

Keeping Their

COOL

Story by
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STAKES WERE HIGH for one Project Delivery Team in Hohenfels, Germany. Falling behind schedule could halt combat training for thousands of troops and tangle training schedules into 2004.

Building 100, the Combat Maneuver Training Center's (CMTC) home for a \$100 million war-gaming computer needed a renovation. And, the air conditioner protecting the Center's one-of-a-kind computer network needed replacement - it had been running 24 hours a day, seven days a week, for 15 years.

The Project Delivery Team set the project in motion in August 2001, dividing construction into five phases meshed with the CMTC's training schedule.

A new 142-ton cooling system, appropriately nicknamed **"THE QUEEN MARY," WAS PLACED** in a new 6,750 square foot addition to Building 100 and a new 7,400 square foot office addition was completed **BEFORE AN EIGHT-WEEK GAP IN THE CMTC'S TRAINING CYCLE. THEY CLEARED THEIR FIRST HURDLE.**

With "The Queen Mary" in her new location and the new office addition ready to occupy, Raytheon, the instrumentation system contractor, could move the CMTC's "nerve center" into its temporary home beginning May 20, 2002.

Raytheon moved miles of fiber optic cable, the computer network, and offices into temporary trailers and the new office addition during the next eight weeks. Renovation of the air conditioning system in the vacant Building 100 began while CMTC operations continued in the temporary trailers and new office addition.

Seventeen Europe District employees, along with stakeholders from 10 additional U.S. and German agencies, as well as contactors, were recognized for delivering a quality design and construction project within an aggressive design and construction schedule without interrupting the CMTC's training operations.

Their coordinated efforts earned them the only Europe District nomination, and one of the North Atlantic Division's three nominations, for the United States Army Corps of Engineers Project Development Team of the Year for 2002.

CMTC is one of the Army's three combat training facilities and without the war-

gaming abilities in Building 100, operations at Hohenfels would cease, said Europe District Project Engineer Larry King. "One of the biggest issues ... was coordinating the working of this facility with people in the building," King said. "They had one plan originally to work around the people ... but it meant too many problems."

The original design was sound, but implementation of the plan would not work within that timeframe, said Project Delivery Team leader and Project Manager Gary Lacroix. He said they had to revamp the old design, plan the move in

several phases, and "do it once, and do it right."

Lacroix said each team member took ownership and quickly recognized the urgency in the project. "We backed up the schedule from the gap in the training cycle, then the time for construction, award, and design. We quickly realized we had to start immediately," he said. "We constantly were coordinating to make sure that the design was a reflection of what we asked for, and that we had the verification that [the *Bauamt*] had the message right. We had to work with certain constraints in the cost ... and we had to hit this thing pretty much right on."

With more than 30 people composing a multi-national team, Lacroix said it is not unusual for the design process to have interruptions where information goes back and forth. This eats up time, but Lacroix credits Staatsbauamt Regensburg with "an exceptional job in understanding, and sharing in the urgency" of the project. He said at one time he was able to offer them an extra week to work on the final design but they declined it. "I have never had that happen before where I proposed to give designers in the *Bauamt* more time and they said 'No, we need to have this done.'"

Lacroix said he has worked in project management since 1989 and Building 100 has been one of his proudest works. He said team members focused on getting the job done, and despite not winning the nationwide honors he is thrilled that the team was nominated.

The project now totals slightly more than \$5 million and Lacroix said the CMTC's crew should be ready to move back into their refurbished home by May 5, 2003, the agreed to completion date.



Soldiers train under war game scenarios controlled by staff and equipment in Hohenfels' Building 100.