

Public Works

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U.S. ARMY INSTALLATION MANAGEMENT COMMAND

IMIGOM



Family housing under construction in the Simpson Wisser neighborhood of Fort Shafter, Hawaii, is one example of the success of the Military Housing Privatization Initiative. Photo by Mark Brown, Army Hawaii Family Housing. Pg 10

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Military, civilians who are affected by housing market get help

by Robert E. Slockbower

Soldiers, sailors, airmen, Marines, their civilian colleagues — and their families — are often afforded the opportunity to travel the world and, with that opportunity, comes the accompanying relocation. The Department of Defense and the Army offer many resources to assist in preparing for the fiscal, physical and emotional challenges that accompany a service-related move.

The housing crisis that has dominated the news for the past year has posed unique challenges for DoD military and civilian personnel and their families. Base Realignment and Closure, which will bring realignment to 53 bases and close 13 others, and routine permanent changes of station are increasing pressure on homeowners who have to make tough decisions on what to do with their primary residences.

The priority with all DoD housing assistance programs is to minimize operational impacts during the relocation process. Given declining real estate prices in many markets, there is a growing focus on the DoD Homeowners Assistance Program, which the U.S. Army Corps of Engineers executes. This program helps civilian and military homeowners who are moving as a result of BRAC and related transformation efforts.

HAP was created by Congress in 1966 to financially compensate eligible service members and civilian employee homeowners faced with a loss on the sale of their property related to base closure or force realignment. Generally, the HAP provides assistance in four possible ways:

- reimbursement for part of the loss of selling a home;
- assistance in paying off a mortgage if the sale of the home did not bring in enough proceeds;
- purchase of the home by paying off the mortgage; or
- help in cases where the homeowner has



Robert E. Slockbower
Photo by F.T. Eyre

defaulted on the mortgage payment.

Traditionally, DoD has helped homeowners who may lose value on their homes as a result of base closings. Since the United States is facing the worst real estate market decline since the Great Depression, Congress stepped up efforts to provide service members and DoD civilians and their families with additional assistance to weather the economic downturn.

The American Recovery and Reinvestment Act of 2009 provided \$555 million for the expansion of HAP. Recovery Act funds are being used to temporarily increase support for eligible military and civilian employee homeowners who are affected by the economic downturn as they are forced to sell their homes at a loss. The temporary expansion includes assistance for homeowners affected by BRAC 2005 and service members receiving PCS orders dated between Feb. 1, 2006, and Sept. 30, 2010 — depending on funding availability.

The added funding can make a major difference to people struggling in this economic crisis. In addition, the expansion also helps the local economies.

Under the new program, expanded by the Recovery Act, service members and civilians who have become wounded, injured or ill in the line of duty and

Acronyms and Abbreviations	
BRAC	Base Realignment and Closure
DoD	Department of Defense
DNRP	Defense National Relocation Program
FY	fiscal year
HAP	Housing Assistance Program
PCS	permanent change of station
USACE	U.S. Army Corps of Engineers

surviving spouses of fallen service members are among the newly eligible categories. This includes surviving spouses of service members killed in the line of duty or in the performance of their duties during a deployment on or after Sept. 11, 2001, in support of the Armed Forces, or who died from a wound, injury or illness incurred in the line of duty during such a deployment. Service members and civilians who have become wounded, injured or ill in the line of duty deployed since Sept. 11, 2001, and are seeking medical care are also eligible for HAP. (Editor's note: For more on HAP, see the article on page 13.)

Another program managed by USACE that is designed to help homeowners make PCS and BRAC transitions easier is the DoD National Relocation Program. DNRP is a civilian employee relocation program that provides relocation services, including a guaranteed home buyout process, to eligible DoD civilian employees so they can sell their homes at the prior duty station and locate housing at the new duty station.

DNRP's primary benefit, known as Guaranteed Home Sale, offers an optional alternative to the PCS reimbursement process. It also offers other valuable services such as the Home Marketing Incentive Payment, a financial incentive bonus payment that may be authorized for employees participating in the DNRP who successfully market their homes to obtain a Buyer Value Option or Amended Value Sale.

Since its inception in 1987, the



Housing: Delivering on the Army Family Covenant

by Kathleen Y. Marin

As the Army marks the second anniversary of the Army Family Covenant, Installation Services is committed to keeping the promise by delivering quality housing programs and facilities. The covenant institutionalizes the Army's commitment to provide Soldiers and families — active, Guard and Reserve — a quality of life commensurate with their level of service and sacrifice to the nation. It is through housing programs that we provide tangible evidence of our commitment to the people we serve.

Key components of the Army Family Covenant that pertain to housing include improving family and single-Soldier housing, Residential Community Initiatives and enhanced Housing Services Office programs. Through standardizing family programs and services and increasing outreach to families off post, Installation Services plans to deliver on the promises made in the covenant. We continue to improve on-post family and unaccompanied housing, expand housing services and create a secure and affordable environment for Soldiers and families to thrive.

The Army Family Housing program builds, maintains and operates a worldwide inventory of quality housing at installations where suitable quarters are not available on the local economy. AFH construction appropriation provides for new and replacement construction of homes as well as the revitalization of existing facilities. It also provides government contribution to housing privatization projects under the RCI.

Through RCI, the Army has privatized



Kathleen Y. Marin
U.S. Army photo

86,000 homes, built more than 21,000 homes and renovated another 16,000 homes at 43 different installations. By the end of fiscal year 2010, all homes on major installations will be privatized in the continental United States.

All of the projects include some level of resident programs, such as LifeWorks, cooking classes, support services for spouses of deployed Soldiers as well as many activities for children. Amenities abound at most sites, including modern community centers equipped with exercise equipment, spray parks and swimming pools.

As a best practice, we expanded the RCI model to include Unaccompanied Senior Enlisted and Officer Quarters apartments at five installations — Forts Irwin, Calif., Drum, N.Y., Bragg, N.C., Stewart, Ga., and Bliss, Texas — to address the shortage of adequate and affordable off post rentals. The plan is to construct 1,396 one- and two-bedroom apartments.

The Unaccompanied Personnel Housing program, like its counterpart AFH, follows the philosophy of building, maintaining and operating a worldwide inventory of quality housing at installations for

Acronyms and Abbreviations	
AFH	Army Family Housing
BRAC	Base Realignment and Closure
HSO	Housing Services Office
RCI	Residential Communities Initiative
UPH	Unaccompanied Personnel Housing

Soldiers. The UPH program includes the Permanent Party Barracks Modernization Program, training barracks, UPH Privatization, First Sergeant's Barracks Initiative, furnishings and the Housing Operations Management System 4. These programs are supported by the Army Barracks Strategic Plan that is in direct correlation with the Army's vision and mission in the Army Campaign Plan.

The Army is refining and enhancing its housing services. The Housing Services Office is the point of entry for community and privatized housing. HSOs assist incoming and departing customers with off post housing needs; nondiscriminatory housing listings; and quality, up-to date information pertaining to all aspects of housing.

Housing options and information are provided through a variety of web-based technologies, such as the Automated Housing Referral Network, www.abrn.com, which provides current and available rental listings and home buying or selling options, and Army Housing One Stop, <https://onestop.army.mil>, which provides local community- and installation-specific information and services.

In response to the American Recovery and Reinvestment Act of 2009, the Army expanded the Housing Assistance Program to provide assistance to eligible wounded, injured or ill service members and

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Relocation Program has helped thousands of employees sell their homes through the Guaranteed Homesale Program, rent their homes through the Property Management Program, and purchase or rent in a new town through Destination Services.

In fiscal year 2009, the USACE National Relocation Office received 1,260 service requests and bought more than 750 employees' homes, worth more than \$197 million in total real estate value. We expect the service request volume to increase by 50 percent in FY 2010.

USACE is proud of its continuing role of executing these programs for DoD, serving both the uniformed military and civilian members of the DoD team and their families.

Robert E. Slockbower is the director of Military Programs, U.S. Army Corps of Engineers.



Housing professionals meet in Atlanta

by Megan D. Purkey

Finding the essential tools for a global community in an era of persistent conflict and a shortness of funds is difficult, but not impossible, for housing personnel. From Feb. 1-5, Army housing personnel gathered in Atlanta at the annual military housing conference, the Professional Development Seminar, to discuss the way ahead and potential solutions to better serve and assist Army Soldiers and families in this difficult time.

The seminar was organized into four tracks, and attendees could tailor their training to fit their needs. Classes were on such issues as the privatization of unaccompanied personnel housing, fair housing, furnishings management, how to help military personnel affected by the mortgage crisis, the Basic Allowance for Housing, the Automated Housing Referral Network and best practices from the military services' privatization team award winners.

The Professional Housing Management Association, sponsor of PDS, and the military services offered their respective Service Day activities on Wednesday. On Service Day, the Army presented a wide variety of information, from the perspectives of the secretariat, Installation Management Command Headquarters and the Office of the Assistant Chief of Staff for Installation Management's Housing Division. The Army used the gathering of such a large group of housing personnel to unveil the new Electronic Military Housing information technology program, known as eMH, and to further discuss the restructuring of IMCOM Headquarters.

Dan Wonderly, the enterprise manager

in the Navy Installations Command Housing Division, presented the eMH program. He described it as a secure, joint military housing computer application used to automate the housing management processes for the Army, Navy and Marine Corps.

Currently, the Army uses HOMES4; however, beginning in 2010, the Army will roll out the eMH with estimated completion in late 2011 for all continental U.S. installations. The benefit to service members is a purple computer application that manages assignments, occupancy, termination and furnishings for both family and unaccompanied personnel housing.

The system also benefits housing personnel. It offers easy and ready access to dashboards, various types of reports, form and letter templates, furnishings bar coding and training management.

Both OACSIM and IMCOM Headquarters have been working with eMH to ensure a smooth transition for Army personnel. Further questions about the eMH program can be directed to the housing offices in both organizations.

In addition to dealing with the transition to eMH, IMCOM Headquarters has been hard at work ensuring a smooth transition for its

Acronyms and Abbreviations	
eMH	Electronic Military Housing
FY	fiscal year
IMCOM	Installation Management Command
OACSIM	Office of the Assistant Chief of Staff for Installation Management
PDS	Professional Development Seminar
UPH	Unaccompanied Personnel Housing

own organization. At the beginning of fiscal year 2010, IMCOM Headquarters reorganized, and the primary housing functions transferred from Arlington, Va., to San Antonio.

At the PDS in Atlanta, Ron Whited, the IMCOM chief of Housing, and Jeff Michels, the UPH Branch chief, discussed the reorganization and answered audience questions. Whited laid out IMCOM's family housing strategy for the upcoming years, discussing the goal to eliminate excess housing and the funding of fixed overheads in the areas of furnishings, utilities and leasing costs. ➤



Debbie Reynolds, chief, Army Housing, OACSIM, speaks at PDS in Atlanta. Photos courtesy of the Professional Housing Management Association



John Nerger, executive director, IMCOM, addresses the Army audience on Service Day.

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surviving spouses, Base Realignment and Closure 2005 impacted personnel where market decline is not directly related to the BRAC announcement and service members undergoing permanent-change-of-station moves.

To honor the sacrifices our Soldiers

and families are making for our country, we will deliver on the Army Family Covenant. We have much more work to do. We are dedicated to providing the best housing to Soldiers and their families. Supporting the philosophy of the assistant chief of staff for installation

management, our commitment to delivering the Army Family Covenant is nonnegotiable, and we will not depart from this commitment.

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



Why program for general officer furnishings?

by Marjorie Chaney

An annual General and Flag Officer Quarters six-year plans are back. Why? The answer is simple — to get funding for GFOQ needs.

Before privatization, Army Family Housing managers routinely programmed for government-owned GFOQ furnishings in their 6YPs. These requirements were included in the out-year Program Objective Memorandum budget submittal to Congress. When government family housing was privatized, the private partners initially absorbed the expense of furnishings, and housing managers rejoiced that the 6YP went away.

As time passed and the true cost of furnishing these oversized houses was known, the Army realized that furnishings for “executive housing,” as it is called in privatized housing, were being funded at the expense of other Soldier housing in the community. Because this was an Army issue and not a housing issue, the government took back the responsibility of funding furnishings for executive housing.

The bottom line is that privatized housing managers are again required to do the web site submittal of the 6YP for their executive housing furnishings to be funded in the budget. The web site, <https://www.housing.army.mil/Portal/login>, is currently open and ready for this year’s plans, which will feed the submittal of the fiscal years 2012 and 2013 POM.



Furnishings for executive housing must be programmed in a six-year plan. Photo courtesy of Directorate of Public Works, Northeast Region, Installation Management Command

FY 2010 is already an unusual year in that funding in all accounts is reduced, including the 1913 Furnishings Account. Because many privatized installations missed the submittal for the FY 2010 budget plan, there have been many out-of-cycle requests. An out-of-cycle request draws congressional attention to the general officer program each time one is submitted. Requests from the customers — the residents — are the main focus, but before submitting an out-of-cycle request, the decision has to be made whether the requirement is congressionally noteworthy.

For government-owned housing, Congress requires notification of all GFOQ maintenance and repairs anticipated to exceed \$35,000 in a year. Congress also requires notification of all GFOQ operations and maintenance, excluding utilities and leasing costs, anticipated to exceed \$35,000.

responsibility for facility and property damage above normal wear and tear.

To obtain a copy of the barracks management guide, housing personnel should contact Liz Korczynski at IMCOM’s Housing Division. She can be reached at 703-602-3389 or Elizabeth.korczynski@us.army.mil.

Each year, the Army uses the PDS to present and discuss new and pertinent information with housing professionals. The Army looks forward to seeing all of its housing personnel next year in the Big

Acronyms and Abbreviations	
6YP	six-year plan
FY	fiscal year
GFOQ	General and Flag Officer Quarters
POM	Program Objective Memorandum

A few tips on your submittal can smooth the way:

- A well-thought-out 6YP is the best solution for taking care of general officer or executive housing. Ensure the plan is vetted with the occupant and that he or she understands when major repairs are scheduled for completion. A change requested for “resident preference” is not a valid requirement.
- A 6YP must be signed by the occupant. For quarters under change of occupancy or where the resident is deployed at the time of submission, the signature of the garrison commander is acceptable.
- GFOQ inventory condition codes in the Installation Status Report should coincide with programmed maintenance and repair, and all projects must be listed in the Project Priority System.

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Marjorie Chaney is the Army Family Housing team lead, Headquarter, Installation Management Command.

Easy, so mark your calendars now for Jan. 17-21, New Orleans and PDS XXIII.

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This article also appears in the Professional Housing Management Association’s Defense Communities.

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IMCOM’s barracks strategies support that of OACSIM with a permanent party buyout by FY 2013 and a training barracks buyout by FY 2015. In addition, in October, IMCOM published a barracks management guide that requires all installations with permanent party spaces to follow the First Sergeants Barracks Initiative tenets and principals in the areas of assignments and terminations, facility sustainment, furnishings management, common area custodial needs, grounds maintenance and Soldier



Tips, guidelines for planning for general officer housing

by Dale Means

General and Flag Officer Quarters six-year plans constitute a very sound planning and programming tool. They also provide a great vehicle for analysis of work to be done on general officer housing.

Submittal of the GFOQ 6YPs from garrisons to Headquarters, Department of the Army, is a firm, recurring annual requirement. The report includes the GFOQs privatized under the Residential Communities Initiative known as “executive homes.”

Considerable attention to detail must be paid to the quality and content of submittals to ensure accuracy. Look for GFOQ records that are no longer required and delete them from the data base. These erroneous entries can cause problems in the report process. Quality control needs to be provided by garrisons; quality assurance by Installation Management Command regions.

Planning the plan

Preparing for the proper completion of the 6YPs is essential. Step 1 of the entire process is working with the engineers to determine what projects should be programmed. Begin working with the Directorate of Public Works and the occupant several months before the due date to ensure that all required work is included in the plan.

While planning, keep in mind factors concerning furnishings purchases, DD Form 1391 requirements and out-of-cycle requests that could affect your results. For example, any unprogrammed furnishings purchases and/or replacements that are not itemized on the supplement or included in the 6YP require an occupant-written request if it is later determined that these furnishings or projects are needed.

Acronyms and Abbreviations	
6YP	six-year plan
GFOQ	General and Flag Officer Quarters
RCI	Residential Communities Initiative Planning the plan

All projects costing \$20,000 and above require a DD Form 1391. Since all projects round up to the nearest \$10,000, that requirement actually means a project that costs more than \$10,000 must have a 1391.

1391s need to be submitted simultaneously with the 6YP. Part of the review process is to look at the 1391s.

If a project is not submitted in the 1391 processor and not in the Priority Project List, it will not be included in the budget.

Out-of-cycle requests are to be justified only on an emergency basis, such as “unforeseeable acts of God,” for example. They cannot be based on failure to program. Trying to justify program failures as emergencies is embarrassing to the Army as it works to obtain GFOQ funding and negatively impacts the credibility of the entire program. Failure to program projects also affects the quality of life of residents who are assigned to substandard homes, and it affects the garrison when uninhabitable homes are removed from the inventory.

Tips

Some cogent tips about completing the report can help as you compile and review the garrison GFOQ 6YP.

Header information – Ensure all header information is complete, including gross square footage, and grade and position of the occupant.

Body of the plan –

- Line 1a: Management – Ensure that appropriate management expenses are included, i.e., a prorated or fair share of management expense to cover direct management costs; this includes time



GFOQs like this one at Rock Island Arsenal, Ill., require detailed planning and upkeep. Photo courtesy of Directorate of Public Works, Northeast Region, Installation Management Command

spent on furnishings requests and resident relations.

- Line 1c: Furnishings – Look for a logical replacement cycle, such as purchase of new drapes or new carpets during change of occupancy.
- Line 3h: Major Projects – All major projects must be shown in the supplement and have a DD 1391 number if scheduled within the first two fiscal years, as well as a project description. Ensure fiscal years are properly aligned between the supplement and body.

Supplement – Ensure the supplement is properly completed in both the Projects and the Furnishings sections. Each should be broken out by fiscal year, item and cost. Operations and maintenance projects of more than \$20,000 must have a valid DD 1391 number. You may program cleaning of drapes and sheers on a biannual basis or on change of occupancy. The latter is considered to be the best solution.

Changes of Occupancy – Ensure that changes of occupancy are properly planned and entered under Line 3. Having no projected changes of occupancy is not considered to be an acceptable solution on the 6YP. This is a planning and programming document. Interior painting, for example, should correlate to change of occupancy.





How's, why's of UPH programming, execution today

by Jeff Michels and Brian Jost

There have been some changes in the roles and responsibilities for programming for unaccompanied personnel housing that resulted from the transformation of Installation Management Command Oct. 1. One of the significant outcomes of the transformation is the stand up of a robust housing staff that, when fully manned, will have the capabilities to effectively execute the tasks associated with the Army Housing program.

The new housing staff's efforts are divided along the lines of UPH; Army Family Housing, which includes Residential Communities Initiative; and Strategic Planning and Resourcing.

The UPH Team has complete responsibility for and acts as the IMCOM advocate for the UPH program. As the program advocate, the team works with



Jeff Michels
Photos courtesy of IMCOM
Housing Team

the installations, Office of the Assistant Chief of Staff for Installation Management program managers, Department of Army staff and members of the U.S. Army Corps of Engineers, among others. Put simply, the UPH Team has cradle-to-grave



Brian Jost

responsibility for all UPH facilities in the Army and interacts with any party required to complete its mission.

The team is responsible for conception, identification and validation of the requirement, operation and maintenance during the structure's usable life and planning for the facility's demolition ➤

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Comment Section – Make good use of the garrison and region comment sections to explain details, rationale and timing. Ensure all memo entries are preceded by a date and the initials of the person follow the entry. This allows any electronic back-and-forth discussion to be tracked.

Statutory Limits – Look for \$35,000 statutory limit violations to ensure proper compliance; take corrective action, if necessary.

Signatures – The signed hard copy should be filed in the individual GFOQ file. Ensure that signatures are handled properly. To recap signature requirements:

- Per Army Regulation 420-1, the general officer assigned to the GFOQ must sign his or her plan. If no general officer is assigned, the garrison commander may sign. If the assigned officer is deployed, his or her executive officer or the garrison commander may sign on behalf of the general officer. If the assigned officer is a general in paygrade O-10 and has an executive officer who

is also a general officer, the latter may sign on behalf of the general.

- The approval authority is the director of Public Works or the garrison commander.
- The certification authority is either the GFOQ manager or the chief of Housing. In many cases, the latter is also the RCI asset manager at privatized installations. No other housing personnel are authorized to sign. The certifier should read the statement he or she is signing very carefully.
- The dates shown on the electronic copy on the GFOQ web site should be the dates actually reviewed and signed by the respective parties.

Checklist


Consider such items as the following in your final checklist:

- Are all header entries completed?
- Were management costs included?
- Was the supplement properly used? Are both sections completed?
- Were changes of occupancy scheduled?

- Were changes of occupancy and interior painting synchronized?
- Were reroofing and exterior painting projects on duplexes synchronized?
- Did all major projects — \$20K or more — have valid, current DD Form 1391s identified?
- Did older GFOQs have major projects scheduled?
- Are there any obvious or gross numerical errors in cost information?
- Are any signatures missing? Are any signatures inappropriate? Are the dates in proper sequence?

Attention to these tips, guidelines and advice can be the difference between a 6YP that is held up to be revisited and one that sails through the system. The latter better serves the general officer, the family, the command and the garrison.

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and replacement when the barracks has met or exceeded its usable lifespan. Since the team has a broad range of responsibilities, it might be helpful to walk through the process to see where and how it is evolving. Note that, although the steps are outlined in a sequence, many of these activities and functions happen in parallel.

One of the first things the team discovered is that, enterprisewide, the common operating picture was not really all that common. Each echelon — installation, region, headquarters and the OACSIM — had a different picture of what the inventory encompassed and the detailed information used to describe each asset.

One of the primary goals is to develop a business process that will enable all echelons to use the same set of facts and data when making decisions within their sphere of influence and responsibility. OACSIM and IMCOM Headquarters are both in the process of deploying enhanced housing information systems and processes to help achieve this end and reduce the workload at the installation level.

As any good manager will tell you, data is only good if it can stand up to an audit and be validated or calibrated on a periodic basis. The next step in the process is to have the installations validate the inventory data in the enterprise common operating picture. The focus is on making sure all facilities are captured and accurately described.

The results are compared against the Integrated Facilities System database, checking for agreement between the common operating picture and the IFS database. Necessary changes are then made.

Having achieved a satisfactory level of comfort with the UPH inventory and the common operating picture decision support process, the team is ready to look at the process used to identify a

requirement for a barracks. Requirement identification starts with the installation and the user. The tools used to start the process are the Army Stationing and Installation Plan, and the Real Property Planning and Analysis System.

Both of these systems are used by every echelon in the process and serve as touchstones for all users. Every analysis and discussion will eventually include a conversation about what the requirement is as shown in the RPLANS.

The installation has primacy when it comes to responsibility for the accuracy of the ASIP and RPLANS data. Who knows better than those at the installation who is living on, or coming to live within, its boundaries?

A shortage of UPH facilities should trigger the installation, as the user, to develop a DD Form 1391 and enter it into the system, completing all the required tabs and associated actions. At the same time, the installation should enter the requirement into the Project Prioritization System, IMCOM's system used to identify, capture and prioritize facility and maintenance requirements.

The next step occurs when the Headquarters, IMCOM UPH team is asked to provide input into the development of the Military Construction Program Objective Memorandum submissions. All the UPH projects identified in the PPS are pulled and ranked from "1," the highest priority, to "N," the lowest priority, based on the priorities the project was given by its various stakeholders — the installation, region, senior mission commander and Army Component Command, along with the Army's stated MILCON priorities for the POM cycle under review.

The final step in the process is to integrate the UPH requirements list into the larger list of all the Army's MILCON requirements. The process used here is similar to that of the previous step, except that the heavy lifting is done by


Acronyms and Abbreviations	
ASIP	Army Stationing and Installation Plan
DA	Department of Army
FY	fiscal year
IFS	Integrated Facilities System
IMCOM	Installation Management Command
MILCON	Military Construction
OACSIM	Office of the Assistant Chief of Staff for Installation Management
POM	Program Objective Memorandum
PPS	Project Prioritization System
RPLANS	Real Property Planning and Analysis System
UPH	unaccompanied personnel housing

the OACSIM and DA staff with greater emphasis given to the Army's and the Department of Defense's published priorities for the POM cycle under review.

Using this process as this year's POM submission was developed, the team was able to meet its goals for the UPH program. Those goals were to have all permanent party barracks in the MILCON program submission by fiscal year 2013 for occupancy in FY 2015, and to have all training barracks requirements in the MILCON Program by FY 2015 for occupancy in FY 2017.

The submission has now moved to the final level, where it is competing against all other MILCON requirements in the Army for the limited resources available. There, once again, the discussion will come back to the starting questions: What is your requirement? What is your on-hand inventory? This final level reemphasizes the importance of an accurate and universally understood common operating picture, one of the UPH Team's primary goals.

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Partner perspective: Benefits of public-private housing partnerships

by Ann M. Choo Wharton

When Congress passed the Department of Defense Military Housing Privatization Initiative in 1996, two goals were key — eliminating inadequate housing and sustaining quality residential communities. The vision was simple: leverage private capital through partnerships with private developers to construct, renovate, operate and maintain housing. Now, nearly 15 years into the program and with more than 90 privatized projects under its belt, DoD is realizing many more benefits than those it set out to accomplish — and perhaps more than anyone ever envisioned.

Becoming a recognized leader in smart growth in both the public and private sectors was an unexpected, yet very much-welcomed, outcome of public-private partnerships, such as the partnership between the Army and developer Actus Lend Lease.

“Our success in the area of sustainable development can be attributed to our shared desire to build communities that are healthy for families and good for the environments in which we live and work,” said Dale Connor, managing director, Actus Lend Lease. “A high value is placed on these aspirations, which allow us to make decisions that will provide the most benefit to military service members and their families.”

With more than 40,000 units in its portfolio, Actus Lend Lease is responsible for managing residential communities at six Army garrisons in the United States — Fort Drum, N.Y., Forts Campbell and Knox, Ky., Fort Hood, Texas, Forts Wainwright and Greely, Alaska, as well

as at U.S. Army Garrison Hawaii, where there are residential communities at seven installations on the island of Oahu.

Actus Lend Lease is also responsible for managing military residential communities at Davis-Monthan Air Force Base, Ariz.; Fort MacArthur and Los Angeles AFB, Calif.; Schriever AFB and Peterson AFB, Colo.; Westover Communities in Chicopee, Mass.; Camp Lejeune, Cherry Point and Marine Corps Air Station New River, N.C.; Holloman AFB, N.M.; Stewart Terrace in New Windsor, N.Y.; and Beaufort and Parris Island, S.C.

The Army’s commitment to be excellent stewards of their communities has optimized Actus Lend Lease’s experience in and knowledge of sustainable development, design and emerging energy-efficient technologies, and has resulted in several innovative programs that have captured the interest of the development industry, made national headlines and garnered several notable awards. But most importantly, in these areas, the Army’s commitment has freed project funds for improving housing and programs that continue to have a profound effect on the quality of life for America’s Soldiers.

Leading change

Proof of the Army’s commitment to achieve new benchmarks for energy efficiency throughout residential communities can be found at its Fort Hood Family Housing partnership, where 232 Leadership in Energy and Environmental Design Silver-certified homes are currently under construction. When completed, Fort Hood will be the largest LEED Silver community development out of all Army



One of the most energy-efficient residential communities on a military installation can be found at Fort Shafter, Hawaii. Photo by Mark Brown, Army Hawaii Family Housing

military installations, as well as the largest in the state of Texas.

Rigorous LEED standards set by the U.S. Green Building Council ensure that homes are energy and resource efficient and healthy for occupants. Home features include:

- low-e3 windows;
- high-efficiency appliances and lighting;
- recycled-newspaper cellulose insulation;
- tankless water heaters;
- programmable thermostats;
- high-efficiency gas furnaces and air conditioning;
- mechanical ventilation;
- low-volatile organic compound paint; and
- recycled-fiber carpet.

The first group of homes was awarded certification in October. Homes achieved an average Home Energy Rating System score of 74 on a scale of 100, surpassing the average minimum score by an impressive 12 points.

“The residential sector contributes greatly to climate change and is responsible for 21 percent of U.S. carbon dioxide emissions,” said Nate Kredich, vice president of Residential Market Development, USGBC. “Green homes like Fort Hood Family Housing are an immediate and measurable way individuals can make a difference for

Acronyms and Abbreviations	
AFB	Air Force Base
CO2	carbon dioxide
DoD	Department of Defense
Kwh	kilowatt hours
LEED	Leadership in Energy and Environmental Design
PV	Photovoltaic
USGBC	U.S. Green Building Council



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the environment, and this project will serve as an example to the community of the benefits of building green.”

Across the Pacific Ocean, Army Hawaii Family Housing is constructing what will be one of the largest solar-powered communities in the world through the use of photovoltaic systems. PV systems affixed to rooftops on new homes will generate up to six megawatts of power and provide about 30 percent of the community’s energy needs.

More than 5,200 new homes in the initial development scope are built to LEED standards; when the project is complete, nearly 8,000 homes will make up the Army Hawaii Family Housing community.

At the Knox Hills community on Fort Knox, Actus Lend Lease is installing geothermal heating and cooling systems in all newly constructed homes. A geothermal heat pump is a ground-source heat pump that uses the natural heat found in the earth to heat or cool a home. The pump extracts ground heat during the winter to heat a home and transfers heat back into the ground during the summer to cool a home.

It is estimated these units will save about 25-30 percent of yearly heating and cooling costs compared to homes with an electric heat pump. To date, 327 geothermal systems have been installed.

Raising the bar

Implementing existing green-building practices and energy-efficient technologies sends a strong message that the Army is serious about reducing energy consumption. However, its desire to be better doesn’t stop there. Several DoD-Actus Lend Lease partnerships are actively testing innovative approaches to development, design and technology.

Army Hawaii Family Housing is taking a leadership role in establishing

and testing the first national standard for neighborhood developments that integrates smart growth, new urbanism and green-building principles. The Simpson-Wisser neighborhood at Fort Shafter is among a select group of projects — and one of only a few on a military installation — to participate in the USGBC’s LEED for Neighborhood Development pilot.

The location of the neighborhood, urban design, type of home design, materials, equipment and appliances, and neighborhood amenities are all considered in the development plan. Simpson-Wisser was completed in January, and Army Hawaii Family Housing is working on Stage 3 of the pilot, which is the final step toward receiving certification from the USGBC.

At Fort Campbell Family Housing, the Actus Lend Lease-Army partnership is constructing two homes capable of supplying their own energy requirements. Called “net zero-energy homes,” the homes will receive energy from roof-mounted PVs and solar water-heating systems.

The homes are still connected to the main utility grid, but it is anticipated that solar sources will provide the energy required by their occupants, with additional support coming from energy-efficient design and use of such technologies as geothermal heating and cooling systems, advanced thermal envelopes and airtight building shells, and energy-efficient windows and lighting. The Fort Campbell partnership also is working toward receiving LEED Platinum certification for these two homes.

A case for change

The United States has serious energy security risks with its continued dependence on foreign oil. However, privatized housing partnerships can provide an opportunity to hedge this risk. By creating a product that moves energy efficiency to a new level, Army-Actus Lend Lease partnerships have helped reduce

the effect of commodity cost escalation, fossil fuel availability and scarcity of other natural resources.

Helping to make a case in support of sustainable development is important federal legislation. The Energy Policy Act of 2005 directs the federal government to increase its renewable energy use by 5 percent or more during fiscal years 2010 through 2012, and by 7.5 percent or more by 2013. In addition, Executive Order 13423, signed in 2007, calls for a reduction of greenhouse gas emissions through the reduction of energy intensity by 30 percent by 2015.

DoD is at the forefront of initiatives aimed at significantly reducing emissions and reducing the need for oil. Army Hawaii Family Housing estimates PV systems will prevent these emissions each year:

- carbon dioxide – 10,000 tons,
- sulfur dioxide – 70,000 pounds, and
- nitrogen oxide – 64,000 pounds.

In addition, estimates show that PV systems would reduce by more than 10,000 tons annually the amount of CO₂ and other gasses that would be emitted if conventional fossil fuels were used to generate the power. Most impressive, however, is that when all six megawatts are being generated, these PV systems will save roughly 15,500 barrels of oil each year.

From a business perspective, the upfront costs of energy-efficient materials and technologies are outweighed by cost-savings projected over the 50-year DoD-Actus Lend Lease partnership term.

PV systems at Army Hawaii Family Housing currently produce 4,736 kilowatt hours on average per year, and it is estimated that 9.67 million Kwh on average per year will be contributed back to the electric grid when the system is completed. Using this information and making some assumptions about the system’s operational efficiency and repair and replacement requirements, early



Privatization on military installations: From homes to hotels

by Charles E. Parker

It's no secret that privatization has led to significant improvements in the condition of residential housing options for today's military and their families. Let's take a look at the evolution that has taken place to allow this to occur.

In the late 1990s, there was a substantial shortage of adequate housing on military installations throughout the country. The Department of Defense owned more than 300,000 military family housing units, and 60 percent were in need of repair. Repositioning these assets using the existing Military Construction contracts approach would have taken more than 25 years to complete and exceeded available funding levels at the time.

The 1996 Defense Authorization Act responded to this situation by enabling the use of private sector capital and expertise for building and renovating military housing. Today, under the Military Housing Privatization Initiative, public-

private partnerships between DoD and committed real estate developers have resulted in a myriad of benefits, including:

- access to private sector capital and best practices within community and residential design and construction, resulting in new and improved homes and neighborhood layout and infrastructure;
- renewable energy initiatives, such as solar and net-zero energy;
- community engagement programs;
- an increased quality of life for members of the military and their families; and
- a higher standard for the quality of today's residential facilities throughout installations.

These partnerships have also allowed installation managers to focus their resources, both personnel and financial, on mission-critical tasks such as training Soldiers and maintaining equipment, especially important with the additional deployments to Iraq and Afghanistan. To expand these achievements, DoD began additional privatization initiatives through the MHPI legislation, but this time the

Acronyms and Abbreviations	
DoD	Department of Defense
IHG	InterContinental Hotels Group
MHPI	Military Housing Privatization Initiative
PAL	Privatization of Army Lodging

focus is on lodging.

Last August, the Army launched a three-phase, public-private venture with Rest Easy LLC — a collaboration that comprises Army privatization partner Actus Lend Lease and InterContinental Hotels Group, a worldwide hotel management company — to improve the quality of life for Soldiers, their families and other government travelers in its hotels. Named the Privatization of Army Lodging, or PAL, the program transferred management operations for 62 Army lodging facilities on a select set of 10 “Group A” Army installations to Rest Easy LLC.

Plans for the first phase of PAL include an investment of about \$125 million in the 3,200-room portfolio to improve the experience for travelers throughout the facilities. In January, Actus Lend Lease began a construction and renovation program that will brand hotels under select IHG brands and eliminate the backlog in deferred maintenance for the existing lodging facilities.

The program has already put into place positive changes for Army travelers. These include improved guest services, loyalty programs including Priority Club Reward points, complimentary breakfasts, ➤



A guest enjoys a newly renovated breakfast area. Photo by Teresa Colatarci



New signage gives the hotels identity. Photo by Karen Brenen

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estimates show the project will save \$100 million over the life of partnership.

The aspiration

Beyond energy-efficient design and geothermal and solar technologies is the aspiration to build carbon-neutral communities.

“Our partnerships provide the Department of Defense with an incredible

opportunity to offset emissions,” Connor said. “Reducing consumption by building with the maximum level of energy efficiency, expanding the use of renewable energy and implementing other means of carbon sequestration can help us attain this goal.

“Ultimately, it is our service members and their families who will benefit from these initiatives, which brings us full circle

to the purpose of the Military Housing Privatization Initiative — that is, to sustain quality communities for military families.”

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Corps manages expanded Housing Assistance Program

by Jennifer Lynch

Since the Department of Defense announced details for the temporary expansion of the Homeowners Assistance Program Sept. 30, the U.S. Army Corps of Engineers has issued \$65 million in benefits to more than 600 applicants.

The HAP is a DoD program approved by Congress in 1966 and administered by USACE. The original intent of the program was to provide financial assistance to military families and civilian employee homeowners affected by real estate market declines due to Base Realignment and Closure. The 2009 American Recovery and Reinvestment Act expanded the HAP to partially reimburse eligible military personnel, surviving spouses and federal civilian employees whose service to the nation has required them to relocate and sell their primary residence at a loss.

“Like many Americans, DoD families feel the economic downturn’s impact as they also cope with the unique challenges of military life,” said Ilse Merryman, USACE HAP program manager. “They often don’t get to choose when they move and may be forced to sell their homes when they don’t want to. Often, service members

are ordered to change duty stations and establish new homes sometimes every two to three years.”

ARRA funding allows the DoD to temporarily expand HAP to partially reimburse losses from the sale of a primary residence in the following priority order:

- 1) homeowners wounded, injured or ill in the line of duty while deployed since Sept. 11, 2001, and relocating in furtherance of medical treatment;
- 2) surviving spouse homeowners relocating within two years after the death of their spouse;
- 3) homeowners affected by the 2005 BRAC round, without the need that existed under previous law to prove that a base closure announcement caused a local housing market decline; and
- 4) service member homeowners receiving orders dated on or after Feb. 1, 2006, through Sept. 30, 2010, for a permanent-change-of-station move, based on the availability of funds.

Each of these general categories has more specific eligibility requirements that are spelled out at the DoD HAP web site, <http://hap.usace.army.mil>.

Acronyms and Abbreviations	
ARRA	American Recovery and Reinvestment Act
BRAC	Base Realignment and Closure
DoD	Department of Defense
HAP	Housing Assistance Program
USACE	U.S. Army Corps of Engineers

USACE administers the program through three district offices located in Savannah, Ga., Fort Worth, Texas, and Sacramento, Calif. These field offices analyze real estate market conditions to evaluate applications, determine eligibility and award benefit payments.

“Currently 95 percent of applications for HAP assistance come from service members who have received permanent-change-of-station orders and are forced to sell their homes at a loss,” said Merryman.

Most of the applications involve primary residences in geographic locations that have been hit particularly hard by the real estate market downturn, she said. USACE has more than 1,200 applications from Florida and more than 700 applications each from California and Virginia.

“We think this is really important ... because it’s hard to concentrate on defending your country if you’re

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concierge services and courtesy shuttles. Many guests have also experienced the free weekly barbeque socials, the convenience of a toll-free reservation line and convenient online reservations at www.ihgarmyhotels.com. For guests traveling with their pets, every PAL hotel allows pets to stay with their owners in the same room.

In addition to benefits for the customers, the PAL program has also improved the quality of life for lodging facilities employees. The program has created more opportunities for teamwork and socializing. Employees have more ways to positively affect the experience of travelers, and PAL has empowered them to make a difference.

As the PAL program progresses, Rest Easy will continue to further improve the quality of stay for all of its visitors. The Group A program will result in an end state of nearly 4,200 new and renovated hotel rooms and suites for the Army. Privatization will continue to have a positive impact on soldiers as more opportunities to enhance living conditions become available through public-private partnerships.

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Charles E. Parker is the executive manager of business development, Actus Lend Lease. 🏠

The 10 Group A installations

- Fort Rucker, Ala.
- Fort Leavenworth, Kan.
- Fort Riley, Kan.
- Fort Polk, La.
- Fort Sill, Okla.
- Fort Hood, Texas
- Fort Sam Houston, Texas
- Yuma Proving Ground, Ariz.
- Fort Myer, Va.
- Fort Shafter and Tripler Army Medical Center, Hawaii



Purchasing the right mattress is no easy feat

by Bill Sugg

Many Army unaccompanied personnel housing managers — and some from Navy and Air Force installations — asked questions about mattress purchases during Army Day at the February Professional Housing Managers Association meeting in Atlanta. The most commonly purchased mattresses are of innerspring or foam construction, and government buyers have quite a number of options based on price, quality, construction, warranty, sustainability, the Federal Acquisition Regulation and Army regulations. There are many considerations and no clear guide to help the poor, hapless soul who must choose the best mattress for a dorm or quarters application.

In response to those questions brought up in Atlanta and the growing interest at installations, the U.S. Army Engineering and Support Center, Huntsville, Ala., which centrally manages the Army's Furnishings Program, put together this article as a guide on mattress purchases. It is intended to provide food for thought and a compilation of considerations, but the result will not be a recommendation for a particular type or source of mattress.

Sustainability considerations

The government usually buys innerspring mattresses due to the comfort and longevity of the product. Foam mattresses, however, are greener because they can be ground up and recycled for carpet backing and pet beds at the end of

their usable lives. Innerspring mattresses also can be recycled, but in a different way.

Recycling mattresses is gaining in importance because landfills are becoming increasingly reluctant to take innerspring mattresses. There are many companies that will recycle innerspring mattresses for \$3 to \$10 per mattress plus the cost of shipping the mattress to the recycling plant.

These recyclers strip the cover, padding and stuffing from the old mattresses, dispose of them as waste and then send the steel innersprings to rod plants that melt them and form them into steel rod for new innersprings. These innersprings have 95 percent recycled material — a ➤

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worried about your house being foreclosed upon back home,” said Joseph Sikes, director for Housing and Competitive Sourcing, Office of the Deputy Undersecretary of Defense for Installations and Environment, in a teleconference announcing the expansion of the program. “And so, it’s great to be able to actually start to take care of some of those families that are out there right now.”

There has been one new development since the Sept. 30 announcement of the expansion of the HAP. The tax liability on HAP benefits has been eliminated. On Nov. 6, President Obama signed the Unemployment Compensation Extension Act of 2009, which exempts benefits from taxation. Applicants who received benefits and had taxes withheld can apply for refunds from the Internal Revenue Service when they submit their tax returns.

The USACE offices that administer HAP are:

National Program – Headquarters, U.S. Army Corps of Engineers; DoD Homeowners Assistance Program; 441

G Street NW; Washington, DC 20314-1000; web site: <http://hap.usace.army.mil/>; e-mail: dodhap1@usace.army.mil.

USACE HAP Field Offices –

U.S. Army Engineer District, Sacramento; 1325 J Street; Sacramento, CA 95814-2922; 1-800-811-5532. Sacramento District serves installations in Alaska, Arizona, California, Nevada, Utah, Idaho, Oregon, Pacific Ocean Rim, Washington, Montana and Hawaii.

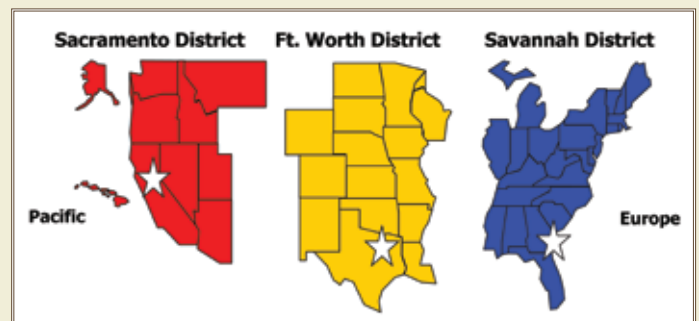
U.S. Army Engineer District, Fort Worth; P.O. Box 17300; Fort Worth, TX 76102-0300; 817-886-1112. Fort Worth District serves installations in Arkansas, Louisiana, Oklahoma, Texas, New Mexico, Colorado, Iowa, Nebraska, Michigan, Minnesota, North and South Dakota, Wisconsin, Wyoming, Kansas and Missouri.

U.S. Army Engineer District, Savannah; P.O. Box 889; Attn: RE-HA; Savannah,

GA 31402-0889; 1-800-861-8144; web site: <http://www.sas.usace.army.mil/hapinv/index.html>. Savannah District serves installations in Georgia, North and South Carolina, Alabama, Mississippi, Tennessee, Florida, Illinois, Indiana, Kentucky, Michigan, Ohio, Maryland, Delaware, District of Columbia, Pennsylvania, Virginia, Rhode Island, New York, Vermont, New Hampshire, Massachusetts, Connecticut, Maine, New Jersey, West Virginia and Europe.

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The HAP is administered through three USACE district offices, which each handle designated geographic areas. Graphic courtesy of Headquarters, USACE



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high percentage because the reused steel is such high quality. When you consider that most of the rest of each mattress is cotton, a bio-based material, and that the stitched cotton felt is 60 percent recycled material, innerspring mattresses start to look good for sustainability.

At least one innerspring mattress manufacturer directly reuses the innersprings. This company bakes the entire mattress for two hours to sterilize it, strips away the cover, padding and stuffing, disposing of them as waste, inspects the innersprings and uses those that pass the inspection to make mattresses. These mattresses are marked with a yellow tag to clearly identify them as containing previously used innersprings.

There are a few instances where charitable organizations will accept used mattresses, but the mattresses are screened for condition before being accepted and relatively few can be disposed of this way.

Choices

Innerspring mattresses come in many sizes with many options. For the Army Centralized Furnishings Program, the mattresses can be ordered in thicknesses from 6 to 12 inches; firm or extra-firm, with varying pillow-top thicknesses; with or without additional foam layers; and with ticking, the outer cloth covering, that is stain-resistant, water-resistant, anti-static, anti-fungal, anti-bacterial and — always — fire-retardant.

Foam mattresses for the Army Centralized Furnishings Program involve fewer options, typically involving just the thickness and the ticking. It is not



An employee with NIB places a cover on an innerspring mattress. Photo by Larry McIntosh

necessary to choose between firm and extra-firm if the buyer includes the requirement for two foam core densities to allow the user to choose his or her own firmness by flipping over the mattress.

However, the above considerations are only the beginning in determining which mattress to buy.

How to select a mattress

Materials – Whether you choose innerspring or foam, mattress materials come in various quality levels that can impact the longevity of the mattress. For mid-grade mattresses within each material type, most experts will say that the innerspring mattress is the best choice considering comfort, price and longevity.

Support – Firm? Extra firm? Or soft? Everyone has an opinion on this, but just like in the story of Goldilocks, the best solution, for all sleepers, is not too firm and not too soft. You may have heard that a firm mattress is better for a bad back. No wait, a soft mattress is better for a bad back. The truth is there is no firm — pun intended — solution to what works best. Thus, the middle of the road for firmness is the best choice.

Coils – How many? How thick? How many turns? Coil Shape? Continuous or

independent? Much agonizing goes on in this area, but for most buyers, it can be simplified to independent coils with a minimum coil count of 300 coils for a full mattress.

Even more important than the number of coils is whether the coils are independent or continuous, how thick the steel is in the coils — the heavier the steel, the longer it lasts and the firmer it is — and the number of turns in the coils. A turn is a 180-degree curve in a coil. Some suggest multiplying the number of coils times the number of turns, with the higher result being better, but many manufacturers and retailers are stingy with coil turn information for specific mattresses. However, each manufacturer combines all of the elements of the coils to produce a mattress that is of a certain firmness and quality.

Warranty – Always, always buy from a source that offers a nonprorated warranty. Many manufacturers offer only prorated warranties on some or all models.

A prorated warranty means that you have to pay a percentage of the purchase price to get the warranty problem resolved. This means, if a key component breaks and has to be replaced eight years into a 10-year warranty, you could pay ➤

Acronyms and Abbreviations	
NIB	National Industries for the Blind
NISH	National Industries for the Severely Handicapped
FAR	Federal Acquisition Regulation
UNICOR	Corporate name for Federal Prison Industries
USDA	U.S. Department of Agriculture



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as much as 80 percent of the original purchase price plus shipping to correct their mistake.

Life cycle and financial analysis – To determine the true cost of a mattress, you have to consider the expected replacement cycle of the selected mattress. Will that be three years, five years, 10 years or more? The cost of disposal and the replacement cost over the expected life of the facility must be factored. Also, funding available now and funding expected to be available in the future has to be considered.

Mattresses procured through Huntsville Center typically have a 10-year warranty for innerspring mattresses and warranties that vary from one year to 10 years for foam mattresses.

Although it is difficult to compare model numbers from one manufacturer to another, or even from one retailer to another, a similarly constructed mattress will have a similar quality and comfort level. The hard part is determining what quality and comfort level is best for the user. Good manufacturers will have specification sheets that provide some of the information, and they will have cutaway models that show the layers and the coil type and assemblage.

When to replace a mattress

Hills, valleys or lumpy spots in the mattress, complaints of restless sleep or soreness in the mornings, or a soiled or stained mattress cover are all good reasons to replace the mattress. Mid-quality innerspring mattresses can be expected to last up to 10 years, while most foam mattresses of a comparable quality can be expected to last five to 10 years.

Practices that can be used to extend the life of a mattress include turning and flipping the mattress, unless it is a one sided, no-flip mattress; using a mattress pad or cover; using a foundation, i.e., box-springs, that is manufactured to current standards; and vacuuming the mattress

frequently.

Other considerations

What applicable federal, service and local regulations apply? How difficult is it to dispose of the mattress in a landfill? Are recycling sources available for this type of mattress? Are there special considerations for size, anti-microbial or other features? What sources can I consider?

Regulations – Executive Order 13514 requires that 95 percent of all new contract actions are biobased, environmentally preferable and contain recycled content where such products and services meet agency performance.

The FAR Section 23.404 states that agency affirmative procurement programs must require that 100 percent of purchases of Environmental Protection Agency- or U.S. Department of Agriculture-designated items contain recovered material or biobased content, respectively, unless the item cannot be acquired competitively within a reasonable time frame, meet reasonable performance standards or be purchased at a reasonable price.

USDA BioPreferred Final Item Designations do not include mattresses, although bedding is required to have 12 percent minimum biobased content. FAR Section 8.603, Purchase priorities, indicates that ordering offices shall purchase supplies according to the following priorities: from Federal Prison Industries Inc.; from AbilityOne participating nonprofit agencies, including National Industries for the Blind and National Industries for the Severely Handicapped; and from commercial sources.

UNICOR indicates on its web site that its mattresses have a “green/recycled” designation. It does not state that UNICOR is a mandatory source for mattresses, but the FAR language indicates in Section 8 that they are to be competed.

Alternatives to landfills – There are at least two NIB/NISH suppliers that recycle mattresses, although their recycling

programs come with constraints, i.e., geographical territory and/or a requirement that the mattresses must have originally been purchased from them. At least one of them uses recycled content in their new mattresses.

When selecting mattresses, consider up front if the mattress can be recycled by the mattress manufacturer, other national sources or local sources. Earth911, which can be found at www.Earth911.com, is an excellent resource to determine if mattresses or many other items can be recycled in your area. An increasing number of installations are ordering foam mattresses because they can be shredded and recycled for other uses at the end of their useful life.

An alternative to recycling is to reuse the mattress by replacing or adding a cover if the structural integrity of the mattress is sound. Sometimes installations will order mattress covers for mattresses that are stained but otherwise useable.

The most important thing to remember is that replacement mattress covers do not come with a fire-resistant coating unless you specifically request it. So, if you are trying to economize by buying mattress covers, make sure to install them over the existing mattress ticking instead of unzipping and removing the original mattress cover and then putting the new one on.

Another alternative is to donate to a commercial or nonprofit source that will refurbish the mattress for a charitable cause.

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Bill Sugg is a project manager, Army Central Furnishings Program, U.S. Army Engineering and Support Center, Huntsville. 



Automated Housing Referral Network to deploy in Europe

by Vernona D. Aslim

Eighty percent of home seekers start their search online. The Automated Housing Referral Network is a web-based, no-cost, multi-listing service only for military personnel and their families. The site provides real-time availability of rental properties and for-sale-by-military-owner properties along with installation information. Web-based programs are the recognized industry standard for multiple listing services, and AHRN is the Department of Defense standard.

Local property managers and military members can register on the site to list or search available properties, in many cases several months before the property will be available. These properties are then easily viewed by incoming personnel when they search the site for available housing.



AHRN deployments are completed at all continental U.S. installations with a supporting Housing Office, and European deployments begin this spring. AHRN will be deployed at 16 enduring installations in Germany, Italy and the Benelux. The Air Force deployed AHRN at their European installations in 2009 with great success.

AHRN has been an all-around success for all service components and the customers they serve. The 2009 AHRN annual customer satisfaction survey indicated that 71 percent of users located local community rental housing via AHRN. Of that number, 58 percent were able to move directly into their new

home on arrival at their new duty station, eliminating the payment of temporary lodging expense.

The proof of AHRN's success is in endorsements. Ninety-five percent of users recommend AHRN to other military members.

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Acronyms and Abbreviations	
AHRN	Automated Housing Referral Network

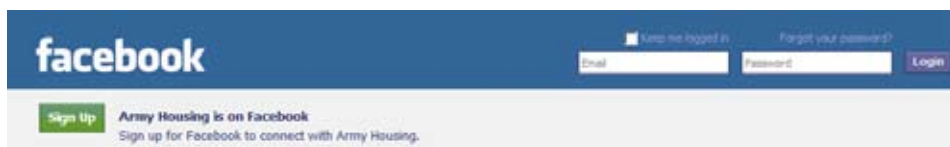
Army Housing steps forward into social media

by Shenise L. Foster

How can we reach Soldiers and families? This was a recurring question among housing professionals. We had successful online presence with web sites such as the Automated Housing Referral Network at www.ahrn.com and Army Housing OneStop at <https://onestop.army.mil>, but we wanted to hear the concerns of Soldier and families and be able to reach them on a constant and instant basis.

With the boom of the social media arena, that interaction is possible. Army Housing decided to dive head first into this realm and embarked on creating a platform that could be heavily used and have a visible presence among Soldiers and families.

Facebook provided us with an avenue to receive instant feedback and create a



welcoming presence. The Army Housing Facebook page, <http://www.facebook.com/pages/Army-Housing/185387503039>, showcases information that pertains to single Soldiers and families. Our target audience can view installation welcome videos, the *Army Housing Soldier & Family* newsletter as well as news articles that feature housing issues.

The debut of the Army Housing Facebook page has proven to be a successful initiative, resulting in more than 100 members joining in the first two months. Future endeavors to expand into the social networking arena are being considered.

We encourage you to become a fan of Army Housing and see what our page has to offer.

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Housing and Lodging Successes

Army lodge program opening 5 new facilities in Europe

by Justin Ward

Ground was broken on an \$8.8 million, 26-room Army lodge at the U.S. Army Garrison Ansbach, Germany, recently, marking the midway point in the largest-ever Army lodging initiative in Europe. In one large push in 2005, the Family and Morale, Welfare and Recreation Command funded five new Army lodges through nonappropriated funds at a cost of about \$112 million, bringing 639 new hotel rooms to garrisons in Europe.

The smallest of the five FMWRC-funded lodges, the Ansbach lodge, which is expected to be completed in summer 2011, is the last of these five to begin construction.

“It is great to see this project awarded and about to start construction,” said Francisco Torres, the Ansbach lodge project manager for the U.S. Army Corps of Engineers’ Europe District, which is overseeing the design and construction of all five lodges. “This Army lodge will be a great addition to the Ansbach Army community, providing new and upgraded accommodations to Soldiers and families.”

The five lodges — at U.S. Army garrisons in Chievres, Belgium, and Ansbach, Grafenwoehr, Stuttgart and Wiesbaden, Germany — were chosen by FMWRC based on assessments of which existing lodging facilities at enduring installations would not meet the predicted future needs.

The first lodge to break ground was the \$16 million, three-story lodge at the USAG Chievres, which started construction in June 2007. The 94-room facility, which replaced the commercially-leased Hotel Le Maisières, opened its doors to the public June 23 and puts patrons within walking distance of the post exchange, the bank, the gym and



Currently in design, an \$8.8 million, 26-unit Army lodge for the USAG Ansbach will be located on Katterbach Kaserne on a former training range. Graphic by Numburg

other on-base facilities that were once a car- or shuttle-ride away.

Next was the \$33 million, 164-room Wiesbaden Army Lodge, which broke ground in October 2007. When it opens this spring, the four-story lodge — the largest of the five — will replace the American Arms Hotel and put patrons closer to the PX and commissary, and across the street from a new entertainment center.

Next was the seven-story, \$31.5 million Stuttgart lodge on Panzer Kaserne, which broke ground in January 2009 and is expected to open in the fall. The 218-room hotel will be the fourth for the Stuttgart military community, which also has hotels at Patch, Kelley and Robinson barracks. The additional rooms help minimize the need



After roughly two years of construction, the U.S. Army’s 164-room, \$33 million Wiesbaden Army Lodge, one of the most modern-looking buildings in the German city, is nearly complete. Photo by Carol E. Davis



Before the end of 2010, the Stuttgart military community will see a 218-room Army lodge on Panzer Kaserne that is expected to minimize the need for incoming members to use costly hotels. Photo courtesy of U.S. Army Corps of Engineers, Europe District

for people to use costly city hotels.

The fourth lodge — a three-story, horse-shoe-shaped facility at Grafenwoehr — broke ground in March 2009 and is likely to be open in fall 2011. The 136-room, \$24 million facility — built next to

Acronyms and Abbreviations

FMWRC	Family and Morale, Welfare and Recreation Command
PX	post exchange
USAG	U.S. Army Garrison



Schofield Barracks builds new barracks complex

by Dino W. Buchanan

In continuing support of the U.S. Army Garrison Hawaii, the U.S. Army Corps of Engineers' Honolulu District and Absher Construction Company are building a new barracks complex at Schofield Barracks. The barracks complex replaces existing motor pools and is the first of several projects that will construct new barracks, battalion and brigade headquarters, and company operations facilities on the site through fiscal year 2014.

The barracks project entails construction of two, five-story barracks for housing 200 Soldiers per barracks, each using a "1-plus-1" enhanced module design room configuration. The complex also includes construction of a central utilities plant.

Residential units will boast a cooktop, oven, refrigerator and microwave in each module. Each floor will have central laundry facilities; and support facilities will have a central charge-of-quarters station, lobby, activity rooms and a mailroom. Site amenities will include a basketball court, and picnic and barbecue areas.

Design and construction will meet current antiterrorism force-protection requirements with a minimum standoff distance and controlled perimeter. The facility will meet Leadership in Energy and Environmental Design Silver rating criteria with a total facility energy savings expected to exceed 30 percent. The construction of the complex's central utilities plant will support the mechanical requirements

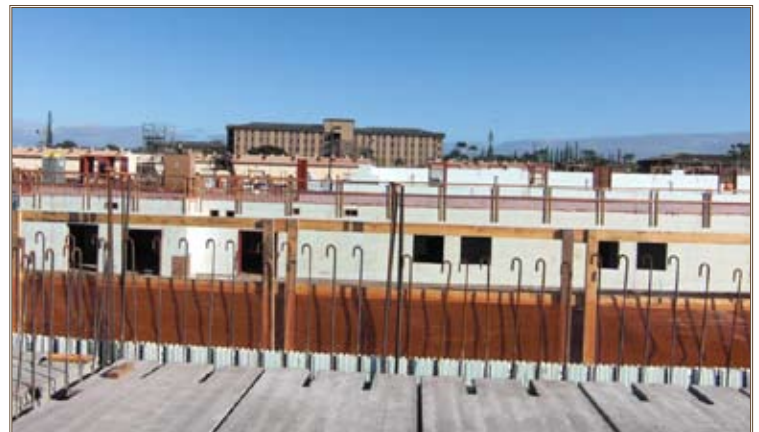
of both structures, and parking will be provided as part of site improvements.

According to garrison officials, the complex is being built to offset the current deficit of unaccompanied personnel housing and to facilitate the continued growth of the 25th Infantry Division. Honolulu District awarded the project to Absher Construction Co., Puyallup, Wash., in January 2009, for \$73,164,201. The contract completion date is Oct. 6, 2011.

"Since we are a nation at war, we cannot overemphasize the importance of our joint efforts to deliver these essential mission capabilities for our military men and women," said Maj. John Henderson, Honolulu deputy commander.



An architect's conception graphic shows the exterior of one of the new barracks at Schofield Barracks. Graphic courtesy of Honolulu District, U.S. Army Corps of Engineers



Construction is in progress on the new barracks complex at Schofield Barracks. Photo by Guy Kuroiwa

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a fast food restaurant and a bowling alley — will replace the century-old Tower Inn hotel.

All lodge rooms will include high-speed Internet access, microwaves and refrigerators, a coffee pot and a television. The lodges will all have on-site laundry, an exercise room, a complimentary breakfast and a section of rooms with kitchenettes. They are also all compliant

with the Americans with Disabilities Act and current anti-terror force-protection regulations.

"There are really two great things about all these lodges," said Torres. "One is that they put the Soldiers and families who will stay there closer to the facilities they need to make PCSing smoother." PCS is short for permanent change of station, the military term for transferring. "If you've ever PCS'd, you'll know how

important that is," Torres continued. "The second is that the 'modern in design and construction' of these lodges means that they'll offer new amenities, new services, and they'll be more environmentally friendly."

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Fort Sill takes care of Soldier housing

by Sgt. 1st Class Charles E. Baker, Louise P. Womack and Phyllis C. Young

Fort Sill, Okla., Transient Operations takes its mission — “Take care of Soldiers” — seriously. Whether its welcoming newly arrived services members to the post, assigning billeting, furnishing barracks or helping Soldiers and families find housing in the community, Team Sill is there to help improve the quality of life for service members.

In-processing

Fort Sill established a Welcome Center under Transient Operations. The in-processing procedure has been streamlined, and the Welcome Center provides an initial point of contact for all newly arriving permanent party personnel.

Personnel report to the Welcome Center’s information desk, which is staffed 24 hours a day by Soldiers from Unaccompanied Personnel Housing Transient Operations. Billeting is arranged for single Soldiers, and married service members are put in touch with other Housing Division agencies.

Transportation is provided to Soldiers to and from the various locations throughout the installation during in-processing. Assistance is given to Soldiers in solving a myriad of problems that can and do arise during in-processing by putting him or her in contact with those organizations and personnel who can help.

Furnishings

The Fort Sill Furnishings Management Office provides furnishings for more than 18,000 barracks and training barracks spaces. Although the role of the FMO has changed from supplying furniture for all on-post housing and offices to outfitting only barracks rooms, dayrooms and training battery barracks rooms, the impact and responsibility remains the same — providing A-plus customer service and

the most modern and efficient furnishings available.

For trainee Soldiers, Fort Sill is renovating five “starships” through the Training Barracks Upgrade Program. Starships are facilities where basic trainees and advanced individual training students live until they complete their training. These renovations will be ongoing through 2017 and will include new furnishings. FMO will be repeating its part of the process every two years until all five starships are completely renovated and furnished.

The furniture in the UPH permanent party barracks is also being replaced with more than \$2.2 million of modern ironwood furniture and new appliances.

The FMO staff consists of two supply technicians who run the administrative office and two warehouse personnel who are involved in receiving, unloading, storing, issuing and accepting turn-in of everything from sheets and pillowcases to big screen televisions. The FMO operates four warehouses and stocks more than 75 line items valued at \$875,000. The administrative office clears all Soldiers, E-6 and above, and processes requests for issue, turn-in and other hand-receipt adjustments for hand receipt holders, who maintain more than \$3.2 million worth of furniture.

Off-post housing

As Base Realignment and Closure continues at Fort Sill, off-post housing is a concern for transitioning unaccompanied and accompanied service members. The Fort Sill Housing Services Office makes it a priority to make the transition as smooth and as easy as possible. The four staff members provide a professional environment for all who visit the HSO.

Their mission is to provide assistance to service members, Department of Defense civilians and families with all off-post



A comfortable waiting area is part of the service for incoming personnel at Fort Sill’s HSO. Photo courtesy of the Housing Division, Fort Sill

housing needs; offer quality up-to-date information on all aspects of military relocation; mediate disputes; counsel customers; and educate customers about and provide guidance on the local housing market.

More than 30 customers visit the HSO daily. The staff conducts briefings to inform incoming personnel of off-post requirements and sponsors quarterly home-buying seminars. A panel of lenders, home inspectors and real-estate professionals volunteers their time to make this a successful program.

Fort Sill’s HSO is set up to provide a warm and inviting atmosphere for Soldiers and their families. Every customer who visits the HSO is able to sit comfortably while waiting to speak with the next available representative. A computer station is equipped with a comfortable seating arrangement and full printing capabilities. For the customers’ convenience, local web pages, the Automated Housing Referral Network and Army Housing One Stop are bookmarked for easy access.

HSO also serves the personnel from other countries who are assigned to Fort Sill by securing long-term off-post housing. For example, 32 German Air Force personnel have transitioned from Fort Bliss, Texas, to Fort Sill, training ➤

Acronyms and Abbreviations

FMO	Furnishings Management Office
HSO	Housing Services Office
UPH	Unaccompanied Personnel Housing



Dugway improving its housing for influx of Soldiers, families

by Al Vogel

Deep in the Utah desert, 85 air miles from Salt Lake City, is one of the most remote Army posts in the lower 48 — Dugway Proving Ground. Since 1942, its primary mission has been chemical and biological defense testing and training, and its housing situation is among the most unique in the Army.

The 800,000-acre post has about 30 Soldiers, yet nearly 800 civilians reside there, including family members of both. About 225 students attend the elementary and high schools, administered by the local school district. Dugway has all the amenities of an Army post, including a golf course, fitness center, community club, lodge, bowling center, library, skate park, arts and crafts center, youth center and child development center.

There is no public encroachment of Dugway's borders, and only a small Indian reservation and a few ranches are nearby. The nearest town, Tooele, is 40 miles away via a two-lane road through a mountain pass 6,000 feet above sea level. Dugway's housing is 5,000 feet above sea level, and offers clear mountain air and a stunning view of the nearby Stansbury Mountains.

In 2000, the Army began a Whole Neighborhood Revitalization Program for Dugway's housing, much of which

dated to the mid 1960s. The late Ralph Hibler, a contractor for the Office of the Assistant Chief of Staff for Installation Management, came to Dugway in 2001 to assess its housing situation. Hibler agreed with Dugway's housing manager, Ned Allinson, that Dugway's housing was overdue for renovation.

The remote installation faces many challenges beyond funding: contractors and materials far from the work site, sudden weather changes common to the high desert, temperature extremes and sudden humidity swings caused by passing rain storms, Allinson noted.

Without alternative housing nearby offpost, Dugway's housing is enormously important for Soldiers' and families' quality of life, and for recruiting and retaining the civilian workforce. This link was very much in mind when revitalization of Dugway's housing was approved.

The revitalization is a four-phase plan, three of which have been completed. It began with the replacement of sewer laterals and water service lines in the areas to be revitalized, work that required intense planning and coordination.

Phase 1 completely renovated the



The Army's isolated Dugway Proving Ground is about to start Phase 4 of Whole Neighborhood Revitalization of its housing. Photo by Al Vogel

interior walls of 22 unoccupied duplexes in the St. John's Area, converting them into single, five-bedroom family units that met Army Family Housing standards. This was completed in 2006; nearly all 22 units were filled immediately.

Phase 2 revitalized 127 occupied dwellings on Dugway's east side. Occupants were required to move, necessitating the phase to be done in two segments.

The project is complete, but some of the refurbished units remain unoccupied, awaiting the arrival of new Soldiers, families and civilians this summer for two major activities: the new center for the testing of unmanned aerial systems and the beginning of a minimum three-year ➤

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under the 31st Air Defense Artillery. The housing markets are quite different overseas, and the international community has a different set of requirements. These customers rely heavily on the HSO's expertise in finding adequate, affordable and appropriate housing in the local community.

Since Fort Sill privatized on-post family housing, a significant amount of time has been spent managing change. These changes have created a partnership with the local communities, including Lawton, Elgin, Cache and other outlying Oklahoma communities. Privatization

has solidified the relationship with these communities, and the partnership has benefited service members and their families.

The HSO's focus and energy are directed off post, which gives its staff a direct link to landlords and property managers. That closer relationship gives everyone involved an opportunity to better understand the needs of military families. Housing data resources are constantly being updated to ensure the most current data is provided and the service members have a platform that helps them make sound decisions about living in the local community.

All these services and more help Soldiers assigned to Fort Sill obtain a quality of life in keeping with their service to the country. At Fort Sill Transient Operations, taking care of business is taking care of Soldiers and their families.

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Fort Shafter's new barracks nearly complete

by Lacey Justinger

Less than 20 months after the groundbreaking and blessing, Favreau Hall, the newest high-rise at Fort Shafter, Hawaii, is nearing completion. The U.S. Army Corps of Engineers, Honolulu District, partnered with Nan Inc. to construct the six-story barracks building.

The barracks were scheduled to begin housing 156 Soldiers in July, but the project is running ahead of schedule and should be turned over three months early for government occupation.

"The additional barracks are being built to a high standard," said Lt. Col. Richard Gledhill, Fort Shafter garrison commander, during the building's topping-off celebration last summer. "Our construction partners here have done an outstanding job in building a quality product that is being delivered to the Army in an expeditious manner ahead of schedule."

"I believe this project is a model for partnering sessions between the government and construction companies," said Stan Sagum, project manager for Nan Inc. "Our team has a lot of experience working together on construction."

The partnering effort between the Corps of Engineers and Nan Inc. has kept the project progressing 15 percent ahead of schedule, Sagum said.

Mike Miyata, a quality assurance representative with the Corps of Engineers said that the barracks project coordination has been better than any past project of this size that he has worked on. Work orders



The exterior work is done on Favreau Hall at Fort Shafter, and crews are focusing on the interior work needed to be ready for Soldier occupation later this year. Photo by Lacey Justinger

have flowed smoothly from the project manager to the foreman to the workers and subcontractors in the field.

"This is a project with high visibility," said Randy Mita, contracting office

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test of a radar and cruise missile defense system mounted on aerostats (dirigibles). The remoteness and restricted airspace of Dugway Proving Ground make it ideal for these tests.

Phase 3 saw the demolition of 11 housing structures in the St. John's Area, replacing them with eight three-bedroom quarters for field grade officers. The eight homes are stunningly spacious, beautiful and energy efficient. Their propane furnaces are 90 percent efficient. Nearly all light fixtures are fluorescent, and all appliances meet Energy Star standards. Nearly every room is wired for cable TV, phone lines, high-definition TV and high-speed computer connections.

This third phase was completed in January, and the houses await occupancy.

Phase 4 will begin this summer with the construction of 20 three- and four-bedroom units. Seventeen will be built in a vacant area between West Wherry housing and the St. John's Area, and

three units will be constructed on Commander's Hill, which overlooks Dugway's housing and administrative area.

A four-bedroom commander's house will be built, and two three-bedroom field grade officers' quarters will be replaced. The current commander's home will be refurbished and used as command sergeant major's quarters. A 50,000-gallon water tank will be constructed below Commander's Hill to ensure its housing units will have ample water pressure and fire protection.

Existing housing will receive numerous upgrades through the Whole Neighborhood Revitalization Project. Garage doors with insulation and automatic openers will replace the old doors on 104 Mountain View units and the commander's house.

The West Wherry housing units, dating to the 1950s but refurbished in the 1980s, will be fitted with insulated, double-pane windows. The 20-year-old

vinyl siding will be replaced with an exterior insulation and finish system, commonly called "synthetic stucco." The finish system has a thin, synthetic coating with foam insulation beneath, making it not only more energy efficient but more durable as well. Durability in the temperature extremes of Utah's high mountain desert, which experiences as much as 65 degrees difference in one day, is imperative.

Allinson is enormously satisfied with Dugway's housing renovations.

"We needed this Whole Neighborhood Revitalization," he said. "The residents really appreciate the improvements, and the timing is great with the arrival of additional Soldiers and their families this summer. Headquarters [Department of Army] has really supported us."

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Fort Bliss housing on track for 2012 BRAC mandate

by Yalonda Wright

Fort Bliss, Texas, is rapidly becoming one of the largest installations in the U.S. Army. In 2005, the Army announced plans for Base Realignment and Closure, increasing the population of the installation from more than 9,000 Soldiers to a projected 33,789 in 2012. With numbers like these, it was inevitable that the post would have to do some restructuring and building to meet the need.

One of the biggest challenges has been ensuring that the installation has adequate housing for this influx of Soldiers and their family members. Thanks to a partnership with Balfour Beatty Communities, the vision of safe, high-quality, affordable housing is becoming a reality. The Residential Communities Initiative enabled a transformation of family housing at Fort Bliss that focuses not only on building houses, but also on building communities that include community centers, water parks, fitness centers and a leasing center.

The partnership developed a six-year plan that, by the end of June 2011, is projected to see a total of 3,405 homes. This number includes more than 1,225 homes built since 2005; 208 historical units, many of which have already been renovated; and 41 field grade officer homes that have been key areas of concern. It also includes off-post leased housing. The

partnership has demolished 747 homes that had reached the end of their life cycle.

The Department of the Army recently allotted an additional \$48.2 million in funding for the Fort Bliss housing privatization project, which will cover the building of 202 junior enlisted and junior noncommissioned officer fourplex townhomes. Also included will be one-story handicapped-accessible homes, two playgrounds, a basketball court and a large gazebo.

These newer homes average 1,679 square feet. Many of them have off-road parking with garages, and they are decorated in keeping with the desert landscape. One of the many perks of the RCI is that families can take advantage of the fitness center within their community and enjoy the resident activities through the newly developed LifeWorks program, which is designed to promote total well-being. These activities include karate, self-help classes and various how-to workshops.

BBC Fort Bliss project director William Sotomayor said the partnership requires keeping an eye on the big picture. BBC is responsible for the development, renovation, operation and management of these privatized housing projects. ➤

Acronyms and Abbreviations

BBC	Balfour Beatty Communities
RCI	Residential Communities Initiative



The historical homes at Fort Bliss have renovated kitchens. Photos by Virginia Reza, Fort Bliss Public Affairs Office



The view from the Paso del Norte junior enlisted housing area at Fort Bliss includes the distant mountains.

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representative for the Corps of Engineers. “There hasn’t been a project of this size at Fort Shafter in many years, and so there is a lot of interest. Both sides have worked together to solve any issues, and that is the main reason why everything is going so well and ahead of schedule.”

The new barracks will house unaccompanied enlisted Soldiers. Two Soldiers will occupy each unit with two separate bedrooms, a shared bath and

kitchen. The barracks will have a special texturized paint that is more resilient to wear-and-tear, moisture resistant and mold proof. Additional improvements include solid interior doors, nine-foot ceilings, solid-surface kitchen countertops and 30-inch range ovens.

Paul Choy, project engineer for the Corps, said the barracks will meet the requirements to be Leadership in Energy and Environmental Design Silver certifiable and was designed to match the motif of the buildings around it.

“The whole design and your efforts are truly going to enhance the quality of life for our Soldiers,” said Gledhill. “People often forget that you’re here doing your duty by doing your jobs and helping out the Soldiers.”

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Saving energy in family housing: Small steps add up

by Matthew D. Conlan

In fiscal year 2008, the U. S. Army spent more than \$1.3 billion on facility energy costs. Army Family Housing's utility costs comprise only a small part of that total but still represent a large expenditure of funds. The AFH community is incorporating energy efficiency into its newer housing designs, but attaining energy use reductions for existing units can require substantial renovation or upgrades and be cost and time prohibitive. There are, however, actions that can be taken to reduce energy use in these older homes when replacement construction or major renovation is not feasible.

An often overlooked area is the domestic hot water heating system. Water heating accounts for 14 to 25 percent of the energy used in a typical home. Older water heating systems are a frequent source of wasted energy, but there are a number ways to reduce energy loss. Individually these are small steps. Taken together they can have a significant impact on energy reduction efforts.

Insulate water heater, piping

Unless a water heater's storage tank already has insulation with an R-Value of at least R-24, adding insulation to the tank can reduce standby heat losses by 25 to 45

percent, resulting in typical savings of around 4 to 9 percent in water heating costs. Insulating water heater tanks is fairly simple and inexpensive, and usually pays for itself within one year. Pre-cut jackets or blankets are commercially available for around \$10 to \$20 apiece. Blankets should have an insulating value of at least R-8.

For electric water heater tanks, consider placing a piece of rigid insulation — a bottom board — under the water heater tank to help prevent heat loss into the floor, saving another 4 to 9 percent of water heating energy. However, this step is best accomplished when replacing an old water heater.

Insulating hot water pipes reduces heat loss, and insulated pipes can carry water that is 2 to 4 degrees Fahrenheit hotter than uninsulated pipes can deliver, allowing for a lower water temperature setting. The wait time for hot water to reach a faucet or showerhead is also reduced, helping to conserve water.

Insulating all accessible hot water pipes, especially within three feet of the water heater, is a great idea. It's also a good idea to insulate the cold water inlet pipe for the first three feet from the water heater tank to reduce the loss of heat that migrates up the pipe.

Lower water heating temperature

Simply lowering the water heater thermostat setting can significantly



Adding insulation to water heater tanks reduces standby heat losses. Photos by Matthew D. Conlan



Insulated hot-water pipes deliver water that is hotter than uninsulated pipes can deliver.

Acronyms and Abbreviations

AFH	Army Family Housing
F	degrees Fahrenheit
gpm	gallons per minute
psi	pounds per square inch

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"This way," he said, "we don't stop at the development or the building; we are a part of the community."

There is a plan to build, renovate or demolish houses over the life of the contract, Sotomayor said.

"Over the next 50 years, each unit will be touched at least once," he said. "There are a lot of moving parts; you just have to make sure they fall in the right place."


Despite the efforts to build and renovate housing at Fort Bliss, the housing market analysis projected that the post would have a deficit of 3,541 units by the end state. The city of El Paso and leaders in the housing industry and the Installation Management Command are working very closely to ensure that the local economy can accommodate the incoming families.

The biggest issue with off-post housing, said Sotomayor, is making sure

the dwellings are in the right price range, as many of the Soldiers coming in are junior enlisted.

All and all, Fort Bliss is exceeding the expectations of the Army where housing is concerned, Sotomayor said.

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Squeeze utilities billings for bigger housing management profits

by Tom Tuttle

Profit is a very important word in the world of privatized housing management. With strong oversight and action by the Army Residential Communities Initiative team, the private property manager can deliver more net profit to the new and renovated home construction reserve account.

This account is the financial lifeblood for the sustainment of quality military housing over the life of the ground lease — the legal document by which the Army has entrusted these homes to private partners. The Army and the private partners have discovered several ways to squeeze out extra dollars from the partners utility expense line, which is typically about 40 percent of their total operating costs.

In Monterey, Calif., the public-private partnership is managing about 730 homes built near the Naval Postgraduate School, another 1,600 or so at the former Fort Ord,

now called the Ord Military Community, and 41 historic homes — 37 at the Presidio of Monterey and four at the Naval Postgraduate School. When the housing was turned over in October 2003, the private property manager inherited a real “basket case” of utility problems.

For example, single gas, electric and water meters from local utility providers serve the Navy’s 730-home community, La Mesa Village. In addition to those homes, these single utility accounts also serve an elementary school that is part of the Monterey Independent School District,



The public-private partnership that manages housing on and around the Presidio of Monterey benefits from the RCI team’s audit of utility accounts. Photos by Ted Lim, Clark Realty Capital

a nursing home operated by a Monterey hospital, the Navy Lodge, the Navy’s child care center, the Navy’s teen center, Navy Fleet and Family Services and the Navy’s post exchange annex.

The private property manager had to pay the utilities for all these activities even though none of them were part

Acronyms and Abbreviations

MSA	Municipal Services Agreement
RCI	Residential Communities Initiative

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reduce water heating costs. For each 10 F reduction in water temperature, between 3 and 5 percent in energy costs can be saved. Some manufacturers preset water heater thermostats at 140 F, but most households usually only require a 120 F setting.

Reducing water temperature to 120 F slows mineral buildup and corrosion in water heaters and pipes, helping them to last longer and operate at maximum efficiency.

Install low-flow fixtures

Before 1992, some showerheads had flow rates of 5.5 gallons per minute and higher. Current federal regulations mandate that new showerhead flow rates cannot exceed 2.5 gpm at a water pressure of 80 pounds per square inch, and new faucet flow rates cannot exceed 2.5 gpm at 80 psi or 2.2 gpm at 60 psi.

Low-flow fixtures can achieve water-use savings of 25 to 60 percent, which leads to reductions in the amount of energy used for heating that water. For maximum efficiency, showerheads should have a flow rate of less than 2.5 gpm. Some showerheads are now available with a 1.5 gpm flow rate, offering even more substantial savings.

The maximum flow rate for a faucet is ultimately determined by the faucet aerator. Typically, new kitchen faucets come equipped with aerators that restrict flow rates to 2.2 gpm, while new bathroom faucets have aerators that restrict flow rates from 0.5 to 1.5 gpm. Aerators are inexpensive to replace, and they can be one of the most cost-effective water conservation measures.

For maximum water efficiency, aerators should have flow rates of no more than

1.0 gpm. Some aerators come with shut-off valves that can stop the flow of water without affecting the temperature — a “pause” function, so to speak.

Good steward

As a good steward of its resources, the Army must constantly seek ways to cut costs without impacting services. The Army needs to find ways to employ its resources most efficiently and effectively to support Soldiers and their families. These relatively simple changes to plumbing systems are helpful steps to accomplishing that goal.

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Garrisons can save by installing meters on reimbursable facilities

by Debra Valine

Directors of Public Works, faced with the expense of installing advanced metering systems on new military construction and some renovation projects, have looked to reimbursable tenant buildings as a way to generate cash.

Historically, the Army did not have advanced meters on reimbursable facilities such as lodging, post exchanges, and morale, welfare and recreation facilities to measure utility use. Therefore, the portion of the utility bill sent to them had the potential to not accurately or fairly reflect their true utility usage. By installing advanced utility meters on these facilities, the tenants get a more accurate measure of energy consumption.

In fact, Installation Management Command recently issued a directive that states that installations may bill reimbursable facilities only if utility meters

have been installed.

The Army is complying with both the Energy Policy Act of 2005 and the Energy Independence and Security Act of 2007 that require advanced electric metering in federal buildings by Oct. 1, 2012, and other advanced utility metering in federal buildings by Oct. 1, 2016.

The Army Metering Program is installing advanced meters that report remotely to a central data base accessible via the Engineering Knowledge Online web site. This system will provide Army installations the capability to measure and track electricity, water, natural gas and steam consumption at the facility level.

The U.S. Army Engineering and Support Center in Huntsville, Ala., manages the execution of the metering and other energy programs for the Office of the Assistant Chief of Staff for Installation Management and IMCOM.

“Usually barracks and lodging facilities have energy consumption rates higher



Meters installed on reimbursable tenant buildings ensure that tenants are accurately billed for their utility use. Photo by Gary Harper, project engineer, Huntsville Center

than similar sized garrison structures,” said Jefferey Murrell, metering execution project manager, Huntsville Center.

“The Army strongly considers metering as the ultimate predecessor to building or basewide utility monitoring and controls systems and energy efficiency heating, ventilation and air condition systems ➤

Acronyms and Abbreviations

DPW	Directorate of Public Works
IMCOM	Installation Management Command

(continued from previous page)

of the ground lease. Why? Because these accounts had become delinquent, and the private property manager was threatened with a shut-off of utilities by Pacific Gas and Electric and Cal-Am Water Company if they didn't pay up.

It took about a year for the property manager and the presidio's RCI team to work out a viable system to back bill all those activities for their fair shares of the utility costs. This system now recovers about \$116,000 of utility costs annually for the private property manager.

Only the school and the nursing home had submeters for these utilities and, although they had paid the utility companies directly, the RCI team discovered that the gas and electric provider had failed to provide applicable credits to the main utility bills. Through audits by the RCI team, Pacific Gas and Electric has been required to post about

\$560,000 in credits to the single meter accounts serving this community.

The 37 historic homes at the Presidio of Monterey are required to pay their allocated share of utilities, which is set at 8.7 percent of the presidio's total monthly utilities cost. This requirement is set out in an Army contract called the Municipal Services Agreement and is based on the amount of total housing square footage relative to the total square footage of all Presidio of Monterey facilities.

These monthly invoices to the private property manager were also reviewed by the RCI team. This auditing revealed that the 8.7 percent allocation basis had been raised to 11.8 percent over a six-year period without making a formal change to the MSA. The readjustments in billed utility costs produced total credits of \$79,193, which will be applied to the property manager's utility bills in 2010.

Another benefit of this audit was that the MSA's total housing square footage figure was found to be too high. A recent change order to the MSA has made this correction, which will lower future utility costs for housing.

Here's the bottom line. This oversight effort has produced about \$1,361,000 in utility savings for the private RCI property manager since this project began in October 2003. That is money that would never had been part of the net operating profit without this effort. In the Monterey area, it costs about \$280,000 to build a new home for the assigned military, so this utility costs savings is equivalent to nearly five new homes.

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Where to get the 'buzz' on Army sustainability

by S. Lynn Odom

The U.S. Army Environmental Command and the Plans Directorate of Headquarters, Installation Management Command G3/5/7, host a monthly sustainability planning meeting through Defense Connect Online. The online meeting is referred to as the Monthly Sustainability Information Exchange, or MoSIx.

These virtual meetings, going strong for the past 18 months, provide an opportunity to exchange and share pertinent information on the development and implementation of strategic and sustainability plans at the installation level. The audience consists of sustainability champions representing Army headquarters, regions, installations and

Acronyms and Abbreviations	
DCO	Defense Connect Online
IMCOM	Installation Management Command
MoSIx	Monthly Sustainability Information Exchange

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in order to remotely control and reduce the now measured utility consumption at these structures," Murrell said. "The goals are to make the Soldiers and lodging occupants very comfortable and to measure and reduce energy at the same time."

Some garrisons have already installed electric, natural gas, water and steam meters. For example, potable and hot water meters were installed at Henderson Hall and other barracks in Bamberg, Germany, over the last two years. The garrison used Huntsville Center's standards but installed the meters on its own.

"Usually, before a garrison starts a renovation project, they get in contact with me, and I send them a copy of our specifications and a recent performance work statement," Murrell said. "They go back and incorporate that information into their contracts, and that is what they use to install the meters. This is



The MoSIx DCO login page. Graphic courtesy of S. Lynn Odom

others associated with Army integrated strategic and sustainability planning.

The MoSIx features guest speakers who share the "how we did it" on sustainability projects, sustainability planning and implementation experiences, and information on potential technologies and commercial-off-the-shelf solutions that may assist installations in developing implementation projects aligned with their specific 25-year integrated strategic and sustainability planning goals.

MoSIx meetings are held the first Wednesday of each month from 10 to 11:30 a.m. and from 2 to 3:30 p.m. Eastern time. Two session times are

happening a lot in Europe, and, so far, it has been very successful."

Garrisons stateside also are doing this.

"They are telling us that if they do the work, they want it done at reimbursable facilities like Army lodging, post exchanges, morale, welfare and recreation facilities, etc., before they install meters at other buildings," Murrell said. "Forts Myer and McNair in Northern Virginia might recover up to \$150,000 per month by billing reimbursable tenant facilities."

Headquarters buildings and barracks are always considered in the second phase for installation of meters.

Most of the meters at reimbursable buildings will have displays, according to Murrell. The owners want to be able to see what is being consumed.

"With the displays on the reimbursable tenant facilities, we have been seeing an Armywide reduction in energy consumption," Murrell said. "The Hawthorne economic principle says that

offered to accommodate schedules and allow installations and regions in most time zones to participate.

During each session, the topic, speakers and information are the same, only the audience and audience-related discussion are different. The presentations take about 40 minutes and are followed by question-and-answer opportunities and open group discussion. Participants are highly encouraged to initiate dialogue during the open discussion, and the discussion can get lively.

The sessions are open to Department of Army civilians, Soldiers and contractors who directly support the Army's

when people know their activities are being observed, they will reduce wasteful activities. We are projecting that, by adding these meters, building occupants will reduce consumption 2 to 5 percent.

"At Fort Detrick, Md., Mr. Larry Potter, the DPW chief, told me they have noticed that when they have these meters in place and tied to a building control system, they notice anywhere between 2 and 3 percent energy reduction per building," Murrell said.

The Army also requires the installation of advanced utility meters on all Military Construction projects and for renovation or energy projects with a programmed cost of \$250,000 or more that include electrical, natural gas, water or steam components.

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Advancing Army's geospatial capability to stay ready, aware, equipped

by Dan Gardner

Geospatial technologies are increasingly becoming a part of life by solving daily problems in a way that is quickly understood and easily shared. MapQuest and Google Maps provide popular and accessible commercial mapping tools. *Geodata.gov* and web-based tools for mapping real estate, such as Red Fin and Zillow, offer geospatial data. Soldiers and civilians use these geospatial information systems to provide answers to both routine and complex questions. The Army's Installation Geospatial Information and Services program applies such technologies in ways that support efficient and effective operation of Army installations.

IGI&S, as it is commonly known, is the Department of Defense's terminology for the capability to capture, display and analyze geographical information in support of installation management. The Office of the Assistant Chief of Staff for Installation Management established its IGI&S program as a liaison for geospatial activities in the Army's installations and

environment domain.

Other Army staff elements have a role in the Army's IGI&S mission, too. While OACSIM provides policy, guidance and standards, the Installation Management Command, National Guard Bureau, Army Reserves, Army Medical Command and Army Materiel Command provide execution and support from headquarters to garrison offices.

IGI&S is working to increase sharing of GIS data among installations to reduce redundancy and unnecessary work for those needing GIS data to support installation workflows. The IGI&S program is also reducing the variance in the quality and quantity of geospatial information across the Army.

To consolidate a common set of geospatial functions, the IGI&S program uses the Army Mapper system. Located online at <https://mapper.army.mil>, Army Mapper is the IGI&S program's enterprise geospatial system. The IMCOM Systems Implementation and Fielding Division is leading Army Mapper's technical development, and the OACSIM IGI&S program is identifying the system's functional and technical requirements.

Army Mapper

Army Mapper provides secure sharing of geospatial capabilities and data in accordance with Army and DoD standards. The system also integrates the commercial



A map created in Army Mapper determines the impact of the Aug. 3, 2009, Gulf of California earthquake on Army assets. Graphics courtesy of IGI&S

Google Earth Enterprise application with Army headquarters' business systems, such as the Installation Status Report, the Army Stationing and Installation Plan, the Real Property Planning and Analysis System, the Headquarters Installation Information System and the Real Estate Management Information System for a visual representation of previously tabular data.

With Army Mapper, commanders, civilians or any person with a common access card or Army Knowledge Online access can view installation GIS data, answer questions and solve practical problems. For example, Army Mapper can support critical installation management functions such as emergency services, disaster support planning, facilities management, military exercise planning and event planning. In addition, it can provide directions from one location on the installation to another.

Key features of the Army Mapper system are:

- Data repository is a vast storage area structured for full life-cycle geospatial data capture, maintenance, analysis and archiving.
- Web map viewer features a web-based interactive map with a window into the

Acronyms and Abbreviations

DoD	Department of Defense
GIS	geospatial information systems
IGI&S	Installation Geospatial Information and Services
IMCOM	Installation Management Command
OACSIM	Office of the Assistant Chief of Staff for Installation Management
QAP	quality assurance plan


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sustainability efforts. If you would like to find out more about how to participate in an MoSIx session please download the MoSIx DCO Guide at <https://www.us.army.mil/suite/doc/19725297> and available through the IMCOM Sustainability Portal Page on Army Knowledge Online at <https://www.us.army.mil/suite/page/578585>.

Although it is preferred that participants register through DCO, you

can attend a session by simply going to the MoSIx DCO URL, <https://connect.dco.dod.mil/mosix>, during a scheduled session and logging in as a guest. Hope to "see" you on the next MoSIx.

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data repository without the need for specialized software or advanced geospatial training.

- Desktop tools, currently under development, will provide an Internet-accessible suite of advanced mapping and drawing software applications available to geospatial analyst and power users from any computer or location.

Though using Army Mapper does not require advanced GIS skills, it remains a tool primarily for the Army's GIS community of geospatial specialists, analysts and officers who produce image- and vector-based map products. At the installation level, the Army's GIS professionals lead geospatial data collection, data conversion, data creation and cartography for map delivery. Many of the Army's GIS professionals design databases and coordinate physical changes to data using their knowledge of spatial projections and feature representations, such as points, lines and polygons.

"For the Army's GIS community, the final delivery of Army Mapper will represent a centralized and comprehensive GIS database that reduces the IT [information technology] footprint at the installation level and creates a common installation picture," said Vince Nicchitta, OACSIM IGI&S program manager.

Quality assurance program

The Army established a Common Installation Picture that sets minimum geospatial data layers needed to support Army installation mapping and visualization. Guided by the Common Installation Picture, OACSIM IGI&S develops and publishes quality assurance plans to identify data acceptance criteria and quality standards, and to outline procedures for measuring data against those standards.

QAPs are the official OACSIM IGI&S data documents stating functional and mission requirements, direct data and



Army Mapper creates an Army installation map.

metadata standards, and acceptance criteria. Compliance with QAP guidelines ensures that Army enterprise geospatial data is standardized, shareable and easily consolidated into Army Mapper to support the decision-making processes at the headquarters and installations levels.

QAPs are drafted by OACSIM IGI&S with the support of headquarters-level proponents and circulated among the IGI&S Working Group and GIS stakeholders at the installation level for a 30-day period of review and comment. Once the comments are reviewed and accepted, the QAP is sent to OACSIM leadership for final acceptance.

Goals

In addition to developing standards for GIS data collection, OACSIM is also supporting global access to GIS tools at installations. OACSIM IGI&S funds software licenses and maintenance support for approved GIS tools by Environmental Systems Research Institute and Bentley Systems.

Reducing costs, improving the quality GIS data and sharing data across installations are the fundamental goals of the OACSIM IGI&S program. Using a combination of approaches, IGI&S is working to ensure the best geospatial data

possible for the best decision making possible.

"The OACSIM IGI&S program has been around for less than four years," Nicchitta said. "In that time, we've made significant strides, but we still have a lot more to do. I am optimistic that, in the long run, we will be able to build efficiencies into the system to better support the GIS professional at the garrison so that they can better support the installation's mission."

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3-D technology transforms design process

by Becky Proaps

The U.S. Army Engineering and Support Center, Huntsville, is using forward-looking computer technology to speed up and improve the quality of standard facility designs. Building Information Modeling is a three-dimensional approach to facility design, construction and maintenance.

“BIM technology is the cutting edge in regard to facility design, not just for Huntsville Center and the Corps of Engineers but for the whole design and construction industry,” said Sandy Wood, a mechanical engineer and Huntsville Center’s Engineering Directorate Center of Standardization integrator. “Although BIM has been around for years, no large agency or organization has really pushed its use or development until the Corps became involved.”

About BIM

The BIM process is very similar to a conventional design process except that the design team focuses about the first 65 percent of the effort on developing a data-rich, 3-D model of the facility. BIM also makes the design process easier:

- Information is entered into the computer one time and linked accordingly.
- Most two-dimensional drawings are generated automatically.
- Quantity take-offs are much easier and more reliable.
- Interferences between disciplines are readily known.

BIM is able to achieve such improvements by modeling representations of the actual parts and pieces being used to build a building. This is a substantial shift from the traditional computer-aided drafting method of drawing with vector file-based lines that combine to represent objects.

Acronyms and Abbreviations	
BIM	Building Information Modeling
COS	Center of Standardization
O&M	operations and maintenance
USACE	U.S. Army Corps of Engineers

BIM applies the four components of engineering — mechanical, electrical, structural and architectural, but it also uses intelligent graphics.

“The intelligent graphics feature of the software is very beneficial,” Wood said. “This new tool allows us to place a pipe in a design and find all the attributes of the pipe. Each graphic is linked to a database that contains various attributes and reports. Before, you would just draw a line to represent the pipe, and you couldn’t extract useful information.”

BIM also allows the team to see their mistakes before they finalize the design.

“If a designer is unsure of a particular aspect of the design, he can run an interference check,” Wood said. “This check will quickly identify any conflicts in the design. Once he sees the conflict, he can easily go back and correct deficiencies.

“Following the modeling development, the team then extracts two-dimensional drawings from the model,” Wood said. “The remaining effort of the design is typically to refine the model and complete the 2-D drawings. The 2-D drawings are awarded just like any other design contract.”

“With BIM, we can take a project that normally takes four months to design and design it in two months,” said James Dunn, lead architect for the child development center design.

Attributes are assigned to each element within the model, such as size, material of construction and what system it belongs to, Dohrman said. If those attributes include maintenance requirements, such as how often to change air filters, then the building operator can use the model to generate a comprehensive maintenance schedule



This fire station design uses the 3-D technology BIM, which visualizes a building design from any angle and any detail, inside and out. Graphic by Benny Pitsinger

and budget, and actively manage the maintenance program.

The use of BIM can reduce change orders during construction. It improves visualization of the end product, and it links all vital construction data. It also helps to improve cost estimating and allows for the linking of operations and maintenance data to the design.

Marrying BIM to standard designs

For years, the Corps has maintained standard designs on a variety of facility types, such as fire stations, physical fitness facilities and child development centers. However, these standards were based upon traditional design and construction methods. To improve the design process, USACE is applying BIM technology in coordination with the existing standard design program.

“The goal is to use BIM as a tool to help lower construction costs and shorten schedules for COS facilities,” Wood said. “Being a leader in BIM development and implementation is allowing the Corps to both define and set the standards to be used by the entire architect-engineer community.”

“BIM is a hot topic in the industry right now, and many public and private owners are mandating BIM on their projects, and even when it isn’t mandated, many design and construction firms are adopting it on their own,” said Arthur Dohrman, chief, Geotechnical Branch, Engineering Directorate, and COS expert. “The



Support center offers help with real property reconciliation

by Vincent Nicchitta

The Army is committed to ensuring compliance with the Chief Financial Officers Act of 1990, and the Office of the Assistant Chief of Staff for Installation Management is providing audit preparation assistance to all installations. One element of audit preparation is a geospatial information system, which is an effective visual tool for the installation real property accountable officer to locate assets recorded in the installation's Integrated Facility System or Headquarters Installation Information System reports.

The Installation Geospatial Information and Services Support Center has developed a process for linking GIS data to the facility identification for buildings, utilities and other facilities. OACSIM funded the IGI&S Support Center to assist Army installations with this database linking process.



The IGI&S Support Center is available for on-site assistance, or by phone or e-mail for technical support.

Facility linkage basics

OACSIM uses the HQIIS report as the official consolidated repository of real property assets throughout the Army. The HQIIS report is derived from IFS and other source systems used by installation real property accountable officers. It contains an attribute field named "Facil_id" that, by quality assurance plan definition, should be populated with the Real Property Unique Identifier found in either the IFS or HQIIS records.

A one-for-one IFS/HQIIS record and GIS feature relationship should exist based on the facility ID. After the linkage created between the report and the GIS layer, analysis can be performed to determine which GIS features do not link to IFS/

HQIIS and which IFS/HQIIS records are not represented in the GIS data.

6 simple steps to join GIS and real property information

1. Ensure current GIS data is SDSFIE 2.6 compliant.
2. Obtain the latest installation IFS facility report or HQIIS report.
3. Request the GIS maps used to assist in the Real Property assistance visits, if conducted, to meet Chief Financial Officers Act compliance.
4. Perform the initial join from a common populated field, for example, facility number. Calculate the Facil_ID attribute field in the GIS layer to the Real Property Unique Identifier column in the IFS/HQIIS report using the one-to-one join based on the facility number.
5. Query the null entries in the GIS layer attribute field Facil_ID to identify GIS features without a record in the IFS or HQIIS report.
6. Coordinate with the IFS administrator to resolve discrepancies.

Facility linkage benefits

Joining GIS and IFS/HQIIS helps ➤

"BIM forces engineers and architects to look at all aspects of a design at a much deeper level since most objects are interrelated with one another," Wood said. "Unlike typical 2-D designs where a lot of the decisions about details can be left up to the contractor, BIM forces very detailed decisions from the very beginning. These extra decisions typically require additional time and research, but in the end, the designs are worth the effort."

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Acronyms and Abbreviations	
GIS	geospatial information systems
HQIIS	Headquarters Installation Information System
IFS	Integrated Facilities System
IGI&S	Installation Geospatial Information and Services
OACSIM	Office of the Assistant Chief of Staff for Installation Management
SDSFIE	Spatial Data Standards for Facilities, Infrastructure and Environment

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immediate benefit is clash or interference detection, which can pay for itself in avoided rework during construction. It has the potential to allow electronic design data transfer from designers to constructors to suppliers."

Huntsville Center's in-house personnel have developed seven preliminary BIM designs to date for the COS program. Six are child development centers, and one is a fire station. For fiscal year 2010, the center has been funded to develop a training support center, an Army Community Service center and various medical facility modules.

"The potential to use BIM for

operations and maintenance of the building through its life cycle, even to the point of telling the demolition contractor what materials are in the building at the end of its life, is a plus," Dohrman said.

Based on the COS success, it appears that, in the very near future, Headquarters, USACE, will direct the use of BIM on all new design projects, Wood said.

"The Army hasn't gone that far yet, and I don't think very many private owners have gone that far, but I believe in five to 10 years it will be the norm throughout the industry to use BIM for O&M," Dohrman said.

But with every new design approach comes challenges and lessons learned.



Strength through knowledge sharing

by Lt. Gen Robert L. Van Antwerp

As our labor force grows and takes on new mission requirements to meet the needs of the Army and the nation, our workforce is facing many significant and varied challenges. None of those challenges is as difficult to articulate as knowledge management. You often hear me say that we need to “share ideas willingly” and “steal ideas shamelessly.” In very simple terms, that’s what knowledge management is about.

Over the past few decades the road to individual success meant knowing information that others did not and being sought out for individual expertise. If we hope to become the employer of choice, to fulfill our promise to our employees and those we serve and to set the standards in our industry, this mind-set has to change.

Finding a way to transform our culture from one of “knowledge is individual power” to one where “knowledge sharing is the best business practice” is no small feat. It’s also hampered by the collective lack of understanding about what knowledge management is and why it is critical to growth and development of our careerists.

There are a few terms that aid in the understanding of what knowledge management is. Two of these terms are *explicit* and *tacit* knowledge. Explicit knowledge consists of articulated or stored information, such as manuals or recorded media. More specifically, it comprises items



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

that can be transmitted or transferred via various means to others. Tacit knowledge, in contrast, is contextual information that people know but don’t know how to share.

To relate these two terms to knowledge management in the Army, individuals should use the recognized official definition of knowledge management. Army knowledge management is governed by Army Regulation 25-1 (www.army.mil/usapa/epubs/pdf/r25_1.pdf), which defines it as follows:

Knowledge Management (KM) is a discipline that promotes an integrated approach to identifying, retrieving, evaluating, and sharing an enterprise’s tacit and explicit knowledge assets to meet mission objectives. The objective is to connect those who know with those who need to know (know-why, know-what, know-who, and know-how) by leveraging knowledge transfers from one-to-many across the enterprise.

The premise of knowledge management across the Army is to connect people, knowledge and technologies. AR 25-1 provides additional resources and information to enable our workforce to be knowledge providers. Outlined within the regulation are several goals that facilitate our transformation to knowledge sharing.

The goals of Army Knowledge Management are:

- Adopt governance and cultural changes to become a knowledge-based organization.
- Integrate knowledge management and best business practices into Army processes to promote the knowledge-based force.
- Manage the infrastructure as an enterprise to enhance efficiencies and capabilities such as collaborate work, decision-making and innovation.
- Institutionalize Army Knowledge Online and Defense Knowledge Online as the enterprise portals to provide universal and secure access for the entire Army.
- Harness human capital for the knowledge-based organization.

To further expand these five goals, the secretary of the Army and the Army chief of staff endorsed 12 Army Knowledge Management Principles. (*Editor’s note: See sidebar on page 33.*) When these principles become integrated into our culture and our business processes, we can begin to transform our knowledge-rich workforce into one that values the importance of knowledge sharing.

Individuals can also explore much

Acronyms and Abbreviations

AKO	Army Knowledge Online
AR	Army Regulation

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maintain the installation’s real property inventory by providing garrison managers with a means to visualize existing facilities. Linking the two systems allows garrison managers to rapidly determine the full characteristics of a facility by using GIS to display real property information. When there are more assets in the GIS, installation personnel can take the

appropriate measures to ensure that the IFS is updated to reflect the most accurate GIS data.

Additional information

For the complete instructions on joining GIS features to real property reports, download the IGI&S Support Center User Guide on HQIIS Linkage Document at <https://www.us.army.mil/suite/files/18105573>. To obtain a copy of

the current IFS or HQIIS report, contact your installation IFS administrator, or contact the IGI&S Support Center at IGIS_Support@gis-services.com.

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Vincent Nicchitta is the program manager, IGI&S, OACSIM.



Career Program 27 update

by Deborah H. Reynolds

Since the revival of the Army Housing Career Planning Board in 2007, the CP-27 board has been going strong and meeting on a biannual basis. The CPB has established a firm foundation for the continued advocacy of housing careerists.

Through the hard work of the board, an updated Army Civilian Training, Education and Development System plan was developed incorporating the four disciplines for housing careerists — Family Housing, Residential Communities Initiative, Housing Services Office and Unaccompanied Personnel Housing.

The board met in September in San Antonio. The meeting was attended by representatives from the Office of the Assistant Chief of Staff for Installation Management, Headquarters Installation Management Command, IMCOM regions and installations.



Deborah H. Reynolds
Photo courtesy of Professional Housing Management Association

The discussion was forward-thinking with a positive approach to tackling major issues faced at installations. The CPB approved pursuit of an HSO Certification program. HSO certification will provide clear tasks and checklists aligned with regulations, current standards, functional

Acronyms and Abbreviations	
CP-27	Career Program 27, Housing Management
CPB	career planning board
HSO	Housing Services Office
IMCOM	Installation Management Command

and organizational HSO structure, manpower requirements, performance metrics and professional development training. (Editor's note: See related article on page 36.)

In line with training requirements, the CPB approved the NeighborWorks Housing Counselor Certification program as the vehicle for this certification. In the coming months, Army Housing will identify specific classes that will be required. NeighborWorks partners with several of the large lending institutions and the Department of Housing and Urban Development for training.

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more on this topic, including articles, videos and Knowledge Management Radio by visiting the Army Knowledge Strong web page on AKO. Sign in and navigate from AKO Home to Knowledge Networks to Knowledge Networks-Army to Army Knowledge Strong.

Ultimately, what does it all mean? Knowledge management allows us to share important concepts, experiences and ideas, and to transfer what we know to others. If we harness the intellectual capital that our experienced workforce has, we'll help each other grow and become adept at what we each do individually. and we'll discover a profound impact on what we can do collectively.

I am a firm believer that each of us is a change agent for the future, and we start by integrating the goals and principles of knowledge management into how we do business today. When these principles become integrated into our culture and our business processes, we can begin to transform our knowledge-rich workforce

into one that values the importance of knowledge sharing, which is essential on the journey to GREAT.

BUILDING STRONG through knowledge sharing.

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 Career Program 18. 

12 Principles of Army Knowledge Management

Principle 1: Train and educate knowledge leaders, managers and champions.

Principle 2: Reward knowledge sharing and make knowledge management career rewarding.

Principle 3: Establish a doctrine of collaboration.

Principle 4: Use every interaction whether face-to-face or virtual as an opportunity to acquire and share knowledge.

Principle 5: Prevent knowledge loss.

Principle 6: Protect and secure information and knowledge assets.

Principle 7: Embed knowledge assets (links, podcasts, videos, documents, simulations, wikis ...) in standard business processes and provide access to those who need to know.

Principle 8: Use legal and standard business rules and processes across the enterprise.

Principle 9: Use standardized collaborative tool sets.

Principle 10: Use open architectures to permit access and searching across boundaries.

Principle 11: Use a robust search capability to access contextual knowledge and store content for discovery.

Principle 12: Use portals that permit single sign-on and authentication across the global enterprise including partners.



Army career program: Key to your job success

by Robert E. Slockbower

Career Program 18 continues its robust changes to better serve you — Army engineers and scientists in dozens of job series — as you plan and manage your professional careers. It’s an evolving process, and we continually work to improve the career program for the 17,000 CP-18 employees across the Army. The majority of CP-18 careerists are in the U.S. Army Corps of Engineers, but about 20 percent are employed in other Army organizations.

The CP-18 mission is, “Recruit, develop and retain a relevant, ready, diverse and technically proficient work force to meet the needs of the Army.” To achieve that vision, we are continuing to build the CP-18 program around those first three words: recruit, develop and retain.

Recruit

Our healthy intern program saw its biggest year ever in 2009. We recruited more than 460 Department of the Army interns. That’s an unheard of number that has provided our CP-18 interns an opportunity for experiential learning working along side our experienced team members during a period of unprecedented workload.

We expect that this year the number of DA internships will be significantly reduced. It is very important that we continue to bring both local and DA interns into the workforce to ensure that we sustain a “relevant, ready, diverse and

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The next CPB meeting is scheduled for May in Kansas City, Mo. The CPB will look at enhancing customer focus and satisfaction and an evaluation of current housing programs to ensure we are delivering on the Army Family and Community Covenants.

Deborah H. Reynolds is the chief, Army Housing, Office of the Assistant Chief of Staff for Installation Housing Management, and the functional chief representative, CP-27.



CP-18 functional chief representative, Robert E. Slockbower, talks with attendees at a USACE career workshop in February about CP-18. Photo by John Hoffman

technically proficient work force to meet the needs of the Army” that is built-to-last. This may require increasing the number of local interns over previous years to meet the total intern recruitment requirements.

We will continue to look for opportunities throughout the year to increase the fiscal year 2010 allocation of CP-18 DA interns. It was the fact that we had developed a strong bench of local interns in the field, combined with the identification of additional resources at DA, that permitted us to expand the DA intern program last year.

The most important lesson learned from our recruiting efforts is the critical need for strong personal relationships built on trust and understanding between Army activities and the local colleges and universities from which they recruit. Where we are most successful is when these relationships exist at all levels from senior Army leaders with senior university faculty members at one end of the scale, to Army interns with current university students at the other end of the scale.

Develop

CP-18 makes professional training opportunities available to the career field. A key source of information is the Army Civilian Training, Education and Development System training catalog, which can be found at <http://cpol.army.mil/library/train/catalog/index.html>. Another important source to help identify skills

Acronyms and Abbreviations

CP-18	Career Program 18, Engineers and Scientists – Resources and Construction
DA	Department of Army
IDP	Individual Development Plan
USACE	U.S. Army Corps of Engineers

and training requirements can be found for journeymen in the Professional Development Maps and for interns in the Master Intern Training Plan

The knowledge portal that contains this information and much more is the CP-18 web site, <https://ekopowered.usace.army.mil/cp18>. It contains an events calendar, notices of competitive professional development opportunities, lists of where training is taking place and in-depth matrices of the knowledge, skills and training needed in your individual job series. Check this web site frequently to keep current on CP-18. Register at the site, and you will receive e-mail alerts of new and critical information as it is posted.

Staying current about what is going on in CP-18 is key to managing your career. Professional development requires personal commitment. Others may advise and assist you, but you are the most important person when it comes to managing your career.

Understand the system. Have a good, long-term Individual Development Plan, and work with your supervisor to both develop and execute your IDP.

Retain

There are several ways in which CP-18 helps with retention of talented employees. Having a vibrant, many-faceted career program that aids you with your career is one way. Competitive developmental opportunities give you ways to broaden your professional skills and provide interesting personal experiences.

We know that mentoring is very important for retention of employees. Many successful people can share stories about how important a mentor was to setting them on the right career path



Directorate of Public Works training available

by Tracy Porter Wilson

The Proponent Sponsored Engineer Corps Training, known as PROSPECT, schedule for Directorate of Public Works courses has been announced for 2010. All classes are open and available for all DPW staff; garrison logistics, facility management and contracting staff; and Corps of Engineers staff.

Course 990

DPW Job Order Contracting

Apr. 12-15, Huntsville, Ala.

This course teaches students the basic policies and procedures for properly executing sustainment, restoration and modernization projects using Job Order Contracting applicable to the DPW organizations on Army installations or communities.

The course covers the elements of JOC; task order scoping; task order proposal requesting, receiving, reviewing, evaluation, negotiation and documentation; task order placement by ordering officers; key JOC management issues; and contract administration procedures under JOC. The underlying themes through all the modules of the course emphasize a cooperative working agreement between contractor and government, efficient and timely processing and completion of projects, and adherence to proper contract administration procedures.

Acronyms and Abbreviations	
DoD	Department of Defense
DPW	Directorate of Public Works
IFS	Integrated Facilities System
JOC	Job Order Contracting

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and guiding them. The CP-18 web site provides references and information about both formal and informal mentoring.

Recognition of excellence is also a vital part of the career program. CP-18 began an awards program last year to reward superior careerists. Awards are presented

Course 972

DPW Quality Assurance

Aug. 10-13, Huntsville, Ala.

This course is for quality assurance evaluators, contracting officer representatives and other personnel with contract surveillance responsibilities. It incorporates recent Department of Defense guidance addressing techniques for service contracts using commercial item acquisition procedures

Through lectures, individual study and work group activities, this course provides a detailed description of service contract surveillance techniques. Quality terms and definitions are presented and illustrated through the use of examples and practical exercises. Pertinent quality related contract clauses are identified and explained.

New DoD procedures that shift the quality assurance focus from oversight to insight are addressed. The concept of partnering with the contractor to validate the contractor's quality control system, establish meaningful metrics and monitor those metrics is explained. Emphasis is on understanding what is needed in terms of contractor management, worker skills, training, processes, procedures, materials, tools, equipment, facilities and all other elements of quality control.

Course 981

DPW Budget/Job Cost Accounting

Aug. 23-26, Huntsville, Ala.

This course provides a concentrated look at the Integrated Facilities System Job Cost Accounting module's role as a tool to manage the financial aspects of work

annually in *Journeyman, Senior Journeyman* and *Activity Career Program Manager* categories.

The CP-18 Proponency Office, established in 2009, comprises two professionals to organize and assist. This proponency office provides the leadership and management that enables both the career program and its individual members

accomplished by the DPW. The scope of the presentations includes both real property maintenance activity resources interfaced to the installations financial management system and project work maintained internal to IFS.

Through lectures, individual study and exercises, this class teaches students how to enter cost data into IFS, how obligations and expenses are related to engineer work documents in the system and how costs, hours and engineering operation resource information are passed to other accounting systems.

To view the course descriptions or register, go to <http://pdsc.usace.army.mil> or e-mail DLL-CEHNC-Registrar@usace.army.mil.

POC is Tracy Porter Wilson, 202-761-7581, tracy.p.wilson@usace.army.mil.

Tracy Porter Wilson is the DPW program manager, Headquarters, U.S. Army Corps of Engineers.



to advance from Good to Great. Donna Crawford and Dorothy Smith can be reached at 202-761-7493 and 202-761-0555 respectively.

Robert E. Slockbower is the director of Military Programs, U.S. Army Corps of Engineers, and the functional chief representative for CP-18.



Workshop lesson: Own your career

by Mary Beth Thompson

A wealth of career development information always pours forth during the annual workshop held by the U.S. Army Corps of Engineers during the Black Engineer of the Year Awards Conference in February. This year was no exception.

The theme was “Building the Bench,” but the subtext heard from speakers throughout the day was that the success of your career is up to you.

“What are we as individuals going to do? Because, at a certain stage, it requires our personal commitment to be able to drive forward with our own careers and also for those we want to share careers with,” said Bob Slockbower, USACE’s director of Military Programs and functional chief

representative for Career Program 18, during his presentation.

Slockbower advocated using the CP-18 web site, <https://ekopowered.usace.army.mil/cp18>, as a tool to provide information about career development possibilities.

But, ultimately, success rests with careerists and their willingness to pursue technical knowledge and skills, professional registrations, and opportunities to develop personally and contribute to the organization, he said.

“You are the most important person to manage your career,” Slockbower said. Leaders and mentors can provide assistance, counseling and advice, but you have responsibility for your career.

“It goes back to that IDP [Individual Development Plan] and the importance of having a good IDP,” he advised. Talk with your supervisor, mentor, friends and co-workers. Figure out what is important



An audience member takes the microphone during a question-and-answer opportunity at the USACE Workshop.

for you to do to develop your career and ensure that is in your long-term plan.

In response to a discussion about the importance of knowing who your activity career program manager is, Theodore A. “Tab” Brown, chief, of USACE’s Planning and Policy Division, weighed in with some additional advice.

“In my opinion, the best career program manager is — look in the mirror,” he ➤

Acronyms and Abbreviations

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

Housing Services Offices to be certified

by Vernona D. Aslim

Sixty-seven percent of Soldiers and their families reside in off post housing, and the installation Housing Services Office’s role is to help them locate places to live in the community. It is a critical necessity for Soldiers and their families to ensure the HSO program is recognizable and sought after by the targeted customers.

The HSO mission is to assist incoming and departing customers with off-post housing needs, to provide nondiscriminatory housing listings and quality, up-to-date information pertaining to all aspects of housing, and to create a housing services environment where customers can make the best housing choices.

However, not all HSOs are on equal footing; delivery of services varies in degree



and quality across Army installations. Therefore, the HSO Certification program is being introduced to provide a structure against which all HSOs should execute their programs. The HSO Certification program will provide clear tasks and checklists aligned with regulations, current standards, functional and organizational HSO structure, manpower requirements, performance metrics and professional development training.

Certification will measure 10 areas: HSO programs, office setup, personnel and staffing, training plan, business plan, budget, community briefings,

Acronyms and Abbreviations

HSO	Housing Services Office
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marketing, public relations and web-based opportunities.

A workshop to provide invited attendees with the tools necessary to successfully obtain HSO certification is planned for April 20-22 in Southbridge, Mass.

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Join Army Housing on Facebook, <http://www.facebook.com/pages/Army-Housing/185387503039>.

Vernona D. Aslim is a housing management specialist, Office of the Assistant Chief of Staff for Installation Management. 📧



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said. “You are your best career program manager. You are your best advocate for making sure that your career goes the way.

“You can go out and seek mentors. You can go out and seek other folks for guidance. You can go out for training, but I don’t want you to go away from here thinking that, ‘I’m just going to sit back and wait for someone to give me whatever I need.’ Go seek it,” he said.

During her presentation, Yvonne Prettyman-Beck, deputy chief of the Great Lakes and Ohio River Division Regional Integration Team, led discussion on what “Building the Bench,” means. The consensus was that the phrase means developing people who enable the organization to meet the needs of the Army now and in the future.

Prettyman-Beck also emphasized personal responsibility for developing your credentials so that you can be a stronger contributor to the organization’s ability to do so.

“Bottomline — get off the bench and get into the game,” Prettyman-Beck said. “It’s up to you to perfect your own game, so you can make this bigger game even better.

“Be all you can be,” she said. “I always liked that motto.”

William A. “Bill” Brown, executive vice president of Page Southerland Page LLP, spoke about developing senior leaders. One of the points he made involved taking on jobs or challenges that you may not be excited about doing but that are good for the organization, and then excelling at them.

The retired federal executive cited examples from his own career of difficult assignments he had accepted. He believes that his successes at those projects were factors later when he was selected for higher positions.

Brown eventually became the deputy

director of Military Programs, one of USACE’s highest civilian posts.

Several of the day’s other speakers concurred with this advice. Take developmental assignments, even if it is difficult to do so, they advised. The payoff comes later in your career.

Alan Williams, deputy chief of USACE’s South Pacific Division Regional Integration Team and the workshop master of ceremonies, shared a list of career recommendations:

- Apply for the jobs.
- Get the training.
- Volunteer for the hard jobs and do well.
- Move around; go to the opportunities.
- Get noticed, and through persistence, move up.

Know your value, was one of the pieces of advice offered by Andrea Bias-Streat and Kathy Gerrity-Milthram, CP-18 POCs for the Programs and Project Management and the Environmental Communities of Practice respectively.

Ask yourself several questions, they said. What are your strengths? What are your weaknesses? What experience and education do you possess? What are your accomplishments, achievements and certifications? What do you bring to



Yvonne Prettyman-Beck listens to discussion during her interactive presentation.



Alan Williams imparts his career development recommendations at the USACE Workshop.

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Whited leads IMCOM's Housing Branch

by Mary Beth Thompson

As Ron Whited drove down the street in a family housing area at Fort Hood, Texas, last year, he noted that Soldiers were returning from an overseas deployment. Whited was deeply moved by what he witnessed.

"To see all of the banners welcoming back their fathers on the garage doors — and thinking about the ones that didn't come back — you realize how important your job is and why you're doing what you are doing," he said.

Whited is the chief of the Housing Branch at Headquarters, Installation Management Command. He sees his role as maintaining quality housing at all locations — eliminating the "haves" and "have-nots."

The Residential Communities Initiative, which privatized most military family housing in the continental United States, tremendously increased the quality of that housing. Most Army-operated family housing is now located overseas, and most of that is not up to RCI standards.

The barracks story is even more telling, Whited said.

"You have brand new one-man barracks rooms in places like For Bliss [Texas], where they're receiving the new brigade combat teams, but yet you can go to some



Ron Whited
Courtesy photo

other locations, and you get two and three Soldiers assigned to a room," he explained. "These are things that have to be fixed.

"It's our goal that no matter where you're stationed in the Army, you'll have the same quality facilities," he said.

Whited became chief of the Housing Branch in September. He is a graduate of the Army Management Staff College. Although his bachelor's degree, from the University of West Florida, is in history, he brings a strong professional real estate background to the job.

After college, Whited was a real estate broker for eight years in Pensacola, Fla., and then worked for two years for the Department of Housing and Urban

Acronyms and Abbreviations	
HSO	Housing Services Office
IMCOM	Installation Management Command
OACSIM	Office of the Assistant Chief of Staff for Installation Management
RCI	Residential Communities Initiative

Development. In 1981, he moved to Germany to become an Army housing manager. Whited spent five years there, working at three locations: Garlstedt, Mainz and Hanau.

He returned to the states to take a job as the chief of the Army Medical Command's Housing Office in San Antonio. While there, he also managed the Army's Fisher House Program.

In 2002, Whited moved to the then-forming Installation Management Agency's Southwest Region and became its Housing Team lead. When the Southwest Region was combined with the West Region, he became the person responsible for RCI projects for the entire region.

Whited is a registered real estate broker in Texas and Florida. He is also a certified residential contractor in Florida. He buys, fixes up and sells houses as a leisure-time pursuit.

"I've been in the real estate business in one form or the other since 1972," he said. "Even when I'm not working in the ➤

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the table, and what is it worth to the organization?

Record your accomplishments, they advised, and improve your value through relationships. Go beyond what is required. Explore what's out there by routinely checking job announcements.

Kim Brewton, chief of Programs and Professional Development at Baltimore District, delivered a lively presentation on leadership and organizational behavior. Brewton made several observations, among which was to follow the "Be-Know-Do" philosophy.

"Be" refers to character, inner strength and doing what is right, he said. "Know" is about developing interpersonal, conceptual, technical and tactical skills. "Do" means influencing, operating and improving.

The messages imparted at the career development workshop resonate with a famous challenge issued by President John F. Kennedy during his inaugural address as he sought to motivate a generation. Lessons from the workshop would slightly alter Kennedy's challenge to read, "Ask not what your organization can do for you, but what you can do for your organization."

Summed up, the workshop messages offered sage advice. Your employer provides the framework, but the organization you work for will not build your path to success for you.

You should take charge of your career, seek advice, take advantage of opportunities and prepare yourself to be a valued employee as your career progresses. That is the reward. That is success.

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



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Army, my hobby is real estate.”

As the head of IMCOM’s Housing Branch, Whited and his team handle all issues related to Army housing execution, he said. Those responsibilities include providing funding for housing, programming for barracks projects, cradle-to-grave management of barracks, the First Sergeants Barracks Program, and oversight and management of the Housing Services Offices.

Whited views his branch as complementing the Housing Division at the Office of the Assistant Chief of Staff for Installation Management. OACSIM develops policy, he said. IMCOM’s role is to execute.

His team provides garrison Public Works with funding, oversight and issues resolution. The team is available for project development, and they work with OACSIM Housing on training opportunities and support of the intern program.

IMCOM’s Housing Branch is new; it was set up Oct. 1. As IMCOM transforms, Whited’s staff will increase to 16. It is currently at six, and they are still finding their way, he said. The team is working on strategies to provide more housing at locations with troop surges and to protect

the interests of junior enlisted Soldiers, who struggle the most with housing, .

Improving the HSO experience for Soldiers and their families is one of his aims. HSOs serve those who live off post. About 70 percent of married Soldiers live off post.

Whited believes the HSOs are not functioning the way they were envisioned with people trained to advise on the ins and outs of real estate matters.

“Young Soldiers are not up to speed on local real estate laws,” he said. “They’re not up to speed on evictions, foreclosures, what their rights are. As a result of that, many of them are taken advantage of. Their families are undergoing a lot of stress due to all the deployments that are taking place, and they really don’t have a place to go to.”

Whited envisions the HSO as a place Soldiers and families can go for advice on problems such as what the landlord can do if they are behind on their rent and how they can catch up. They can find out what happens in a foreclosure, how it would affect their credit and how it could be avoided,


“Our goal is to certify HSOs,” Whited said. “We will have set criteria that they will have to meet in order to be certified, so we get buy-in from the commander. It’s our intention to have well-trained Housing Services Offices that can provide the

expertise to help the Soldiers and eliminate this financial turbulence that many people find themselves in.”

Providing these services will benefit not only the Soldier and family, he said, but also the community and the Army. The landlords will know that Soldiers are informed, so it is less likely Soldiers will be taken advantage of. Soldiers will know the consequences of not paying the rent, so it is more likely the rent will be paid. The improved relationships will potentially give the Army more access to quality housing on the economy.

Frequent deployments and persistent conflict lead to strain for Soldiers and their families. Adequate, quality housing means one less thing to worry about, a key objective of the IMCOM Housing Branch.

“They have a lot of stressors in their lives, and our goal is to reduce as much as we can the stress that they have in regards to housing,” Whited said. “They’ve earned quality housing.”

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

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