

# Public Works DIGEST

Volume XXI, No.2,  
March/April 2009

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Lodging**

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An artist's rendering of the entrance to the Army's \$36.9 million lodge in Wiesbaden illustrates an ultra-modern design scheme that has heads turning in that traditional German city. Graphic by Architekten SFS GmbH. Page 12

U.S. ARMY INSTALLATION MANAGEMENT COMMAND

# IMIGOM



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#### Address mail to:

U.S. Army Installation Management  
Command  
2511 Jefferson Davis Highway  
Arlington, VA 22202-3926  
Attn: Editor, *Public Works Digest*  
Telephone: 202-761-0022 DSN 763  
FAX: 202-761-4169  
e-mail:  
mary.b.thompson@usace.army.mil

#### Donald G. LaRocque

*Public Works Program Manager*  
Installation Management Command

#### Mary Beth Thompson

*Managing Editor*  
U.S. Army Corps of Engineers

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## From the Editor:

We want you to receive the *Public Works Digest* in a timely manner. That means having the correct address for you, and so we are updating our distribution lists. Please send any corrections for your mailing or e-mail address to me at [mary.b.thompson@usace.army.mil](mailto:mary.b.thompson@usace.army.mil). Thanks for your help in keeping our distribution lists current.

Mary Beth Thompson  
Managing Editor



## Next generation of Army Housing community

by Kathleen Marin

Army housing is one of the key focuses of the Army Family Covenant and the Soldier Family Action Plan. These two forums set the tone in how we in the Installation Services Directorate, Office of the Assistant Chief of Staff for Installation Management, are to provide an exceptional quality of life for Soldiers and Families.

Our commitment to improving Soldier and Family housing is in direct correlation with Maslow's Hierarchy of Needs. The Army Housing Hierarchy of Needs is an adaptation that I have developed to explain the importance of housing's role and the achievements and goals that are being accomplished to fulfill them.

In order to sustain our all-volunteer Army force, Army Housing has recognized that quality of life is the most important initiative for Soldiers and Families. The structure of a house satisfies the need for shelter and safety, thus the privatization of on-post Army housing has allowed for private sector expertise to build, renovate, operate and maintain the best quality of military housing. Our private partners have listened to the needs of our Army housing community and, in doing so, have priva-



Kathleen Y. Marin  
U.S. Army photo

tized 85,558 homes at 39 installations as of Jan. 1 under the Residential Communities Initiative program.

This same approach has been incorporated into our Unaccompanied Personnel Housing programs. The two essential programs that have been developed to improve our single-Soldier housing are our Barracks Modernization Program, which is targeted towards permanent-party Soldiers, and the Training Barracks Modernization Program for Soldiers in training. These programs are on track to meet their buyout goals in fiscal years 2013 and 2015, respectively.

Through our customer-oriented programs, we have turned these brick-and-mortar structures into homes. The Army Family and Unaccompanied Personnel Housing programs would not be complete without the customer service that our Army housing careerists provide.

The First Sergeants Barracks Initiative provides single Soldiers a cus-

tomized approach to managing permanent-party barracks. The responsibilities of the day-to-day barracks operations and management have been transferred from the military units to the garrison staff. FSBI is a program that focuses on improving living conditions for our single Soldiers.

The Housing Services Office assists in providing housing options for Soldiers and Families when they opt to reside in off-post housing. HSOs provide our customers with the most up-to-date information pertaining to all aspects of military relocation and create a housing services environment where customers can make the best housing choices.

Maximizing available technology, the HSO offers the Army Housing OneStop web site, [www.onestop.army.mil](http://www.onestop.army.mil), which is the point of entry for installation housing information. The Automated Housing Referral Network, [www.abrn.com](http://www.abrn.com), is a rental multiple-listing service that was designed exclusively for military members. With an array of quality and innovative housing relocation services, HSOs are the first choice for Soldiers, Families and civilians for housing-related relocation services.

By satisfying our Soldiers and Families with the award-winning housing programs we provide and quality customer service, we in the Installation Services Directorate provide a sense of community to our Soldiers. With the Army Housing's Hierarchy of Needs model, we will continue to develop innovative programs that will keep us ahead of the curve by providing our Army community with the best housing options and the resources to access these amenities.

Done right, we achieve the Army Future Community.

Kathleen Marin is the director of Installation Services, Office of the Assistant Chief of Staff for Installation Management.



Graphic Courtesy of the Office of the Assistant Chief of Staff for Installation Management

### Acronyms and Abbreviations

FSBI	First Sergeant's Barracks Initiative
HSO	Housing Services Office



# 50 years and beyond: Privatization over the long haul

by J. Joseph Tyler

This past year marks somewhat of a milestone in the U.S. Army Corps of Engineers' support of privatization of Army Family Housing through the Residential Communities Initiative program. With only a few sites remaining, partnership selections are complete, and formation of these last partnerships through lease agreements will finalize the privatization of Army Family Housing through RCI.

While RCI is winding down, the programs for privatization of unaccompanied personnel housing and lodging are progressing. After the projects for these initiatives are put in place, long-term — 50-plus years — management of the portfolios, lease compliance and associated environmental issues for all of these privatization programs will begin. Once again, the Corps will be there to provide support to these programs by taking care of lease administration and environmental compliance for these agreements for the next 50 years.

## RCI

RCI reflects a shift in the Army's institutional philosophy toward managing installations as strategic assets. RCI has capitalized on the idea of leveraging existing assets and appropriated funds, and partnering with the private sector to obtain private-sector capital and expertise for the construction, repair and sustainment of military Family housing over the long term.

RCI provides housing that resembles the local market housing and ensures that Families living on post are afforded a safe and quality living environment. The development partners have sought to encompass a new atmosphere for Soldiers and their Families, providing security and support for Families, especially when the Soldiers are repeatedly deployed for a year or more. Adults and children congregate after school



J. Joseph Tyler  
Photo by F.T. Eyre

in community centers to use the gyms, computers, games or other amenities available to them.

The U.S. Office of Personnel Management recently named the RCI program as one of the four winners for the 2008 *President's Quality Award*. RCI was honored for its innovative and exemplary performance in the area of competitive sourcing for the period January 2004 through June 2008.

As of Jan. 31, the Army has transferred 31 projects at 39 installations — 85,558 of the total 90,272 homes at 45 installations in the plan. A total of 17,607 new homes have been built, and 12,977 more homes renovated as of Dec. 1.

The Army will invest \$1.9 billion and will receive \$11.9 billion in initial development — a leverage of funds of more than a 6-1 ratio. RCI has also provided 62 percent — \$2.8 billion of its \$4.5 billion subcontract work — to small and disadvantaged businesses.

Remaining projects in the RCI program are Forts Wainwright, Greely and Richardson, Alaska; Fort Huachuca and Yuma Proving Ground, Ariz.; and Aberdeen Proving Ground, Md. All should be completed by March 1, 2010. However, the work will not end there, as money has been appropriated for growth at existing projects resulting from restationing initiatives associated with the Army Modular Force, Base Realignment and Closure 2005, Joint Basing and Grow the Army as well as others.

Installations such as Fort Bragg, N.C.,

Fort Carson, Colo., and Fort Stewart, Ga., will be receiving large numbers of Soldiers and their Families in the next two years, requiring additional housing to be built. RCI projects at Fort Bragg and Fort Lewis, Wash., have added Air Force land and homes to their existing portfolios to comply with BRAC requirements. These actions have required tremendous coordination among the services to successfully blend the requirements and cultures of two military services into one housing community.

The most recent challenge has been brought about by Joint Basing recommendations in the 2005 BRAC statute and concerns the Forts Eustis and Story, Va., RCI project where neither location will remain under Army control. The Navy takes command at Fort Story Oct. 1, while the Air Force will take command at Fort Eustis in 2010, causing the RCI project to be split and come under the control of separate military services.

## UPH

While the RCI program was maturing, the Unaccompanied Personnel Housing program began ramping up in 2008 with projects at Fort Drum, N.Y.; Fort Stewart and Fort Bragg currently under construction, with some apartments already occupied. The UPH project at Fort Irwin, Calif., got underway simultaneously with the Fort Irwin RCI project in March 2004 with apartments also available.

These projects will be fully maintained and regularly renovated as an integral part of the 50-year partnership with funding made possible through the limited liability companies set up at these four RCI projects. An additional UPH project at Fort Bliss, Texas, should move forward in 2009.

Secretary of the Army Pete Geren cut the ribbon last May to open the Fort Bragg Randolph Pointe Leasing Center and the furnished model apartment adjacent to the construction site. The Randolph Pointe apartments will feature contemporary amenities, including large bedrooms with ▶

Acronyms and Abbreviations	
BRAC	Base Realignment and Closure
PAL	Privatization of Army Lodging
RCI	Residential Community Initiative
UPH	unaccompanied personnel housing



*(continued from previous page)*

private bathrooms, walk-in closets, a full-size kitchen with breakfast bar and dining area, modern appliances, full-size washer and dryer, and an optional patio or balcony with exterior storage.

Like off-post apartments, rent will be based on floor-plan features, but unlike most off-post apartments, the rent will include all utilities, the washer and dryer, extended cable and high-speed Internet access. Residents will also enjoy exclusive access to high-speed wireless capability at neighborhood centers along with other amenities, such as a weight room, business center, volleyball court and outdoor swimming pool.

At present, the UPH program provides one- and two-bedroom apartments for single officers and senior noncommissioned officers E6 and above. Those who qualify are reserving their apartments and commenting that they will get more for their money living on post and save money on gas. The buildings are also designed to be in compliance with force-protection requirements and offer Soldiers a first-class living environment.

## **PAL**

Building upon the successes of RCI and UPH privatization, the Military Housing Privatization Initiatives authorities have been used to address privatization of Army lodging. With close to 18,000 transient accommodations at 48 installations, there is a significant potential to address the backlog of maintenance and repair, as well as bring to the Army commercially recognized hotel brands and standards with facility ownership and operation by the private sector.

Unlike the RCI and UPH programs where the Army is a partner along with the private sector, PAL differs in that it is a strict lessor (landlord) and lessee (tenant) relationship. The private-sector lessee provides services to the lessor.

Though not classified as government

quarters, lodging in the PAL program gives priority to official travelers but also accommodates unofficial travelers. All travelers will have online and telephone access to a centralized reservation system that, if required, can assist travelers in securing lodging at off-post locations. Soldiers participating in Army Institutional Training courses will continue to be housed on post, accommodated in privatized lodging through a reservation and payment processing tailored to PAL.

Like RCI and UPH privatization, PAL seeks to improve the services provided to Soldiers and their Families as well as other guests. Travelers can expect amenities such as a complimentary hot buffet breakfast, 24-hour access to a convenience store operated on the honor system, fitness and business centers, free high-speed Internet, concierge services and pet-friendly facilities.

All existing facilities will receive life-safety upgrades, and new facilities will be constructed in accordance with installation design guidelines, and anti-terrorism and force-protection standards. The branding process will include upgrade of soft goods and the installation of appropriate signage. Historic lodging facilities will receive renovations that comply with installation agreements prepared under the National Historic Preservation Act.


The PAL program is currently divided into three groups. Group A is composed of 10 installations with more than 4,000 rooms at end state. Groups B and C have potential to add another 38 installations and will be pursued following closure of Group A.



*Workers use a construction crane to maneuver a roof element into place while building barracks at Fort Benning, Ga. Photo by F.T. Eyre*

The shift from government operations to privatization has required a change in thinking in terms of annual government appropriations to strategies for the long-term operation of facilities. Focus is also shifting from short-term to long-term oversight, reviewing project performance for compliance with the terms of the lease.

As the program matures, the lessons learned from each location and type of project will be applied to improve lease management practices across the privatization program and throughout the 50 years or more of each lease. Yes, the end is in site for completing the first phase of privatization, but the possibilities for what can be accomplished in the future are endless.

*J. Joseph Tyler is the director of Military Programs, U.S. Army Corps of Engineers.* 



# Furnishings program – yesterday, today, tomorrow

by Gaby Shelley

**K**eeping stride with the Army as it has changed over the last three decades, the Army Furnishings Management program has progressed by leaps and bounds, providing superior furnishings with a residential feel and commercial quality.

The Army's definition of *furnishings* encompasses household furniture, appliances, draperies accessories and equipment not attached to the residence in either unaccompanied personnel housing or Family housing. Each installation's furnishings management officer is responsible for furnishings in government-controlled housing. Furnishings authorizations are contained in the Army's Common Table of Allowances 50-909.

In the late 1970s and early 1980s, the decision was made to provide only kitchen appliances, refrigerators and ranges to government Family housing in the continental United States. Since the 1970s, the refrigerators have evolved from small, one-door, nonfrost-free models through two-door frost-free models in the 1980s to large frost-free refrigerators with ice makers in the 1990s.

Ranges have gone from four one-size burners to multiple-sized burners and now have oven lights and self-cleaning features. Slide-in and drop-in models accommodate the progressive housing designs over time.

Families living outside the continental United States are provided serviceable, quality residential furniture and appliances in keeping with the industry standards of the host country.

Improvement in furnishings for the Army's UPH, or barracks, is where defini-

tive progress is the most visible. The Army leadership has worked diligently to provide better living conditions for single Soldiers by embracing the Holistic Barracks Strategy, which includes improving furnishings as a key component. Barracks furnishings have progressed from gray metal bunk beds, wardrobes and foot lockers, and metal-framed couches with vinyl cushions in the 1970s to the many quality choices among solid wood or solid wood-on-wood veneers and quality fabrics of the 2000s.

When the Army transformed to an all-volunteer force in the 1980s, the first major evolution in furnishings took place. Before this time, the installation ordered furnishings using the installation supply system and national stock numbers linked to a sole vendor. The choices were minuscule. Sleeping-room furnishings consisted of metal wardrobes and bunk beds with thin mattresses.

The new standards included dormitory-style furnishings with English oak bunk beds, desks and chairs, thick mattresses and a combination of metal and particle board chests and wardrobes.

Authorization for solid color bedspreads and neutral color drapes for barracks' windows was also realized. Dayrooms now had seating with English Oak wood frames and colorful vinyl upholstery, black slate-top end and coffee tables with English Oak frames, sturdy aluminum lamps with paper shades, console televisions and either a pool, foosball or shuffleboard table.

Initial-issue furnishings for Military Construction barracks were centrally managed in the 1980s by a project manager at New Cumberland Army Depot, Pa. The project manager was provided a set fund-



*This well-furnished barracks dayroom reflects the Army's current standards for such facilities. Photos courtesy of OACSIM*

ing allotment for the fiscal year to furnish new facilities on their beneficial-occupancy dates. The project manager processed the furnishings requisitions sent by the FMOs, and the furnishings were shipped to the installation. Soldiers from the facility picked up the furnishings from the warehouse in military vehicles and installed them in their new barracks.

The funding allotted many installations was not adequate to provide all authorized furnishings for their new facilities. To keep under the funding thresholds, the FMOs had to choose which furnishings to requisition, leaving many facilities partially furnished. Having new facilities and improved furnishings was good, but better was on the horizon.

In the early 1990s, Army housing leadership focused on providing "better" for single Soldiers. One point of keen interest was the lack of quality and funding for barracks furnishings, especially permanent-party barracks. The combination of metal and particle board was not durable or attractive.

The Army Housing Division UPH Branch decided to take over the program to enhance single-Soldiers quality of life. First on the agenda was to contract with furniture design engineers to develop durable, residential-style furnishings

## Acronyms and Abbreviations

EKO	Engineering Knowledge Online
FMO	furnishing management officer
GSA	General Services Administration
HOMES	Housing Operations Management System
OACSIM	Office of the Assistant Chief of Staff for Installation Management
UPH	Unaccompanied Personnel Housing



(continued from previous page)

specifications for case goods, equipment and drapes designed for dormitory use. The Army furnishings specification, known as the “Army Spec,” resulted from these efforts, and the General Services Administration established a GSA Army Spec Schedule with several vendors.

Multiple vendors provided slight differences in designs, eliminating a “cookie cutter” appearance, but maintained the Army criteria for standard design. Wood-veneer or solid-wood case goods with choices of stains, printed colorful bedspreads with matching drapes and ginger jar lamps with accordion cloth shades were now the standard.

Equipment improvements had evolved from no refrigerators in the barracks to full-size, two-door, frost-free models and microwaves in every sleeping room or module. Community centers now sported large screen televisions, comfortable lounge chairs and couches with cloth upholstery, matted and framed pictures, silk plants, sturdy game tables and commercial-sized washers and dryers.

Directives were sent to the field requiring the purchase of furnishings from the GSA Army Spec Schedule. Now, FMOs could order through the GSA contract these affordable, durable furnishings.

Paralleling this effort, a whole new pro-

urement procedure evolved for initial-issue furnishings. A dedicated program manager at the Headquarters, Department of the Army level worked to ensure adequate funding and cost savings to produce evenly furnished facilities Armywide. To ensure success, a sole vendor was a necessity.

Agreement was reached with the Army Corps of Engineers’ Engineering and Support Center, Huntsville, to procure all initial-issue furnishings, including just-in-time delivery to the facility upon the beneficial-occupancy date. Installation of the furnishings was also added to the furnishings package, eliminating potential damage that could occur during the trip from the warehouse to the facility.

FMOs fill out furnishings packages available on the Engineering Knowledge Online web site and transmit them directly to the Army furnishings team in Huntsville. Huntsville successfully procures furnishing packages to adequately furnish barracks and common areas throughout the entire Army with savings realized through competitive solicitation.

The new, durable, residential-style furnishings, competitively priced and installed, was better, but the best was right around the corner.

The 1990s brought monumental change in numerous furnishings categories by eliminating the formal accountability requirement for furnishings and equipment less than \$2,500.

Housing furnishings, regardless of cost, are still required to be managed and hand-receipted using the Housing Operations Management System Furnishings Module. The latest version of HOMES, the web-based HOMES4, which includes the Furnishings Module, is currently being deployed worldwide with a tentative completion of spring 2010.

The 2000s brought modifications to the excellent program and a new challenge. With the stand-up of the Installation Management Command in 2007, its headquarters Housing Division directed all barracks replacement furnishings in excess of \$25,000 to be ordered through Huntsville.


On EKO, the *Army Furnishings Manual* and *Furnishings Program Management Plan*, created by a joint effort among the Office of the Assistant Chief of Staff for Installation Management, IMCOM and the Corps of Engineers, are available. These documents help FMOs to stay abreast of barracks furnishings procurement procedures and have furnishings forms at their fingertips.

With permanent-party furnishings standards established, it was now time to focus on bringing the Army’s training barracks furnishings up to standard with aesthetically pleasing, quality furniture at a competitive price. Today, tubular gray metal furnishings are no longer the standard for training barracks. Durable, colorful, metal bunk beds, desks with carousels, chests and wardrobes with optional wood trim, all with a residential feel, are readily available. They are purchased through Huntsville using the same procedures in place for permanent-party UPH housing.

The Army partnership with Huntsville has been so successful that the two agencies are working together on a new furnishings endeavor, developing barracks furnishings standards for Warriors in Transition units. The standards and authorizations should be published in the Common Table of Allowances 50-909 in the near future.

The “very best” in Army housing furnishings is yet to come.

POC is Gabriele (Gaby) Shelley, 703-601-2492, gabriele.shelley@hqda.army.mil.

Gabriele (Gaby) Shelley is the Furnishings and HOMES Program manager, Housing Division, OACSIM. 



Community centers feature commercial-sized washers and dryers.



# Soldiers, Families live in 17,000 new homes in Army's RCI portfolio

by Thomas A. Kraer

The Residential Communities Initiative is the Army's extremely successful program to improve on-post Family housing through privatization. RCI has grown to 31 housing privatization projects at 39 installations throughout the United States and has produced more than 17,000 newly constructed and 12,000 renovated homes since the first privatization project at Fort Carson, Colo., in November 1999.

In 2008, the Army expanded its RCI program by adding projects at the U. S. Military Academy at West Point, N.Y., Fort Jackson, S.C., and Fort Sill, Okla., to its privatized housing portfolio. The Army's plan for 2009 includes adding another 3,472 homes to the portfolio. Projects at Forts Wainwright and Greely, Alaska, Fort Huachuca and Yuma Proving Ground, Ariz., and Aberdeen Proving Ground, Md., will raise the number of installations with privatized housing to 44. During 2010, Family housing at the 45th installation, Fort Richardson, Alaska, will be privatized as part of a joint basing implementation.

Once complete, the Army will reach its goal to privatize 90,272 homes, the RCI end-state inventory. That number represents 98 percent of the Army's Family housing located in the United States. By investing \$1.9 billion in government funds in the first 31 projects, the Army has been able to leverage these funds through private sector resources to provide more than \$11.9 billion for development of new and renovated homes for Soldiers and their Families.

Although the procurement process for the initial awarding of these projects will be completed by 2010, the Army's oversight role continues to grow. The Army is monitoring project performance and helping to make major decisions that have significant

impacts on these projects.

These decisions include the drafting of modified scope plans to accommodate the growing need for housing in support of the Army's Modular Force, Base Realignment and Closure

2005, Grow the Army and other restationing initiatives expected to impact one-third of the RCI portfolio. The Army staff continues to work closely with its private sector partners to ensure it is able to maximize the scope of development to support these initiatives.

This past year also marked the beginning of the Army's RCI program to construct new housing for unaccompanied senior Soldiers in grades E6 and above, including officers. This new housing includes a combination of 1,038 one- and two-bedroom apartments that provide modern, on-post living space for our senior single Soldiers.

These units are being constructed at Fort Irwin, Calif., Fort Drum, N.Y., Fort Stewart, Ga., and Fort Bragg, N.C. Early indications are very positive, based on the number of Soldiers who have signed leases before the apartments are even completed. Later this year, we expect to start the construction of 358 apartments at Fort Bliss, Texas, once the financial markets stabilize.

The feedback received from Soldiers and Families through the annual RCI resident survey continues to improve as more installations privatize their housing and the availability of new and renovated houses



*These single-family homes at Presidio of Monterey, Calif., built under the RCI program, are for junior officers. Photo courtesy of OASA-I&E*

increases. This past fall, more than 16,000 residents responded to the RCI resident satisfaction survey. The responses showed a significant overall increase in satisfaction from the previous year.

Among the many results is the recognition that residents are most satisfied with response to routine service requests, indicative of the property managers' completion of more than 800,000 service requests in 2008. On the other hand, the survey results show that communication between private sector partners and residents could be improved. The companies that manage the privatized housing inventory take this feedback very seriously and develop action plans to address those areas where improvements can be made.

Much has been accomplished by RCI over these past 10 years. The program's success is directly attributable to the efforts of hard-working government employees at the installations, regions and Army headquarters combined with the experience and dedication of the private sector partners who deliver development, operations and maintenance services. There is still much work to accomplish, but the combined efforts of all involved can and will meet the challenges of this uncertain financial and world environment. ➤

Acronyms and Abbreviations	
OASA-I&E	Office of the Assistant Secretary of the Army for Installations and Environment
RCI	Residential Communities Initiative





# How Army Housing connects to customers and careerists

by Shenise L. Foster

Throughout the years, Army Housing has stayed on the cutting edge of technology related to its property management inventory system. Now, Army Housing has expanded on the vigor of new technology by spreading its use to the Army Housing community — Soldiers, Families and careerists as well.

To streamline this approach, a major initiative was undertaken to make all virtual and media avenues refreshing, user-friendly and innovative. Army Housing's mission is to provide Soldiers and Families with the best tools, guidance and oversight necessary to find quality housing on and off post. It has applied this tactic to the online arena.

## Soldier and Family outreach


**Army Housing OneStop** is the single point of entry for all Soldier and Family needs that range from housing options to schools that surround the installation. This site, [www.onestop.army.mil](http://www.onestop.army.mil), also provides contact information for 99 Housing Services Offices Armywide.

There are currently 18 **installation welcome videos** posted on the individual installation pages on AHOS. These videos encompass everything that Soldiers and Families would want to know when moving to their new duty station. The videos provide a visual showcase of amenities offered on and off post.

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Each individual wants to make a difference, and those who have worked on the RCI program have made a significant difference by improving the lives of Soldiers and their Families, who deserve the best the Army can provide.

POC is Thomas A. Kraeer, 703-614-5286, [thomas.kraeer@us.army.mil](mailto:thomas.kraeer@us.army.mil).

Thomas A. Kraeer is chief of the Army Portfolio Management Division, OSA-I&E. 



Shenise L. Foster  
Photo by Megan Purkey, Office of the Assistant Chief of Staff for Installation Management

The **Automated Housing Referral Network** is a great resource for relocating Army Families searching for available housing at their new location before they move. AHRN, at [www.abrn.com](http://www.abrn.com), is a 24/7 web-based system that is exclusively dedicated to service members and Families. Besides rental listings, Soldiers and Families who want to list their houses for sale by owner or who are getting ready to purchase for the first time will find AHRN useful.

The Army is continuously ranked among the top 10 most-viewed installations on the site, proving that the Army is aware of what Soldiers and Families need. AHRN deployments at remaining Army installations will continue through 2009.

## Housing careerist outreach

The Army **Housing Connector newsletter** is an adaptation of the former Housing Operations Management Enterprise System newsletter that provided detailed information on new techniques that HOMES users could apply to their day-to-day operations. Realizing that there was a need to communicate to counterparts at regions and installations, housing leaders changed the newsletter.

Topics that pertain to unaccompa-


nied personnel housing, Family housing, HOMES4, furnishings, intern development and career advancement were incorporated to increase readership. After a year of production, the *Housing Connector* has bridged the gap between headquarters and its region and installation counterparts. This newsletter has proven to be a forum to which readers respond in a positive way.

The **Army Housing Community Portal**, an avenue that has been in existence for several years, was not heavily used by housing careerist. To provide careerists with informative guidance on housing-related issues, career advancement and interns concerns, the site, <https://www.housing.army.mil/portal>, was reconfigured. Now, information is changed on a monthly basis to stay ahead of the trends.

Its sister site is the **Army Housing Customer Portal**, which has the same interface as the original but provides Soldiers and Families with a scaled-down view of what housing careerists have access to. This site, <https://beta.housing.army.mil/portal/public.aspx>, focuses on the AHOS and AHRN amenities that are available and provides quick links to Housing Services Offices Armywide.

By accomplishing all of these major milestones, Army Housing is staying connected to what is important and relevant to Soldiers, Families and housing careerists. The web-based society that we live in makes it possible for Army Housing headquarters to stay connected and serve the entire Army Housing community.

POC is Shenise L. Foster, 703-601-0708, [shenise.foster@hqda.army.mil](mailto:shenise.foster@hqda.army.mil).

Shenise L. Foster is the Information Program manager, Housing Division, Office of the Assistant Chief of Staff for Installation Management. 

Acronyms and Abbreviations	
AHRN	Automated Housing Referral Network
AHOS	Army Housing OneStop
HOMES	Housing Operations Management System



# Knowing what to expect is half the battle – installation welcome videos

by Vernona D. Aslim

Installation welcome videos provide incoming Soldiers, their Families and civilians information about the installation and the surrounding community. These videos specifically cover areas of most concern to new arrivals, such as housing, child care, youth activities, education, recreation and local community information.

In 2006, the Office of the Assistant Chief of Staff for Installation Management’s Housing Division began funding and production of installation welcome videos. The project grew from a video OACSIM developed for U.S. Army Garrison Grafenwoehr, Germany. The garrison was experiencing mass arrivals of Families from U.S. locations that could provide them with little information about Grafenwoehr or Germany.



Vernona D. Aslim  
Courtesy photo

The installation-specific video provided the pertinent information, and Army Housing OneStop provided the delivery point to the customer. As a result of this first video, OACSIM realized the benefits for housing customers and proceeded with the Installation Welcome Videos Project.

To date, OACSIM has completed videos for 18 installations, including Forts Drum, N.Y., Riley, Kan., Sill, Okla., Bliss, Texas, Bragg, N.C., Lee, Va., Jackson, S.C., Lewis,

Wash., Benning, Ga., Gordon, Ga., Stewart/Hunter Army Airfield, Ga., and for garrisons in Alaska, Hawaii and Germany.

Another 10 videos are in postproduction for Forts Polk, La., Hood, Texas, Sam Houston, Texas, Leonard Wood, Mo., Leavenworth, Mo., Carson, Colo., Knox, Ky., Campbell, Ky., and for White Sands Missile Range, N.M. This effort completes video production for medium and large U.S. installations.

Completed videos will be posted on each installation’s Army Housing OneStop web page for Soldiers, civilians and Family members to access at <https://onestop.army.mil>.

POC is Vernona D. Aslim, 703-601-0710, [Vernona.aslim@us.army.mil](mailto:Vernona.aslim@us.army.mil).

Vernona D. Aslim is a housing management specialist, Housing Division, OACSIM.

## Acronyms and Abbreviations

OACSIM	Office of the Assistant Chief of Staff for Installation Management
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# Housing construction vs. housing adequacy standards

by Charles Huffman

In the housing arena, there are two basic types of standards that must be considered — construction design standards and adequacy standards. Although interrelated, these standards have different purposes and are separate, even though a construction design standard may be the same as an adequacy standard.

There is an essential difference between the two. Construction design standards specify the size, configuration and features for new construction or modernized existing facilities and tend to focus on maximum allowances. Adequacy standards define whether housing meets the necessary minimum size, configuration and fea-

tures to house Soldiers sufficiently.

Some people consider construction standards and adequacy standards as the same. They improperly assume the Army has changed its permanent-party barracks assignment policy to mean one Soldier per room based on the Army Standard new barracks construction criteria of a two-bedroom and one-bath module, known as “1+1”.

There are barracks constructed prior to adoption of the 1+1 module in which up to four Soldiers are assigned to a room. In reality, unaccompanied privates through corporals/specialists — pay grades E1 to E4 — are considered adequately housed

by having up to four Soldiers to a room as long as each Soldier has at least 90 net square feet.

This arrangement would not be considered adequate for pay grade E5 Soldiers who are entitled to rooms to themselves. The Army supports assigning one Soldier per room only if there is no shortage of rooms and Soldiers do not have to live off post as result of the assignment.

So, the next time someone tells you he or she is doing something because it meets the standards, ask, “Which one?” Check Army Regulation 420-1, Chapter 3, Section IV and Section X respectively for further housing information regard- ➤



# Residential Communities Initiative wins major award

by Holly Guzowski

The Department of Defense is one of three agencies selected to receive the 2008 President's Quality Award. The Army's Privatization of Military Housing Program, known as the Residential Communities Initiative, was honored for its innovative and exemplary performance in the competitive sourcing category.

Awardees were announced at a ceremony Dec. 4 at the National Museum for Women in the Arts in Washington D.C. Geoffrey Prosch, principal deputy assistant secretary of the Army for installations and environment, accepted the award on behalf of the Army from Michael Hager, acting director, Office of Personnel Management.

"RCI is a true success story," Prosch said. "It has allowed us to rapidly recapitalize the entire Army on-post Family housing inventory by partnering with world-class developers to develop at each installation a 50-year strategic community development and management plan."

The RCI program comprises 45 installations combined into 35 projects with more than 90,000 homes — 98 percent of the Army's Family housing inventory in the United States. To date, projects have closed at 39 of the 45 installations, and 85,558 of the 90,272 homes in the plan have been privatized. A total of 17,948 new homes have been built, and 13,215 homes renovated.

The Army has invested \$1.9 billion in government funds but has received \$11.9



Herryford Village Family Housing at Fort Belvoir, Va., is an example of award-winning RCI housing. Photo courtesy of Clark-Pinnacle

billion in initial development. Further, RCI provided 62 percent of its subcontract work — \$2.8 billion out of \$4.5 billion — to small and disadvantaged businesses.

The President's Quality Award Program competition comprises three award categories under the five governmentwide management initiatives in the President's Management Agenda. The five initiatives are:


- strategic management of human capital;
- competitive sourcing;
- improved financial performance;
- expanded electronic government; and
- budget and performance integration.

The evaluation considered results, impact, deployment, integration and transferability. RCI was very strong in these five areas. The period evaluated included January 2004 through June 2008, with the most recent performance given the most consideration.

The Office of Personnel Management hosts the awards ceremony each year to focus on service to the American people and recognize accomplishments of

organizations that further the President's Management Agenda. Award winners are recognized for their performance and results, and serve as role models and benchmarks for others to attain similar successes.


POC is Holly Guzowski, 703-614-4509, holly.guzowski@hqda.army.mil.

Holly Guzowski is a portfolio manager, Office of the Assistant Secretary of the Army for Installations and Environment. 

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ing adequacy and construction design standards. The regulation is available at [http://www.apd.army.mil/pdffiles/r420\\_1.pdf](http://www.apd.army.mil/pdffiles/r420_1.pdf).

POC is Charles Huffman, 703-601-0712, Charles.J.Huffman@us.army.mil.

Charles Huffman is a facility standards engineer, Army Housing Division, Office of the Army Chief of Staff for Installation Management. 

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## Check out the inn: Wiesbaden's new lodge to open this fall

by Danielle Stephens

**G**oodbye American Arms Hotel. Hello new, modern Army lodge.

Although the venerable American Arms has been a Wiesbaden, Germany, mainstay since the 1950s, it's time for an update, said Michael Dennis, U.S. Army Corps of Engineers, Europe District, construction representative for the lodge.

"If you've PCSed or visited Wiesbaden, you'll probably agree with the need for a new lodge," Dennis said. PCS means "permanent change of station," the military term for a move.

In a little less than two years from the October 2007 groundbreaking ceremony, this new \$36.9 million, 164-room Army lodge in the Hainerberg Military Family Housing Area will have taken shape as one of the most modern-looking buildings in Wiesbaden. Its ultra-modern, multi-colored glass, steel and concrete facade will encase roughly 22,000 square feet of standard rooms, extended-stay rooms and Family suites, most with kitchenettes.

"The lodge will include pet-friendly rooms, a fitness room, a guest laundry on each floor and free continental breakfast," said Patrick Roybal, Europe District's former project manager for the new lodge. "It will include the typical standard amenities found in hotels on the economy but at more reasonable rates."

Besides the modern design, the lodge is the first to use the Army's "puzzle-piece" floor plans, which prescribe standardized room dimensions and layout to help architects organize whole floors at a time. Engineers say these puzzle-piece modules will be used for all future Army lodges in Europe.

Across from the parking lot and landscaping area, there will be a \$10 million entertainment center that will include a restaurant, 16-lane bowling center, billiards hall, dance club, slot machines, and party and meeting rooms. The new access roads will connect the lodge easily with the rest



*After almost two years of construction, the U.S. Army's 164-room Wiesbaden lodge, said to be one of the most modern-looking buildings in the German city, is nearing completion. Photo by Danielle Stephens*

of the facilities in the Hainerberg area, including the post exchange, commissary and schools.

"The high school is right across the street," Dennis said. "And for military Families PCSing, that's pretty darn convenient."

Since the groundbreaking, the Family and Morale Welfare and Recreation Command and the local contractor, Hessisches Baumanagement, have worked hard to ensure that the lodge stays on budget and on schedule.

"We pretty much always stay in budget," said Dennis. "If it does go over, we'd have to go back and ask for money."

Unlike similar facilities constructed stateside, the Wiesbaden lodge is built using German construction methods. For stability, the foundation is reinforced with multiple concrete columns that reach deep into the ground. For soundproofing, the walls contain double layers of gypsum board.

The lodge will also retain the force-protection standards common in American military facilities, said Horst Engelke, a Europe District structural engineer. The building's windows and facades have been reviewed against the potential blast of vehicle bombs.

The construction of the lodge is part of a five-year transformation for the Wies-

baden Military Community that began in 2007. The lodge is its first major Military Construction project.

In addition to the lodge, the transformation involves roughly \$250 million in design and construction, including \$60 million in Army Family housing renovations, a \$60 million command-and-control center at the Wiesbaden Army Airfield and about \$100 million to construct 126 new housing units, according to Roger Gerber, U.S. Army Garrison Wiesbaden's Transformation Stationing Management Office chief.

Another \$250 million in design and construction, including more operational facilities for incoming units and more support facilities like a new post exchange and commissary, will be put into the Wiesbaden community in the near future, Gerber said. The new construction is part of U.S. Army Europe's goal to become more efficient in the main operating bases. To accomplish this, some bases will be returned to their respective host nations, while others, like Wiesbaden, mushroom to accept displaced units.

The American Arms Hotel will also be returned to the host nation, but the date is to be determined, Gerber said. The old hotel is made up of two towers — one that is used as lodging and the other as office space. ➤



# Navy's privatized bachelor housing wows

by Elizabeth J. Korczynski

**U**ltra-modern decor, sunbathers relaxing by the rooftop pool, a sky terrace lounge with sweeping views of the Pacific Ocean ... I thought I was at a world-class hotel. To be sure, I pinched myself, awoke from the daydream and remembered that I was touring Pacific Beacon, the Navy's new unaccompanied personnel housing development at the 32nd Street Naval Station in San Diego. I was one of those who took the tour offered during the January Professional Housing Management Association conference.

The result of a public-private partnership between the Department of the Navy and Clark Realty Capital, Pacific Beacon is the military's first new-construction, privatized bachelor housing project. The community comprises four 18-story residential towers with nearly 1,000 two-bedroom units targeting single enlisted sailors in pay grades E4 and above.

Pacific Beacon boasts lavish amenities that are unparalleled in military housing communities. At the end of a work day, residents can enjoy the resort-style rooftop pool; the 18th floor sky terrace with fire pits, barbecue grills and panoramic views; two state-of-the-art fitness centers totaling 9,000 square feet; a game room furnished with billiards tables, foosball and video games; a business center; a Wi-Fi cafe; a 24-hour concierge; a sandwich shop; a coffee shop; a loaner program offering

vacuums, irons, bicycles and laptop computers; and dry-cleaning and housekeeping services.

The housing development is within walking distance of base shopping, dining facilities, public transportation and the piers where Third Fleet ships are docked. In addition, residents have access to continuing education through the on-site Navy Consortium of Colleges classrooms.

From top-notch amenities to opportunities for professional development, this environment provides the quality of life that our troops deserve.

Prior to joining Army Housing, I worked as a market analyst for a real estate consulting firm in San Diego. I saw numerous builders promise "ultra-luxury" amenities in their condominium projects, yet very few ever lived up to their promises.

Conversely, Clark Realty Capital delivered a first-class product that is far superior to many of San Diego's luxury condominium buildings that command premium market rates. Even better, this public-private partnership has also made its top-of-the line product affordable to enlisted sailors in one of the country's most expensive markets.

If this community was built a few miles north in downtown San Diego, few service members below the grade of O4 would be able to afford it. Sailors in the grades of E4 and above can rent a private bedroom within a two-bedroom apartment at Pacific Beacon at or below the E4 Basic Allowance for Housing rate — regardless of rank. For perspective, a comparable apartment off base would be priced from 25 percent to 100 percent higher.

As a former San Diegan with close ties to the Navy, I have seen how tough it can be for midgrade sailors to afford upscale apartments near the base. Many single sailors live onboard their ships while in port, because they cannot afford apartments in



*The Pacific Beacon in San Diego is the Navy's privatized bachelor housing development. Photo by Robert Liggett*


safe neighborhoods within a reasonable commuting distance.

Pacific Beacon presents a very desirable alternative to the narrow rack in an open berthing area below sea level that many call home even while in port. This community offers more than a roof over a service member's head; it enhances the increasingly important work-life balance that the younger generation is seeking.

My tour of Pacific Beacon convinced me that the Navy is headed in the right direction. Communities such as this one are guaranteed to enhance service members' quality of life, which is key to recruiting and retaining the most talented individuals.

It is imperative that we understand and accommodate the constantly changing needs and desires of our country's young men and women to retain a strong, volunteer force. I envision communities such as Pacific Beacon playing a significant role in the military's ability to meet the quality-of-life expectations of today's service members.


*POC is Elizabeth J. Korczynski, 703-602-4209, Elizabeth.korczynski@us.army.mil.*

*Elizabeth J. Korczynski is a housing management specialist intern, Headquarters, Installation Management Command.* 

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"We may turn one tower over before the other," Gerber said. "That has not been determined yet. The office tower we are going to need until we are done with all construction and renovation in Wiesbaden."

*POC is Justin M. Ward, public affairs officer, U.S. Army Corps of Engineers, Europe District, +49 (0)611-9744-2720, DSN 314-570-2720; justin.m.ward@usace.army.mil.*

*Danielle Stephens is a volunteer in the Europe District Public Affairs Office.* 



# Fort Drum fills critical need with attractive single-Soldier housing

by Mindy B. Miller

**C**onvenience. Camaraderie. Close By. These factors are what single and unaccompanied Soldiers in the ranks of E6 and above will experience living at Fort Drum, N.Y.'s newest housing community, The Timbers. The 192-unit, suite-styled apartment community is scheduled for occupancy this spring.

**Convenience** – With black appliances, brushed nickel finishes and all the extras one would expect with modern construction, The Timbers offers convenience. Each apartment comes with a full-sized washer and dryer, on-demand hot water, 24-hour emergency maintenance, and landscaping and snow removal services. Private garages are available for additional rent.

**Camaraderie** – As the exclusive on-post apartment community serving single and unaccompanied Soldiers, The Timbers offers camaraderie. Whether a Soldier lives with a roommate or rents solo, residents share a common bond nonexistent off post. The common areas and the apartments themselves are gathering grounds for neighbors to meet and socialize.

**Close By** – The Timbers is close to work and play at Fort Drum. Offices, services and attractions such as the activity center, the library and education center, the bowling center and the club are within walking distance.

“I am so excited to have the opportunity to live at The Timbers,” said Staff Sgt. Paul Brown, future resident. “For years, single Soldiers like me have been required to reside off post.”

Managed by Fort Drum Mountain Community Homes, LLC, The Timbers provides rental apartments for Soldiers at Fort Drum otherwise ineligible for barracks assignment. This project is one of five pilot developments Armywide creating on-post housing options for single Soldiers and geographical bachelors.

The project is the first to financially close, with papers signed July 27, 2007. Other installations testing the privatiza-



*The living room-kitchen areas feature an open plan. Images courtesy of The Timbers*

tion of unaccompanied housing and similar housing options include Forts Bliss, Texas, Bragg, N.C., Irwin, Calif., and Stewart, Ga. Any further expansion of the program will require Army approval after an assessment of the initial successes of these projects.

## Why Fort Drum?

The need for The Timbers is documented in the December 2004 Housing Market Analysis initiated by the Army and validated through senior enlisted single-Soldier focus groups. The report determined that the Fort Drum market area experiences a severe shortfall in both the quantity and quality of housing available to Soldiers. Plus, as the 10th Mountain Division Light Infantry has grown, the need for Soldier housing has become greater.

At Fort Drum, officers and Soldiers E6 and above are granted Basic Allowance for Housing. They can no longer live in barracks and must secure market housing. This situation results in an increased demand for housing beyond the level depicted in the Housing Market Analysis.

Current on-post Family housing can accommodate roughly 35 percent of that need, so single and unaccompanied Soldiers must compete with military Families in finding somewhere to live on an already stressed local housing market. Many Sol-

diers are forced to commute from areas outside the prescribed 20-mile commuting distance.

“Along with the time inconvenience of a longer commute, like not being able to run home after morning PT [physical training] or for lunch, we are typically burdened with extra out-of-pocket expenses living in substandard housing,” Brown said. “The Timbers is new, modern and close, and I can’t wait to move in.”

## Construction

Kideney Architects of Buffalo, N.Y., designed The Timbers community, which consists of four, four-story, wood-framed buildings with 64 one-bedroom and 128 two-bedroom apartments. Eight two-bedroom units are handicap-accessible with roll-in showers.

Enrolled in the multifamily Energy Star program administered by the New York State Energy and Research Development Authority, The Timbers is expected to receive Energy Star certification. Designed with two-by-six timber construction, R21- and R49-rated insulation, Energy Star appliances, envelope sealing, compact florescent lighting and tankless hot water heaters, the apartments are an estimated 20 percent more energy-efficient than traditionally built structures.



# Presidio of Monterey builds morale with barracks upgrades

by Chris Gray

Language training is hard, but a recent upgrade to student barracks is making life a little easier for students at the Defense Language Institute's Foreign Language Center at the Presidio of Monterey, Calif.

The mission was clear, according to Greg Bridgestock, U.S. Army Corps of Engineers, Sacramento District project manager, who is overseeing the \$17 million renovation. The plan: add living space and kitchens, improve privacy for shared rooms and upgrade just about everything.

"The idea of the project was to improve the morale and welfare of the service members by giving them a nice space," Bridgestock said.

Starting with the floor plans, the Corps of Engineers added space by reducing the existing number of double-occupancy rooms from 44 to 21 and converting the rest to single-occupancy units. Then, it added kitchenettes, including cabinets, sinks with garbage disposals, two-burner electric ranges and microwave ovens. Bathrooms were completely remodeled with ceramic tile floors and new fixtures.

Walls and ceilings — formerly exposed concrete — were resurfaced to improve comfort and reduce noise. Stand-alone



*Kitchens were added to Presidio of Monterey barracks rooms and include sinks with garbage disposals, microwave ovens and two-burner electric ranges. Photo by Tai Cao*

closets in double rooms increased storage space and were arranged to provide privacy in sleeping areas. And new boilers and double-paned windows added energy efficiency while reducing long-term maintenance costs.

"The new barracks have greatly improved the quality of life of the Soldiers,

and helped with energy conservation," said, Henry New, chief of Engineering for the Presidio's Department of Public Works. "They're so much better than the old barracks. The Soldiers are happy, morale is up, and we couldn't be happier with the results."

Work on the three barracks buildings began in March 2007. Students moved into the first building in December. The second and third barracks are scheduled to be completed in November 2009 and November 2010 respectively.

"There is a trend in today's Army to make the appearance of the barracks' interior both less institutional and more residential in nature, providing our Soldiers with comparable living accommodations to those available by the private sector off post," Bridgestock explained. "It gives me a sense of fulfillment to have had a part in assisting with that accomplishment and with an all-volunteer Army, and that this type of upgrade does not go unnoticed."

*POC is Chris Gray, 916-557-5101, [chris.gray-garcia@usace.army.mil](mailto:chris.gray-garcia@usace.army.mil).*

*Chris Gray is a public affairs specialist, U.S. Army Corps of Engineers, Sacramento District.*

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The apartments range from 686 to 957 square feet with private bedroom suites and spacious central living areas. Rent is market rate, allowing Soldiers to cater their budget and accommodations to best fit their wants and needs. Although the two-bedroom apartments are designed for roommate living, Soldiers may opt to rent a one or two-bedroom unit by themselves.

Residents are responsible for gas, electric, cable and phone services. Water and sewer service to the apartment is included. Mountain Community Homes negotiated a 25 percent reduction in cable, phone and Internet service with Time Warner Cable

that saves the resident about \$300 a year.

Fort Drum Mountain Community Homes is a partnership between the Department of the Army and Actus Lend Lease through the Military Housing Privatization Initiative. Commencing in 2005, the partnership provides development of military Family housing and asset, property and maintenance management for 50 years for the U.S. Army at Fort Drum.

Ground was broken for The Timbers July 30, 2007. The first residents moved in to The Timbers in March. The total development costs are about \$28 million. It is expected that The Timbers project

will contribute more than \$360 million to the local economy throughout its 50-year partnership.

"I hope the Army continues offering single senior enlisted and officers housing options like this wherever I go," Brown said.

*POC is William L. Bamann, housing chief and Residential Communities Initiative program manager, Fort Drum Public Works, 315-772-7256, cell 315-767-3020, [william.l.bamann@us.army.mil](mailto:william.l.bamann@us.army.mil).*

*Mindy B. Miller is the marketing manager, Fort Drum Mountain Community Homes, Fort Drum, N.Y.*



## Fort Bragg pilots success with single-Soldier apartments

by Scarlett Tyner

Like Soldiers rallying, loaded moving vans are converging at Fort Bragg, N.C.'s new, luxury apartment community for single or unaccompanied officers and senior noncommissioned officers. The rally point, better known as Randolph Pointe, opened to its first residents Feb. 20.

One of the first to move in was Master Sgt. Michelle Vinson, who researched the community online and reserved a one-bedroom apartment while stationed in the Republic of Korea.

"I like that it's on post but offers the same quality as an off-post apartment," she said.

Vinson, a geographical bachelor, is in good company. More than 100 Soldiers and airmen reserved apartments while the first of the community's 13 buildings was under construction, many while serving on overseas deployments or at duty stations outside the continental United States. They were drawn to Randolph Pointe's location, floor plans, amenities and customer service.

Three floor plans are available. Each plan features one or two large, equal-sized bedrooms with private bathrooms, individual climate controls for each bedroom and living room, walk-in closets, a full-size kitchen with breakfast bar and dining area, a roomy living room, modern appliances, a full-size washing machine and dryer, exterior storage rooms and a patio or balcony. Private garages and furniture rental are available as well.

Residents also enjoy exclusive access to a 6,000 square-foot clubhouse with numerous high-tech offerings, such as Wi-Fi connectivity, 14 flat screen televisions, a lounge with leather recliners and video gaming kiosks, a business center with fax machine and printer, a multi-purpose room with a video gaming system and pool table, a cardio-fitness room with personal televisions, a state-of-the-art weight-lifting room and a resort-style swimming pool. Exterior amenities such as sand volleyball courts, a basketball court, a horseshoe pit and a picnic area are in development.



*The Randolph Pointe Clubhouse and pool are centrally located at Fort Bragg's new community for senior single or unaccompanied Soldiers and surrounded by 13 three-story apartment buildings. Photos by Scarlett Tyner*

In addition to luxury amenities, the clubhouse is home to a dedicated property management staff and 24-hour maintenance service provided by Picerne Military Housing, the community's developer.

"The staff is outstanding," said Vinson. "They respond very quickly."

To ensure Randolph Pointe exceeds the highest standards of Soldiers and the Department of Defense, Picerne conducted focus groups with service members and researched off-post apartment communities in neighboring Fayetteville, N.C., before designing the community.

"Randolph Pointe appeals to Soldiers that normally prefer privately managed off-post communities," Bill Mulvey, vice president of communications for Picerne, said. "Recognizing this, our marketing mirrors that of high-end communities outside the gates."

As off-post rental and Basic Allowance for Housing rates continue to rise, value-oriented Soldiers are attracted to Randolph Pointe's strategic pricing. The community's rental rates are based on floor plan features, not rank, and include utilities, appliances, \$10,000 worth of renter's insurance, expanded cable and high-speed Internet. Established rates are competitive with or



*Chrome paratrooper light fixtures, overstuffed leather recliners, video gaming kiosks and inspirational quotes from the world's best athletes make the lounge the perfect spot for Soldiers to relax.*

less than those for comparable off-post apartments.

Private-sector funding, not tax dollars, is being used to construct and maintain Randolph Pointe. Private funding was made possible by Picerne through





# Yongsan housing decision saves \$250K a year

by David McNally

Officials at U.S. Army Garrison Yongsan, Republic of Korea, announced a plan last August to open some on-post, field-grade housing units to captains and senior warrant officers. The plan has paid dividends for the garrison and for Families who were able to move on post.

At the time, 10 government-leased housing units on Yongsan Garrison South Post in the Itaewon Acres neighborhood were vacant. The Army pays about \$20,000 annually for each of these quarters regardless of occupancy.

“Our plan is saving the Army about a quarter million dollars a year,” said USAG Yongsan commander Col. Dave Hall. “The reason we did this is because of demographics. It was a business decision.”

The garrison has more than 150 company-grade officers who live off post with their Families. Seoul is the fifth largest city in the world, and housing costs are high.

“The majority of those captains and senior warrant officers want quarters,” Hall said. “We only have 58 sets of company-grade quarters in the garrison. What we may do in the future is make Itaewon Acres a company-grade housing area.”

Company-grade Family housing at Yongsan is normally at Hannam Village; however, that housing area is at 100 percent occupancy. Itaewon Acres had been a field-grade housing area. Before housing began assigning field-grade quarters to captains and senior warrants, a notice went to all Itaewon Acres residents to explain



*Itaewon Acres, formerly a field-grade housing area on USAG Yongsan, Republic of Korea, now includes several company-grade officers. Photo by David McNally*

the policy shift.

“If we didn’t open up these vacant quarters to captains and senior warrant officers, we would have had to issue statements of nonavailability so they could reside off post,” said USAG Yongsan housing manager Carol Jones.

“It is within the realm of regulatory

guidance that garrison commanders have the authority to reallocate Family housing units from one grade category to another when there is a disparity or shortage in another grade,” she explained.

The command decision to move captains and chief warrant officers three into vacant Itaewon Acres quarters has been a success, Jones said.

“When you consider we were paying money for vacant quarters at the rate of \$20,000 a year and then figure in the cost of a statement of nonavailability at more than \$40,000 a year ... it just makes sense to keep them occupied,” she said.

Since August, USAG Yongsan has assigned 13 captains and one chief warrant officer three to Itaewon Acres. There remained one vacancy in Itaewon Acres, which Jones expected to assign to a captain.

“I have not received any negative comments from residents since we initiated this policy change,” Jones said. In fact, the response from captains and their spouses who now have the option to live on Yongsan garrison instead of off post is one of extreme gratitude and happiness.”

“Now we have more places for these officers and their Families to live,” Hall said. “We’re also being good stewards of Army funds, so it’s a big deal.”

*POC is David McNally, 011-505-82-738-3336, DSN 738-3336, david.mcnally@us.army.mil.*

*David McNally is chief, Public Affairs, USAG Yongsan.* 

### Acronyms and Abbreviations

USAG	U.S. Army Garrison
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Bragg Communities LLC, the partnership between Fort Bragg and Picerne Military Housing as part of the U.S. Army’s Residential Communities Initiative.

“As an initiative with no cost to the Army, Randolph Pointe is an attainable, fiscally responsible and replicable solution to improve single-Soldier housing and


quality of life,” said John G. Picerne, president and chief executive officer of Picerne.

The apartment community is one of five 50-year pilot programs approved by the Army to assess the benefits of privatizing senior single or unaccompanied Soldier housing. Pilot programs are planned or underway at Fort Irwin, Calif., Fort Drum, N.Y., Fort Stewart, Ga., and Fort

Bliss, Texas.

The apartments will be fully maintained and regularly renovated as an integral part of the 50-year partnership.

*POC is Scarlett Tyner, 910-764-4522, styner@picernemh.com.*

*Scarlett Tyner is a communications specialist, Picerne Military Housing.* 



# Hawaii leads world in sustainable military home design

by Ann M. Choo Wharton

**U**.S. Army Garrison Hawaii is leading the nation — correction, the world — in sustainable military residential development. Never before has the garrison received so much attention from national and international media outlets and organizations fascinated by its new homes and communities. From National Geographic to BBC News, there's a lot of curiosity about what's taking place at Army Hawaii Family Housing.

"We're replacing more than half of our homes and creating new communities,

which gives us a tremendous opportunity to build a foundation and do what's right for our environment and our Families," said Col. Matthew T. Margotta, commander, USAG Hawaii.

Nearly 1,500 new homes and two new communities are complete, and they feature innovative sustainable design and technologies from, literally, the ground up. For example, the community's urban design addresses the placement of streets, sidewalks, walking paths and homes, which can affect the flow of water during heavy rains. The design helps manage water runoff and, in turn, protects the natural environment from potential damage caused by flooding.

The plan also addresses *social* sustainability. Green open spaces, walking paths and front porches are meant to encourage interaction among neighbors.

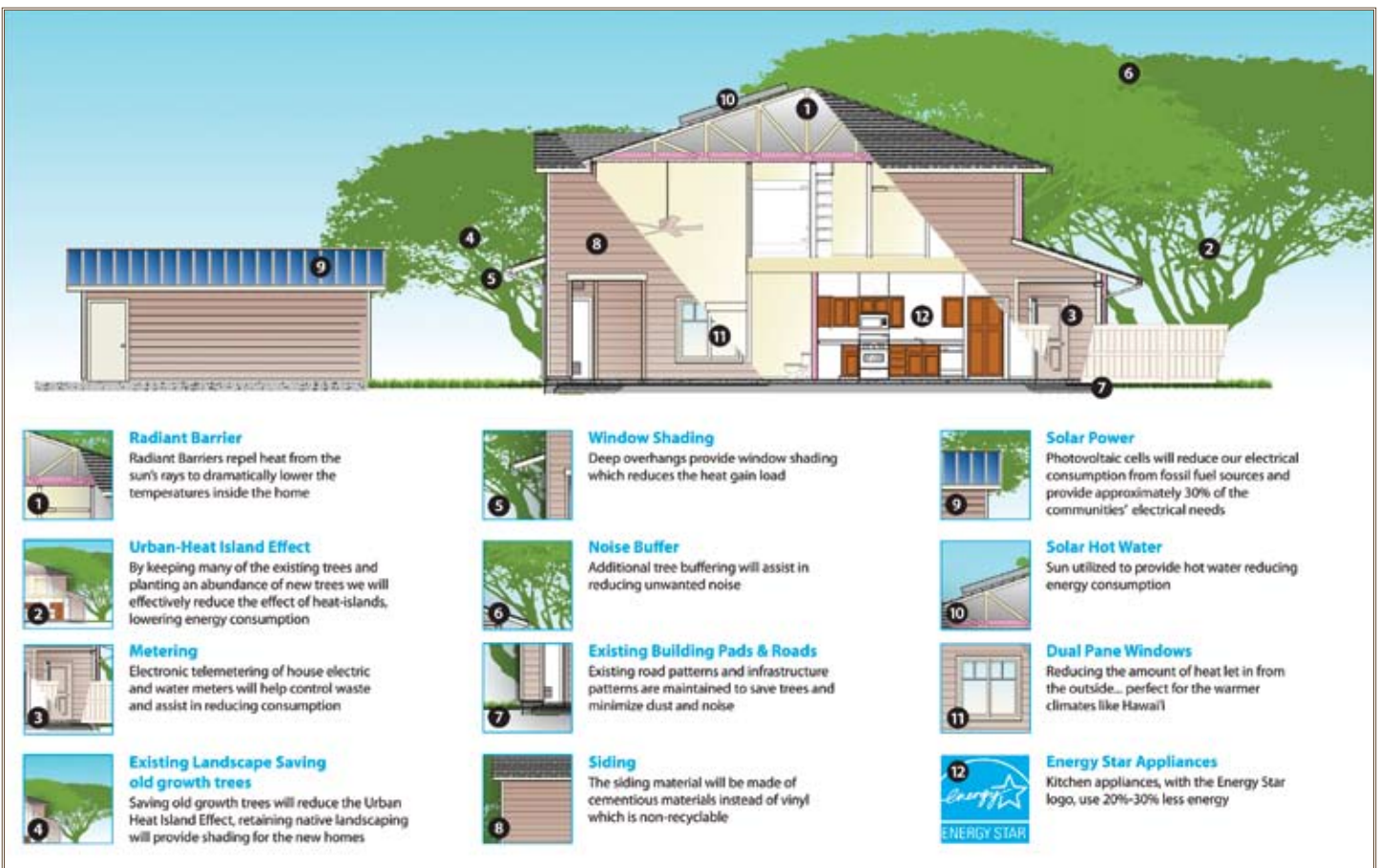
"At AHFH, a sustainable home is a house built to last, is energy-efficient, environmentally friendly inside and out and most of all, meets the needs and lifestyle of a Family," said Claire Ridding-Johnston, AHFH project director.

AHFH is a partnership between the Army and Actus Lend Lease. It is the largest Residential Communities Initiative project ever awarded by the U.S. Army.

"The beauty of the AHFH partnership is we know our residents and can create a home and community specific to their needs," Ridding-Johnston said.

Reducing energy consumption is a priority for the Army, and renewable energy will aid in this effort. All new homes feature solar hot-water heaters, and photovoltaic systems are installed on new homes ➤

Acronyms and Abbreviations	
AHFH	Army Hawaii Family Housing
LEED	Leadership in Energy and Environmental Design
PV	photovoltaic
USAG	U.S. Army Garrison



A rendered image displays the sustainability features of new homes in Hawaii military housing. Graphic courtesy of AHFH



# Bamberg Housing Office combines systems to better serve tenants

by Capt. Chris Hise

As Army installations move forward with the implementation of the First Sergeant's Barracks Initiative, housing offices across the Army are looking for the easiest and most effective ways to serve the informational needs of tenant unit leaders. The best solution is to make the transition to FSBI as seamless as possible by offering unit leaders unaccompanied personnel housing information in a way that is familiar to them.

Walk into the office of any first sergeant in the Army, and he or she will have a barracks layout. Senior noncommissioned officers and commanders need this type of quick, at-a-glance reference for their barracks now more than ever, since FSBI has assumed the duties of UPH room assignments and terminations.

Transitioning the control of barracks

Acronyms and Abbreviations	
FSBI	First Sergeant's Barracks Initiative
GIS	geographical information system
HOMES	Housing Operations Management System
UPH	unaccompanied personnel housing

occupants leaves unit leaders in the untenable position of not knowing whether Soldiers from other units have been assigned to their "barracks footprint." An easily distributed and current "picture" of a complete barracks facility solves this issue.

The data for these barracks layout diagrams is readily available from the Housing Operations Management System database that housing offices use. Another tool available to housing offices is ArcGIS, an integrated collection of geographical information system software products



An ArcGIS map demonstrates the combination of systems by showing fictional barracks occupants color-coded by rank and gender. Graphic by Capt. Christopher Hise

licensed by the Army.

When linked, the database information and ArcGIS software combine to create an automatically updating picture of barracks spaces with occupancy data. The result is an exportable PDF or JPEG picture for

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with detached garages.

Unlike the solar hot-water heaters, energy produced by PVs benefit the entire AHFH community. PV will eventually provide 15-30 percent of the community's needs, or up to 6 megawatts of power. Currently, 4,736 kilowatt hours on average are already being produced each year. At end state, AHFH Families will be part of one of the largest solar-powered communities in the world.

Several other features of the homes also address energy efficiency, including dual-pane windows, Energy Star appliances, deep overhangs, radiant barriers and retention of older trees to provide shade and reduce noise.

In addition to design, materials and technologies available on the development market, AHFH participates in two pilot

programs that may set new standards in green building. Both are part of the U.S. Green Building Council's Leadership in Energy and Environmental Design program. In July, AHFH completed the military's first-ever LEED Gold certified homes.

"With these homes, we wanted to show that building a house that met rigorous LEED Gold certification standards could be done for an average Family home," said Ridding-Johnston.

Among the special features are:

- dual flush, high efficiency toilets;
- high-efficiency faucet and shower fixtures;
- high-efficiency drip irrigation for lawns;
- a bio-swale to slow down rainwater and help to absorb it into the soil;
- an extra parking pad of permeable concrete, which allows water to soak

through;

- all-natural linoleum tile floors; and
- fiber cement siding, which contains recycled material and can be completely recycled.

The next LEED initiative is LEED for Neighborhood Design, which is currently being implemented at Fort Shafter, Hawaii. The purpose of this pilot is to help set national standards for sustainable neighborhood design, for which none currently exists. The first homes are expected to be completed in the fall.

POCs are Ann M. Choo Wharton, 808-275-3177, [awharton@armyhawaiiifh.com](mailto:awharton@armyhawaiiifh.com); and Stephanie Rush, public affairs specialist, USAG Hawaii, 808-656-3153, [stephanie.anne.rush@us.army.mil](mailto:stephanie.anne.rush@us.army.mil).

Ann M. Choo Wharton is the communications director, AHFH.



# Fort Leavenworth's old housing goes to Habitat ReStore

by Will King

**A**s new housing is being constructed at Fort Leavenworth, Kansas, old housing is being deconstructed. Deconstruction is the process of hand dismantling and salvaging usable portions of rooms or buildings.

Kansas City, Mo.-based Habitat ReStore, a nonprofit organization linked to Habitat for Humanity, deconstructed Fort Leavenworth's Kickapoo Village.

According to the Habitat ReStore web site, the organization's mission is to support the construction of houses by Kansas City Habitat for Humanity through the collection and sale of new and used building materials diverted from the waste stream, keeping them out of landfills and in circulation where they can benefit the community.

"We recover kitchen cabinets, appliances, water heaters, toilets, vanities, countertops and windows," said Mark Bullock, the Habitat ReStore project manager.

Bullock's crew deconstructed 88 units on Fort Leavenworth over a three-week period, deconstructing about five units per day.

"We average about \$1,850 per day in materials recovered and expect to recover approximately \$30,000 in materials from the fort during our time there," Bullock said. Deconstruction is also a very environmentally friendly process. The Fort Leavenworth project diverted about 48.3 tons of material from the landfill.

The usable materials recovered during deconstruction are sold at discount in the Habitat ReStore. Bullock estimated the

materials recovered from Fort Leavenworth would help 150-200 people.

"Revenue from items recovered from Fort Leavenworth goes towards paying the salaries of the ReStore employees, with the remainder being donated to Habitat for Humanity's primary focus, which is to provide good, decent, affordable housing for Families in need," Bullock said.

"Conservatively, we think that 50 to 60 veterans have benefited from the items we have brought back from Fort Leavenworth," he said. "We have a lot of retired veterans who regularly shop at our store, as well as active Guard and Army Reserve members."

Among the five veterans who work for Habitat ReStore is Darrell Cone, a former Marine and Vietnam veteran who has worked there for nearly five years. He said working on a military installation is a lot more satisfying than other projects.

"Having been a veteran and having lived in base housing myself in the past, I think

But more importantly, tenant units now have a consistently formatted, regularly updated snapshot of their Soldiers' information and that of those living with them.

POC is Tracy Lestochi, DSN 314-469-7516, [stacy.lestochi@us.army.mil](mailto:stacy.lestochi@us.army.mil).

Capt. Christopher Hise was previously assigned to U.S. Army Garrison Bamberg, Germany.



Habitat ReStore worker Darrell Cone removes a sink and countertop from a housing unit being deconstructed in Fort Leavenworth's Kickapoo Village. Photo by Will King.

it's about time that they (Soldiers and their Families) get something that's really up to par," Cone said.

His nephew is an Army Ranger deployed on his second tour in Afghanistan, and his son was a military policeman at the U.S. Disciplinary Barracks.

"I'd much rather see our government spending money for our troops on housing and get them good, affordable, clean living than see them waste it on something else," Cone said. "This is a really good deal, real worthwhile."

The Fort Leavenworth project is three times larger than most of their deconstruction projects, Bullock said. Usually, homeowners contract Habitat ReStore deconstruction services as part of kitchen or bathroom renovations, with the materials donated being tax deductible. However, Bullock said working for the government was different. Habitat ReStore is not being paid to deconstruct the post housing, but any materials recovered are considered as a donation from Uncle Sam for them to resell.

"We started working with Fort Leavenworth in August 2007, and this is our third time to be on base for this type of work," Bullock said. "The military has been very good to work with, and we welcome any opportunities to work with them on future projects such as this."

POC is Bob Kerr, Fort Leavenworth command information officer, 913-684-1722, [editor@ftleavenworthlamp.com](mailto:editor@ftleavenworthlamp.com).

Will King is a staff writer, Fort Leavenworth Lamp. The article was reprinted with permission.



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tenant unit leaders showing the barracks spaces labeled with occupant names and color coded by rank, gender, unit or any other attribute currently available in HOMES.

This system was implemented by the Housing Office in Bamberg, Germany, where it saves countless man hours by preventing the need to manually copy data and update spreadsheets or slides.



# Humphreys employs unique public-private housing venture

by John Burtch and Helen C.G. Nurse

The U.S. Army in Korea has entered into a partnership with private industry to create a high quality-of-life community that will serve the Army and provide modern housing for service members and Families assigned to the Republic of Korea. This initiative is the largest single military housing construction project since World War II.

The \$1.3 billion project will provide 2,427 units of Family housing at U.S. Army Garrison Humphreys by 2014. The Humphreys Family Communities LLC housing initiative will be known as Park Place and will be constructed on Status of Forces Agreement-granted land.

Park Place will comprise two distinct communities featuring high-rise residential towers and a main street center that blends two-story traditional townhomes with store-front retail space creating a hometown feel. The development was designed with a mix of three-, four- and five-bedroom units, each offering ample living space, modern interior finishes and comfortable floor plans.

Each community is designed with Family-oriented public spaces that minimize vehicular traffic and encourage pedestrians. Families can enjoy the community centers, retail shopping, playgrounds, parks, athletic fields and other amenities that are centrally located within a three- to five-minute walk from home. Child development centers, recreational facilities and schools are to be constructed adjacent to the housing complex to enhance the hometown feel that is the focal point of the design.

Park Place will balance sustainability with resident satisfaction. State-of-the-art facilities management will be the platform for success while integrating American and Korean culture to create an exceptional living experience.

Humphreys Family Communities LLC



*Park Place will provide a Family-oriented community as USAG Humphreys expands. Graphic courtesy of Humphreys Family Communities LLC*

was selected to design, finance, develop, construct, own and manage Park Place. It employed Korea's Samsung C&T Corporation as the design-build firm.

For the U.S. Army, partnering shifts the risk to the private developer. Army planners, using knowledge gained through build-to-lease initiatives and Residential Communities Initiatives lessons learned, have developed this housing strategy to build affordable, quality housing with ample living space and community support facilities for service members assigned to the ROK. This development model leverages permitted real estate under the Status of Forces Agreement with market demand while maximizing land use for individual rentals at no capital investment by the U.S. Army.


This project is a first of its kind and is a roadmap for developers to build privately owned housing on host-nation land for rent by service members and their Families. Humphreys is the enduring installation in Korea and is central to this development strategy. Master planners will construct a fully functioning city from the ground up to support a population that is expected to grow in the coming years; 60 percent of

Army Families assigned to the Pyeongtaek area are expected to live on post.

Public-private ventures are becoming the norm to develop quality housing for Soldiers in the ROK. The senior leader quarters recently constructed at K-16 Air Base using a build-to-lease methodology boast spacious apartments each with a combination living-dining area, fully equipped kitchen, laundry facilities, a bedroom with a walk-in closet and a full bath.

The way ahead is to provide Soldiers in pay grades E1 to E5 a private room. The goal is to realize Korea as an assignment of choice. Quality housing with close proximity to post facilities is a readiness and morale booster, and single and unaccompanied Soldiers assigned to the ROK will enjoy similar living conditions as their accompanied counterparts.

POC is John Burtch, DSN 315-724-5069, John.burtch@korea.army.mil.

John Burtch is the chief, and Helen C.G. Nurse is a housing management specialist, Business Operations and Housing Branch, Public Works Department, Installation Management Command, Korea Region. 

Acronyms and Abbreviations	
ROK	Republic of Korea
USAG	U.S. Army Garrison



## Sheltering Soldiers and Families: PHMA report

by Mary Beth Thompson

The military housing community from the Army, Navy, Air Force, Marine Corps, Coast Guard and private sector gathered in San Diego Jan. 19-23. The 600-plus attendees met for the annual Professional Development Seminar sponsored by the Professional Housing Management Association.

The turnout heard from all Department of Defense levels involved in housing. This article captures a sampling of highlights, tidbits and quotes from the five-day seminar.

### Keynote on service

Disney executive **Bruce Kimbrell** delivered the keynote address. Kimbrell shared Disney's philosophy on customer service.

"Service is tough," he said. "The service industry is tough."

Yet the Disney definition of quality service is to exceed customer expectations. That goal is accomplished by paying attention to details.

"You never know what people are going to notice," Kimbrell said.

He gave the example of a question asked frequently by Disney visitors, "When is the three o'clock parade?" Disney employees are taught to look beyond the seemingly pointless question. The visitors are not



Wearing purple to symbolize jointness, Debbie Reynolds addresses a plenary session on training. Photos by Mary Beth Thompson

asking what time the parade starts, he explained. They want to know something related, such as when the parade will pass where they are currently standing or where they should go to view the parade.

"You've got three o'clock questions in you business," Kimbrell said. "Do you know what they are? Is your staff trained to respond?"

### OSD perspective

The Department of Defense does not provide Family housing like it used to, according to **Joe Sikes**, director of Housing and Competitive Sourcing in the Office of the Secretary of Defense.

"We are providing access to housing," Sikes said. "We look to the local community first and ensure access to Family housing where the market cannot."

Eighty-nine percent of military Families receive Basic Allowance for Housing. With their BAH, they may choose where they want to live. Of those, 63 percent live in the community, 26 percent choose privatized housing, 8 percent go into government housing, and 3 percent live in government-leased housing.

Sikes discussed the outcome from the problem-plagued Residential Communities Initiative partner American Eagle. He noted that all six projects have been trans-

ferred to other contractors and are back on track.

There was no fatal flaw in the system, Sikes explained. The Army, Navy and Air Force independently and with differing criteria selected American Eagle for housing projects. Unfortunately, that partner could not deliver.

Among other subjects, Sikes talked about barracks. The services have differing requirements, as well as diverse types of, and standards for, barracks.

"What I'm in favor of is sitting down and deciding exactly what we want for all the different categories of barracks we have," he said. He advocated getting a better handle on what exists and letting the services decide what they think the right thing is to provide members. One part of that process is a barracks study that is currently underway.

### OSD Key Staff Panel

Unaccompanied personnel housing is his passion, said **George Mino**, a member of Sikes' staff, said.

"My goal with this new administration is to equalize standards — quality of living — between our married personnel and unaccompanied," Mino said. "As a matter of fact, I don't even want to make it

### Acronyms and Abbreviations

ACSIM	Assistant Chief of Staff for Installation Management
ASA-I&E	assistant secretary of the Army for installations and environment
BAH	Basic Allowance for Housing
CP-27	Career Program 27, Housing Management
DoD	Department of Defense
EUL	Enhanced Use Leasing
IMCOM	Installation Management Command
MILCON	Military Construction
OACSIM	Office of the Assistant Chief of Staff for Installation Management
OSD	Office of the Secretary of Defense
PAL	Privatization of Army Lodging
RCI	Residential Communities Initiative
UPH	Unaccompanied Personnel Housing

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equal with married personnel but just the dependents of the married personnel. Give them private bedrooms no matter what age they are.”

Mino also oversees the Wounded Warriors program.

“We’re trying to do all we can to get the right standards out there, the guidance, the funding, but the caring for them is happening out there at the installations, and that’s a noble cause,” he said.

Joint Basing is another matter under Mino’s purview. He admitted that the guidance left a lot to be worked out at the installation level. Like RCI, Joint Basing is local, he said. Because there is much to be decided locally, the goal of full operational capability in the first year is unlikely to be achieved.

“It’s something that we’ll work toward,” he said. “All that we’ve seen so far is a lot of cooperation going on. There are some rough spots, but we’re going to get there.”

**Pat Coury** is the OSD staff member responsible for privatization policy, enhanced-use leasing, and the University of Maryland graduate and the OSD scholarship programs.

She said that 94 privatization projects have been executed, and seven were closed in the past year. DoD now has more than 185,000 privatized units. Turmoil in the financial markets has affected current projects and may affect future projects, but OSD believes this program is a sound investment.

The issue with EUL is how the potential leases could affect privatization partners, Coury said. OSD wants to avoid situations where EUL projects are competing with privatization partners. For example, an EUL used to build a hotel could affect lodging privatization at that location.

Coury spoke about the 12 tuition-only, full-time scholarships to the University of Maryland for on-campus study of real estate. The scholarships are open to DoD civilians, military and Family members to study with the goal of enhancing DoD’s

management of privatization and EUL in the long term. Those interested should apply to the university online and check the appropriate box.

**Phyllis Newton** is part of the Military Construction Housing Team. The office is involved in OSD housing policy, quality-of-life issues, general and flag officer quarters, and legislation.

Newton mentioned several items on the team’s plate. DoD management of the Automated Housing Referral Network, a system to help members find housing, is being turned over to the Navy, she said. The *DoD Housing Manual* is being updated. The Rental Partnership Program is working with private landlords to give military members special amenities, such as discounts or waivers on deposits.

The team also oversees the DoD Leasing Program. DoD is authorized to lease 10,000 domestic units and about 55,000 units overseas.

**Deanna Buchner’s** primary responsibilities are the housing market analyses, lodging privatization and congressional reporting. Buchner said that several new reporting requirements have come out of recent legislation.

“So, we will certainly be asking all of you again to provide more information for the congressional reports,” she said. “The overlying theme is increased oversight of the program, and we truly expect that this will be a continuing trend.”

Congress monitors the Military Housing Privatization program’s performance based on the Program Evaluation Plan that DoD compiles and submits. The submission identifies the accomplishments, problem areas and trends.

Privatization has eliminated more than 122,000 inadequate units, she reported. The remaining inadequate units will be eliminated through projects scheduled in 2009 and 2010.

## Privatization

**Tom Kraeer**, chief of the Army Portfolio Management Division, presented the Army’s portion of the Privatization Symposium

One thing that has changed over the past year is the name of his organization, he said. It used to be the deputy secretary of the Army for privatization and partnerships. The “privatization and partnerships” became “energy and partnerships.”

To date, RCI has privatized 39 installations with 31 projects and more than 85,000 units. Some projects involve more than one installation. The Army’s RCI goal is 45 installations and 35 projects with a total of 90,772 units, about 98 percent of the Army’s U.S. inventory.

“So far, we’ve actually invested a little over \$1 billion of appropriated funds, and really what that yields us is a little over \$11 billion,” Kraeer said.

New units are coming on line at the rate of 450 a month, he said. About 250 major renovations are being completed a month. The goal is to have everything adequate by 2015.

The Army has begun privatization of some unaccompanied personnel housing for the pay grades of E6 and above. Also in the works is lodging privatization, which will move 17,000 lodging rooms to the private sector. ➤



*Housing managers network, an important unofficial activity during the annual Professional Development Seminar.*



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### Training update

**Megan Purkey**, Army Housing Training and Intern Program manager, talked about Career Program 27. Privatization has brought a shift in the career field from day-to-day operations to portfolio and asset management, she said.

In addition, Housing Service Offices have seen an increase in their functions, she said. Technology provides the ability to reach out through the Internet to help Soldiers and Families before they move. UPH has seen change through the First Sergeants Barracks Initiative. She also cited Army initiatives that involve training civilians.

In response to the changes, the Career Planning Board is realigning the career program, Purkey said. The purposes of CP-27 are to grow the career program, to assist housing careerist with career progression, to provide careerists access to training and to continuously update the requirements careerists need to do their jobs.

The Army uses several sources for training, she said, including the Military Housing and Lodging Institute, the University of Maryland, the National Development Council and the Institute of Real Estate Management. Some funding is available only to those in the 1173 job series, but the Career Planning Board is working to expand availability to other related series.

The intern program was revived in 2005. Since then, 16 interns have graduated from the two-year program and taken GS-11 positions in housing management. In 2008, eight new interns were hired.

**Debbie Reynolds**, chief of Army Housing, wore purple to represent all services. Training is very important, she said. The changing financial markets affect housing, and housing personnel need to stay ahead of the information so that they can provide assistance that helps military members to make informed decisions.

Even though the services manage housing a bit differently, there are commonalities, she said. Representatives of the



*Don LaRocque talks to Army Day attendees about how barracks have changed over time.*

services met in Jacksonville a few months ago to look at opportunities to improve training, to partner on training and for purple certification.

Reynolds encouraged everyone to develop an Individual Development Plan.

“Look at where you’ve been, as far as your training,” she said. “Look at where you want to go in the next one to two years, and also where you want to be in five years.”

Even though everyone is busy, it’s important to make time for training, she advised. It’s an individual’s responsibility to make sure one gets appropriate training.

### Senior enlisted panel

The senior enlisted panel comprised **Sergeant Major of the Army Kenneth O. Preston**; **Chief Master Sergeant of the Air Force Rodney J. McKinley**; Marine Corps **Sergeant Major Kevin D. Wilson**, Personnel and Family Readiness, Headquarters; Navy **Command Master Chief David S. Chmielewski**, Navy Region Southwest; and Coast Guard **Command Master Chief, Marvin Wells**, Pacific Area Command.

They talked about Family housing and UPH, but as they spoke and answered questions, it became clear that the quality of housing is not among their top worries. They said, although some inadequate housing remains, and there are UPH issues to be resolved, housing is improving and is

not currently a negative quality-of-life factor for military members and their Families.

“I’ve watched the Army now for almost 34 years, from what we were able to do for Soldiers a long time ago to what we’re doing now for Soldiers and improving quality of life,” Preston said. “... We’ve come a long way over the years, and that’s really directly attributed to all of you in this audience and what you do each and every day.”

### Army perspective

The key issues for the Office of the Assistant Secretary of the Army for Installations and Environment are barracks, UPH privatization, Warriors-in-Transition housing, the impacts of the credit crisis on privatization and the Army’s response to the mortgage crisis, according to **Andy Napoli**.

The office is working with Congress to employ the Homeowners Assistance Program to help service members affected by the mortgage crisis, he said.

Discussing Family housing, Napoli said that customer service is the most important thing that Family Housing Offices undertake. Customer service standards must change. Offices need to manage customers’ expectations as well as dealing with what the customers actually ask for. Having the right people in customer service positions is key. ➤





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“Customers who believe you are on their sides are far less likely to blog, upload a video, call a Congressman or a reporter,” he said. “Customer service is the face of the organization and must be valued, so we can keep the good ones.”

**Kathleen Marin**, director of Installations Services, Office of the Assistant Chief of Staff for Installation Management, commented in the same vein on customer service.

“The Golden Rule is not enough,” she said. “Don’t just treat people how *you* want to be treated; treat people how *they* want to be treated. And that’s lots more difficult, because in order to treat them how they want to be treated, you have to listen; you have to figure it out.”

If you meet expectations, you will get customer satisfaction, Marin said. If you exceed them, you will get commitment. If you are able to give them something they did not even realize they needed, you get loyalty.

“We are not building houses,” Marin said. “We are building communities.”

**Ian “Sandy” Clark**, deputy chief, Public/Private Initiatives Division, OACSIM, described the division for which he works as the center of privatization for the Army.

“The privatization option is proving itself to be very successful,” Clark said.

The end-state goal is 90,272 homes, about 98 percent of the Army’s U.S. inventory, and 1,396 UPH apartments. To date, 75,947 homes have been transferred. There are challenges, but RCI is delivering as promised, he said.

“Our goal is to provide, either through extensive renovations or replacement with new construction, the brand-new houses that all our Families deserve,” he said.

Clark discussed the Resident Satisfaction Survey. It’s important to know what the Families are saying about their overall housing experience, he said.

“It’s not just an issue of surveying our Families, and here’s the report,” Clark said.

The report is a tool that can be used, along with input from the field and from the partners, to develop action plans that are reasonable and improve the overall services.

**Rhonda Hayes**, chief of Transaction Management, ASA-I&E, spoke about Privatization of Army Lodging. Unlike RCI’s partnership agreements, the lease is the controlling document for PAL, she said. Also unlike, RCI, the Army will not contribute funds.

The PAL contractor is Actus Lend Lease and International Hotels Group, parent of the Holiday Inn chain and the largest hotel operator in the world.

“We don’t have any involvement in the day-to-day activities,” Hayes said. “It is truly going to be a private sector hotel on the Army installation.” There will be no guarantee of occupancy and no need for Army travelers to get certificates of non-availability. The lodging will be no more than 75 percent of the per diem.

PAL is divided into groups A, B and C. Each group includes several installations. Once the installation contract is closed, development will happen very fast, she said. Construction will occur within two years.

Easy-to-use online reservations will be available. The hotels will offer the amenities one expects from this hotel company, as well as facilities for meetings and conferences.

Most of the new hotels will be Candlewood Suites, she said. Most existing facilities will be renovated to Holiday Inn Express standards. The ones that cannot meet those standards will carry an IHG logo and will be the first replaced.

**Don LaRocque**, chief of Public Works for IMCOM, talked about the evolution of Army barracks.

By 2013, with the projects planned and under construction, there will be no more gang latrines and no more rooms with more than two Soldiers, he said. In getting rid of gang latrines, the “1+1” room standard was created. This standard has two Soldiers sharing a bath, but each has his or

her own room. So, there is now an expectation among Soldiers that they will have their own rooms. By 2013, about 92 percent of Soldiers will have their own rooms. The rest will be housed two per room.

“We’re shifting the paradigm from the barracks being a training asset for unit leadership to barracks being the home of Soldiers,” LaRocque said. “This is a significant mindset change.”

The First Sergeants Barracks Initiative is not a barracks standard. It is a barracks management style, he said. The day-to-day management is being transferred from the unit to the garrison civilian staff.


“Our Soldiers’ job is to fight the Global War on Terror, not to find lost keys to a barracks room, not to worry about the hot water not being there,” LaRocque said. Responsibility for good order and discipline and for housekeeping remains with the Soldiers, but the garrison takes over the maintenance and upkeep.

**Debbie Reynolds** wrapped up Army Day. She told audience members that they affect every Soldier in the active component, because every Soldier—whether in training, deployed, single, married living on post or off post—needs housing.

The biggest challenge right now is helping those Soldiers who are relocating and cannot sell their homes or cannot afford to sell their homes because prices have decreased significantly, Reynolds said. It’s critical that Housing Services Offices understand the several different programs that can help service members.

Reynolds, who is the functional chief representative for the housing management career program, talked about CP-27, too. The Career Planning Board met twice in the past year.

“As a result of that, we published the new ACTEDS [Army Civilian Training, Education and Development System] Plan,” she said. Next for the board is to start developing standardized positions.

Mary Beth Thompson is the managing editor, *Public Works Digest*. 



# Unaccompanied Personnel Housing Workshops get the word out

by Zeli King

Army Housing has hosted several productive Unaccompanied Personnel Housing Workshops, most recently in San Diego, Jan. 19-23, during the Professional Development Seminar sponsored by the Professional Housing Management Association. About 100 housing personnel attended the workshops, including command sergeants major from headquarters, garrisons and Directorates of Public Works, to discuss essential UPH issues.

During the conference, a special session was scheduled for the garrison command sergeants major. This session presented the importance of their oversight and involvement with the UPH management programs.

Sergeant Major of the Army Kenneth O. Preston addressed the Army's commitment to providing quality housing for single Soldiers by implementing such programs as the First Sergeant's Barracks



Zeli King  
Photo courtesy of Zeli King

Initiative and UPH privatization.

UPH representative from five installations — Fort Bliss, Texas, Fort Lewis, Wash., Fort Drum, N.Y., Fort Wainwright, Alaska, and U.S. Army Garrison Mannheim, Germany — were chosen to present their "FSBI Planning and Implementation Lessons Learned." Each shared their best business and management practices to sustain their barracks inventories.

Attendees were updated on events affecting the UPH program and the impor-

tance of the housing community's roles and responsibilities. A plea was issued to provide assistance in communicating and clarifying regulatory guidelines to all stakeholders at installations on issues, such as —

- UPH assignment standards versus construction standards;
- barracks utilization reports;
- Warriors in Transition support;
- geographical bachelors;
- certificates of nonavailability issuance; and
- the importance of conversions and diversions

Overall, the workshop provided UPH housing professionals and command sergeants major a one-stop opportunity to catch up on what is happening in UPH.

POC is Zeli King, 703-601-2485, Zeli.Roedan@hqda.army.mil.

Zeli King is the UPH Policy and Management Programs manager, Housing Division, Office of the Assistant Chief of Staff for Installation Management.

Acronyms and Abbreviations	
FSBI	First Sergeant's Barracks Initiative
UPH	Unaccompanied Personnel Housing

# Army Housing unveils new ACTEDS plan

by Megan Purkey

As the chief of the Army Housing Division and the functional chief representative for Career Program 27, Deborah Reynolds has a charter to build future housing leaders. At this year's Professional Development Seminar in San Diego, Reynolds introduced the new CP-27 Army Civilian Training, Education and Development System Plan.

The ACTEDS plan was last revised in 1997. That revision did not supply the proper guidance on career management in the Army housing field.

To address this shortfall, the Housing Career Planning Board, which Reynolds revived in January 2007, revised and updated the knowledge, skills and abilities as well as the training necessary to successfully perform at each level in the four areas of the career field — Family, Single-

Soldier, Privatized and Housing Services.

With a heavy commitment to career development and advancement, the ACTEDS plan provides a clear and concise resource that can be used by all housing careerist in all grade levels. The plan allows housing careerist to map their annual training requirements. A housing careerist is defined as any Department of the Army civilian who works in an Army Housing Office and provides a direct housing-related service to Army Soldiers and Families.

Courses that align with the ACTEDS plan are eligible to use ACTEDS funds. These funds cover tuition, travel and per diem for the housing careerist. Other job

series that might be eligible for ACTEDS funds come under the 0300, 0500, 0800 and 1100 umbrellas. Approvals of ACTEDS funds expenditures are determined by Lt. Gen. Robert Wilson, CP-27 functional chief, and Reynolds.

The ACTEDS plan can be found on the Army Housing Community Portal, <https://www.housing.army.mil/portal>, under the Career Program/Intern Corner. It can also be found on the Army Career Personnel OnLine web site, [www.cpol.army.mil](http://www.cpol.army.mil), under the Trainer and Leader Development tab.

POC is Megan Purkey, 703-602-2807, megan.purkey@hqda.army.mil.

Megan Purkey is the Training and Intern Program manager, Office of the Assistant Chief of Staff for Installation Management.

Acronyms and Abbreviations	
ACTEDS	Army Civilian Training, Education and Development System
CP-27	Career Program 27, Housing Management



# Energy Summit IV focuses on efficiency, conservation

by Scott McCain

The prospect of traveling to Chicago in the middle of winter did not deter more than 230 participants from eight countries during the week of Jan. 26 to attend the Installation Management Command's fourth Energy Summit. There was no shortage of ideas for energy managers searching for that next great idea to help them achieve their objectives.

The audience was treated to presentations from leading experts on a wide variety of topics, including energy-efficiency improvements in existing buildings, advanced lighting practices for new buildings and retrofits, advanced building envelope technologies, new high-performance window options for existing buildings, lessons learned from energy assessments, water-conservation best practices, radiant floor heating in hangars and maintenance facilities, and the benefits of commissioning for new and existing buildings.

Energy Summit IV was held in conjunction with the U.S. Army Corps of Engineers Construction Engineering Research Laboratory's Annual Annex 46 Workshop and the American Society of Heating, Refrigerating and Air Conditioning Engineers' winter conference. The summit theme, established by Maj. Gen. John A. Macdonald, former deputy commander of IMCOM, was "Improving Energy Efficiency and Conservation."

Macdonald provided clear guidance to the participants via video. He provided key points energy managers should keep front and center during the week as they considered options to reduce their garrisons' energy intensity and water consumption.

The key points were —

- Reducing energy waste and improving energy efficiency remain critically important to the Army.
- The need to reverse IMCOM's current negative energy conservation and efficiency trends could not be clearer or more immediate.



Attendees listen to a presentation at Energy Summit IV. Photo courtesy of IMCOM Public Works

- The current requirement to reduce energy intensity is expected to increase under the new administration.

Macdonald made it clear that missing the target for conservation and efficiency erodes the Army's war-fighting capability and combat effectiveness. Every dollar lost to energy waste and inefficiency depletes funds that could otherwise be used to support the Army at war.

Kevin T. Geiss, special assistant for energy security, represented the Office of the Deputy Assistant Secretary of the Army for Energy and Partnerships. He advised the audience that the *Army Energy Security Implementation Strategy* has been completed and approved by the Army Senior Energy Council.

Geiss said that the AESIS addresses the Army's energy security challenges through newly established central leadership and integrated, goal-driven energy activities. Furthermore, the strategy presents the Army's energy security vision, mission and goals, with direction on the development of objectives and metrics to gauge progress toward such goals.

The strategy identifies five goals:

- reduced energy consumption;
- increased energy efficiency across platforms and facilities;
- increased use of renewable and alternative energy;
- assured access to sufficient energy supplies; and
- reduced adverse impacts on the environment.

The Army's possession of available land for renewable project development offers good opportunities to partner with industry to help the Army reach its energy objectives, Geiss said.

Don LaRocque, chief, IMCOM Public Works Division, gave an overview of the programs that the Public Works Division is pursuing. The significant Military Construction program that is underway is, unfortunately, responsible for skewing energy intensity figures, LaRocque said. He cautioned that although energy demand is decreasing, energy intensity is increasing.

LaRocque anticipates receiving stimulus funding for a large number of energy-related projects, but there will be little time to spend the funding. The stimulus funding represents a one-time opportunity to improve IMCOM's energy posture.

This was a working summit, with each participating garrison required to prepare in advance by reviewing previously completed energy site assessments, updating energy action plans, collecting relevant energy data and bringing it to the summit. This information was used during the breakout sessions to finalize energy action plans, which were to identify specific challenges, leverage recommendations from recent energy assessments, include specific new technologies and best practice solutions, identify additional resources and set a timeline to achieve compliance.

Three very intense days were spent viewing technical presentations, networking with peers and completing energy action plans. On the final day, 27 garrisons presented well-thought-out and insightful plans to address rising energy intensity.

Energy Summit V is under discussion. The leadership is interested in suggestions for topics. Send suggestions to Paul Volkman at paul.volkman@hqda.army.mil.

POC is Scott McCain, 703-602-0550, scott.mccain3@conus.army.mil.

Scott McCain works in the Energy and Utilities Branch, Public Works Division, Headquarters, IMCOM.



## Acronyms and Abbreviations

AESIS	Army Energy Security Implementation Strategy
IMCOM	Installation Management Command



## Fort Belvoir hospital illustrates medical center of expertise work

by James Campbell

**W**hen a Soldier is injured in the field, squad members take the first steps to preserve life. The Soldier is quickly placed in the capable hands of a health-care network that reaches from the tactical edge to the world-class military hospitals around the world.

It's the buildings within this health-care network and the Medical Facilities Mandatory Center of Expertise and Standardization in Alexandria, Va., part of the U.S. Army Engineering and Support Center, Huntsville, that provide one example of how the Huntsville Center is connected to the Soldier.

This team was involved in detailed development work before and during the construction of the Fort Belvoir, Va., Community Hospital. In about two years, Soldiers, their Families and others in the National Capital Region will have a new facility where their care is provided.

Construction of the Fort Belvoir Community Hospital began Nov. 8, 2007. The facility, designed by HDR/Dewberry Joint Venture and construction contractor Turner-Gilbane Joint Venture, should be fully operational in late spring 2011. The \$806.9 million, 1.1 million square-foot Military Construction project features a hospital complex with 120 in-patient beds, primary and specialty care clinics, and 3,500 parking spaces.

This facility will be the largest military community hospital built to date, but the practice of project delivery teams working with the MX isn't limited to new construc-

tion. The program has been providing support to projects large and small, from renovation to construction and life-cycle support, since 1978.

"We look at the technical and code criteria for facilities when going into a project," said Anthony Hairston, MX lead project director. The specific disciplines the team works on are mechanical, plumbing, electrical, information technology, and fire and life safety.

"We're ensuring the construction community builds to criteria they may not see in the commercial world," Hairston said. "We want a building that is capable for what is to come." Facilities like this often have the expectation of a 50-year life cycle.

"Our principles make the building more effective for the people who work there," Hairston said. "These are the things people see and feel."

This hospital design features natural lighting, captured rainwater for landscape irrigation, green roofs, energy-efficient mechanical equipment, courtyards and bus stops to encourage use of mass transit, according to Brian Boynton, the Corps of Engineers' senior construction manager on the project.

The building was designed to meet the criteria for a Leadership in Energy and Environmental Design Silver rating from the U.S. Green Building Council. Certification is determined by a third-party that evaluates sustainable design, construction and operation of facilities.

Since it is an integrated-design, bid-

build project, the team is still engaged in a review of all contract documents, said Larry Delaney, MX chief.

The new construction at Fort Belvoir, coupled with the realignment of Walter Reed Army Medical Center, Washington, D.C., and the Naval National Medical Center, Bethesda, Md., is intended to provide more health-care capacity for the densely populated region, according to published Base Realignment and Closure committee findings.

For a project of this scale, Hairston said the MX works with representatives from the U.S. Army Health Facility Planning Agency, the Corps of Engineers' Norfolk District, contractors, the local installation, members of the surrounding community and representatives of the medical staff who will occupy the building.

"Our goal is to always build to a quality standard for our troops," Hairston said.

It isn't just the National Capital Region that's getting new or improved health care facilities. The list of active projects includes work on several U.S. and overseas locations. One glance at the current project spreadsheet yields names like Carson, Riley, Leonard Wood and Lewis; and some that might require a passport to visit like South Korea, Japan and Germany. The one thing these new or upgraded facilities have in ➤

Acronyms and Abbreviations	
Huntsville Center	Engineering and Support Center, Huntsville
MX	Medical Facilities Mandatory Center of Expertise and Standardization



An artist rendering of the completed Fort Belvoir Community Hospital provides a preview of what the facility will look like when complete in 2011. Graphic courtesy of Huntsville Center



# Fort Benning prepares way for changing landscape

by Sandra D. Hudson

**T**he Base Realignment and Closure decision of 2005 will bring more than 30,000 new faces to Fort Benning, Ga., by September 2011. This increase includes not only Soldiers, Family members and support staff but also the infrastructure needed to keep up with the influx.

This transfer isn't just a random shuffling of personnel, but part a bigger picture. The Army will combine its two ground forces — infantry and armor — establishing the Maneuver Center of Excellence at Fort Benning.

"It's very complex," said Lt. Col. Andy Koloski, deputy chief of the Strategic Plans Cell at Fort Knox, Ky. "We're moving an entire city from Fort Knox to Fort Benning." Koloski is part of the advance party monitoring the process and one of a handful of new residents making the move himself.

"The consolidation marks a shift in Army thinking," Koloski said. "By combining its two ground elements, infantry and armor, the Army is not only changing doctrine but saving money, gaining efficiencies and creating training more in line with the way today's military fights.

"They [infantry and armor] have worked together since the birth of combined arms doctrine," he said. "There will be changes come from this, but I think only good changes because you are gaining a habitual relationship in the training base now that we've had in the field for a long time."

Helping prepare the way at Fort Benning is Amy Vaughn, the Army Corps of Engineers, Savannah District, senior project

engineer for the Harmony Church and Sand Hill projects. The Sand Hill project stands on 180 acres of undeveloped land. For Vaughn, the budget is a looming priority at \$244 million.

"The biggest obstacle came at award of the contract," said Vaughn. Early drawings showed a three-story, L-shaped concept with training underneath. "The three-story structure cost exceeded the budget due to the force protection and stringent code requirements."

This standardized blueprint simply busted the budget.

"The contractor and design team were given the option of coming up with an alternative design," said Vaughn.

In a unique partnership, contractors Clark-Caddell and LS3P envisioned a two-story structure with covered training behind the facility.

"This allowed us to build all the buildings within the programmed amount," said Vaughn.

The alternative design met the security and code prerequisites and remains standardized in terms of square footage for each resident. After the Corps of Engineers approved the drawings, the team had to overcome an additional hurdle.

"It all started with a massive earth-moving effort," Vaughn said. "We had a piece of land that ranged from a large borrow-pit to a mountain."

The contractor's design balanced the site by making the amount of soil to be cut equal to that used as fill.

"This not only minimized the impact to the existing Fort Benning roads, but also helped keep the project costs within the programmed amount," she said.

Vaughn is excited to be playing her part in supporting the U.S. Army.

"I'll be able to take it all the way through close-out to final commissioning,"



*As contractors complete one phase of construction of barracks at Fort Benning, Ga., they repeat the process in the next. Photo by F.T. Eyre*

she said. "There's been a lot of coordination, and the day we turn the keys over will be a happy day."

But turnover will not be the end of the story.

"Then, we'll move on to the next one, and that's what I love about working for the Corps, because the next one could be so totally different," Vaughn said.

Military Construction at Fort Benning supporting the Maneuver Center of Excellence stands as the largest project in the Southeast with a total price topping \$2 billion.

*POC is Sandra D. Hudson, 912-652-5760, sandra.d.hudson@usace.army.mil.*

*Sandra D. Hudson is a public affairs specialist, U.S. Army Corps of Engineers, Savannah District.*



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common — the work to get them built starts with the Huntsville Center.

*POC is James Campbell, 256-895-1809, james.w.campbell@usace.army.mil.*

*James Campbell is a public affairs specialist, Huntsville Center.*





# New construction not complete until furniture arrives

by Debra Valine

When people think of Military Construction, they generally think of the building itself. But an important component to getting Soldiers moved into a facility is furnishing the building. A team in Huntsville, Ala., is available to help make the furnishings arrive as expected and when needed.

The U.S. Army Engineering and Support Center, Huntsville, executes the Army's Centrally Managed Furniture Program for the Office of the Assistant Chief of Staff for Installation Management, with funding and execution direction from Headquarters, Installation Management Command and the Base Realignment and Closure Division.

"Huntsville Center is tasked with providing quality furnishings to our customers on time and within budget," said Alicia Allen, program manager for Huntsville Center's Furniture Centralized Management. "Last year, we awarded more than 500 contracts for furniture orders for approximately \$150 million. This year, our planning shows about 600 contracts totaling \$200 million."

To help customers submit orders for furniture, the Furniture Team has implemented a variety of procedures, forms and checklists to ensure customers' expectations are exceeded. There is a listing of order requirements, draft forms and templates for most submittals on the Engineering Knowledge Online web site, under Virtual Teams, Furnishings.

Also on EKO are work instructions and tutorials for the customer. Some of the most useful tools include the formal monitoring program to ensure deliveries



*This furniture in an Army barracks room in South Korea is an example of furnishings supplied through the Centrally Managed Furniture Program. Photos by Alicia Allen*

are made on time; the checklist for systems furnishings, which makes it easier to identify the workstation features that are needed; and the *Furniture Manual* tutorials for barracks furnishings.

To ensure the building is furnished in time for occupancy, it is critical that Huntsville Center receives complete and accurate requirements six to eight months prior to the needed date, and earlier for very large projects. This allows enough time to solicit quotes from manufacturing partners and gives them time to produce the required furnishings. Everything is made-to-order; it is not procured off-the-shelf.

"We honestly care about acquiring quality furniture in a timely manner for the end users or Soldiers on the installations," said Kenyata Johnson, a project management specialist on the Furniture Team. "We have to have time to acquire quality products in a way that would be cost-effective to the government."

There are three roadblocks to getting furniture delivered on time: not knowing about the project and/or its delivery date; not submitting a timely, complete order;

and making changes after award.

## Furnishings project identification

Furnishings projects are identified in several ways, including discussions with garrison points of contact; reports from the DD1391 processor system for new construction; the Barracks Master Plan for barracks projects; the project priority system database for sustainment, restoration and modernization projects; and carryover projects that were moved out of a prior fiscal year.

Whatever the source of the data, it is all compiled into a single document called a data collection sheet. The data collection sheet is then sent to the garrison to vet project details, including estimates and required delivery dates, among others. This garrison-vetted sheet becomes the basis for planning and funding furnishings projects.

Headquarters IMCOM and BRAC-D use the spending plans from the combined project listings to schedule funding. Huntsville Center also uses the data to schedule the procurements. Projects that are missing from the data collection sheets are not included for funding or scheduled for procurement.

## Furnishings orders

Preparing an order for barracks furnishings is easy. The order form provides a step-by-step process for identification of requirements and helps the customer remember what is needed to process an order.

Administrative furnishings require more data and more submittals. All requirements must be submitted generically to ensure that the projects can be competitively procured.

Preparation of a furnishings order can take a few days for simple orders to a few weeks for large, complex administrative facilities, but this process can stretch out to months if requirements are submitted to Huntsville Center with incomplete or inaccurate information, and the designer ➤

Acronyms and Abbreviations	
BRAC-D	Base Realignment and Closure Division
EKO	Engineering Knowledge Online
Huntsville Center	U.S. Army Engineering and Support Center, Huntsville
IMCOM	Installation Management Command
OACSIM	Office of the Assistant Chief of Staff for Installation management



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has to be re-engaged to revise the documents. When requirements are carefully and completely defined, the preparation of the contract documents is a quick, simple process.

### Furniture contract modifications

Sometimes, modifications are necessary as the result of facility changes during construction, but frequently, changes are the result of incomplete or inaccurate requirements that become the basis for the contract award. Modifications steal away from the ability to timely process new orders and jeopardize efforts to get furniture delivered on time.

There are typically two types of changes — user-requested and functionally required, Allen said.

Functionally required changes are normally within-scope changes and do not require OACSIM or Headquarters IMCOM approval. Typical examples include resizing a workstation to fit available space, removing a workstation component because of interference or changing a fabric for a faster delivery.

User-requested changes are not required for function of the contract but may be desired for better facility function. However, they are typically considered out-of-scope and require approval from BRAC-D for BRAC projects or from Headquarters IMCOM for non-BRAC projects.

“It is not within Huntsville Center’s authority to accept a user-requested change, especially for a BRAC project,” Allen said. “We will help the customer coordinate the justification to the appropriate headquarters-level team; however, this approval process extends the execution timeline.”

There are several risks to depending on contract modifications to define the “final” furnishings for a project.

- Approved modifications take time for the contractor to execute. New parts have to



*Another example of Centrally Managed Furniture Program furniture is in place in a Fort Bliss, Texas, barracks room.*

be ordered, production schedules have to be redone, and subcontractor contracts have to be changed. These changes may impact the furniture delivery date.

- Vendor partners get confused about who can authorize a change. There is no authority outside the Huntsville Center contracting officer to change the contract terms and conditions. The vendor partners, particularly at the dealer level, may not realize this fact because they do not work exclusively in government contracts, which could result in vendors making promises to users that they cannot keep.
- Although the Army is an important part of a manufacturer’s business, the Army is not its only business, and it may not be able to clear its schedule for an Army order. Quick-ship products — products that the vendor agrees to ship quickly but have limited options or features — are an option to implement changes to a contract, but this option is typically available only for small or limited quantities.
- A contract is not a place holder, with which the vendor can make unlimited puts and takes to the contract requirements as long as the awarded amount is

not exceeded. These are fixed-price contracts. Deductions can be made, but additions are out-of-scope items that require current year funds.

None of these obstacles to timely completion of furnishings projects is insurmountable. When placing an order for furnishings, talk to someone on the Huntsville Center’s Furniture Team. He or she will be more than happy to help customers through the process. To ensure the results customers need and expect, they should allow adequate time to process the order and deliver the furniture.

“Huntsville cares,” said Bill Sugg, the Furniture Team program manager. “Our vision is the best possible furniture already installed in barracks when Soldiers arrive — furniture that is attractive, durable and pleasing. We work toward that vision every day.”

*POC is Alicia Allen, 256-895-1552, Alicia.f.allen@usace.army.mil.*

*Debra Valine is the chief, Public Affairs, U.S. Army Engineering and Support Center, Huntsville, Ala.*





## Fort Carson earns LEED Gold – installation perspective

by Susan C. Galentine

**S**oldiers and staff assigned to the newly minted 1st Brigade Combat Team headquarters at Fort Carson, Colo., which also houses its battalion headquarters, will work in a first-of-its-kind facility once fully staffed this summer. The headquarters, completed last August, is the first Army facility to receive the U.S. Green Building Council’s Leadership in Energy and Environmental Design Gold rating for New Construction, according to Marie Coleman, communications coordinator with USGBC.

Gold LEED is the second highest of the four ratings — Certified, Silver, Gold and Platinum — in the internationally recognized sustainable building standards of USGBC. The LEED system verifies environmental performance, occupant health and financial return of rated facilities.

Building sustainable facilities in the Army today merges the U.S. Army Corps of Engineers’ traditional facility life-cycle standard of 50 years with the modern Military Construction sustainability aspects of energy efficiency, water conservation, reuse of materials, and occupant health and comfort.

“It is only common sense to pursue design and construction elements that will save resources, lower costs and provide an overall better facility for the Soldier,” Maj. Mark Himes, Fort Carson Corps of Engineers liaison, said of building sustainability. “I believe it is our responsibility to lead the way for other government agencies and civilian industries to pursue sustainable construction projects.”

The U.S. Army initially focused in 2001 on sustainable construction by implementing the Sustainable Project Rating



*The Fort Carson 1 BCT and Battalion Headquarters received a LEED Gold for New Construction certification, the Army’s first. Photo by Susan C. Galentine*

Tool, which was its own rating system. Beginning in fiscal year 2008, the Army got behind the private sector standard bearer for sustainable construction ratings, USGBC, and mandated all new military construction projects be designed to its Silver LEED standard. Silver LEED ratings are also being targeted for the renovation of existing buildings.

The benefits of pursuing LEED certification for a new facility are several fold, said Matt Ellis, the Fort Carson Corps of Engineers Restationing Office resident engineer. It validates that Army sustainable construction efforts “walk the walk,” not just “talk the talk.” Knowing up front that a project is being slated for LEED certification also provides a heads up for contractors and designers to ensure their work will meet LEED standards.

A LEED rating is achieved by pursuing points for various design and construction aspects of a project. For example, points are achieved for water-conserving devices, such as low-flow sinks and waterless urinals. The more points achieved in the various aspects of a building, the higher the rating certified. A Gold rating requires 39-51 points.

The 140,000 square-foot headquarters, designed for about 600 occupants, was originally scoped to be Silver LEED-certified. However, additional points were incorporated during the design-build process, and the Corps of Engineers decided

to fund submission of the facility for a Gold rating certification.

Through green building construction efforts, Fort Carson reaps the additional benefits of positively impacting other sustainability goals, including increasing sustainable procurement efforts, saving energy and water utilities costs, reducing toxic emissions into the air and alleviating traffic congestion by developing areas in a fashion that promotes walking.

The 1st BCT headquarters is oriented to maximize daylighting from the sun. The building’s design provides greater exterior window exposure so that all interior spaces can benefit from natural daylight, ventilation and beneficial views. Environmentally friendly carpeting, paints and adhesives make the building safer for occupants.

The company operations buildings were collocated with unit motor pools in the surrounding 1st BCT complex, so Soldiers can walk instead of drive between locations. In addition, barracks and a dining facility currently under construction are near unit and headquarters operations to provide a complete living and working environment that encourages walking.

One of the significant cost-saving efficiencies was purchasing recycled-content, modular furniture provided and installed by the building contractor. Using a single contractor to install all furniture, equipment and hookups to power and data networks optimized the cost-effectiveness, ➤

Acronyms and Abbreviations	
BCT	Brigade Combat Team
LEED	Leadership in Energy and Environmental Design
USGBC	U.S. Green Building Council





# Fort Carson earns LEED Gold – Corps perspective

by Michael Fletcher

One of the newest structures at Fort Carson, Colo., is the first in the U.S. Army to be awarded the U.S. Green Building Council's Gold certification for Leadership in Energy and Environmental Design for New Construction. Certifications available are Basic, Silver, Gold or Platinum. All new Military Construction must meet or exceed the LEED Silver standard.

The 1st Brigade, 4th Infantry Division Brigade and Battalion Headquarters building is one of the environmentally sustainable Department of Defense buildings being built under U.S. Army Corps of Engineers contracts in response to the Base Realignment and Closure program and the return of 70,000 Soldiers by 2013 from overseas.

The 4th Infantry Division is returning to familiar ground. The unit was at Fort Carson for 25 years before moving to Fort Hood, Texas, in 1995 and later deploying to Iraq.

The Corps manages Military Construction on Army posts and U.S. Air Force bases from initial requests for proposal through customer acceptance of structures.

"The design by the architectural engi-

neering team of Hensel Phelps Construction Company and RNL Design gave a best-value solution and [was] within budget," said Vince Turner, chief of the Corps' Omaha District Military Branch in the Planning, Programs and Project Management Division. "They took the Army standardized design and added some unique steps to meet the requirements of the construction on Fort Carson and a brigade combat team with track vehicles."

The design used native plants, natural daylight and an interior courtyard. It also included reflective, energy-efficient, blast-resistant windows to achieve a very livable, sustainable building.

"It's one thing to say during the design that we got the LEED points, but certification means that you actually met the standard," Turner said. "My hat is off to the design team and contractor. They had to make a very coordinated effort to exceed the requirements and achieve the superior Gold rating."


The team focused on delivering the best possible facility within project constraints said Florian Walicki, principal at RNL.

"The implementation of sustainable strategies that enhance operations and

reduce energy costs was RNL's primary goal when modifying the standard design," Walicki said. "The result is a building with added value, and the LEED Gold certification is a testament to that."

In addition to achieving LEED Gold, the project and contractors have received other recognition: *Outstanding Design-Build Project – Silver Level*, from McGraw-Hill Colorado's *Construction Magazine* Gold Hard Hat Awards; *Excellence in Construction Award – Design-Build*, from Associated Builders and Contractors, Colorado Chapter; *Design-Build All Projects – Prime Contractor* (Hensel Phelps Construction Company) and *Design-Build All Projects – Subcontractor* (Sturgeon Electric), from Associated General Contractors, Colorado Chapter; and Design-Build Institute of America, Rocky Mountain Region's *2008 Design-Build Excellence Award – Public Project over \$15 million*.

POC is Michael Fletcher, 402-995-2418, michael.fletcher@usace.army.mil.

Michael Fletcher is a public affairs specialist, U.S. Army Corps of Engineers, Omaha District. 

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efficiency and timing of the installation process.

During construction, about 32 percent of the construction materials came from recycled constituents, according to the Corps of Engineers. Through waste management efforts during the project, 400 tons of construction waste were recycled or salvaged.


The direct costs of constructing the building are estimated at \$35.6 million, said Himes. The sustainable features of the facility are expected to decrease energy use by 31 percent, which is anticipated to save about \$109,830 per year. Low-flow water fixtures are expected to reduce water

use by 56 percent, translating into a water savings of 2,887,511 gallons per year.

The installation leadership understands and supports the need for sustainable construction.

"Constructing sustainable facilities that are much more energy efficient means that we at Fort Carson are being good stewards of tax payer dollars," said Director of Public Works Hal Alguire. "We can all benefit from going green."

POC is Susan C. Galentine, 719-526-4320, susan.galentine@us.army.mil.

Susan C. Galentine is a sustainability and environmental public relations specialist, Fort Carson, Colo. 

## Call for ARTICLES

The May/June 2009 issue of the Public Works Digest will feature

### Environment and Sustainability

Deadline is April 15

Submit articles to mary.b.thompson@usace.army.mil 202-761-0022



# Fort Sam Houston revives historic structures for BRAC arrivals

by Brian Dwyer

Some of the oldest structures in the U.S. Army's inventory are gaining new life and uses under the Base Realignment and Closure construction and renovation program on Fort Sam Houston, Texas. Construction of the post began in 1876, and Fort Sam Houston has more historic structures than any other active military installation in the United States. Today, several of these 800 buildings are part of a massive transformation of the post to accommodate the arrival of thousands of military personnel, federal employees and new missions required by the 2005 BRAC law.

The renovation projects on Fort Sam Houston form one component of a larger BRAC and Military Construction program that is also being executed elsewhere in San Antonio at Camp Bullis, a subinstallation of Fort Sam Houston, and at Lackland and Randolph Air Force bases. The work encompasses more than \$3 billion of construction spread across fiscal years 2006 through 2011. The projects represent roughly 180 facilities and about 10 million square feet of new and renovated space.

The restoration of historic structures on Fort Sam Houston will provide administrative space primarily for about 3,000 military personnel and civilian employees who support a variety of realigned agencies and commands: Installation Management Command, including its headquarters, IMCOM-West, Family and Morale, Welfare and Recreation Command, and Army Environmental Command; Mission and Installation Contracting Command; and Network Enterprise Technology Command, including the 106th Signal Brigade. New facilities built through other BRAC projects are expected to bring an additional 9,000 individuals to Fort Sam Houston.



The modifications to Building 2000 include repairing or replacing wooden porch decking, railings and columns. Photos courtesy of JPMO

## Attention to detail

The renovations include about two dozen historic structures, many of which are more than 75 years old and several that are more than a century old. As federal historic renovation efforts, the projects are following the National Historic Preservation Act parameters.

A special Army Alternate Procedures agreement is also in place that outlines more specific management practices that ensure the visual character of the buildings is maintained. Under this agreement, project teams consult regularly with the Advisory Council on Historic Preservation and the Texas Historical Commission.

“Renovation projects like these require extraordinary effort because intricate architectural features must be preserved to achieve an appearance that is true to the original designs,” said David Thomas, director of the Joint Program Management Office, which is overseeing the San Antonio BRAC construction and renovation

program. “Extra care and diligence are also necessary in carrying out the work because of the delicate state of some of these buildings.”

All of the historic structures require extensive rehabilitation to become suitable for their new tenants. In most cases, existing interior partitions, electrical wiring, plumbing, climate control systems, and interior and exterior lighting fixtures need to be replaced. Stairways, ceilings, wooden floors, structural roof members, interior and exterior doors, and windows are also being repaired, refinished or replaced.

## The past revisited

The Building 600 area represents the oldest group of buildings on post. Between 1885 and 1889, Buildings 603 through 609 were constructed as officers' quarters and barracks. These structures, known as the “Long Barracks,” are attached by common two-story walls and have masonry exteriors and wooden floors.

Acronyms and Abbreviations	
BRAC	Base Realignment and Closure
IMCOM	Installation Management Command
JPMO	Joint Program Management Office



(continued from previous page)

Building 613 is a three-story structure that is located in the middle of the Building 600 area and sits above a sallyport. It was constructed in 1887 as a regimental headquarters and has masonry exterior walls and wooden floors. Building 615 was built nearby in 1891 as a consolidated dining hall, post exchange and gymnasium. It has two stories with a basement and an attic, and is made of limestone walls supported by wood and masonry columns.

Buildings 603 through 609 and Building 613 will be turned into office space. These projects are currently scheduled to be finished in late 2010. Work on Building 615 concluded last fall. It has been converted into a band facility with music rooms and assembly areas.

Building 2000, built in 1908, replaced the hospital that had been constructed in 1886. The building is a three-story wood and masonry structure with a basement and an attic. It has limestone exterior walls, wooden and masonry columns, wraparound wooden verandas and a wood-framed roof structure. In 1910, two wings were added to the east and west, giving the building its "U" shape.

The modifications to this structure include repairing or replacing failing wooden porch decking, railings and columns. The exteriors of two fireplaces will also be uncovered and preserved.

Buildings 2001 and 2007 were built in 1917 adjacent to Building 2000. Building 2001 served as a hospital annex, and 2007 functioned as a hospital ward. They both share many of Building 2000's design features and structural materials. Buildings 2000 and 2001 are scheduled to be ready for occupancy this year. Renovations to Building 2007 were completed last fall.

Buildings 145, 146, 147 and 149 functioned as barracks when they were completed in 1908. All of the buildings are two-story, brick masonry buildings with basements. They also have exterior



*A construction worker completes window renovations on Building 2791.*

porches on the first and second floors that extend across the length of the buildings, along with wooden floors and wooden interior stairs. Three of the buildings are scheduled to receive tenants in summer 2010, while the fourth is scheduled for summer 2011.

Buildings 2263 through 2266 are three-story structures that were constructed as infantry regimental headquarters and barracks between 1928 and 1929. Building 2270 opened as a movie theater in 1935. All of these renovation projects are slated for completion by spring 2011.

Building 1001 is among a cluster of medically related buildings in the Spanish Colonial Revival style. San Antonio architect Atlee B. Ayers had organized a successful local campaign prior to World War II to incorporate Spanish-influenced architectural features into new buildings constructed on Fort Sam Houston .

Completed in 1936, Building 1001 served as nurses' quarters. It is next to the original Brooke Army Medical Center, which was built in the same style. Restoration of Building 1001 is

expected to be finished by the end of 2011.

Building 2791 was built as barracks in 1939 and will continue in that capacity after its renovation. This building is on track to re-open before the end of this year.

Managing all of these renovation projects and the new construction associated with the San Antonio BRAC program involves almost 200 individuals in the JPMO. The organization, which was formed by agreement among the service engineer chiefs, includes representatives of the Army Corps of Engineers, Air Force Center for Engineering and the Environment, Naval Facilities Engineering Command and private sector contractors. The JPMO is also supported by more than 400 personnel from these commands as well as several architectural and engineering firms.

*POC is Brian Dwyer, 210-627-8439, brian.dwyer@usace.army.mil.*

*Brian Dwyer is a public affairs specialist with Parsons, JPMO, Fort Sam Houston, Texas.* 



# Fort Hood sets new standard for mold remediation

by Brad Britain and Christine Luciano

Every Soldier deserves a clean, healthy work and home environment free from mold and mildew. The Fort Hood, Texas, Directorate of Public Works is actively addressing the problem of mold and mildew growth in barracks and other facilities. To bring this recurring and costly problem under control, DPW has used a new strategy for mold remediation and prevention for the past year and a half.

Contracting officers worked with the DPW facility management team to research, test and implement a strategy that uses hydrogen peroxide gas to treat mold and bacteria. DPW coordinated with an industrial hygienist in Preventive Medicine to test the hydrogen peroxide gas process.

The first and second test trials were successful in eliminating mold and mildew. The Texas State Board of Health was originally skeptical about the process. However, after seeing the rooms and reading the test results, the board chose to move forward on an experimental basis.

The high-tech air purification system is a combination of two technologies — ionization and commercial infection control technology. The system is a process that produces a very low concentration of hydrogen peroxide gas from oxygen and water vapor already in the air and then disseminates it into the facility. The hydrogen peroxide gas first sanitizes the air ducts, then sanitizes the air and exposed surfaces in the building reaching, over time, into every crack and crevice that air can penetrate, disinfecting microbes in places that other processes cannot reach.

The hydrogen peroxide gas is odorless and safe to use in occupied areas. According to the Occupational Safety and Health Administration, 1 part per million of hydrogen peroxide gas is safe throughout the work day. Ozone-free CIMR infection control technology uses only one-fiftieth of that amount.

“The problems with the barracks, mess halls, chapels and other facilities across the installation originated with heating, ventilation and cooling system malfunctions; leakage of water into the building from pipes and through walls and roofs; and old building designs,” said Jay Glazener, DPW facility manager.

Previously, Fort Hood’s approach to managing mold and mildew problems included two basic options. First, wipe down the walls, throw away bedding and upholstered materials, and paint the walls. Second, tear out the walls and discard all furniture and bedding, effectively gutting and renovating the entire area, along with all adjacent areas.

“The new process is an efficient, cost-effective solution to battling mold and mildew,” Glazener said.

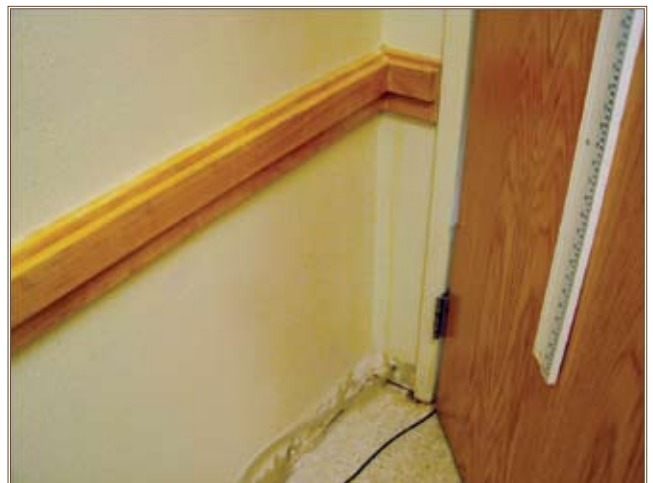
George Henderson, a licensed mold inspector and tester for the state of Texas was asked whether leaks have to be fixed with this process.

“Yes, you have to fix the leak, but you do not have to tear everything out,” Henderson said. “I have witnessed some amazing things with this technology, from saving artifacts at Spindletop Museum in Beaumont, Texas, to eradicating mold and then keeping mold from growing back in a nine-story building that had no roof for months after Hurricane Rita.”

The hydrogen peroxide gas process has



Before treatment, this barracks room wall is covered with mold. Photos courtesy of Pat Fields



After the room was treated with the hydrogen peroxide gas process, the same wall shows the mold and mildew have been eliminated.

also been used by the Navy, the Federal Emergency Management Agency, the National Historical Society, Lamar University, the Texas Educational System and the Army Corps of Engineers.

At Fort Hood, more than 100 barracks rooms, a dining hall and a section of the Keith Ware Hall have been treated. The process effectively eliminated mold and mildew growth and has never failed. Rooms that were completely covered and looked black with mold are now pristine.

In addition to the clean up, an ultra-violet air purification system is placed ➤

Acronyms and Abbreviations	
DPW	Directorate of Public Works



# How to save energy without spending a bundle: Huntsville Center's new energy conservation contracts

by Debra Valine

**D**irectors of Public Works who are looking for ways to meet the Army Energy Campaign Plan's energy reduction goals may need to look no farther than the U.S. Army Engineering and Support Center in Huntsville, Ala. Huntsville Center has provided support for Army energy programs for more than 20 years and recently awarded 16 contracts under its Energy Savings Performance Contracting Program.

Under the ESPC program, contractors provide the financing and perform identified energy-related infrastructure improvements on government installations with no up-front cost to the government. The government repays the contractors from the resultant energy cost savings over a period of up to 25 years. In fiscal year 2008, Huntsville Center awarded ESPC contracts at four installations for a total of \$53.6 million.

These 16 new contracts, awarded in December 2008, may be used to provide services for government installations or



facilities throughout the United States and U.S. territories and possessions. The contracts have a five-year base ordering period and one optional five-year ordering period.

The total capacity of these contracts is \$900 million, which is split between 14 large businesses: Ameresco Inc., The Benham Companies LLC, Burns and McDonnell, Chevron Energy Solutions Company, Consolidated Edison Solutions Inc., Constellation Energy Projects and Services Group Inc., DMJM-Harris-AECOM, FPL Energy Services Inc., Honeywell Inc., Johnson Controls Government Systems LLC, Noresco LLC, Pepco Energy Services Inc., Siemens Government Services Inc., and Trane U.S. Inc.; and two small businesses: CLT Efficient Technologies Group and SEI Group Inc.

The Huntsville Center solicited this acquisition on a competitive basis.

"Garrisons are challenged by how they

will meet the 3 percent energy reduction goal mandated by the National Energy Conservation Policy Act," said Harold Merschman, Huntsville Center's ESPC program manager. "ESPC is one of many tools they can use to reach that goal.

"The beauty of ESPC is that it doesn't cost the garrison anything since it is a third-party financing tool," Merschman said. "Garrisons can get immediate improvements without spending any money."

Typically, the garrison or DPW chief sends Huntsville Center a letter asking for help in meeting these goals, Merschman said. In the letter, the requirements are identified, such as to upgrade lighting. Huntsville Center then goes out and competitively selects one of these 16 contractors to do the work on the installation.

"Our contracts support any federal agency, but we try to concentrate on DoD [Department of Defense]," Merschman said. "Right now, we are also working with the Department of Federal Prisons and the Department of Commerce. We have 46 Army projects and 17 non-DoD active projects."

The Huntsville Center's Energy Branch also includes programs that provide expertise to eliminate energy waste, increase energy efficiency, reduce dependence on fossil fuels, conserve water resources and improve energy security in support of DoD and other federal agencies.

Huntsville Center functions to a large extent like a business in the private sector. Customers contract for the center's services and products. In return, center employees commit to provide quality services and products in the most cost-efficient way possible.

POC is Harold Merschman, 256-895-1369; harold.l.merschman@usace.army.mil.

Debra Valine is the chief, Public Affairs, Huntsville Center. 

Acronyms and Abbreviations	
DoD	Department of Defense
DPW	Directorate of Public Works
ESPC	Energy Savings Performance Contract
Huntsville Center	Engineering and Support Center, Huntsville, Ala.

(continued from previous page)

within the building to prevent the mold and mildew from coming back. In about 97 percent of the facilities, the process works inside the wall cavity and eliminates the need to replace building materials that become infested with mold or mildew.

Materials such as cloth, chairs, furniture and mattress are saved, sanitized and reused unless they are torn or worn out. After treatment, the remediated materials look brand new.

"This is a feat no other process has been able to duplicate to this point," Glazener said. "This process works and saves the government time, money, equipment and facilities, while also improving the quality of life we at the Fort Hood DPW can provide for our Soldiers."

POC is Brad Britain, 254-287-5118, bradford.britain@us.army.mil.

Brad Britain is the mold remediation team leader, and Christine Luciano is the environmental outreach coordinator, DPW, Fort Hood, Texas.





## Senior service college – springboard to success

by Lt. Gen. Robert L. Van Antwerp

Aspiring leaders periodically ask what programs are available for senior level Career Program 18 employees. There is the Master Intern Training Plan for new employees, competitive professional development and university training for midlevel careerists and the Leadership Development Program for emerging leaders. What is available for those who want to become members of the Senior Executive Service?

Have you considered a senior service college?

The Army has a robust professional development program used to develop military officers for senior leadership. Officers receive alternating doses of training and assignments to operational and staff elements. Each experience gives officers broader knowledge and skills needed to prepare for future advancement. The pinnacle of formal training for officers is attendance at one of the SSCs, including the Army War College at Carlisle Barracks, Pa.

At any SSC, lieutenant colonels and colonels spend 10 months studying national security and defense strategies and the role of the military in those strategies to prepare them for their future roles as a senior leader in the Army or elsewhere in the Department of Defense. Attendance is a tremendous experience from two standpoints — learning about the Army from a national security perspective and building strong personal relationships among present and future peers. This experience is especially enlightening for civilians, who comprise about 10 percent of each class at the Army War College.

What I want to emphasize to everyone is the great opportunity SSCs provide for senior CP-18 employees to gain the



Lt. Gen. Robert L. Van Antwerp  
Photo by F.T. Eyre

strategic knowledge and abilities needed to become senior leaders of the Army. However, over the past five years, about 15 CP-18 employees have applied to SSCs, and less than 50 percent of those candidates were accepted into the Army War College, the Industrial College of the Armed Forces and National War College. With all the challenges the Army is confronting now and in the future, the need for strategic leaders versed in national strategies and policy is paramount.

In early February, Ed Gauvreau of our Installation Support Community of Practice attended Civilian Career Days at the Army War College to represent both the U.S. Army Corps of Engineers and CP-18. Ed presented on USACE's structure and opportunities, as well as the opportunities offered by CP-18. He also interviewed eight current civilian students from across the Army who are interested in future employment as senior leaders. Only two of the eight students were CP-18 employees — two out of a total of 37 civilian students who attended.

Ed brought back two recommendations.

One was the need to do a better job of compiling and reporting present and future openings for senior civilians across the CP-18 enterprise. The second was that CP-18 civilians are missing out on a great opportunity to prepare for senior leadership positions by attendance at an SSC.

I agree fully with Ed's recommendations to increase attendance of CP-18 personnel for all SSCs. I am asking Bob Slockbower, my CP-18 functional chief representative, and our new CP-18 Proponency Office to help increase awareness of SSC opportunities, and for commanders and other senior civilians to encourage highly qualified potential senior civilian leaders to apply.

If you are interested in more information on SSCs, go to the web page: <http://cpol.army.mil/library/train/catalog/ch02gen.html>. This page gives general information and application procedures for all SSCs. Specific information about the Army War College can be found at <http://www.carlisle.army.mil>.

As our workload continues to grow in the kind of size and scope never before seen, so, too, does the need to develop even stronger strategic civilian leaders. With an increase in strength in leadership and overall workload, we will continue to develop methods of delivering superior performances every time, which will help set a new standard in our profession and have a unique and positive impact on our nation.

### BUILDING STRONG.

Lt. Gen. Robert L. Van Antwerp is chief of engineers, commanding general of the U.S. Army Corps of Engineers and the functional chief of CP-18.

#### Acronyms and Abbreviations

CP-18	Career Program 18, Engineers and Scientists – Resources and Construction
SSC	senior service college
USACE	U.S. Army Corps of Engineers



# Workshop provides career advice

by Mary Beth Thompson

**S**olid career information that applies to all in the engineering fields flowed during the annual U.S. Army Corps of Engineers Workshop, held in conjunction with the *Black Engineer of the Year Awards*, in Baltimore. From a Career Program 18 update to National Security Personnel System recommendations, speakers gave the audience of more than 100 sound advice.

## CP-18

Bob Slockbower, the functional chief representative for CP-18, talked about the career program. Lt. Gen. Robert Van Antwerp, the Army's chief of engineers, is the CP-18 functional chief, and Slockbower is his designated representative.

He introduced two new members of the CP-18 team — Donna Crawford and Dorothy Smith. He praised former CP-18 program manager Ed Gauvreau but said there is a new business model in place.

"What we had was volunteers trying to manage volunteers," Slockbower said. "What we have now are two people who are going to help us manage the career program. They're not going to do it all, but they're going to help us synchronize the efforts of all of you."

CP-18 members can be found throughout the Army, he said. The vast majority reside in USACE and Installation Management Command. About 81 percent reside in USACE, and 18 percent work in IMCOM.

"There are 14,000 members of the CP-18 community in the Army, and that's an important thing to note," Slockbower said. "The career program represents and serves all the Army, not just USACE."

Career programs exist to recruit, develop and retain a relevant, ready, diverse and technically proficient workforce to meet the needs of the Army and the nation, Slockbower said. Army Regulation 690-950 lays out the Army doctrine for career program management, and the Army Civilian Training, Education and Development System provides the framework and



Bob Slockbower, functional chief representative for CP-18, tells workshop participants about the career program. Photos by Dwayne Lester, USACE, Baltimore District



Amy Ellin-Echevarra of Headquarters, USACE, asks a question during the one-day USACE Workshop in Baltimore.

opportunities for disciplined career development and management.

"Human capital is extremely important," he said. "Establishing tools and systems to get the right people in the right jobs and retain a highly qualified workforce — that's what career programs are all about."

One way CP-18 works toward this goal is through intern development. There are two varieties of interns — Department of Army and local interns.

"Our business model for success is aggressively filling DA intern slots early," Slockbower said. "If other career programs are unable to utilize all of their allocations, we want to be in a position to go back during the year and get permission from the Army to use those allocations. We have been very successful in the past with gaining these additional DA intern allocations through the year."

Another critical piece is local interns, he said. DA intern allocations alone do not

meet the succession planning requirements for the career program.

"It is critical that we also aggressively recruit local interns to build the bench for the future," Slockbower said. "This also provides us the opportunity to quickly convert a local intern to a DA intern, which then leaves capacity available to bring on additional local

interns.

"Once you bring students in, and they see what we do, and they interact with us, we've got them, because we have exciting and challenging opportunities that they are not going to get many other places," Slockbower said.

The intern program has three elements. The first is an orientation. The second is technical opportunities provided through rotational assignments. The third element is placement into the intern's targeted position.

He cautioned that interns are not in the organization for immediate production but as an investment strategy in the organization. Their rotational assignments are important.

"Don't cheat your interns out of that opportunity; they need that opportunity to grow and develop from the wide diversity of experiences that they are exposed to during the rotational assignments," Slockbower said. "It is a career-broadening experience that you rarely ever get in your entire career, and it really energizes people."

On the other hand, careerists need to take charge of their professional development, he advised. They should look to ACTEDS, leadership programs, developmental assignments, and on-the-job-training and competitive opportunities. ➤

### Acronyms and Abbreviations

ACTEDS	Army Civilian Training, Education and Development System
CP-18	Career Program 18, Engineers and Scientists — Resources and Construction
DA	Department of the Army
IMCOM	Installation Management Command
USACE	U.S. Army Corps of Engineers



# Building Materials Reuse Association plans April conference

The Building Materials Reuse Association announced its 2009 International Conference on Deconstruction, Building Materials Reuse, and Construction and Demolition Materials Recycling. Called “Decon ’09,” the conference will be held April 28-30 on the campus of the University of Illinois at Chicago.

Participants will learn about building deconstruction, materials reuse and recycling and find out about integrating those procedures into mainstream planning, design, construction and facility management practices. They will also have opportunities to teach others what they have learned about building deconstruction, materials reuse, recycling and responsible use of resources.

The conference will include —

- Integrating building materials salvage, reuse and recycling within the broader sustainability and green building fields;
- Engaging design, construction and demolition professionals in deconstruction, reuse and recycling activities;

- Marketing, practice, supply and demand in urban environments;
- Urban policies; obstacles and opportunities for material reuse and recycling;
- Life-cycle analyses, embodied energy and impacts on decision making;
- Design opportunities; use of salvaged and recycled materials;
- Design-for-deconstruction and the life-cycle building challenges;
- Disaster debris management;
- Salvage, reuse and recycling in urban redevelopment;
- Job creation and training opportunities;
- Deconstruction, salvage and recycling technologies;
- Chicago’s successful green programs.

The city of broad shoulders is a city that works. From the city hall’s green roof to the sustainable urbanism of the parks, from the Center for Green Technology to the

### Acronyms and Abbreviations

BMRA	Building Materials Reuse Association
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Green Homes Program, from public policy to private development — Chicago is rapidly becoming the nation’s most environmentally friendly city. What better place to showcase the state of knowledge in building deconstruction, materials reuse and recycling? A tour of a Chicago area green building and materials reuse and recycling sites is planned.

The conference also includes BMRA-accredited deconstruction training and WasteCap Wisconsin construction-and-demolition waste-management training and accreditation.

For more information and to register, visit the BMRA web site, <http://www.bmra.org/events/conference>.

POC is Tom Napier, a research architect with the U.S. Army Corps of Engineers’ Construction Engineering Research Laboratory and the conference chair; 217-373-3497 or 1-800-USA-CERL, Ext. 3497; [thomas.r.napier@erc.usace.army.mil](mailto:thomas.r.napier@erc.usace.army.mil).

From the BMRA web site.

(continued from previous page)

Slockbower encouraged people to apply for competitive opportunities. He said they have fewer applicants than they would like.

### Smart objectives

Jeannie Davis, USACE director of Human Resources, offered an acrostic useful for developing job objectives:

- S – specific
- M – measurable
- A – aligned
- R – realistic
- T—timed

Although designed for NSPS, this method can also be used by Total Army Performance Evaluation System employees, Davis said.

Dawn Clappsy, a human resources specialist, expanded on the acrostic.

*Specific* means defining an observable action, behavior or achievement linked to a level of performance. Describe what the individual needs to do, Clappsy said.

“Make it clear what the action is you are trying to attain,” she said.

*Measurable* has two elements – quantity and time. The action must be attainable, Clappsy said.

*Aligned* refers to clearly linking job objectives with organization goals.

Ask yourself if the objective is *realistic*, she said. Is it relevant? Does it make sense?

As for *timed*, the objective needs to be accomplished during the rating cycle. However, some projects extend beyond one rating cycle.

“Maybe it makes sense for some objectives to be what you would expect to be done in a quarter or within six months,”

Clappsy said.

“These are the type of things you need to consider when you are preparing objectives,” she advised.

### Awardees

Among the *Black Engineer of the Year Awards* presented at the conference, two went to USACE personnel. Col. Clarence Turner of the Far East District was honored in the *Professional Achievement* category. D’Lorah D. Small of Savannah District was named the *Most Promising Engineer*.

POC for CP-18 is Donna Crawford, CP-18 functional representative, 202-761-7493, [donna.w.crawford@usace.army.mil](mailto:donna.w.crawford@usace.army.mil). POC for performance objectives is Kim Gryskewicz, human resources specialist, 202-761-7277, [kimberly.A.gryskewicz@usace.army.mil](mailto:kimberly.A.gryskewicz@usace.army.mil).

Mary Beth Thompson is the managing editor, *Public Works Digest*.





# What a long, strange ride it's been ...

by Edmond G. Gauvreau

**W**ith apologies to the late, great Jerry Garcia, it has indeed been a long, strange ride since 2001. Never did I believe that I would know much about Career Program 18, much less have a significant role in its management and evolution.

Until that time, my knowledge of Army career programs was minimal, mostly from the central selection boards that the Corps of Engineers conducted biannually. My hoped-for outcome from the boards was to qualify as a series 801 general engineer, so I could be considered for supervisory positions within the Army.

In the summer of 2001, a quirk of fate changed the direction of my career. In July 2001, I returned to Corps headquarters from the Corps' Medical Facilities Office as executive assistant to the deputy director of Military Programs, then the senior civilian position at USACE. One of my collateral duties was to serve as the program manager for the CP-18 Leadership Development Program. I had no clue what the program was, so I decided I had better learn something about career development.

Two years later, I moved to the Corps' Installation Support Division but also acquired additional duties to become the program manager for all aspects of CP-18, gaining the entire portfolio in one fell swoop.

Through the last eight years, I have had the pleasure of working with hundreds of career program managers, training coordinators, senior executives, interns and everyone in between. All were seeking one common thread — how to improve themselves and their careers. Like any job, I experienced both highs and lows in my efforts to improve career development for individuals and the Army.

During this time, I obtained my own master's degree in public administration,



Edmond G. Gauvreau  
Photo by Mary Beth Thompson

thus making me both a program manager and a customer of CP-18. And when I was promoted last year, I finally received my 801 general engineer designation — not bad for an architect!

I cannot begin to thank everyone who has helped me over the last eight years, from careerists to senior managers throughout the Army and Headquarters USACE staff. There are several folks who deserve special mention.

First, the four functional chief representatives I have had the pleasure of working for — Bill Brown, Dwight Beranek, Don Basham and Bob Slockbower — each brought their own unique knowledge, advice and encouragement to CP-18 and helped make me a better advocate for career development and management. To all of them, I give my eternal gratitude.

Second, I thank the three functional chiefs I served — retired Lt. Gen. Bob Flowers, retired Lt. Gen. Carl Strock and Lt. Gen. Robert Van Antwerp. Their leadership and constant care for civilian development epitomize the role senior leaders should emulate for their employees.

Last, I thank all of you — the hard working and ambitious members of CP-18. I have learned more from talking, counseling, cajoling (even occasionally reading the riot act) with all of you than I could get from memorizing Army regulations and policies. I will take all of your thoughts and ideas and apply them in my new role as a supervisor of nine (soon to be 12) program

managers and engineers to develop their skills and career potential.

I know that the new CP-18 advocates, Donna Crawford and Dorothy Smith, will do great things and take the career program to the next level, so give them your total support. As I have advised my Leadership Development Program folks on their goals for years, "Go forth and excel!"

Edmond G. Gauvreau is chief, Programs Branch, Installation Support Community of Practice, Headquarters, USACE. 

## Additional master planning class


by Andrea Wohlfeld Kuhn

**R**eal Property Master Planning, a one-week introduction to planning, will be offered in Portland, Ore., May 18-22. The class is open to Army planners, all government agency personnel and the general public. Topics will include general planning principles, stakeholder participation, real property planning boards, site planning charrettes and sustainable planning concepts.

The courses' goal is to help planners to be more effective by providing them with an overview of the real property master planning process used by government entities. For nonplanners, this course offers a summary of the installation planning process and how their organizations fit into the process.

The course number is 075. Register by calling Janine Wright at 256-895-7431 or go to <http://pdsc.usace.army.mil/CourseListDetail.aspx?CtrlNbr=75>.

POCs are Jerry Zekert, 202-761-7525, [jerry.c.zekert@usace.army.mil](mailto:jerry.c.zekert@usace.army.mil); and Andrea Wohlfeld Kuhn, 202-761-1859, [andrea.w.kuhn@usace.army.mil](mailto:andrea.w.kuhn@usace.army.mil).

Andrea Wohlfeld Kuhn is a Master Planning Team associate, Headquarters, U.S. Army Corps of Engineers. 

### Acronyms and Abbreviations

CP-18	Career Program 18, Engineers and Scientists – Resources and Construction
USACE	U.S. Army Corps of Engineers



## Marin leads Installation Services at OACSIM

by Mary Beth Thompson

Once a teacher, always a teacher? Kathleen Marin, the Army's new director of Installation Services, gave a glimpse of her instructor background during her presentation at the housing managers' Professional Development Seminar in January. Marin related a metaphor she had heard to illustrate the differing responsibilities of the various levels of command in Washington, D.C.

At the Army secretariat level, she explained, decisions are made and broad guidance provided, much like a couple deciding to take a vacation and determining where they want to go. At the Army staff level, decisions are made about how to implement the secretariat's decisions, just as the couple must make choices about their vacation. When and how will they travel? How much will it cost? How will they save for it? The next level, the Installation Management Command, executes the "vacation plan" and deals with problems that may come up along the way, such as gas price increases or car breakdowns.

"I know that's a very simplistic story," Marin said, "but it helped me to understand as I figured out what my role is."

Teaching is where Marin started. She taught at San Diego State, at community colleges, for military education programs in San Diego and for the Job Corps after earning bachelor's and master's degrees in English and American literature. Later, during her Army career, Marin furthered her education with a master's in national resource strategy from the National Defense University Industrial College of the Armed Forces.

She started working for the Army in 1986 as the operations officer for the Directorate of Plans, Training, Mobilization and Security in Bad Kreuznach, the first of three assignments in Germany. She became the civilian subcommunity manager at Dexheim and, later, the civilian

executive officer for the 222nd Base Support Battalion in Baumholder.

Marin moved to Fort Sam Houston, Texas, in 1992 where she served as deputy director of Personnel and Community Activities. She then took on broader responsibilities as executive officer, base operations manager and, finally, deputy garrison commander.



Kathleen Y. Marin  
U.S. Army photo

Selected as the leader of the task force charged with standing up the new Installation Management Agency's Southwest Region, Marin was afterward assigned as the first chief of staff of the region. Her next move was to Washington, where she became the chief of Capabilities and Initiatives in the Plans Division and then the director of Plans at Headquarters, IMCOM.

"The really important piece of that is that I've worked in installation management for almost 23 years," Marin said. She has worked in small and large posts overseas and in the United States, at the IMCOM region and headquarters levels, and now at the Office of the Assistant Chief of Staff for Installation Management.

"So, I sort of grew up in installation management," she said.

Since October, she has been at the OACSIM overseeing installation services for the Army. Her responsibilities cover policy and resource planning for Family and single-Soldier housing, environmental programs, some logistics, privatization, and Soldier and Family programs.

"Now I'm privileged to be at the policy and resourcing level for the exact same program," she said. "My greatest hope is that that on-the-ground experience will inform the kinds of responsibilities and decisions I have to make at this level."

Marin and her staff are working on several efforts. They are developing the barracks and Family housing strategies for future fiscal years. They are pulling together a set of policies, legislation and programs to help Soldiers and Families during these financially challenging times. They are working on the Army Family Covenant, an umbrella for many of the programs that deliver needed services to Soldiers and Families. They just launched a neighborhood electrical vehicle program and are looking at ways to support a sustainability campaign plan.

"What I enjoy most is really having an opportunity to make a difference in Soldiers' and Families' lives," she said.

That goal is not easy to achieve. A big challenge is ensuring that all of the stakeholders — Soldiers and Families, the different levels of the commanders, the leadership and the people who deliver the services — are engaged.

"You have to weigh everybody's needs, and so you have to have good processes for sort of systematically engaging all the stakeholders and assimilating the information, and then prioritizing and making sometimes tough decisions," Marin said.

All the programs she oversees are central to quality of life. That is a big responsibility, and some days can be difficult.

"We're doing this for Soldiers and Families," she said. "These are real, live human beings, and when we get frustrated, perhaps with the bureaucracy or when things seem tough, we always remember who we're doing this for."

"It means something that we are trying to provide them a quality of life commensurate with the quality of their service to the nation, and I don't believe that's just words," she said.

In her free time, Marin and her husband enjoy traveling, cooking and spending time with one another. They also practice yoga as a stress reliever.

"I'm a great believer in work-life balance," she said. "If I'm relaxing and happy and engaged in my time off, that makes

Acronyms and Abbreviations	
IMCOM	Installation Management Command
OACSIM	Office of the Assistant Chief of Staff for Installation Management



## Aycock becomes IMCOM's deputy commander

**B**rig. Gen. Al Aycock was assigned as deputy commanding general of the U.S. Army Installation Management Command Feb. 17. He joins IMCOM after a career with a wide variety of service across infantry, special forces and joint units, and institutional training.

From July 2008 until his assignment to Headquarters IMCOM, Aycock served as the commanding general, Special Operations, Korea. From August 2006 to July 2008, he was the commanding general, IMCOM Korea, where three of five garrisons were nominated for *Army Communities of Excellence* awards within two years.

From 2003 to 2006, Aycock served as garrison commander of Fort Bragg, N.C. During his tenure there, the post earned *Army Communities of Excellence* honors twice and earned the Army's *Garrison Antiterrorism Award* for three consecutive years.

Aycock stated that he was pleased to return to the IMCOM family where his focus will be on ensuring fulfillment of the chief of staff of the Army's four imperatives: sustain, prepare, reset and transition. He will place emphasis on the Army Family Covenant, Warrior in Transition Units and transitioning IMCOM while taking care of Soldiers, civilians and Families.

Commissioned as an infantry officer in 1978 after graduation from the U.S. Military Academy, he became a Special Forces officer in 1987 after the creation

of the branch. Aycock's first assignment was to Fort Stewart, Ga., where he served in various roles as part of the Rapid Deployment Joint Task Force.

At Fort Bragg, Aycock served as a force structure officer and later chief of force structure, XVIII Airborne Corps. He served as commander, Company E (Antiarmor), 504th Airborne Infantry Regiment, 82nd Airborne Division where the unit earned best separate company honors.

Aycock was a founding member of the Army's 1st Battlefield Coordination Detachment working with the Air Force on multiple deployments. He was later executive officer to the XVIII Airborne Corps G3.

Following graduation from the Special Forces Qualification Course as honor graduate, Aycock was a detachment commander with 5th Special Forces Group (Airborne) and later battalion S3, 3rd Battalion. Following graduation from the Armed Forces Staff College, he was assigned to the Pentagon where he served on the Joint Staff, first in Counter-narcotics Operations Division, then as a briefer on the Crisis Action Team for Operations Desert Shield and Storm, and later in Special Operations Division on a classified project.



Brig. Gen. Al Aycock  
U.S. Army photo

Aycock returned to Fort Bragg as a company commander. He was selected as aide-de-camp for the commanding general of U.S. Army Special Operations Command. He served as a battalion executive officer and later as inspector general for the Special Warfare Center and School. He was selected as a commander in 2nd Battalion, responsible for Special Forces Advanced Skills Training.

He later served as USASOC assistant chief of staff and the commanding general's speechwriter. After attending the Army War College, Aycock served as deputy chief of staff, Operations for USASOC.

In addition to his bachelor's degree, he holds a master's in education from Fayetteville State University, with induction in the Kappa Delta Pi honor society, and a master's in strategic studies from the Army War College, where he also was selected for the first Advanced Strategic Art Program class.

Information courtesy of IMCOM.



### Acronyms and Abbreviations

IMCOM	Installation Management Command
USASOC	U.S. Army Special Operations Command

(continued from previous page)

me a stronger more productive advocate in my work life."

That Marin works at maintaining that balance in her life is evident. During her Senior Executive Service promotion ceremony in October, she provided another gentle lesson when she mentioned one of Coco Chanel's maxims. She explained

that Chanel had advised that one should decide not be *something* but to be *someone*.

"I really believe that," Marin said. "Don't focus on what you want to be next. Focus on the kind of person you want to be and how you interact with people every day. I really try to live that way."

Mary Beth Thompson is the managing editor of the *Public Works Digest*.



## In memoriam: Dick Daley

**R**etired Corps of Engineers employee Richard W. "Dick" Daley died March 11.

"Dick fought a brave battle with cancer," reported Pete Almquist, longtime friend and co-worker. "Dick was a retired Army Officer, Vietnam vet and, as most knew him, the lead for the Commanders Course, for which he did an outstanding job."

Burial with military honors will be at Arlington National Cemetery, Arlington, Va., April 21 at 11 a.m.

POC is Pete Almquist, 202-761-7495, peter.w.almquist@usace.army.mil.

Information courtesy of Headquarters, U.S. Army Corps of Engineers.



**U.S. Army Installation Management Command**  
2511 Jefferson Davis Highway  
Arlington, VA 22202-3926  
[www.imcom.army.mil](http://www.imcom.army.mil)

U.S. ARMY INSTALLATION MANAGEMENT COMMAND

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