



DFD *News & Views*

Building a better organization

DEFENSE FACILITIES DIRECTORATE • Volume 2, October 2004



Message from the Director

The Integration of Security and Facilities in an Age of Terrorism

Ralph Newton

The age of global terrorism brings significant challenges to free societies. Citizens of the United States rely heavily on their government for the protection of their freedoms and sense of security. The professionals that manage government facilities must prepare their organizations to support and sustain the activities of government in the face of terrorist threats or attacks. This can be achieved through the integration of facilities management activities and an infusion of security systems and practices. We must act now and with continued vigilance to fulfill this critical responsibility.

Government buildings are hallmarks of the people's government; the White House, the Capitol, the Pentagon, Main State, and all the other magnificent buildings in this beautiful city founded on marshes, but built of the ideals of a free nation. From Commerce to Defense, State to Education plus all the other government activities that are housed in government-controlled space, both owned and leased, they all depend on you and your counterparts in other agencies. The citizens served from these locations or that visit these offices and institutions of our great democracy, all look to the building professionals to keep the facilities running efficiently and effectively for their intended purpose. In all times,

there is an expectation that these facilities are safe. Safe structures that are safe from fire, natural disaster, safe from

hazards of electrical shock or trips, slips and falls. And generally we have kept them so, but we are facing a greater threat to safety. A threat founded on ideologically based hatred. Terrorists would bring these facilities to rubble and strike with full intent to kill and maim with indiscretion, public servant or public school child. The workers in and visitors to these facilities trust you and I to do our jobs properly year after year, administration after administration, no matter the budget, no matter the balance of power in Congress. It is a matter of continuity, of stability, our government as a foundation of solid granite without question of frailty or weakness. How can we as public building managers and workers protect our institutions of government from these new threats? Yes, ours is a difficult task, one with challenges not faced in this way ever before. How can we integrate security into our facilities in this age of terrorism?

Our roles are clearer and the tools more ready than might be evident to the casual observer. We are planners, designers, builders, operators, maintainers and service providers. We can ply our professions with a focus on bringing security into our world of facilities and services as a thread that binds our efforts, but also a thread which brings with it strength to mitigate these threats.

“The security which protects our public facilities, maintains accessibility and secures physical and operational responsiveness is dependent on a fully engaged and integrated approach”

A planner, who thinks of the relationships of parts, optimizes the combinations to realize long-term success for the planned environment. This is the synthesis achieved through living within the plan. This planner must now think of public safety in a new way. She or he must recognize the requirements for achieving this security while maintaining full awareness of the need for movement of people and goods, supporting infrastructure, functional needs, environmental sensitivity, and aesthetic value. These ideals must embrace the challenge and achieve the balance that masks the security in pleasing elements and pathways that are fully functional for the government purpose.

The designer and constructor need to fulfill the planning through the development of buildings and structures. Within these structures our security threads must take on a more intricate pattern of

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building configuration, controlling access, utilizing integrated systems, and sensors to provide the necessary security fabric. All these must sustain the intended functional use of the spaces contained within the structure while achieving the security roles. Full consideration must be made of the structural capability to resist blasts and systems required to manage the potential threats of biological and chemical agents.

Building operators and maintainers are truly the keystone of maintaining the links between building use under normal conditions and the facility's continued capability to respond under a terrorist attack. They must be vigilant in the maintenance and repair of their assigned buildings to keep the configuration of systems and spaces ready for the possibility of attack. Building operations must integrate with the security force response to provide the coverage

and response necessary to protect the occupants and maintain mission functionality.

The fulfillment of this integration, this tapestry of facilities and security, is not accomplished without focused attention. Our participation is vital, our collaboration is critical. As Americans committed to sustaining our freedoms, our victory over terrorism will be assured by the contributions of the individual as a part of the greater effort. Your challenge is to bring your expertise and knowledge and contribute. Finally, I reiterate that security, which protects our public facilities, maintains their accessibility, secures physical and operational responsiveness is dependent on a fully engaged and integrated approach. An approach that begins with planning, continues through design and construction, operations and maintenance, the deliverance of services and the eventual renewal of our public facilities.

Greenhouse Demolition Completed

Kay Charles



The last Pentagon greenhouses were demolished on August 31, 2004. In the early days of the Pentagon, greenhouses were built over sewage storage tanks to accelerate the evaporation of liquid sewage rather than for horticultural purposes. For approximately 30 years, the National Park Service and later the General Services Administration, used the greenhouses for plant production and sustainment of tropical plants that were used in Federal buildings within the National Capital Region. The Tropical Plant Program was abolished in the early 1980's and the greenhouses were transferred to the Department of Defense in 1987. Since that time, the greenhouses were used to store annual flowers and ornamental plants.

Highlighting Customer Service

DFD Continues its Commitment to Customer Service

DFD is continuously developing initiatives to improve customer support. Mr. Howard Becker, WHS Director, approved the rollout of the DFD Customer Support (CSS) Program on July 19th. Over this new program, more than one hundred CSS Project Managers from five DFD Divisions have been appointed to provide "One Stop Support" to designated agency points of contact from project inception to closeout including assessing customer satisfaction.

The CSS Project Managers are empowered to solicit input or recruit functional area experts from the DFD Divisions, WHS Directorates, or from DoD agencies as needed, to provide the service customers expect from DFD. This program establishes a project ownership philosophy so that our customers can access one point of contact in DFD for all their mission requirements. The CSS Program will serve as an interim solution until the journey to a DFD Customer Service Center is completed next year.

Closure of the Pentagon Child Development Center

Veronda Powell

The Pentagon Child Development Center (PCDC) was established in 1989 to provide Pentagon employees with an on-site location for childcare services. However, given the realities of the environment and mounting multiple threats, in early July it was decided that the PCDC should close in the short term, and that DoD must do all that it could to assist families who will be displaced from the PCDC.

Washington Headquarters Services is working with the Army at Fort Myer to establish a permanent joint, state-of-the-art Fort Myer/Pentagon Child Development Center (CDC). The center is planned for the FY06 Military Construction Budget and anticipated for occupancy in Fall 2007. In the interim, we are working closely with the parents currently using the center and parents on the waiting list to find suitable alternative childcare facilities until the project can be completed. This effort includes:

- Establishing a placement program office within WHS/DFD, with MSD as the "office of primary responsibility". Parents will be able to obtain childcare information including brochures, key phone numbers, waiting list information, website and management information.
- Placing a number of Pentagon Child Development Center children when WHS/DFD hosted two childcare placement fairs.
- Developing an 8,200 square foot Fort Myer Interim Childcare Facility to be housed at Ft. Myer with an estimated completion schedule between Thanksgiving and Christmas.

The permanent Fort Myer/Pentagon Child Development Facility will be a multi-million dollar, state-of-the-art, 42,000 square foot facility with a capacity of 348 childcare-age and 90 Child Youth Services school-age children. Approximately 50 percent of the new CDC children will be from parents at the Pentagon.



Did You Know???

In FY 2004 Pentagon Building Maintenance Office (PBMO) responded to:



400	Floods <i>(most caused by rain and burst pipes)</i>
500	Light fixture ballast changes
1200	Water leaks <i>(from plumbing fixtures, air handling equipment and roof leaks)</i>
1400	Too COLD calls
1600	Toilet stoppages
1700	Power outages or tripped circuit breakers
1900	Too HOT calls

Welcome Aboard

Rick Nelson, formally of MSD, has joined the ETSD staff as its new Deputy Director. Rick is a long time member of DFD and is certainly going to be a big help in improving ETSD's ability to provide you the services you need, when you need them.

Scott Bohnhoff is the second new person to join ETSD. He is the Safety & Environmental Branch Manager. Scott comes to us from the Navy and was most recently the Environmental Director of Indianhead Naval Surface Warfare Center.

Both Rick and Scott can be contacted at (703) 695-8004 and are in the global email directory.

Awards Board

Members

Jim Buczek RDF-1J702	ETSD 695-8004
Jake Burrell RDF-1K711B	ETSD 697-4526
Ronald Dixon 1408 FB2	FFD-FB2 614-2127
Tim Magalis Sheet Metal Shop	FFD-AWG 695-7681
Linda Proctor Falls Church Area Ofc	LFD 681-7711
David Rose 5A923	SPAD-SMGT 614-4710
Chair Bradley Provancha 4A111	DFD-DO 697-7241

Bradley Provancha, formerly the FFD Director, has been selected as the DFD Deputy Director.

New DFD Performance Recognition Policy Implemented

Johanna Sheehan

Several months ago, the Performance Recognition Process Action Team (PAT) developed a fair and equitable performance award distribution policy which was approved by the DFD Board of Directors. Effective October 1, 2004, which is the beginning of fiscal year 2005, DFD will delink awards from the annual performance review process. Performance management and award training is being conducted for all DFD supervisors and managers on the new policy.

Awards will be delinked from the performance evaluation by using 25% of

the total award pool for supervisor's cash and incentive awards throughout DFD. A performance award formula using 2/3 of the performance award money will be used. Employees who receive a level 5 (exceptional/outstanding) or a level 3 (met/satisfactory) annual performance rating (if the majority of elements are rated "exceeds") will receive the same percentage of their salaries as a performance award. Additionally, all employees who receive a level 5 rating will equally share the remaining 1/3 of the performance award pool. Employees who receive a Quality Step Increase (QSI) will not be eligible to receive cash performance awards.

DFD Employee of the Quarter

Selection Criteria

DFD Employee of the Quarter nominees must show excellence in at least one of the following areas:

1. Leadership
2. Creative thinking
3. Strong management, technical, or operational knowledge and skills
4. Contributing to a safe, orderly, and supportive climate
5. Positive, customer-first attitude
6. Integrity, honesty, and loyalty
7. Promoting an effective, efficient, productive workplace and commitment to quality
8. Maintaining positive work relationships to meet organizational goals and objectives by developing enthusiasm, teamwork, momentum, and pride
9. Taking the initiative, accepting and carrying out additional responsibilities beyond the normal job assignment with enthusiasm
10. Dedicated to an "above and beyond" work ethic

Recognition

The DFD Employee of the Quarter will receive a congratulatory letter, a monetary award, a certificate, lunch with the DFD Director a plaque presented by Mr. Ralph Newton at the next DFD Town Hall meeting, and recognition in the DFD Newsletter.

Nomination Process

Only DFD employees may submit nominations for DFD Employee of the Quarter. Nominators may submit updated nominations.

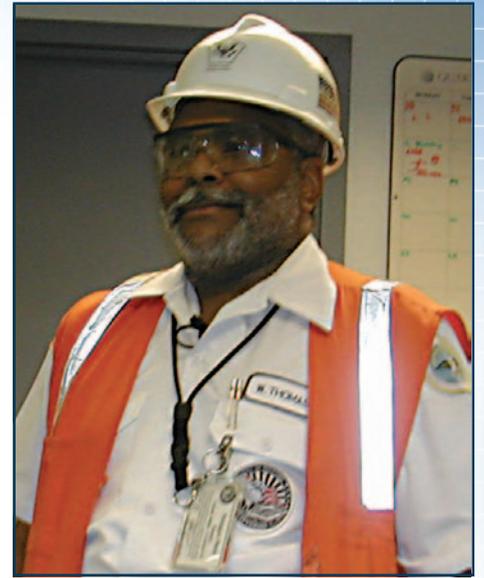
DFD First Quarterly Award Winner

The DFD Employee of the Quarter Award acknowledges and recognizes outstanding employees whose standards for excellence and innovation greatly impact DFD.

The First Quarterly Award winner, William Thomas, demonstrates an exceptionally positive attitude towards work responsibilities, co-workers and customers. “Mr. Thomas leads a group of highly skilled, highly motivated employees in maintaining an extensive and highly complicated electrical system,” says Pentagon Building Manager, Michael Bryant. “He exhibits the ability to make sound, independent decisions to address electrical emergencies, customer needs, and renovation related activities and keeps management informed as needed.”

Described as a “hands-on supervisor” Mr. Thomas works along side his employees to demonstrate the level of quality he expects and to help them understand the impact of their work on mission accomplishment.

A PBMO employee since 1994, Mr. Thomas has earned the respect of his employees by demonstrating his willingness to perform the same tasks that he asks of them and by treating his employees in an honest and respectful manner. “He has always been an outstanding employee with an excellent commitment and dedication to customer service and teamwork crafts”, says Bob Barr, Program Supervisor.



**William Thomas,
PBMO Electrical Supervisor**



WHO AM I?

Our Mystery Maintainer joined the PBMO team at age nineteen. He has worked here for eighteen years and says he sort of “grew up” in the Pentagon.

Our Mystery Maintainer began his government career as a maintenance mechanic helper. With a passion for plumbing work, he joined the PBMO Emergency Response Team as a Plumber and was promoted to a WG-10 Pipe Fitter. Later, he was a member of the Pentagon Maintenance Service Program, where he was promoted to a WL-10 Maintenance Work Leader and then to a WS-10 Maintenance Work Supervisor. He is internally driven by the personal satisfaction that comes from a job that’s well done. A great asset to the organization, our Mystery Maintainer believes his new responsibilities as a Maintenance Work Inspector will allow him to make a broader and more immediate contribution to DFD’s mission and better serve our customers.

Our Mystery Maintainer is happily married and the proud father of three great children. He’s a self-described “gutter butter” bowler (so keep this in mind in case any of you are considering recruiting him for your bowling team).

Strong in his faith he believes, “You always give God the glory to keep on moving.”

Reflecting on his many years in civil service, our Mystery Maintainer describes the Federal Government as having been very fair to him throughout his career. He says he has witnessed the growth of the Defense Facilities Directorate and he’s encouraged by the direction he sees the organization going in. He said, “A lot of doors are beginning to open for a lot of good people.”

See Back Cover for the Name of the Mystery Maintainer



On Tuesday, September 15, 2004 a triumphant ceremonial groundbreaking and site dedication service was held at the future home of the new United States Air Force Memorial on the grounds of the Federal Office Building No.2 (FOB2)/Navy Annex, Wing 8 eastern quadrant, located at 1301 Southgate Road in Arlington, Virginia.

FOB2 partnered with the Air Force Memorial Foundation to provide the tactical and logistical support including escorts, rain gear, electrical power, wheelchairs, grandstands, podiums, chairs, tools, and other various requirements to support the event, which drew over 2,000 guests.

Air Force Memorial Breaks Ground at FOB2/Navy Annex

FOB2 building tenants were kept abreast of the upcoming event via monthly meetings, Building Circulars, posters, Computer Electronic Network System (CENS) messages and weekly email reminders.

Juan Rodriguez (the FOB2 Project Manager for the Air Force Memorial Project) said that communication, coordination and the hard work of many, including Ron Dixon (FOB2 Maintenance Work Inspector) the Pentagon Force Protection Agency (PFPA), Griffin Services (the FOB2 Operations & Maintenance contractor), Denise Skinner and Michael Jackson, [FOB2 CADD Resource Center's (CRC)] and the entire FOB2 Building Management staff contributed to the success of the event.

Bill Battle (FOB2 Building Manager) emphasized that along with the numerous contributions of the FOB2 staff, the CRC and PFPA, Juan Rodriguez successfully coordinated the Air Force Memorial Groundbreaking Ceremony on behalf of the FOB2 Building Manager's Office.



"Despite the inclement weather, the absence of certain staging equipment and personnel, and in addition to his regular duties, Mr. Rodriguez provided equipment, escorts and other hands-on logistical support above and beyond the call of duty, which allowed this highly public event to continue without postponement," said Battle.

Lawrence Head (FOB2 PFPA Security Specialist) oversaw site security and orchestrated the smooth movement of staging materials through the Pentagon Remote Delivery Facility (RDF) and onto the FOB2 compound. Over thirty-five RDF personnel access forms were processed and submitted to PFPA, by the FOB2 Building Management Office for contractors requiring background checks, who were involved in the multi-tasked event set-up and equipment breakdown activities.

The construction of the national memorial, dedicated to our Nation's Air Force servicemen and servicewomen, is expected to be completed by September 2006 and will pay tribute to the tremendous achievements of American air and space power. The memorial will honor the millions of men and women who have served in the Air Force and its predecessor organizations, including the Aeronautical Division, U.S. Signal Corps, U.S. Army Air Corps, and Army Air Service.



Recycling Pays Off

Jim Buczek

The DFD FY-03 recycling effort diverted approximately 25% of the Pentagon waste stream from landfills, saving the Government over \$50,000 in solid waste hauling fees. Over \$60,000 was collected from sale of these recycled materials. These monies were used to support/improve the Recycling Program through the purchase of new recycling containers made from 100% recycled materials.

As Pentagon employees we can all practice "source reduction" which is reducing the amount and/or toxicity of waste generated on the Pentagon Reservation. Employees should implement work practices that eliminate or reduce wastes; appropriately segregate wastes; recycle using the appropriate containers; photocopy on both sides of a page; and purchase paper (all forms) that contain no less than 30% post-consumer or 50% recycled content.

**During FY-03
Pentagon office workers recycled
more than 800 tons of office materials,
which include over:**



7 Tons Aluminum Cans	12 Tons Mixed Paper	226 Tons Office White Paper
8 Tons Glass	16 Tons Plastics	338 Tons Cardboard
11 Tons Books	153 Tons Newspaper	5200 Toner Cartridges

*“Recycling
is everybody’s
business*

*from industry to government,
from schools to our very own
households. America’s commit-
ment to recycling has helped keep
our communities clean and our
economy strong. Federal agencies
are further reducing waste
generation, increasing recycling
and increasing purchasing of
recycled products.*

*Working together, there is even
more we can do. Today, we
challenge every American to step
forward, take action, and contrib-
ute to this important national
effort. By bringing new partners
to the recycling efforts of busi-
nesses and families across the
nation, we will better protect our
natural resources, improve our
quality of life, and strengthen our
economy.”*

*- White House Task Force
on Recycling*

**For more information please contact:
Pentagon Building Management Office (PBMO) (703) 697-7351**



ICE IS HOT!

We want to hear from you!
 put your comments about this newsletter on ICE,
<http://ice.disa.mil/>
 and click the Pentagon icon.

DFD Strategic Plan Guiding Principles

- Customer First
- Employee Development
- Integrity
- Teamwork
- Best Value



In Memory

Mr. Derek R. Barrow passed away on August 25, 2004. He joined Pentagon's PBMO team as an Electrical Power Controller in August 1998. An Air Force reservist, Mr. Barrow served as a Power Production Specialist at both Dover AFB and Andrews AFB.

"Mr. Barrow was an outstanding employee of utmost personal and professional standards." - Bob Barr, FFD

Memorial contributions can be made to Taylor Hospice, P.O. Box 140 Ridley Park, PA 19078.

Special Recognition

Lisa Passagaluppi, received an award from the DPS, Pentagon Force Protection Agency for outstanding dedication and support to their organization during 1994-2004.

Your Views Count

Lots of organizational changes are occurring in WHS and DFD. Continuous improvement is what makes employees and the organization prosper. To capture how DFD is doing, we asked the question: How well do you think DFD leadership communicates to the workforce?

"I think the Town Halls are good because people to people communication is always better. Just let us know what's happening and give us a heads up on when it's happening. Sometimes I think people just say what they think people want to hear.

Michael Myers - Maintenance Mechanic

"I think they try but we don't have enough meetings where management updates the workforce. For example, RMO is transferring to another WHS Directorate. Official notification was done via email versus my Director having a short staff meeting to inform us and discuss the impact it may have on our mission. I think the DFD Director should occasionally attend our staff meetings. This tells me that we are clearly getting the right information and organizational direction. I'd like to have more Division level staff meetings (not Branch level) to ensure we hear about the Directorate level staff meetings and organizational issues. I think the more information we share with employees, we'd see an increase in morale. I think the Town Halls are beneficial but I would like to recommend a new location."

Name Withheld

I feel that management is making a great effort of communicating to the employees. I am much more aware than most employees in DFD as to what the Director is trying to communicate because I am directly involved with DFD and WHS Strategic Planning, Customer/Service Provider List PAT, and the DFD Communications Plan. I also had the opportunity to facilitate the mandatory ethics/discrimination training that was held recently. Employees were given to opportunity to communicate their concerns. These concerns were conveyed to the Director.

Town Hall meetings are effective. It is a good way for the Director to increase the trust factor among all employees because he has taken the first step of letting the employees know that he does have their interest at heart. This is the first time that any director has held quarterly Town Hall meeting since I came on board seven years ago. Organizational communication does change behaviors.

In addition to the Town Hall meetings, DFD has lots of communicating tools in place; however, we need to get more efficient in measuring the results of these tools. Establishing a focus group with members from all Divisions may be one way of helping measure how we can communicate more effectively.

Anita Washington

It's Our Vision . . .

"To be the premier facilities management and administrative support services organization in the Federal government"

(DFD Strategic Plan)

