Port Hueneme, CA to begin the restructuring process. The Chief was personally involved from start to finish and played a pivotal role by setting the vision, removing barriers, and empowering and encouraging the Team.

We realize we must change in response to our customers' changing needs. This means we must make changes in terms of cost, effectiveness, technical expertise, and our process for delivering products and services. We also realize we cannot do this alone. We need help and involvement from our people to successfully transition our organization towards achieving its optimal efficiency and effectiveness.

The Team developed a detailed, ambitious plan to allow the Restructuring of the NAVFAC enterprise to begin on 2 July 1998. Key elements of the plan include an aggressive timetable of discrete steps for data gathering and information generation, developing and analyzing alternatives, making recommendations, and providing deliverables to allow a New NAVFAC that is Process Centered, Customer Focused, Core Competency Based, and Workload Driven. Key NAVFAC production processes and a common Customer Interface process were designed. These processes will be available on the Internet within a week.

A top priority is the well being of our dedicated NAVFAC workforce. We will provide accurate and timely information to all our people at every step along the way.

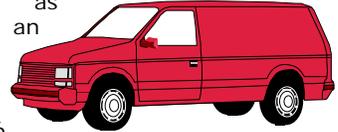
The task has just begun and there is a lot of hard work ahead. The NAVFAC Restructuring Team is ready and committed and they will need the help of many throughout NAVFAC in the months ahead.

Accidents in Government Vehicles

Barry Robertson, Code 052

Just a reminder that if you are in an accident while driving a Government vehicle and it is determined that you are acting in your official capacity, the Government is usually responsible for the costs resulting from the accident. However, it is always advisable for you to contact your insurance company when an accident occurs. In cases where there is significant damage to private vehicles or property or if injuries occur that may

involve litigation, a JAG investigation should be conducted as soon as possible. In addition, an accident report should be completed, with a copy forwarded to LANTDIV Code 0526, along with any pictures, police reports (if applicable) and a list of witnesses (if any). Inquiries from outside sources such as insurance companies or attorneys should be directed to the local Navy Legal Services Office. Note: Any operator of a Navy-owned vehicle who is involved in a traffic accident or convicted of a traffic violation while operating a Government vehicle shall attend an 8-hour driver improvement course--this course is to be coordinated through LANTDIV Code 0526.



ASCE 7-95 Wind Design Criteria on FY-99 LANTOPS Projects

Ann Miller, Code 052C

You will begin to see ASCE 7-95, "Minimum Design Loads for Buildings and Other Structures," as the design criteria for loads on FY-99 projects administered by LANTOPS. The NAVFAC Criteria Office is accelerating efforts to adopt commercial standards to replace Design manuals and Military Handbooks. NAVFAC has provided a Draft Interim Technical Guidance (ITG) adopting ASCE 7-95. P-355, "Seismic Design for Building," will still be used for determination of seismic loads. Supplemental environmental data as required for overseas locations and minimum live load recommendations for unique Navy operational areas will be provided at a later date. The following is a list of wind speeds and exposure factors for the VA and NC areas:

Norfolk Naval Base	110 mph, Exposure C or D
Little Creek	110 mph, Exposure C or D
Oceana	115 mph, Exposure C
Dam Neck	115 mph, Exposure D
Camp Pendleton	115 mph, Exposure C or D
Yorktown	105 mph, Exposure B
Camp Lejeune	125 mph, Exposure B or C
Onslow Beach	130 mph, Exposure D
New River	120 mph, Exposure B or C
Cherry Point	120 mph, Exposure B or C

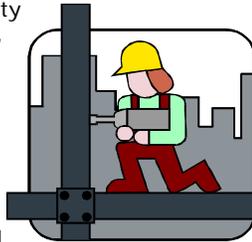
Safety Corner



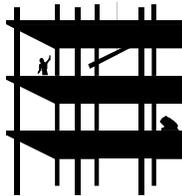
Bill Garrett, Code 0526

Are you requiring full body harnesses with self-locking snap hooks?

Please recall the heavily publicized changes to the new 1996 USACE EM 385-1-1 Safety and Health Requirements Manual, which include the prohibition of contractors from using safety belts for fall protection. The 1996 manual requires contractors to use **full body harnesses** when motion-stopping systems are selected as the means for fall protection. The manual still allows for the use of body belts in certain rare situations, such as during the installation of vertical rebar where the use of body belts is allowed as positioning devices. Also, changed in the 1996 manual is the requirement for snap hooks to be of the self-locking type.



As of January 1998, OSHA has incorporated these same requirements. At your next ROICC safety meeting please discuss this topic to ensure that all hands understand the requirements. Anyone requiring additional training may contact me at DSN 262-8424 or (757) 322-8424 to arrange for an office training session on this issue or any construction safety issue.



Quality assurance checks for cranes prior to use on our construction sites

Recently, a contractor's crane was overturned. Although the incident did not involve a ROICC contractor, we need to collectively look at how we can improve existing systems in place for ROICC quality assurance on contractor cranes before being used on our sites. USACE EM 385-1-1 is very specific in SECTION 16 and APPENDIX H. Contractors must ensure a complete inspection before use on our sites. APPENDIX H dictates the minimum checklist items for pre-use inspections and the required daily inspections that are to be performed. To aid in your quality assurance efforts, these checklists have been created in a word document that is being distributed to each ROICC office. It is strongly suggested that these checklists be distributed to the contractors at pre-construction conferences. USACE EM 385-1-1 requires the contractor to complete the **periodic** checklist prior to using a crane on the site and the **start-up** inspection checklist each day before using the crane.

The contractor should include a copy of his daily **start-up** inspection with the Daily Report to Inspector.

For your information and planning, an Atlantic Division ROICC quality assurance crane hazard awareness two-day course is being coordinated with the Navy Crane Center to increase our capability to recognize crane deficiencies. The first offering of the course should be in April 1998. More information will be made available in the coming weeks.



Contractor scaffold in severe weather

Contractor Scaffold in High Wind: There are no safety standards which limit scaffold for wind speed. However, erected scaffold on our sites must be installed in complete compliance with the manufacturer's installation instructions. Wind limitations/restrictions are dictated in these instructions. It is important to remember that wind exerts some unique forces on the scaffold system which require additional attention. Of primary concern for wind is the uplift force. It is extremely important that the system pins be installed at all connection points both on the top and bottom. It is, also, very important that the system be attached, using 9 gauge wire minimum, to the structure being worked on at intervals not to exceed 30 feet horizontal and 24 feet vertical. The attachment should be capable of withstanding the anticipated forces.



CLOSING THOUGHT

"The height of insanity is doing the same thing and expecting something different."
from "Leadership is an Art"

G. W. MACKEY, P.E.
Director
Construction Division