

Public Works *Digest*

In this issue:

Housing





U.S. Army Installation Management Agency

2511 Jefferson Davis Highway
Arlington, Virginia 22202-3926

Public Works Digest is an unofficial publication of the U.S. Army Installation Management Agency, under AR 360-1, The Army Public Affairs Program. Method of reproduction: photo-offset; press run: 3,000; estimated readership: 40,000. Editorial views and opinions expressed are not necessarily those of the Department of the Army.

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Hard work for Army Day pays off

by James Dailey

As anyone who has ever attended an annual PHMA conference will tell you, Service Day and the accompanying Awards Banquet are the highly anticipated crescendos to a week filled with old friends and new knowledge. However, for those of us who work at the Army Housing Division headquarters, Army Day represents even more -- the culmination of countless hours of work and preparation.

Our goal was to create an informative and interesting program of speakers and presentations that would not only communicate pertinent information to the attendees, but also generate discussion and ideas amongst an even wider audience. Army Housing has posted all Army Day presentations on the following site: <http://housing.army.mil/download.html>.

When George McKimmie, HQDA, Chief Army Housing Division called the room to order, the cavernous Plaza Ballroom was abuzz with several hundred Army housing professionals, milling about and finishing the last of their double decaf mocha non-fat lattes (thank you, Starbucks). Mr. McKimmie welcomed the attendees and briefly spoke about the day's activities and agenda.

The morning session included talks by:

- **Mr. John Nerger**, ACSIM Director FD, who shared with the attendees his

thoughts on change, leadership and how each person can make a difference and is a manager in their own right,

- **Mr. William Armbruster**, DASA, Privatization and Partnerships, who gave an overview of the I&E's responsibilities and issues, and

- **Mr. Tom Kraer**, ASA I&E, RCI, who provided an update on the progress of the Army's housing privatization efforts.

The last item of the morning was the "Ask the Bosses" Q&A Panel, which, as the name implies, provided an opportunity and open forum for conference goers to ask questions of the Army Housing headquarters management. This panel consisted of Mr. McKimmie, Mr. Nerger, Mr. Armbruster and Mr. Don Spigelmeier, RCI Program Director, representing nearly every aspect of Army Housing operations and policy. It was obvious from the start that no one in the room was shy about utilizing this excellent opportunity to pose questions of the actual decision-makers. It was also obvious that the people there were serious about what they do and deeply concerned about improving their performance and service to Soldiers



(L to R) Jonathan Winkler, ACSIM; Suzanne Harrison, ACSIM; Barbara Koerner, ACSIM; Terry Risby, Fort Bragg; and Marlene Naranjit, ACSIM, relax during the social following Army Day.

the world over. Although there were many varied questions regarding issues such as IMA and BAH rates, the two main topics of interest were privatization and the fate of foreign installations.

After a hearty Army lunch, the afternoon session began with a presentation by COL Floyd Quintana, USAG HI DPW. COL Quintana provided an overview of the AFH privatization project being executed in Hawaii. In addition to the programmatic details one might expect, the colonel also presented artist renderings of the development, floor plans and a series of fully-rendered 3D animated movies (complete with soundtrack) that took the audience on a breathtaking virtual tour of the finished housing community.

Army Housing information technology efforts were highlighted by **Peter Gentieu**, Head, HQDA Housing Information Technology Branch. In a surprising and uncharacteristically comical performance, Peter proudly announced the launch of Army Housing OneStop (AHOS) www.onestoparmy.com. This new resource for Soldiers and their families went live in October 2003 and provides such pertinent information as floor plans, photos, BAH rates and waiting lists.

Additionally, the audience got a glimpse of the new web-based housing man-



Don Spigelmeier (L), RCI Program Director, ACSIM, enjoys chatting with Bill Armbruster, Deputy Assistant Secretary of the Army for Privatization and Partnerships.



Army receives top Housing Awards

Five Army civilians were honored at the recent annual conference of the Professional Housing Management Association (PHMA). The mission of PHMA is to contribute towards better quality housing for military members and their families by continuously raising the level of proficiency and professionalism of the military Services' housing personnel. From among all the Services, PHMA selected Army civilians for their top two awards.

Birgit Seymour from the Installation Management Agency - European Region, was selected for the prestigious Founders Award for her many years of outstanding contributions to family and unaccompanied housing.

Barbara Lehman, U.S. Army Alaska, was selected for the Deke Giles award for her initiative and dedication in staging a successful housing seminar in Alaska with the General Services Administration.

Like the other Services, the Army also honored their outstanding housing employee, So Yong Yi, Korea; outstanding mid-level housing manager, Miguel Guzman, Korea; and outstanding senior housing manager, Michael Ackerman, Fort Bragg.

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George McKimmie (right), Army Housing Division Chief, ACSIM, congratulates Miguel Guzman and So Tong Yi of Korea on their awards.

Birgit Seymour (right), Europe Region, IMA, gets a hug from Barbara Koerner, ACSIM, for her Founders Award.



Mike Ackerman, Fort Bragg, poses proudly with his award and George McKimmie, Army Housing Division Chief, ACSIM.

(continued from previous page)

agement system that will replace the venerable but long-in-the-tooth Housing Operations Management System (HOMES). Launching in FY 06, and based on proven COTS (commercial off-the-shelf) software, the new system will enable better customer service, improved efficiency and centralized data management.

Ms. Suzanne Harrison, Head, HQDA UPH Branch, and **Ms. Debbie Reynolds**, Head, HQDA AFH Branch, provided updates for the activities of

UPH and Family Housing, respectively, covering issues of organization, funding, master planning, standards and the significant programs being pursued.

The afternoon session ended with presentations from **Mr. Jonathan Winkler**, Army Housing Division, ACSIM, who addressed the important issue of facility standards, exploring their purpose, current status and future, and **Ms. Dee Spellman**, Army Housing Division, ACSIM, who introduced herself as the new person responsible for Army GFOQs.

Finally, after a long day of presenters and discussions, the 2004 PHMA Army

Day concluded with separate AFH and UPH breakout sessions led by Ms. Reynolds and Ms. Harrison, providing a forum to discuss issues of particular interest to those specific communities.

Army Day required a lot of work by a lot of people; however, the unequivocal success of Army Day stands as a testament to their efforts...at least until next year.

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RCI Program launches housing privatization at 34 installations

by Rhonda Hayes

As I was preparing to give a brief during a recent visit to one of the regional offices of the Installation Management Agency, I overheard one of the staff members state, "I'm sure that the RCI program will be fine once it gets up and running, but right now it's still in its infancy." I had to smile at that remark because contrary to many perceptions the RCI program is alive and well, with all 34 of the installations with approved projects actively engaged in the process.

For those of you who may be unfamiliar with the RCI program, RCI is the acronym for Residential Communities Initiative – the Army's program for privatizing military family housing in the United States. RCI is a critical component of the Army plan to meet the DoD/Army goal of eliminating all inadequate family housing in the U.S. by FY 2007, through a combination of (1) traditional Military Construction (MILCON), (2) Basic Allowance for Housing (BAH) increases, and (3) military housing privatization. RCI includes 26 projects and 34 installations, equating to about 71,000 houses (80% of AFH inventory in the U.S.). We expect the end state to be about 74,000 if we build out all of the deficits at these locations. Not only is the RCI program vital to eliminating inadequate family housing, it is equally focused on sustaining quality housing over the long-term.

The RCI program does not just focus on the "bricks and sticks" of family housing, but on creating and sustaining total residential communities. The procurement process relies on a Request for Qualifications (RFQ) that attracts nationally recognized developers who bring best practices/

innovations to the privatization projects. This best value process reduces time and costs for both the Army and private sector developers who participate in the RCI program. The RFQ process seeks to evaluate and award on the basis that the firm selected is the most highly qualified (based on applied criteria) to engage in discussions with the Army to create a mutually agreed upon business plan to meet the Army's requirements.

The RFQ procurement approach allows the Army to:

- Maximize competition because the process is acceptable to the private sector -- the number of bidders continues to increase.
- Create large and complex real estate plans with the expertise and advice of private sector consultants.

Under this program the Army provides a 50-year lease (with a 25-year option) to a private sector development partner and allows the developer partner to collect the Soldier's BAH to cover rent, utilities, and renter's insurance. The Soldiers' housing allowance provides rental income to the developer, which must be used to construct, renovate, operate and maintain the housing units at the affected installation. Improving the quality of life for military members and their families is a critical issue across the Army. Studies have shown that satisfaction with military service and thus retention is directly linked to factors such as housing and medical care.

- The Army has transitioned ten projects to privatized operations and the partner is responsible for operations, maintenance, renovation, replacement, and new construction.
- 1) Fort Carson's 1,823 homes were privatized in November 1999, and the Army's partner has constructed 840 new homes and renovated 1475 of 1823 planned. The original partner, J.A. Jones Community Development, sold their interests in the Fort Carson project in December 2003 as part of a reorganization. The project was subsequently purchased by GMH Military Housing, another experienced RCI developer.
 - 2) Fort Hood's 5,622 homes were privatized in October 2001 and Actus Lend



Newly constructed 3BR and 4BR single family homes for Senior NCOs at Fort Lewis, Washington.

- Provide greater flexibility in negotiating long-term partnership agreements with the private sector partner.
- Maximize opportunities for interchange between developers, the local community, and the Army.
- Foster innovation and creativity, and provide opportunities to craft the best business and development plans.
- Take greater advantage of private sector expertise, and provide a mechanism for consultation with DoD and the Congress during the process.
- Promote competition by lowering entry costs for offerors to submit a response.



Lease (Actus) will construct 290 additional homes to meet the deficit. To date, Actus has built over 566 new homes and 98 conversions (combining 2-bedroom stacked units into 4-bedroom townhouses), 80 units are under construction, and 392 renovations are complete.

- 3) Fort Lewis' 3,637 homes were privatized in April 2002, and Equity Residential (EQR) will construct 345 new homes. EQR has built 191 new homes (includes 29 replacement units), 44 replacement homes are currently under construction plus another 174 replacement homes will begin early 2004; 545 units have been renovated, and 509 renovations are ongoing.
- 4) Fort Meade's 2,862 existing homes were privatized in May 2002, and Picerne Real Estate Group will construct 308 units to meet the deficit. Picerne has completed 925 minor renovations and will have 122 newly constructed units complete in March 2003.
- 5) Fort Bragg's 4,744 units were privatized in August 2003 and Picerne Real Estate Group, the Army's partner, will renovate/replace 3,521 units and construct 834 new units to address the local housing deficit. The end-state housing inventory at the end of the first ten years of project development is 5,578 units.
- 6) The Presidio of Monterey and Naval Postgraduate School (POM & NPS), CA transferred to a developer/partner, Clark-Pinnacle, on 1 October 2003. This is the first joint Army-Lead and Navy RCI Project with an existing inventory of 2,268 units (1675 @ POM; 593 @ NPS). All existing units will be replaced within the first ten years of project development, hence, an end-state inventory of 2,209 units.
- 7) Fort Stewart and Hunter Army Airfield's 2,926 family housing units were transferred to the Army's private sector partner, GMH Military Housing, on 1 November 2003. The project will renovate or replace the existing inventory, as well as construct 776 units to meet the local housing deficit. The project end state is 3,702 units. Initial work has focused on site preparation of the first



Junior NCOs now enjoy 3BR and 4BR duplexes at Fort Lewis, Washington.

- housing area, Liberty Woods, and improving unit conditions through service calls and change of occupancy maintenance.
- 8) Fort Campbell transferred to the developer (Actus Lend Lease) 1 December 2003. Scope includes demolishing and replacing 1,326 units, renovating 1,994 units and building 25 new deficit units. Amenities include community centers, jogging trails, ice skating rink, skateboard park, sports fields and tot lots.
- 9) Fort Belvoir transferred to the partner, Clark Pinnacle, on 1 December 2003. No renovations or new construction has been completed, however, ground-breaking is scheduled for March 04.
- 10) The Army will privatize a total of 2,290 existing family housing units at Fort Irwin, Moffett Federal Airfield, and Camp Parks, with an end-state inventory of 2,806 family housing units. This is the first RCI project to also include privatizing 80 existing Senior Unaccompanied Personnel Housing (UPH) units at Fort Irwin for use by Senior NCOs and Officers, with an end-state inventory of 200 UPH units. Transfer of operations for this project occurred March 2004.

The Army has selected partners for nine projects. They include Fort Hamilton, NY; Forts Eustis/Story, VA; Fort Polk, LA; Walter Reed Army Medical Center, DC;

Fort Detrick, MD; Fort Shafter/Schofield Barracks, HI; Fort Leonard Wood, MO; Fort Sam Houston, TX; Fort Drum, NY; and Fort Monmouth, NJ / Picatinny Arsenal, NJ / Carlisle Barracks, PA. Congress has approved the Community Development and Management Plan (CDMP), which lays out the scope of development, operations plan, and financing for Fort Hamilton and this project is in final transition to privatized operations. CDMPs for Fort Polk, LA; Walter Reed Army Medical Center, DC; Fort Detrick, MD; Fort Shafter/Schofield Barracks, HI, are currently under review at HQDA and other projects are in development. These projects will transition to privatized operations in FY 2004-2005.

The Army has one project currently in procurement for Fort Bliss, TX, and plans to solicit partners for six projects in the spring of 2004 -- Fort Benning, GA; Fort Rucker, AL; Fort Gordon, GA; Fort Knox, KY; Fort Leavenworth, KS; and Redstone Arsenal, AL.

As you can see, a timeline that was once viewed as "ambitious" and "overly aggressive" has been achieved. The RCI Program is a true win-win initiative in the Army as homes for Soldiers are being upgraded faster and more economically than could ever have been accomplished using traditional means of construction. For the first 17 projects, the Army will invest \$380 million from Army Family Housing Con-



Field Grade Officer housing, complete with 2 car garages, borders the golf course at Fort Meade, Maryland.

struction appropriations, and our developer partners will provide over \$7 billion in private capital during the projects' initial development period (projects range from 3-10 years). Private capital consists of developer equity and debt underwritten by the BAH income stream. The Army has identified an additional eleven projects as candidates for privatization. This would take the RCI program to 45 installations (37 projects) that would privatize about 95% of the U.S. AFH inventory. However, their ultimate insertion into the program is dependent upon funding.

It is important to note that privatization of housing through the RCI program provides a means by which the houses may be sustained over the full 50-year term of the lease. Financial incentives to the developer partners via fees and equity returns are negotiated in advance of lease execution with all remaining funds cycling back to the project reinvestment account for use in renovating or replacing the housing in later years of the project. The Army has implemented a Portfolio/Asset Management (PAM) process for monitoring construction, renovation, operations, and project finances and to ensure that the Army's investments, assets and portfolio are fully protected against any current and potential crises and/or shortfalls over the next 50+ years of the 26 RCI projects. The Army's portfolio will primarily consist of minority interests in Limited Liability Companies (LLCs) or Limited Partnerships (LPs). The Army's approach to PAM also allows us to share key lessons learned between

successful as it allows the Army and the developer/partner to work through issues jointly, and ensures that major issues are identified and addressed before execution of the plan.

A few of the challenges that must be addressed early in the process are environmental assessments/cleanup, historic property, schools, taxation, and local government and business concerns. Once again the collaborative nature of the CDMP development allows the Army a mechanism for periodically conferring with Congress, the local community, other

Army/OSD organizations and other stakeholders during project development to ensure the needs of all parties are satisfied. RCI has also been a "good news" story to local communities and businesses. To date, approximately 75% of all partnership sub-contracts have gone to local businesses, with the vast majority going to small businesses.

The RCI program is a big part of the Army's plan to eliminate housing shortages and rapidly improve the living conditions of its families. RCI also reflects the shift in the Army's institutional philosophy toward managing installations as strategic assets.

installations to enhance and improve the policies/procedures at existing projects as well as drive a "best practice" approach for future projects.

The RCI program has proved to be very suc-

This broader vision has led the Army to focus on developing and managing communities and embrace comprehensive planning and execution, as opposed to piecemeal projects. RCI is providing the opportunity for better homes and communities much sooner than traditional methods. Further, RCI attracts world-class developers and ensures that the Army receives quality business and development plans and agreements at the most economical cost to the Army and development partner.

What does the future hold for housing privatization? In addition to proposing eleven additional sites for family housing privatization, the Army is launching a new initiative to privatize Army lodging, and at



Townhouses similar to those found in the Baltimore/Washington area contain rear-loading garages and are located near the neighborhood community center for Junior NCOs and their families at Fort Meade.

some point in the future may consider privatization of barracks. The success of the RCI program in leveraging the Army assets of land, houses, and a stable customer demand to attract private sector capital and developers is a model that can be used in many areas of government.

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How to use SPiRiT for RCI projects

by Annette Stumpf

With the Army's mandate to build sustainability into all new construction, planners and designers need guidance for finding and incorporating features that help achieve this goal. Many resources are available to support sustainable design and development (SDD) – but locating the most helpful information can be time-consuming. This article provides background on SDD and points to several useful sources to help design teams get started.

What Is SDD?

SDD is an integrated approach to planning, designing, building, operating and maintaining Army facilities in a collaborative and holistic manner among all stakeholders. It uses “cradle to cradle” thinking, in that it is possible to “harvest” materials from deconstructed facilities and reuse them instead of dumping them in a landfill. (See deconstruction resources on pages 12-13.)

What Is SPiRiT?

The Sustainable Project Rating Tool (SPiRiT) is a self-assessing system designed to help the Army achieve facilities that meet the needs of current missions and accommodate future missions in a sustainable cost-effective, environmentally friendly manner:

<http://www.cecer.army.mil/SustDesign/SPiRiT.cfm>. SPiRiT was developed in response to Executive Order 13123 – Federal Leadership in Energy Management, which required DoD to develop SDD principles. SPiRiT is based on the U.S. Green Building Council's LEED 2.0TM tool (<http://www.usgbc.org>). LEED (Leadership in Energy and Environmental Design) is being used by the Air Force, GSA, and commercial projects. All civilian and uniformed members of the Army are full members of the USGBC under an

Army membership and qualify for all discounts and benefits. Corps of Engineers and installation personnel have been taking the LEED courses and exams offered by the U.S. Green Building Council to become LEED accredited. The USGBC LEED Homes (LEED H) and Neighborhood Development (LEED ND) Commit-



RCI projects must achieve a “Gold” SPiRiT rating.

tees are developing a rating tool of interest to the RCI program. Joining the committee as a corresponding member provides access to the latest information on development of these rating tools. Contact Richard Schneider at 217-373-6752 or richard.l.schneider@erdc.usace.army.mil for information on the USGBC or committee correspondence.

SPiRiT is required for RCI projects

All Military Construction (MILCON) projects -- planned or under design for the FY06 program and beyond-- are required to “go for the Gold” rating using the Sustainable Project Rating Tool (SPiRiT). Housing being developed under the Army's Residential Communities Initiative (RCI) is also required to use SPiRiT assessments. The memo states “Projects under the Residential Communities Initiative, planned or under design, will meet the Gold rating.” “Gold” means the project must earn at least 50 of the 100 SPiRiT credits possible.

The policy memorandum from ASA(I&E) to MACOM commanders is at: <http://www.cecer.army.mil/SustDesign/GoldStandard.pdf>. RCI's objectives are to:

- Create world-class, quality residential communities
- Leverage assets/scarce funds
- Obtain private sector expertise, creativity, innovation, and capital.

Private sector developers plan, finance, build, and maintain large on-post housing developments for military installations. The official RCI website with complete program information is at: <http://www.rci.army.mil/>.

How do teams use SPiRiT successfully?

SPiRiT is most effectively used in a collaborative multi-disciplinary team process, commonly known as a “charrette.” Corps of Engineers districts responsible for

MILCON planning and design have been using design charrettes successfully to achieve high sustainability scores. A sustainability expert (preferably LEED accredited) should lead this process. The project team would consist of key district and installation personnel as well as the design agency's contractor team members. Ideally, the sustainability expert should kick off the charrette by explaining sustainability / SPiRiT / LEED so the entire team understands that the project will emphasize creating a sustainable project. The team should go through a SPiRiT goal-setting process and decide:

- 1) IF you are going to try to earn the credit? (Remember, you need at least 50 total credits!)
- 2) HOW you think you can earn the credit?
- 3) WHO is the responsible point of contact for the credit?

Tally up the desired credits and create a SPiRiT target for the project (how



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many points you are trying to get and the associated rating). The required target rating for all RCI projects (and MILCON beginning in FY06) is SPiRiT Gold.

Assign someone to keep track of each credit and have him or her report back on HOW they will earn the credit (or why it isn't feasible). To simplify this brainstorming, you can use Microsoft Word or Excel versions of SPiRiT that are found at the bottom of <http://www.cecer.army.mil/SustDesign/SPiRit.cfm>.

A spreadsheet showing which team member is typically responsible for each SPiRiT credit is available at <http://www.cecer.army.mil/SustDesign/ArmyProjects.cfm> (see the second link called "SPiRiT Team Responsibilities by Discipline"). R=Responsible (person primarily responsible for making the decision) and C=Collaborate (disciplines that need to collaborate with the Responsible person to make a good decision). Think about who can be on your sustainability team and get them involved early in the project.

The Corps of Engineers has developed guidance on how to conduct planning and

design charrettes, which could also be put to use with RCI charrettes. See DD Form 1391 Preparation Planning Charrette Process, Engineering & Construction (ECB) 2002-16 (28 June 02) <http://www.hnd.usace.army.mil/techinfo/ECB/ECB%202002-16.pdf> and Design Charrette Guidance for Army Military Construction (MILCON) Programs, Engineering & Construction (ECB) 2002-13 (6 Sept 2002) [http://www.hnd.usace.army.mil/techinfo/ECB/ECB%202002-13%20\(Rev.%20\)2002\).pdf](http://www.hnd.usace.army.mil/techinfo/ECB/ECB%202002-13%20(Rev.%20)2002).pdf).

Another consideration for both RCI and MILCON projects may be the long-term Installation Sustainability Goals that have been identified for your installation. The charrette team should be notified if, for example, water conservation is a priority at your region. These goals can be used to help target the SPiRiT credits that should be earned by your project.

If you haven't established installation sustainability goals, you can find good examples at <http://www.envquest.com/>. Note Fort Carson's "Sustainable Master Planning Five-Year Plan" which is found at

<http://www.envquest.com/carsonplan.asp>. Also look at Fort Campbell's "Regional Development" after-action report at <http://www.envquest.com/campbellbaseline.asp>. Think about what sustainability issues are high priorities at your installation. Is energy a priority issue? Brainstorm and share your ideas. Specific sustainability goals can be tied to the Installation Design Guide, various plans, or architect/engineer (A/E) contract guidance.

SPiRiT is a self-rating process. The project manager is responsible for ensuring that the team conducts a final SPiRiT self-rating and captures any documentation explaining how the credits were earned to keep in the project file.

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More resources to improve project sustainability

National Association of Governors New Community Design Checklist:

This checklist may be useful for RCI developers in planning the new residential community. http://www.nga.org/center/divisions/1,1188,C_ISSUE_BRIEF^D_2344,00.html (The checklist is contained in chapter 4 of <http://www.nga.org/cda/files/072001NCDFULL.pdf>)

NGA best practices "Growth and Quality of Life Tool Kit"

<http://www.nga.org/center/growth/>

Walkable Communities: Please view posters in the library: Levels of Quality for Walking, Biking, Street Crossing Details, Street Element Links, Traffic

Calming – Intersections, Traffic Calming – Mid Block, and Transit Station Links. <http://www.walkable.org/index.htm>

Energy Star builder's options packages (BOPs): gives detailed guidance on how to create an energy-efficient home in each state. Please see http://www.energystar.gov/index.cfm?c=bldrs_lenders_raters.pt_BOPs (The website describes the tools as: "BOPs represent a set of construction specifications for a specific climate zone that will enable a home's energy performance to qualify for the ENERGY STAR label.")

EarthCraft House guidelines: energy-efficient house guidelines from the Southface Energy Institute at <http://www.southface.org/>

Guidance on Environmentally

Preferable Materials: The draft Model Green Construction Guides are available at <http://www.wbdg.org/design/green-spec.php>. An interesting report titled, "Research Report on Programs and Resources Relevant to the DSA EPP Database Project" describes the currently available resources to help project teams specify "green" materials for their projects. It is available at <http://www.epp-buildingproducts.org/resources/EPP-ResearchReport-06Feb04.pdf>. Also see EPA resources at <http://www.epa.gov/oppt/epp/> and Energy Star resources at <http://www.energystar.gov/>.

The Affordable Housing Design

Advisor: This tool was completed was



Using military integrity to reduce out-of-pocket expenses

by Thomas Moore

Although the Army is privatizing rapidly and renovating/replacing inadequate housing, we should not forget the 66 percent of Army families that live off-post and the programs that support them. The Community, Home-finding, Relocation and Referral (CHRRS) Office is responsible for two important programs: Deposit Waiver and the Set Aside program.

The purpose of Deposit Waiver and the Set-Aside Program (security deposit/credit check fees) is to provide military personnel with safe, affordable off-post housing by reducing Soldiers' out-of-pocket expenses while residing in off-post housing. The Deposit Waiver program, accomplishes this by convincing local utility companies to reduce or eliminate deposits for telephone, electricity, water and gas service. The Set Aside Program works with owners of multi-unit complexes or single-family houses to rent to military personnel at or close to their basic allowance for housing (BAH) without a security deposit or credit check.

In return, Soldiers agree to pay their monthly rent by direct allotment to the owner's bank account. Also as part of the deal, the installation CHRRS office agrees to assist property owners with tenant problems.

All accompanied and unaccompanied military personnel are eligible for these programs. Additionally, family members whose sponsors are assigned overseas on an all others tour are also eligible. All ranks are eligible, although the program was designed to help the junior enlisted. The participants in the Set Aside program must sign a lease containing the standard military clauses to protect Soldiers with short notice orders. There is no security deposit required.

The Set Aside Program is relatively easy to set-up. First, identify the areas that meet commuting, rental price range, and safety requirements, and then establish a list of prospective landlords. A list of landlords may be obtained from the local Board of Realtors or Chamber of Commerce. Once

a list has been established, the landlords may be contacted by telephone or survey. A town hall meeting may be set up for those landlords expressing interest. As part of a DOD initiative, large corporations owning USA-wide apartment complexes have agreed to make Set-Aside units available as needed.

Both Deposit Waiver and the Set-Aside Program use military integrity and limited resources to accomplish the goals of equating on- and off-post housing. One essential ingredient for a successful program is command support for a strong community presence. The other essential ingredient is a proactive installation CHRRS Office.

All Army installations should have these programs available although the programs may vary with local conditions.

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*Thomas Moore is a housing management specialist, Army Housing Division, ACSIM. **PWD***

completed under contract to the Office of Policy Development and Research of the U.S. Department of Housing and Urban Development. It is a tool, resource, idea bank and step-by step guide to Design in affordable housing. <http://www.designadvisor.org/>

The Local Government Commission:

The LGC is a nonprofit organization working to build livable communities. Please read the Ahwahnee Principles (<http://www.lgc.org/ahwahnee/principles.html>) and see the website for other useful resources.

Deconstruction Guidance: ACSIM Guidance

<http://www.hqda.army.mil/acsimweb/fd/policy/utilitymem.htm>

- Memorandum, Principal Deputy Secretary of the Army (Installations and Environment), 18 January 2001, subject: Deconstruction and Re-Use of Excess Army Buildings
- Memorandum, ACSIM, 31 August 2001, subject: Management of C&D Waste
- Guidelines, ACSIM, 16 August 2001, subject: Managing Construction and Demolition Waste

Unified Federal Guide Specifications: <http://www.hnd.usace.army.mil/techinfo>

- UFGS 01572, Construction and Demolition Waste Management
- UFGS 02220, Demolition

Public Works Technical Bulletins: <http://www.hnd.usace.army.mil/techinfo>

- PWTB 200-1-17 Recycling Interior Finish Materials – Carpet and Ceiling Tiles
- PWTB 200-1-23 Guidance for the Reduction of Demolition Waste Through Reuse and Recycling
- PWTB 200-1-24 Quantifying Waste Generated from Building Remodeling
- PWTB 420-49-30 Alternatives to Demolition for Facility Reduction
- PWTB 420-49-32 Selection of Methods for the Reduction, Reuse, and Recycling of Demolition Waste **PWD**



Can we get families permanently settled in a home at a new duty location within 30 days?

by Tom Liedke

It is common practice for military families who are new to a duty location to reside in the local community for several months and then move into quarters (RCI or Army-owned). This process is a lose-lose approach because the family has to undergo the traumatic household goods

RCI program, housing deficits are to be eliminated which should reduce waiting times to obtain quarters.

Additionally, the RCI Program has the flexibility to adjust rents to charge less than Basic Allowance for Housing (BAH) for housing with little or no demand and more

big step forward to make off-post housing affordable and should help reduce waiting times for Army-owned or RCI family housing. Developing stronger relationships with landlords in the community to provide rental discounts and deposit waivers, along with quality amenities should also help entice people to stay living in the community.

Using technology such as the new Army Housing One Stop (AHOS) web-site to provide families with as much information as possible about their housing options as soon in the process as possible (preferably before accepting an assignment to a specific duty location) should improve the process. It will also allow housing referral

personnel to focus on providing information and assistance for families with special or unique needs, thereby providing a personalized touch so the family is ready to decide on a permanent housing



Recently constructed privatized family housing at Fort Carson.



New family housing unit on Fort Huachuca built with Army Family Housing MILCON funds.

moving experience twice and the Army pays for the move twice. There has got to be a better process to minimize impact on families and reduce costs to the Army.

The current OSD goal is to eliminate all inadequate housing by 2007, but another important goal should be to get families permanently settled in a home at their new duty location for the duration of their assignment within 30 days. This would eliminate families having to move their household goods twice and the Army from having to pay precious Operations and Maintenance, Army (OMA) funds for a second move. This goal is easier said than done.

The Military Housing Privatization Initiative (MHPI), which the Army has named the Residential Communities Initiative (RCI), provides greater flexibility to help regulate demand for quarters which could go a long way to help eliminate the need for families to move their household goods twice at a new duty location. As part of the

than BAH for housing with high demand.

The average cost for housing at an installation could still be equal to BAH but the rental for each specific house may not be exactly equal to the BAH.

In the past, the military services have focused more attention on taking care of families residing in military housing than taking care of families living in the community. Approximately two-thirds of Army families live in the community vice live in Army-owned or RCI family housing. Greater attention needs to be given to this silent majority to provide good housing choices (home ownership or quality rental housing) so that a larger percentage of families will choose to stay living in the community than to move into Army-owned or RCI family housing in order to reduce waiting times.

The OSD zero out-of-pocket (OOP) initiative that will be in place in 2005 is a

ing solution before or upon arrival at the new duty location.

By focusing on getting families permanently housed in quality and affordable homes within 30 days for the duration of their duty assignment while still achieving high occupancy rates for Army-owned and RCI family housing, innovative ideas to achieve this goal will undoubtedly emerge. The initial challenge is to get the Army community to change its paradigm not to accept the current practice of families having to make two household goods moves in order to move into quarters.

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Tom Liedke is the RCI Program Coordinator, Army Housing Division, ACSIM. PWD



Getting a VErY good deal

by Marshall Hudson

Low prices are good, but they are not a bargain if an item is unneeded or unwanted. Real value is getting essential function and quality for a fair price.

That principle, which applies to economizing in private life, is also the cornerstone of value engineering, the process of getting more value for the money spent on a project.

The goal of value engineering is to improve value by improving the performance, safety, quality, reliability and life cycle cost of a project, according to John K. Vogel, Baltimore District value engineer.

“People sometimes think that it is just cost cutting, but that is not the case. We’re trying to get value; to get the cost and worth of functions as close as we can to

better ways to reach the same goals.

An example of a recent value engineering success in the District is the Fort Meade barracks complex project.

Project manager Scott Drumheller said the estimated cost of the Department of the Army standard design for the barracks complex was substantially higher than the programmed amount.

Further, the standard design didn’t meet the requirements of today’s Soldiers. The Soldiers wanted laundry rooms in every building and added storage capacity in every room.

The plan called for two community



The community building at the new barracks complex at Fort Meade is now primarily used for social gatherings rather than storage and laundry.

Courtesy of Harkins Builders, Inc.



The new barracks complex at Fort Meade was completed in the summer of 2003.

Courtesy of Harkins Builders, Inc.

being equal,” he said.

In value engineering, functions are what a customer really needs and wants from a project.

There are basic functions that describe what the item must do.

There are also secondary functions, such as convenience, dependability, cosmetic appeal and satisfaction, which may or may not be required.

Once it is clear that a project may be a good candidate for a value engineering study, a team is put together and a five-phase process is implemented to identify

buildings with centralized laundry and storage facilities, which cost much more. Vogel said this was a “value mismatch.”

With the support of former District Engineer COL Charles J. Fiala Jr., Drumheller, Vogel and the Baltimore District in-house design team figured out how to stay on budget, satisfy the customer and capitalize on emerging Department of the Army barracks design criteria.

They put in bigger closets and washers and dryers in every building. These changes allowed them to eliminate a community building, which saved costs.

They also saved money by using wood construction with a brick veneer instead of block construction.

“We were able to add functional enhancements while maintaining the building’s outside appearance and meeting all of the installation’s design requirements,” said Drumheller.

“They are maintainable, and the inside is even better than the original plan,” he said.

The project that started \$11 million over budget was completed on budget; construction time was reduced 50 percent; and amenities were added.

The Corps has long embraced the concept of value engineering, actively applying it to work since 1964. Every district has its own value engineer.

According to Vogel, Baltimore District studies about 10 projects a year. The goal is to save about 6 percent of all projects studied. Since 1964, Baltimore District has saved 10.3 percent, amounting to \$163 million.

“It is really a success story for the Corps,” said Vogel.

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Marshall Hudson is a public affairs specialist with the Baltimore District. **PWD**



Army approves new Historic Preservation Campaign Plan

by Margaret Schnebly

The Army recently adopted a new approach to historic preservation designed to not only save its historic properties, but also time and taxpayer dollars.

The *Army Historic Preservation Campaign Plan* “defines a solid and clear vision for our program: to position the Army as a national leader in historic preservation through the stewardship of its most significant historic properties and the protection of the nation’s heritage,” said David

- Improve the balance between the Army mission and National Historic Preservation Act (NHPA) compliance through regulatory and legislative actions.

“This plan will not only help us address the challenges of historic preservation now, but also ensure we prepare for the future and adapt as more and more buildings and sites become NHPA eligible,”

Guldenzopf said.

The campaign plan will allow the Army to address its historic preservation responsibilities in an integrated, sustainable manner that will support readiness, Soldier well-being, and the stewardship of its most significant historic properties, including properties of traditional religious and cultural

importance to federally recognized Native American tribes.

“I’m confident this plan will produce benefits for the Army and the nation for years to come,” since it builds on and expands actions, such as the Army Alternate Procedures and Army Capehart-Wherry housing compliance, that have already been very successful for the Army,” said Guldenzopf.

First enacted in 1966, the National Historic Preservation Act (NHPA) defines and establishes requirements for preserving historic structures and cultural resources. It requires the Army to account for the effects of its activities on historic properties.

The Army currently owns more than 50,000 buildings subject to NHPA. By



Sherman House is a historic site at Fort Sill, Oklahoma.



Iroquois longhouse archaeological site at Fort Drum, N.Y.

Guldenzopf, chief of the U.S. Army Environmental Center Preservation Branch.

Raymond J. Fatz, deputy assistant secretary of the Army for environment, safety, and occupational health, and the Army’s federal preservation officer, endorsed the new plan in February.

The document outlines a structured approach to improve the integrated management efforts of the Army’s historic preservation program and helps plan for future compliance requirements and challenges.

The campaign plan has two overall goals:

- Achieve cost effective management of historic Army properties through enhanced program policy, guidance, and management techniques.

2014, that number will increase by more than 20,000 additional buildings. The new campaign plan also applies to archeological sites, of which the Army has more than 89,000.

“The magnitude of the Army’s challenge in complying with the requirements of NHPA is reflected in these numbers,” noted Guldenzopf.

Guldenzopf developed the plan in coordination with Lee Foster, cultural resources action officer with the Office of the Director of Environmental Programs. “With the Army’s Historic Preservation Vision Statement in place and everyone on the same page, we can look forward to cost-effective and timely NHPA compliance in a manner that supports the mission,” said Foster.

For more information or details about the Army Historic Preservation Campaign Plan, please visit the USAEC Web site at <http://aec.army.mil/usaec/cultural/index.html>

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Margaret Schnebly is a Booz Allen Hamilton media specialist supporting the U.S. Army Environmental Center Public Affairs Office. PWD



Capehart - Wherry compliance action complete

U.S. Army Environmental Center

Installation housing projects can now move forward under an Armywide action bringing work done on housing structures built between 1949 and 1962—the Capehart and Wherry era—in compliance with the National Historic Preservation Act (NHPA). Three reports on Capehart and Wherry-era housing published at the end of 2003 completed the steps required by the Advisory Council on Historic Preservation (ACHP) when the action was approved in May 2002.

The action, using an ACHP mechanism called a “program comment,” fulfils at one time the NHPA Section 106 requirement for an extensive review process before significant changes are made to any building over 50 years old. The Army completed this centrally managed and funded, three-part mitigation effort six months before the required compliance deadline.

“Installations are now free to do maintenance and repair, rehabilitation, layaway and mothballing, renovation, demolition, and transfer, sale or lease out of federal control -- in short, any undertaking to Capehart- and Wherry-era Army family housing, associated structures, and landscape features -- without further Section 106 consultation,” said Sarah Killinger, a preservation specialist and ACHP liaison to the Army at the U.S. Army Environmental Center.

The action covers all Army family housing built between 1949 and 1962, including those built under the Capehart, Wherry and Military Construction, Army (MCA) programs.

There are more than 19,000 of these buildings. Since they either are or soon will be more than 50 years old, the trigger point for consideration under NHPA, they posed an enormous compliance responsibility. The action capped a potential significant growth in NHPA requirements at 2002 levels.

“It has been a boon to Residential Community Initiative (RCI) installations in

particular,” Killinger said.

According to Caroline McCown, RCI project manager for the Assistant Secretary of the Army for Installations and Environment, the first nine RCI projects include more than 6,000 Capehart and Wherry era units, roughly 20 percent of the projects’ housing inventory. “The Program Comments allow the Army to focus NHPA compliance efforts on other historic properties affected by RCI. During the 6-



Capehart- and Wherry-era family housing on Aberdeen Proving Ground, MD.

month period of intensive RCI project planning, this is a tremendous help to the installation cultural resource manager’s workload,” McCown said.

The Capehart-Wherry action was the first program comment ever issued by ACHP. It required the completion of three reports to reduce the historical impact of changes to Capehart-Wherry housing: a historic context document, neighborhood design guidelines and video documentation. The historic context, *Housing an Army: The Wherry and Capehart Era Solutions to the Postwar Family Housing Shortage [1949-1962]*, describes in detail the conditions that led to the Capehart and Wherry housing programs, the legislative process of the Capehart and Wherry bills, and the ways in which the legislation was enacted. It contains case studies of seven installations documenting the housing, associated structures, and neighborhoods.

This is one of the most intensive studies

of Cold War-era housing, military or civilian, ever undertaken, and is a cutting-edge analysis in the field of historic preservation, according to David Guldenzopf, chief of the USAEC Cultural Resources Branch.

The video, completed in December 2003, gives viewers “a taste of the social context of the housing and the legislative solutions that led to its construction,” Killinger said. It highlights Capehart-Wherry properties at Fort Benning, Fort Bliss, and Yuma Proving Ground.

Response to the results of the mitigation efforts required by the Program Comment has been overwhelmingly positive. Army headquarters has received feedback from numerous installations across the country on the benefits.

John L. Nau, III, chairman of the Advisory Council on Historic Preservation called the result “a model example of the historical record.” The effort has “now set the standard,” he said.

The Navy and the Air Force have indicated to the Advisory Council

that they now intend to seek program comments for their own Capehart and Wherry housing modeled on the Army’s effort, Guldenzopf said. The Army has clearly established itself as the recognized leader among federal agencies in this area of historic preservation said Guldenzopf.

In recognition of this significant Army-wide compliance achievement, Guldenzopf received the Department of the Army Meritorious Civilian Service Award from the Director of the Army Staff.

For more information, installations can find the historic context and neighborhood design guidelines on the Defense Environmental Information Exchange (DENIX), while the video is available from USAEC’s Technical Information Center. Contact USAEC at 1-800-USA-3845, e-mail EnvironmentalHotline@aec.apgea.army.mil.

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Recycling concrete containing lead-based paint may not pose hazards

by Stephen Cosper

A recent study by the U.S. Army Engineer Research and Development Center (ERDC) suggests that the lead content in construction and demolition (CD) waste concrete to be crushed and recycled is well below safe limits set by the U.S. Environmental Protection Agency (USEPA). These promising results could lead to a better comfort zone for the DPWs in recycling waste concrete that contains lead-based paint (LBP), which could reduce landfilling.

largest landlord, owning some 1 billion square feet of real property, much of which is obsolete. Over 39 million square feet of World War II-era buildings are yet to be removed. Under the Residential Communities Initiative, in which private investors provide quality housing for Soldiers, 70 thousand old units are being demolished. Hundreds of Korean War-era barracks, and associated buildings are being replaced with contemporary barracks complexes. In total, 26 million tons of demolition debris will be

will not be able to meet Department of Defense directives to divert 40% of their solid waste.

CERL's research is providing guidance for installations to make the best decisions about building disposal options. The effort began with field demonstrations of deconstruction at Fort Campbell, KY, and Fort Ord, CA, and has expanded to include removal of LBP from salvaged materials; applications of mechanized equipment to deconstruction; recycling concrete from

buildings; identifying environmental performance of recycled concrete materials containing LBP; and modeling the cost, material values, and schedule impacts of salvaging materials for reuse and recycling.

Military installations have a recurring requirement for aggregate to use as fill, roads, revetments, and other projects. Obtaining this

material for local use from building demolition has several advantages, including waste diversion and avoided transportation costs to take it offsite. In the past, most contractors who recycled concrete largely ignored the possibility of lead contamination. However, more recently some have started sampling for LBP presence, which has raised concerns about RCRA and discouraged concrete recycling within the industry.

CERL conducted a study at Fort Ord to learn if LBP in crushed concrete actually poses a hazard. The Corps, the Construction Materials Recycling Association, and the National Association of Demolition Contractors jointly funded the study. The project involved demolition of 300 old family housing units (Fort Ord was closed under Base Realignment and Closure). These buildings were pre-cast concrete on concrete foundations. Driveways and



Concrete debris after removal from the demolition site and after crushing into aggregate.

The past few years have seen a growing national trend to reduce CD waste by reusing or recycling wood, concrete, and other materials. But besides lingering perceptions that recycling is not cost-effective, one of the main deterrents to widespread efforts has been the presence LBP on many of the materials. And with good reason: depending on the end-use of recycled LBP-containing products and the associated potential for leaching lead, installations could be held liable under the Resource Conservation and Recovery Act (RCRA). Currently USEPA estimates that only about 20% of the United States' CD waste is being reclaimed.

ERDC's Construction Engineering Research Laboratory (CERL), is conducting multiple studies that seek to expand deconstruction and reuse of Army buildings slated for removal. The Army is the world's

generated within the next 15 years. Some Army installations report that CD debris constitutes 80% of their solid waste stream. Of this amount, about 63% is estimated to be concrete.

On-post landfills are typically available to CD contractors for "free" disposal. However, installations report their costs in expanding, operating, maintaining, monitoring, and eventually closing the landfill to be roughly \$50 per ton over its life. The direct cost of hauling and tipping debris in an off-post landfill can be much higher. This cost will increase as CD landfills across the U.S. continue to close. As a reference, a typical WWII-era barracks building becomes over 110 tons of debris (about 150 cubic yards) when demolished. The economic and environmental burdens associated with landfilling debris are significant. Without reducing CD waste, installations



Technology Standards Group update

by Philip R. Columbus

The Technology Standards Group of the Army Facilities Standardization Committee is continuing to evaluate new technologies and refine its operations. Our initial evaluations and technologies are available on the OACSIM IDS web pages. We are working to use the web site as our data repository, evaluation tool, and reporting tool. Our goal is to use one database to assure everyone has access to the most current information available.

The Army Facilities Standardization Committee at its January meeting approved the Technology Standards Group recommendation for a new standard. The Installation Design Standard entry for gutters and downspouts (shown below) on pitched roofs will be available soon.

8.3.3.7 Buildings with pitched roofs (that is, roofs designed to channel water over the roof edge to the eaves), will utilize gutters and downspouts to control rainwater runoff. TM 5-



Philip R. Columbus

852-9, Arctic and Sub-arctic Construction – Buildings, will apply where appropriate.

The Technology Standards Group has begun receiving more good ideas from the field for evaluation. Recent submissions include using artificial turf in place of natural grass, plastic timbers for bridge repair/replacement, and fabric hangar doors for large maintenance facilities. Eval-

uations of these ideas are ongoing.

The ideas that pass muster and prove to be worthy across a broad range of facilities will be incorporated into the Army Installation Design Standards. Our goal is to make appropriate technology which is “leading edge” but not “bleeding edge” the Army standard. Ideas and concepts subjected to industry standards process and are available, cost-effective, and operationally sound will be considered for adoption as new Army Standards. The Technology Standards Group is our tool to make these changes.

For more information or to offer your own good idea, please contact Philip R. Columbus, Office of the Assistant Chief of Staff for Installation Management, Facilities Policy Division, (703) 604-2470, e-mail: Philip.Columbus@hqda.army.mil.

Philip R. Columbus works in the Facilities Policy Division, ACSIM. PWD

(continued from previous page)

streets were also demolished.

Prior to demolition, CERL took samples at the site for laboratory tests, including: air-ambient; air-personnel (OSHA); soil; dust; building structure; and pavements. Concrete was separated from the CD waste and transported to another site for processing with an Eagle two-stage

impact crusher. Researchers took several test samples from the aggregate pile and from under the conveyors.

The buildings, foundations, and streets were all crushed together to make road base for use in projects on the Fort Ord property and nearby. CERL took samples from the finished recycled aggregate product. For all samples tested with the Toxicity Characteristic Leachate Potential (TCLP)

protocol, results showed about 0.01 mg/kg lead – far below USEPA’s limit of 5.0 mg/kg.

This study provided an important first step in determining if concrete with LBP is safe to recycle. For the type of buildings tested and the processes used in recycling,

the findings show that no hazard exists as defined in the regulations. CERL expects to monitor concrete recycling in future demolition projects for other Army facility types in cooperation with CMRA and USEPA.

With concrete comprising such a high percentage of CD mass and with today’s low recycling rate, there is a huge potential to reduce CD landfilling. In the Army alone, concrete waste from planned demolitions in the next 15 years will exceed 16 million tons without recycling. CERL’s continuing research will result in guidance for the industry to maximize opportunities in CD recycling/reuse.

For more information, please contact the Stephen Coper at (217) 398-5569, e-mail: Stephen.Coper@us.army.mil, or visit the ERDC website at www.erd.usace.army.mil.

Stephen Coper is a researcher at ERDC-CERL.

PWD



Eagle crusher used to process concrete at Fort Ord.



General/Flag Officer Quarters - yesterday, today, tomorrow

by Dee Spellman

Policies, procedures and responsibilities for managing and maintaining general flag officer quarters (GFOQ) have been around for many years. Some have remained the same, while others have changed. Regardless, GFOQ are unique and require much oversight for housing specialists. The challenges associated with GFOQ management never cease.

Today most GFOQ in the Army inventory are historic and/or architecturally significant. Some are located in remote areas and others are located in constant public view. The fact that they are older and larger than the vast majority of the Army's family housing inventory compounds the costs associated with maintaining and furnishing them.

Expenditures on our GFOQ have come under extensive Congressional scrutiny. The Department of Defense Inspector General's (DoDIG) office and the General Accounting Office (GAO) has conducted numerous inspections and audits. Additional reviews are likely to continue.

The future is now. With privatization of Army family housing, there are continual changes. GFOQ are also being privatized. Although the RCI partner will manage GFOQ, the ACSIM will still have oversight and approval authority for the official entertainment areas. The AFH account will fund initial issue, repair, and replacement of furnishings for those areas. Once GFOQ are transferred to the partner, installation, maintenance and repair of security, antiterrorism, and mission-related communication equipment and systems should be funded with the OMA account.

With change come challenges. Are you ready for both? Tomorrow is today.

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Dee Spellman is a housing management specialist, Army Housing Division, ACSIM. **PW/D**



Officers quarters at Fort Sill, Oklahoma.

New facility standards for Army chapels

A new Army Standards for Chapels was approved by the Army's Facilities' Standardization Committee (AFSC) in January 2004. These standards are effective starting with FY 06 MCA projects and must be applied to all construction of new chapels (200-, 400- and 600-seats) on all Army installations. The AFSC must approve any planned changes from the Army standards.

The Army Standards will be incorporated into the Chapel Standard Designs and the Army Installation Design Stan-

dards (IDS) and made available on the IDS web-page.

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PW/D

Corrections

The January/February 2004 issue of the Public Works Digest mistakenly referred to the Vice Chief of Staff of the Army as LTG George Casey instead of GEN George Casey in the article titled, "DPW Workshop focus—supporting people, readiness and transformation." This issue also incorrectly identified Mr. Phil Sakowitz as Mr. Joe Whitaker in the caption for the cover photo. We apologize for any misunderstanding these errors may have caused. **PW/D**



Connie Lofti

Housing Management Specialist, IMA

Connie Lofti is the Installation Management Agency's (IMA's) newest addition to Operations Division staff. She has been working in the housing arena since the early 1980s in a multitude of high-level jobs ranging from installations to the headquarters.

Beginning her career with the Naval Facilities Engineering Command in Washington, DC, in 1981, Connie quickly switched to the Army to serve as the Chief of Housing in Wildflecken, Germany.

There she was detailed into the Deputy Engineer position for almost 12 months.

"That detail gave me the opportunity to learn about everything the engineers were responsible for – especially the training ranges and snow removal in Wildflecken," Connie reminisced.

After five years, she joined the HQDA, Chief of Staff, Personnel (ODCSPER) in Washington, DC, as an action officer working with all the Services to develop and implement DA worldwide policy for housing.

In 1989, Connie became an action officer for the Housing Management Division, U.S. Army Engineering and Housing Support Center, later the Center for Public Works, working on a myriad of housing issues including the Army Family Action Plan, the Quarters Cleaning Initiative and BRAC. Here she again developed policy and monitored family housing programs, but is perhaps best remembered for completely revamping the Community Home-finding, Relocation and Referral Services (CHRRS) program. Connie also initiated many training programs for the housing careerists and holds the distinction of writing the first Army Civilian Training, Educational and Development System (ACTEDS) for the Housing career program (CP27) during this period.

From 1993 to 1996, Connie was the Chief of Housing for Headquarters, 34th Support Group in Seoul, Korea. As the principal advisor for family housing, unaccompanied personnel housing (UPH) and furnishings programs in Yongsan, Korea,



Connie Lofti

she formulated the policies and procedures for operating and maintaining all housing facilities. The Programming and Budget Branch alone, one of six she supervised, had an Army family housing budget that exceeded \$23M.

Connie returned to the U.S. in 1996 to spend a year with the Department of the Army, Installation Management, Facilities and Housing Directorate, in Washington, DC, as one of the staff advisors on the DA UPH program.

"My job was to assist the MACOMs and interpret UPH policies for installation housing personnel throughout the Army," Connie explained. "I worked closely with the ACSIM to issue guidance to the field commands to ensure uniform housing management at all command levels compatible with DoD requirements. Additionally, Birgitt Seymour, Les Bergen and I began building the barracks program."

By 1997, Connie was back in Germany as the Chief of Housing in Heidelberg, directing the housing activities for all U.S. Forces in the 411th BSB. This included management of on and off-post housing, government-leased housing, UPH and the Self-Help Store.

"I was the principal advisor to the Commander, 411th BSB, on all matters affecting housing-- supervising 40 employees, establishing management plans and directives governing housing assets, and briefing all the VIPs, Members of Con-

gress and General Officers visiting the Heidelberg Community," Connie said proudly. "For some reason, people seemed to enjoy visiting Heidelberg, Germany!"

After two years at the community level, Connie transferred to the Deputy Chief of Staff, Engineers. From 1999 through 2003, she was the Chief of the Operations and Policy Branch, Directorate of Engineering. When IMA-Europe was stood up, the mission and functions were transferred there, Connie became part of the new organization.

"With the transfer of functions, we didn't miss a beat. The Housing staff at the Region continued to provide the excellent support that Area Support Groups and Base Support Battalions were accustomed to receiving," Connie added.

No stranger to travel and long hours, Connie has been on the go since her arrival in IMA in late January. And don't expect her to be sitting at her desk anytime soon. She just returned from visiting Fort Stewart and Hunter Army Airfield in support of the modularity initiative and already has two trips planned in April that will take her to the Northwest Region Office for visits to Forts Lewis and Carson and the Southwest Region Office, where she'll visit Forts Hood and Sam Houston.

"This job will take me to all of the IMA Regions with visits to the installations, especially the Residential Communities Initiative ones, to see what the Soldiers and families are receiving due to privatization," said Connie. "I plan to get out and meet all the housing staffs at the Regions and determine what they need in support of their mission."

With awards like the Superior Civilian Service Award, the Meritorious Award, numerous Special Act Awards as well as the Commander's Award for Civilian Service, we are sure Connie Lofti will succeed in providing installations with whatever assistance they need.

You may reach her at (703) 602-0142 or e-mail: Connie.Lofti@hqda.army.mil. **PWD**



Robert (Bob) L. Henson

Housing Management Specialist, IMA

Robert (Bob) L. Henson retired with 42 years of service to the Army. Bob spent 20 of those years as a Soldier and the remainder as a Department of the Army civilian. After five years, he decided to return to the workforce and joined the staff of the Installation Management Agency's (IMA's) Public Works Team as a housing management specialist in October 2003. He works alongside Connie Lofti sharing the workload on all matters pertaining to housing management and operations.

Bob already has 26 years of housing management experience and he's still counting. Prior to joining IMA, he was with the Army Materiel Command (AMC) from 1992 to 1999 as a housing management specialist and the housing lead for the Engineering and Housing Division, Deputy Chief of Staff for Engineering, Housing, Environment, and Installation Logistics. While at AMC, Bob provided guidance and assistance to AMC's activities and installations on all aspects of housing management and operation. He was also AMC's housing training coordinator, managing AMC's housing career program.

"Basically, I was responsible for seeing that we had a uniform housing management program throughout AMC and that it was in compliance with Army and DoD guidance," Bob explained.

His patience and expertise in providing guidance and assistance on the management and operation of housing is amply evidenced by the respect he garnered from AMC co-workers and installation housing personnel in general. Still recognized for his knowledge of overall housing management, Bob has maintained his outstanding working relationships with the Regions and garrison housing staffs as well as housing counterparts on the DA staff.

"During my tenure with AMC, as with my other MACOM jobs, I enjoyed working with all the housing folks—helping them resolve problems, processing their actions, and visiting their installations to observe and assist," Bob reminisced.



Robert L. Henson

Born and raised in Woodruff, South Carolina, Bob received his BS degree in Commerce from The Citadel, The Military College of South Carolina, and was commissioned a second lieutenant in the Quartermaster Corps through the ROTC. He entered the Army following graduation.

Bob's housing experience began when, as an Army major, he was made housing chief at Fort Lee, Virginia, in 1970; later the action officer for the Housing Division, HQTASCOM, USAREUR/7A from 1973-74; and then an action officer and branch chief for ODCSENG,

HQUSAREUR/7A (1974-77). He retired from active duty in October 1977 and returned to ODCSENG a few months later, continuing as a DA civilian housing management specialist, action officer and branch chief until coming to AMC in 1992.

"As a service provider, my goal has always been that we, housing folks, devote our best efforts to making sure that our Soldiers and their families receive nothing but the best housing support," Bob explained while discussing his various jobs as a housing manager. "I have always stressed this to the housing management personnel in all the organizations where I've worked."

Among the many honors Bob has received are numerous decorations and awards associated with his military service. His civilian awards include two Meritorious Civilian Service Awards and the Bronze Order of the de Fleury Medal presented to him by the U.S. Army Corps of Engineers Army Engineer Society for exceptional service as a housing management specialist from 1970-1999.

You may reach Bob at (703) 602-5241 or e-mail: Robert.Henson@hqda.army.mil.

PWD

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The May/June 2004 issue of the
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From Alabama to Alaska – overcoming distance to produce quality UPH in the “last frontier”

by Thomas Petersen

It hasn't always been easy to overcome distance when producing quality unaccompanied personnel housing (UPH) in Alaska, the “last frontier.” The idea was born in 1998 when the Fort Richardson, Alaska, Housing Community Plan (HCP) identified the need to relocate bachelor officers quarters (BOQ) and single enlisted bachelors quarters (SEBQ) facilities, constructed in the 1950s as one bedroom family housing, outside the family housing neighborhood footprint. (The plan subsequently won a national award from the American Planning Association)

With troop downsizing then underway at Fort Richardson, the HCP was able to simultaneously identify suitable, isolated excess family housing adjacent to another

schedule and award were made using the Huntsville District indefinite delivery, indefinite quantity (IDIQ) design-build process. Vanguard Construction, an Alabama firm, quickly adapted itself to the challenges of arctic construction through well-planned use of local employees and subcontractors and due diligence into local (winter) construction and logistics issues.

The charrette process brought Project Development Team members together, to include personnel from Alaska District, Huntsville District, contractor and subcontractors, and housing staff. Most importantly, residents of the old BOQs and SEBQs were included in all planning phases. Barbara Lehman, the current US Army Housing Chief in Korea, became the local Directorate of Public Works POC and primary user representative on the project development team. She described the cooperation and support from both Huntsville District (Kathy Moots, project manager) and the primary contractor, Vanguard (Dave Rush), as superb.

Innovative design ideas included a breakfast bar, a large storage cabinet for TA 50, an upstairs laundry room, and colors and materials selected by BOQ/SEBQ residents. All appliances, fixtures, floor coverings, etc. were replaced and/or upgraded and all environmental concerns were addressed. Kitchens included oak cabinetry and solid surface countertops.



Ribbon cutting for one of the eight-person BOQs: l to r: Chris Dahlsfoist, Alaska District, LTC Pete Mulcahy, Fort Richardson Post Commander, 1LT Erin Eike, occupant of new BOQ, Kathy Moots, Huntsville District, and COL Dave Snodgrass, USAGAK DPW.



Kitchens were completely upgraded to include solid surface countertops and oak cabinetry.

neighborhood. Four eight-plex, three-bedroom units were identified and earmarked for eventual conversion to UPH assets in lieu of demolition. All that was missing was the funding.

In 2001, excess Barracks Upgrade Program (BUP) funding became available, and approximately \$1.5 million per building was committed to begin the conversion of the Army Family Housing (AFH) assets into modern BOQ and SEBQ assets. This was an innovative extension of the BUP, which until then had focused exclusively on barracks.

The construction process was unique in many aspects. A fast-track construction

The final ribbon cutting for the “Denali View” project occurred in July 2002. Since then, the four buildings, each housing eight senior NCOs or junior officers, have been occupied with well-pleased Soldiers. These residents appreciate that, in spite of the predominant focus on family housing revitalization and barracks construction, the Army at Fort Richardson has also made a very visible effort and substantial investment in improving the quality of life for a key group of its unaccompanied leaders.

(Editor's Note: Barbara Lehman was the Chief, Housing Department, at the time this article was submitted and has since accepted a housing position on the IMA staff in USAREUR.)

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Thomas Petersen is a Project Manager (S&K Technologies), Master Planning, DPW, US Army Garrison, Alaska. **PWD**



Camp Humphreys: an installation of choice

by Helen C.G. Nurse and John T. Burtch

Camp Humphreys in Korea is quickly becoming a preferred tour location in Korea. New family and unaccompanied housing, community support facilities, and operations and maintenance facilities greatly contribute to the quality of life. Increased modernization in the local community and off-post infrastructure also add to Camp Humphreys' quality of life. "The Hump" has transitioned to being known as the "Installation of Choice" for

struction of on-post family housing. In 1998, six family housing units were constructed with host nation funds. This was the turning point for Camp Humphreys to go from a predominantly single Soldier environment to one that could support the needs of our military families. This transition required many changes, not only to accommodate the families but to also provide better living conditions for all the Soldiers stationed at Camp Humphreys.

Thus began the long-range plan of changing the face of Camp Humphreys. Along with the program to build new on-post housing, plans were executed to construct a new exchange, commissary, K-6 school, youth services, MWR facilities, state

of the art telecommunications, new barracks, new office spaces, motor pools, warehouses, and improvements to the utility systems and installation infrastructure.

In April of 2000, Hyundai Construction Company began construction on Phase I of a three phase housing project which was to include three 5-story buildings of three-, four-, and five-bedroom units, for a total of 180 units with parking, playgrounds, and green areas. In April 2001, General Thomas Schwartz, Combatant Commander, United States Forces, Korea, toured the ongoing construction and directed that the unit sizes be increased. His assessment was that we could do better and we must do better if we were going to increase command sponsorship and make Korea the "tour of choice."

Construction was stopped and the Far East District, U.S. Army Corps of Engineers worked with DPW and Housing personnel to redesign the floor plans and utility systems within the existing footprint of the building. At that point, construction was 45-percent complete and modifying

load bearing walls was a large obstacle to obtaining functional living space.

After many meetings, the final redesign was approved. Each unit is fully furnished and has a family room with French doors, a storage room with large functional kitchens and plenty of cabinet and counter space, modern appliances, a separate laundry room, plenty of closet space, unit controlled heating and cooling, and interior finishes such as crown molding and hard wood flooring that are attractive and can accommodate all personal tastes and style.

The units are very spacious, filled with natural light. The families who live in the new housing are thrilled and have often commented that it is the best Army housing they have ever lived in during their careers.

Phases II and III were also redesigned as 8-story buildings with 48 three- and four-bedroom units to maximize the available land and offer a functional floor plan. In conjunction with Phase II, a 2-story underground parking garage is to be built



Artist's rendering of completed project of on-post family housing at Camp Humphreys.

Soldiers and their families who are looking for their "Tour of Choice" in the Republic of Korea.

Living and working in Korea is a challenge, but it is a very rewarding experience. We have had the opportunity to be a part of changing how we design and build functional living spaces that are of a high quality standard that families and single Soldiers can be proud to call home while stationed in Korea.

Camp Humphreys is located about 40 miles south of Seoul in a small country town called Anjung-Ri, approximately seven miles from Osan Air Base with access to the modern port of Pyongtaek. Several years ago, the only facilities resembling family housing were several Quonset huts occupied by the installation commander and other senior personnel. Although the Quonset huts and off-post quarters were not considered ideal, family discontent did not go unheard.

In 1996, a housing market analysis was completed, which detailed the poor quality of the rental market and justified the con-



Living - dining area, Phase I.

for all three buildings, allowing maximized use of the land to create a landscaped green area with playgrounds, multipurpose courts, and other recreational facilities.

The opening of family housing is not the only great thing going on at Camp Humphreys. In the last three years, our UPH inventory has seen significant improvements as well. We have attended many grand openings for newly renovated and constructed barracks, senior enlisted quarters, and unaccompanied officer quarters. The Barracks Upgrade Program (BUP) renovations are to the Army's



Fort Huachuca's new housing meets positive feedback

by PFC Joy Pariente

Pershing Plaza West One at Fort Huachuca, Arizona, accepted its first occupants on February 2, 2004.

The new housing, located across from Myer Elementary School, was offered to lower enlisted and junior noncommissioned officers, E-1 through E-6, who were on a housing waiting list, said Grace White, Chief of Family Housing. The Soldiers on the list were either residing off-post or in housing slated for demolition in 2005.

All of the houses in Pershing Plaza have been assigned and accepted and half of those are now inhabited, White said.

The feedback on the new houses has been all positive, White said. "We still see the minor glitches when folks first move in, but Soldiers are anxious just to get in their new homes.

"We really tried to fine tune the features of these houses," White said. "A lot of eyes looked at this project to make sure items are quality."

The houses have phone outlets in every room and internet and cable lines already run throughout.

There are also high power exhaust fans, installed for quick ventilation and cooling of the homes.

The master bedroom is located in the same area of the house as the children's rooms. "The design is very practical for today's family," White said.

The house is also equipped with various child safety features such as rounded counter tops and two peep holes on the door, one low enough for children to see out. The laundry room is equipped with receptors for all sizes and all types of washer and dryer connections.

The houses are also fitted with dual pane windows and a computerized heating system that can be set to change temperatures throughout the day. The windows, heating system and insulation are to keep energy use to a minimum, White said.

Another energy saving initiative in Pershing is the "Solitubes" installed in the kitchens and bathrooms. "They increase the natural light and put more light over work areas," White said. There is a diffuser at the end of each 10-inch tube which pushes the light out into a wide cone shape.

Outside of the homes, there is no exposed wood to paint or maintain. "This reduces potential maintenance costs," White said.

Every backyard has a lawn, but, for the

first time, the front and side yards are landscaped with rocks, to fit the surrounding desert scenery. This will also "mitigate the water usage on the installation," White said.

Also for the first time, Soldiers E-1 through E-6 will have full, finished garages, White said.

The complex has its own centrally-located playgrounds for both older and younger kids, and a basketball court.

The \$10 million dollar project was administrated by the US Army Corps of Engineers and built by contractor Actus Lend Lease. The 88 houses originally on the site were demolished and it took about a year for Pershing Plaza to be completed.

Pershing Plaza is part of a long-range plan of construction on post over the next few years, White said. Another project, to build three-, four- and five-bedroom quarters in Miles Manor for lower enlisted and junior NCOs, is slated for this year. White hopes to have the Fiscal Year 2005 and 2006 project awarded by June.

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PFC Joy Pariente is on the staff of The Scout, Fort Huachuca's newspaper. **PWD**

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1+1 standard. All of the new barracks have state-of-the-art telecommunications, quality furniture packages, exercise equipment, kitchens, dayrooms, and mailrooms. Most importantly, the living standards for single Soldiers have improved dramatically.

It is truly amazing how much the rental market has improved in the Camp Humphreys area in the past few years. We have seen a boom in construction that is modern and offers functional living spaces with efficient kitchens, two full baths, storage, built-in closets, laundry rooms, security systems, and off-street parking. At the end of FY 03, we acquired leased AFH units in a complex adjacent to the post. This is a small gated community

that offers three-bedroom town homes with 1,500 square feet of living space, hardwood flooring, built-in appliances, a fireplace, wet bar, 2 full baths, 24-hour security, satellite service, a community center with a full fitness center, and quality interior finishes. The families residing there are very pleased and pleasantly surprised that family housing is a great as it is.

Camp Humphreys is one of the enduring installations the United States will maintain in Korea due to its closeness to air and sea transportation. Scenarios under discussion with the Republic of Korea greatly increase the Camp Humphreys military population. Over 1,500 build-to-lease (BTL) family housing units are planned at Camp Humphreys, with the first 500 to open at the end of FY 06. New schools, K-12, along with other communi-

ty support facilities are to be provided with the BTL units.

We hope that this article has enlightened you on living in Korea and truly believe that Korea is becoming a tour of choice. Camp Humphreys is a great community with much to offer and the local people are very welcoming. If you ever get the opportunity to be stationed in Korea, we believe you will be pleasantly surprised.

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Helen C.G. Nurse is the Chief, Housing Division, Area III, and John T. Burtch is Chief, Housing Branch, Korea Region Office, IMA.

PWD



Fort Belvoir residents gain insurance under RCI

by Belvoir Eagle staff

Fort Belvoir, Virginia, residents now have private insurance coverage for property damage and loss that occurs in their quarters.

The insurance coverage is provided as part of the Residential Communities Initiative (RCI), according to MAJ John P. Carrell, Fort Belvoir's deputy staff judge advocate.

The Army required Fort Belvoir's RCI developer, Clark Pinnacle, to provide a basic, minimum amount of liability and property damage insurance coverage for all quarters that it now owns and manages, and to pay for it with a percentage of the residents' basic allowance for housing, said Paul Berlejung, administrative law attorney with Fort Belvoir's Office of the Staff Judge Advocate (OSJA). Under the RCI agreement, Clark Pinnacle receives the BAH of



Fairfax Village is a Fort Belvoir family housing area for junior officers and warrant officers.

military members living in Fort Belvoir family housing as rent.

"Many Soldiers may not be able to afford insurance or choose not to purchase separate renter's insurance policies for their quarters," Berlejung said.

The insurance coverage provided by Clark Pinnacle, through Assurant Group, is at no additional cost to the residents.

"Most people don't know it, but BAH has three components -- about 80 percent of the amount goes toward housing costs, about 18 percent is for utilities, and the remaining 2 percent is for insurance," Berlejung said. "So, this 2 percent of BAH

pays for your insurance coverage."

According to Berlejung, Assurant Group is among the nation's highest-rated insurance companies, and the largest provider of renter's insurance in the country.

Fort Belvoir residents are insured for personal liability losses up to \$25,000 and personal property losses up to \$5,000, according to Robbie Mauzy, investment manager and community director for Clark Pinnacle.

"You will continue to have this basic amount of insurance protection as long as you live in Fort Belvoir family housing," Mauzy said. Residents should have already received a declarations sheet from Assurant Group providing more details on the coverage, she said.

Belvoir residents who already have other renter's insurance will now have an additional layer of protection.

"The insurance coverage from Assurant Group supplements any other policies of private insurance that you may own," Berlejung said.

According to Carrell, residents who have additional renter's insurance will not need to file with multiple insurance companies in order to make a claim.

"If you have an individual policy, you only have to file one claim," Carrell said. "You may call either Assurant or your personal carrier directly. Be sure to let the carrier you report the claim to know that you may have other coverage available. The carrier that takes the initial claim from you will process the entire claim for you.

"The carriers will then work between themselves regarding any coverage issues and how much each company will pay proportionately between the two companies based on the policies in effect at the time."

Fort Belvoir residents can file claims



Gerber Village is designated for senior NCOs.

with the Assurant Group by calling the company's customer service center.

According to Greg Hand, chief of the OSJA Claims Division, it is still possible to file claims with the government for losses that are non-reimbursable by private insurance.

Before filing a claim with the government, residents must make a timely claim with Assurant or with their personal insurance carrier, Hand said.

"The Personnel Claims Act does not replace private insurance and claims offices will not pay a claim for losses at quarters if that loss is covered by insurance," he explained.

A resident may have non-reimbursed losses due to the deductible of the insurance policies, Hand said. The resident must keep and provide the record of settlement by the insurance carrier to the Claims Office, which must independently adjudicate the loss and pay the resident the difference between its adjudication and what the resident received from the insurance carriers, Hand said.

Residents who have questions concerning coverage under the Personnel Claims Act can call the Fort Belvoir Military Claims Office.

Fort Belvoir officials noted that several residents have contacted Clark Pinnacle and OSJA with privacy concerns. According to Mauzy, only the names and addresses for occupied quarters were given to Assurant Group. "They require these two items so that they can be sure of your



Army Housing systems move to web

by Peter Gentieu

Completion of the Army Housing OneStop (AHOS) website at <http://www.onestoparmy.com> on January 15, 2004, marked a major milestone in the “webification” of all Army Housing Systems.



Targeted to support Army Housing customers, AHOS is the one-stop source for information on Army Housing worldwide. It provides the most often requested housing information such as waiting list, floor plans, photos, maps, and frequently asked questions (FAQ) in an easily accessible, consistent, and user-friendly interface. Content material previously developed for touch-screen kiosks has been enhanced and added to, and is now available from anywhere in the world through the Internet.

With AHOS now fully operational, Army Housing will shut down the PCS House Express website effective March 31, 2004. AHOS replaces PCS House Express and provides many additional capabilities.

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identity if and when you have to file a claim,” Mauzy said.

In providing the names and addresses to Assurant Group, Clark Pinnacle was within the scope of its agreement with the Army, Berlejung said. “Because the Army required Clark Pinnacle to purchase the insurance policy for its residents, names and addresses had to be given to Assurant Group in the ordinary course of business,” he said.

Officials from OSJA contacted the Assurant Group to ensure that the com-

pany does not sell the personal information it collects. According to OSJA officials and an attorney for Clark Pinnacle, the Assurant Group has stated that it will never sell the information to any other parties. Residents have since received a customized privacy notice from the Assurant Group to further explain the company’s privacy policy.

On the management side of operations, Army Housing currently has two web-based reporting systems: Business Occupancy Program Web (BOP Web) for family housing occupancy and the General and Flag Officer Quarters (G&FOQ) website for reporting and planning coordination. The current client-server based Housing Operations Management System (HOMES) will be replaced with web-based commercial-off-the-shelf (COTS) software with enhancements to support military-unique requirements such as waiting lists, ranks, quarters’ designations, the deposit waiver program, and complaint tracking.

The family housing application is based on the property management software package used by most privatization partners. The concept was tested through a pilot project at Fort Hood, which was very successful. Unaccompanied Personnel Housing (UPH) will be supported with software based on dormitory management programs in use at major colleges and universities. Army enhancements will include unit-level assignment capabilities so that authorized NCOs can control and manage their assigned barracks spaces. This powerful capability will be accessed by any NCO with the appropriate identification and password and will require only a computer with a browser and Internet access.

POC is Richard Arndt, editor, *Belvoir Eagle*, (703) 805-3397.

(This article was written as a Belvoir Eagle staff report for the February 26, 2004 issue.) PWD

The Army will use the Department of Defense sponsored Automated Housing Referral System (AHRS) being developed by Runzheimer for Community Home-finding, Relocation, and Referral Services (CHRRS, pronounced “cheers”). AHRS has features similar to a multiple-listing service but with control by the local military installation’s CHRRS office to exercise oversight of listing agents.

Web pages on the Army portal for the Army Housing Staff Community and the Army Housing Customer Community will facilitate the exchange of information within these housing constituencies. The Army Housing Staff Community is a resource for all members of the Army Housing Team, limited to bona fide Army Housing profes-



sionals currently working in Army Housing offices. Features of the staff community include an Army-wide housing personnel directory, Basic Allowance for Housing (BAH) spreadsheet downloads, training and career opportunities, forums, and access to management systems such as BOP Web and the G&FOQ reporting and planning system. The migration of all Army Housing systems to the web is scheduled for completion during FY 2007.

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Peter Gentieu is Head, Housing Information Technology Branch, Army Housing Division, ACSIM. PWD



IMA to standardize Geographic Information Systems

by Dan Andrew

Geographic Information Systems (GIS) have been used on Army installations for many years in support of public works and environmental activities like master planning and endangered species management. Without centralized policy or guidance, these systems have been developed and implemented individually using many different software products and standards to support a wide variety of installation activities. To increase the return on the Army's current GIS investment and provide a common level of geographic data support for installation management business processes, the Installation Management Agency (IMA) is implementing an enterprise geographic information system (GIS) strategy.

Through the implementation of an enterprise GIS strategy across the entire organization, IMA plans to accomplish two primary goals. The first goal of the IMA Enterprise GIS (IE-GIS) is to support process improvement by implementing standard GIS support for all IMA business processes. Although traditionally associated with public works and environment, GIS can provide valuable decision support and analysis tools for many installation management functions including operations, force protection, logistics and information technology. Meeting this goal will require each IMA business process to be analyzed for geographic data requirements and applications developed to meet the requirements.

The second goal for the IE-GIS is to provide desktop access to geographic data and applications to all levels of the installation management community, from the garrison to the IMA HQ, without requiring dedicated GIS staff support. The strategy for meeting this second goal includes the development of a web-based portal that will act as the common entry point for all end users to access the geographic data and applications.

The IE-GIS concept of operations



Dan Andrew

states that the end users will conduct all geographic data analysis at their desktop, using tailored web-based functional applications. These applications will map to the business processes with identified geographic data requirements and will be the primary delivery method for the desired common level of GIS support.

Development of these functional applications will be conducted using a spiral development methodology that focuses on one business process at a time. Each development spiral will require the identification of a discrete business process to be supported, and the business process functional proponent providing the resources needed for application development. Using the spiral method for development provides the benefits of focusing on a single process to rapidly provide initial operational capabilities while maintaining a global system view to ensure each application is fully integrated.

Each development spiral will be conducted under the guidance of a technical working group with members from both the functional and GIS communities. This working group will conduct an analysis of the business process geographic data and decision support requirements. Once the requirements have been defined, the working group will oversee the development of an automated decision support application and the underlying data management structure.

The Real Property Future Development Planning process has been identified as the first business process to be supported by a standard web-based IE-GIS application. During FY 04, IMA will establish a web-based viewer of the existing Future Development Plan for every installation. Following completion of this initial capability an automated application allowing installation master planners to create Future Development Plans will be implemented in FY 05. During FY 05, IMA will begin a second development spiral to create standard Master Planning and Public Works toolsets. The IMA has a goal of finishing the Public Works business processes by the end of FY 06.

In the meantime, garrisons are encouraged to maintain their current GIS capabilities and focus efforts on ensuring all data complies with the Spatial Data Standards for Facilities, Infrastructure and Environment (SDSFIE) and has complete metadata compliant with the Federal Geographic Data Committee standards. However, garrisons should avoid developing new customized applications that will be replaced as the enterprise applications are implemented. IMA does not plan to dictate a standard garrison system that forces major changes to existing systems. Instead, IMA intends to implement standard GIS management and data requirements at the garrison level.

As multiple functional applications are developed, the ability to share standard data sets is critical. To promote data sharing, the IE-GIS concept of operation states there will be no duplicate data generation. One of the largest inefficiencies within the current Army GIS activities results from a single real world object having multiple data records created and stored in multiple systems. This leads to inherent data quality problems. The IMA Enterprise GIS will provide data generation policies and data sharing tools that will eliminate the current need for dupli-



cate data generation.

As part of the enterprise strategy for data sharing, IMA will be working closely with the U.S. Army Army Corps of Engineers and the CADD / GIS Technology Center to ensure full compliance with the SDSFIE by all data within the enterprise system. Specific steps for obtaining compliance are being developed which may include reviewing the applicable SDSFIE data elements as part of every development spiral, providing detailed SDSFIE guidance for all data reporting requirements and establishing SDSFIE compliance teams to assist installations with creating compliant data.

Another important provision of the concept of operations is that specific subject matter experts (SMEs) will act as data proponents with responsibility for assuring source data is accurately entered and maintained within the system. SMEs will not be GIS technical experts, but experts in the subject represented by the data.

The process of using SMEs to provide raw data for input into standard GIS format has been used to provide geospatial data for the DOD Installation Visualization Tool (IVT). From December to March, subject matter experts from 96 installations have been working with installation and regional GIS staffs to create an eight-layer portfolio of geospatial data for each installation. The garrison commander must approve the final portfo-



Future development plan viewer.

lio prior to submission to the Army's IVT Office.

The concept of operations also stipulates that the IE-GIS will include a central database of "record" geographic data. This GIS Repository (GIS-R) will contain only data that has been validated for accuracy by the SME and officially submitted by the garrison. Not all GIS data maintained at an installation will be required for submission to the GIS-R. The GIS-R will only store data for headquarters level planning and official data queries. Although it is envisioned the IMA E-GIS will be an unclassified system, security and data access management remains a primary concern.

IMA has engaged the NETCOM Information Assurance Directorate to assist in the development of a web-based security portal that will become the single

point of access for users of the GIS data and applications. This security portal will validate users and provide access to specific data sets and functional applications based on functional and organizational authorizations.

Implementing the IMA E-GIS will provide process improvement across the IMA business process domain by providing greater geographic data access and decision support tools to all levels of the installation management community.

Additional information regarding the IE-GIS can be found in the Army Knowledge Online Knowledge Collaboration Center: Army Communities/ACSIM/ IMA/Plans/IT Integration/GIS or by contacting Dan Andrew, (703) 602-1709, e-mail: daniel.andrew@us.army.mil.

Dan Andrew is the IMA GIS Manager. PWD



Korea receives HOMES training

by Bradford Smith

In the land of the Morning Calm (South Korea), trying to keep pace with ever-changing demographics and with a large number of our Soldiers peering over the border, housing officials decided to bring some innovative training to housing employees. Although many Soldiers in CONUS may be able to transfer easily with their families, in this corner of the world, uniting and re-uniting families with their sponsors is a major issue. Concurrent, and at a minimum, deferred travel is a great morale booster for our Soldiers. Housing is number three on the quality-of-life billboard and quickly becomes number one for Soldiers here in Korea.

Recently we started working toward making Korea an assignment of choice for Soldiers who are already here and those who may come in the future. The idea is to build morale and to make life as comfortable as possible for Soldiers without families.

The command believes that when a Soldier relocates from Fort Hood, Texas, to Yongsan, Korea, his/her barracks, housing, and furniture should be the same or very similar. Therefore, all levels of command are exerting great effort to make Korea an assignment of choice.

To ensure that Soldiers receive the best available barracks and bachelor and family housing, housing personnel must make sure housing is assigned on an equal basis. And that means improving housing personnel's technical skills. The Korea Regional Housing Office (KORO) Housing Chief, John Burtch, recognized the need to boost morale and increase technical skills, so he directed his housing staff to bring the best training possible to our employees in Korea.

Housing personnel must be committed professionals in the housing business and must be responsive to provide adequate housing for all eligible Soldiers and DA civilians. Housing employees work with a computer system called HOMES, or Housing Operations Management System. HOMES is a standard Army management information system (STAMIS) approved by

the Secretary of the Army. This system allows the operator to make assignments and terminations to on- and off-post housing, to include Temporary Lodging Allowance, and to prepare various housing reports.

Because Korea is set apart from the rest of the world, occasionally new programs, queries, and valuable information do not reach housing personnel. To update, review, and evaluate how HOMES was working, the Assistant Chief of Staff for Installation Management (ACSIM) HOMES Team, headed by Mike Hallen-

Unaccompanied Personnel Housing (UPH), Community Homefinding Referral and Relocations Services (CHRRS), Facilities Management, and Furnishings were presented to approximately 16 employees, including KORO staff and the Yongsan installation housing manager. HOMES technical expert Anton Li worked closely with Marianne Winch at each installation to ensure all laptops were functioning properly and that HOMES was installed correctly. Anton also deployed HOMES at KORO headquarters, enabling staff to retrieve reports and other important data



The idea is to build morale and to make life as comfortable as possible for Soldiers without families.

beck, visited and conducted training for almost a month last fall.

HOMES Training Comes to Korea

Administrator and HOMES instructor Marianne Winch led the training for all housing personnel. Her unique method of reaching out to students and her ability to easily identify with each person made HOMES training an enjoyable experience. The first phase was conducted in Seoul, the capital city. The military base, Yongsan, the most populated in Korea, was the first installation to receive training.

without going to the installations.

To save money, the HOMES team moved from installation to installation with a nine-passenger military van. They carried their equipment—and sometimes luggage—with them, and occasionally got an opportunity to view the beautiful countryside while escorted by Brad Smith, KORO Training Coordinator and Housing Management Specialist.

On September 18, the team motored to Camp Red Cloud, 2nd Infantry Division (2ID) country and Garrison Headquarters, for Soldiers deployed forward in the DMZ



area. HOME training was conducted for five days. UPH was first and foremost on the HOMES list because 2ID is an unaccompanied tour area. Barracks and Quonset huts are home-away-from-home for 2ID Soldiers, and this area houses the largest population of unaccompanied Soldiers in Korea. The team presented a class on facilities CHRRS, but the emphasis was on management and a short class on assignment and termination to UPH and Furnishings. The Camp Red Cloud Office learned new ways to assign Soldiers to barracks rooms, but will need additional training until HOMES is deployed. Site preparation and deployment of HOMES is scheduled for July/August 2004. One server will be installed at Camp Casey and one at Camp Red Cloud to handle UPH assignments and terminations for all of 2ID Soldiers in Area 1.

The Training Team Moves On

On September 24, the HOMES team moved from Camp Red Cloud to Camp Humphreys. It was a rare opportunity to travel as many of our Soldiers do, by contracted bus driven by a Korean employee. Camp Humphreys staff were eager to receive HOMES training because of the many new employees and 52 newly constructed family housing units. Family housing, leased housing, and furnishings were the main topics presented.

The team leader had the chance to visit leased housing in Korea and see the countryside outside of Camp Humphreys. Class was dismissed early on September 25 to allow employees and the HOMES team to watch the grand opening ceremony of the newly constructed family housing units. Helen Nurse, Housing Manager, Camp Humphreys, led the team through the facility and explained how assignments would be made and which grades would occupy the new housing. The team also spoke with the first occupant of the new facility and briefly chatted with BG John A. McDonald, Director, Korea Region Office-Installation Management Agency and LTG Charles C.



Employees who attended classes learned many new skills working with the HOMES program.

Campbell, Commanding General, Eighth U.S. Army. Nurse explained that 104 additional family housing units would be constructed in 2004 and 2005. The new housing is the model for future family housing construction in Korea, according to LTG Campbell.

On October 1, the team traveled further south, again by military van, to the land of Confucius and apples—Taegu, Korea. Anton, the technical expert, installed HOMES at the former housing headquarters and conducted further troubleshooting in the Taegu housing office.

Mike Hallenbeck discussed housing issues with the Taegu Housing Chief, Henry Kim. Because of other commitments, class participation was lower than expected; however, the employees who attended learned many new skills while using HOMES. Camps Carroll and Pusan also participated in the training. Training ended October 6, and the team traveled back to Seoul for their final night in Korea.



Many favorable comments have been received about the wonderful job done by the HOMES team. Dean E. Shaw, Civilian Executive Assistant for the 2ID Division Commander, Area 1, was quite enthused by the team's presence in his area and welcomed them back in the future. John Burtch, KORO Housing chief, will welcome the team back in March 2004 to provide training and prepare for deployment of HOMES in Area 1.

POC is Bradford Smith, 011-82-58725, e-mail: smithbo@usfk.korea.army.mil.

Bradford Smith is a Housing Management Specialist in Taegu, Korea.

(Reprinted from Defense Communities, January/February 2004.) **PWD**



Implementing Yardi Voyager using Fort Hood as pilot site

by Marianne Winch

Army Housing selected Fort Hood as the pilot site for the transfer of the current HOMES functionality into Yardi Voyager. As the vehicle for military housing web page portal development, Voyager is used as a commercial property management tool. The pilot review meeting took place at Fort Hood in mid-January. Attendees included the Yardi team,

The results of the Yardi Voyager implementation will impact not only the lives of countless Soldiers, but it will also effect accessibilities by other systems and users in the future. This technology will enhance existing and future military systems.

Because of these benefits and the Army mandate to move all systems to the web by 2007, it is essential that Army housing

member Lookup features.

Representatives from Yardi also demonstrated how the program shows only military members assigned to a particular post and how the military member search option enables the search of other posts through the central database. There is an option to transfer military members to their assigned post if they are found incor-

rectly assigned to another post.

Although several additional enhancements were requested at the Fort Hood review meeting and the PHMA conference, the consensus seemed to be that the right model is in place for the waitlist and deposit waiver system. The deposit waiver developed by Fort Hood has been incorporated into the Army-wide database and



Fort Hood Army Housing staff, their private partner, and the Housing Information Technology team. With the input of the Housing Information Technology team, Yardi experts added military functionality.

During the review meeting, several key topics, such as lessons learned, waitlist issues, enhancements for central and private partner functionality, and the requirements for property management on leased and government-owned housing were covered. Additionally, a historical application window identifying and referencing the key details of each application was reviewed.

complete the transfer to Yardi Voyager. To further the initiative, development and testing at other sites will determine if the lessons learned at Fort Hood will help both government users and their private partner.

Yardi experts demonstrated Voyager's features and capabilities at this year's PHMA conference. Yardi Voyager displayed the military member portal as well as the web portal to central database requirements, currently in place at Fort Hood. The most interesting component to conference participants was the Yardi Army Housing Central Database Military Mem-

will be made available to all Army posts.

Additionally, it appears that the private partner military functionality will map nicely to what is required for government-owned and -leased housing. Overall, the pilot project was deemed highly successful and laid the groundwork for an Armywide rollout.

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Marianne Winch is a senior research analyst with NAHBRC. **PWD**



Communication through transformation

by Alexandra K. Stakhiv

“Communication through Transformation” was the theme of the 8th Annual USACE Workshop held in conjunction with the Black Engineer of the Year Award Conference on February 19 in Baltimore, Maryland. Communication enables people to work together and everyone at this workshop was communicating. The transformation in the title is of course a reference to the reorganization of the Corps known as USACE 2012.

In his opening remarks, MG James Cheatham, Acting Director of Military Programs, said that we have much to celebrate and should take this opportunity to get to know each other better. “Communication is one of the most important things in any organization,” Cheatham said. “We need to do what we say, keep informed, network and develop professional relationships to build stronger skills for the future. You have to take charge of your own careers. By building on competence and character, the qualities of leaders, you can become role models.”

Dwight Beranek, Deputy Director of Military Programs, encouraged participants to build on the experiences of one another to work better on our mission. “Communication during transformation is the art of listening and talking and writing,” Beranek said. “You are not born with it; you need to practice it. We cannot be successful without being good communicators.”

According to Beranek, the purpose of communication is to help us transform just as the world is transforming rapidly due to threats and the global war on terrorism. We now have tools in the Information Technology (IT) arena to respond rapidly, but response takes communication.

“If we are flexible and understand the road ahead, we will be able to adapt and succeed in changing,” Beranek concluded.

A highlight of the workshop was the town hall meeting with the Chief of the U.S. Army Corps of Engineers, LTG Robert Flowers. In a departure from the routine, Flowers was introduced by MG

Ronald L. Johnson, Commander of the Corps’ newly established Gulf Region Division and the U.S. Deputy to the Program Management Office, Coalition Provisional Authority, Baghdad, Iraq and Director of Military Programs, via a tape made in Baghdad and presented on two massive screens.

Flowers, a driving force behind the Corps’ ongoing transformation, explained the reasons for USACE 2012. “We’re doing it to put the right people in the right positions and make us more effective in positioning ourselves as well as we possibly can for the future,” he explained.

Flowers talked about a survey taken several months ago where less than 50 percent of the respondents felt that they could adequately explain what 2012 was. “We’re not doing a very good job of communicating if only 50 percent of our people can explain 2012,” Flowers noted.

Quoting playwright George Bernard Shaw, Flowers said that the greatest problem in communication is fooling yourself that it has been accomplished. “Some of us were issued people called wives to point out our blind spots, but the rest of you need to make sure your message is getting through,” he quipped.

“The basis for 2012 is turning our organization from focusing on process to focusing on those we serve,” he continued. “The headquarters is focused on the success of the region, and we are leveraging technology across the entire organization as quickly and best we can. I believe anyone can be a project manager—teams can

be pulled together at any time.”

Stressing the need to support the culture of change and the new ways of thinking, Flowers called the Corps a learning organization with a whole new way of thinking. To prove just how much the Corps had changed, Flowers cited the No. 1 topic at the 1995 Senior Leaders Conference-- poaching in the districts.

Communication is everyone’s job. If you think it’s just the job of public affairs, you are wrong, Flowers said emphatically. Everyone has to communicate and everyone is capable of communicating. You just



Myron Hardiman (Left) signs the AMIE (Advancing Minorities Interest in Engineering) partnership agreement under the watchful eye of Chief of Engineers LTG Bob Flowers.

have to accept a little risk and know with whom to communicate.

Communication enables people to work together and Vince Lombardi said that the people who work together will win in the end. The Corps is using Project Management Business Process (PMBP) to work together as a team and P2 as the common enabler. Flowers had a leadership roadmap that started with having a vision; went on to coaching, counseling and mentoring; listening and consulting; empowering employees; and then bringing about needed change.

In the past, if one district screwed up, the Corps didn’t deal with it, just put



Presenter Marva Goldsmith (Left) talks about "cheese" with Alita Brown, HECSA

in another step to avoid having the same thing happen again somewhere else, Flowers explained. Over time, enough steps were added to the process to make it difficult to succeed or accomplish the goal.

It is important to focus on those we serve, not the process. Question what doesn't work, Flowers advised. "Use your do-it card," he said, referring to his now famous permission slip given to all Corps employees. "The more you put into the process, the less thinking and {increased} innovation will take place," he concluded.

Marva Goldsmith was invited to give her now famous presentation of "The Cheese Experience." The short film "Where's My Cheese?" was designed to help viewers prepare for change during 2012 after which Goldsmith conducted an interactive exchange of the many different ways to handle change.

"Take the time to listen and the situation may resolve itself," said BG Robert Crear, Commander and Division Engineer, Southwestern Division, this year's recipient of the Black Engineer of the Year for Professional Achievement in Government, and workshop keynote speaker. "Adapting to change requires good communication, but you must first understand why you are changing," he stressed. "The communication process must be 'give and take.' You have to 'walk the talk' and be consistent in your actions as well as your rhetoric."

Despite coming from humble beginnings where few in the family finished high school, Crear went to college on an academic scholarship. He explained how

his entrepreneur grandfather made such a positive influence on him that he decided to become an officer at the tender age of 8.

"You can be that one person who influences someone's whole future," Crear said. It is easier to make 10 people's dreams come true than one of your own. Just do it."

The afternoon session consisted of a lively discussion panel led by Fred Caver, Deputy Director of Civil Works, HQUSACE. In his remarks, Caver explained why he thinks communication is an important part of the Corps' strategic vision.

"One reason," said Caver, "is that we're not good at communicating. We in the Corps are introverted and assume our work will speak for itself. With more competition to find 'new' news, the Corps is being scrutinized ever more closely. We need to deal with the news proactively and anticipate it."

"Strategic communication is not just getting the message out or just about public affairs," Caver emphasized. "Relationships are the key to strategic communications. We have a 'duty' to inform people, and we need to tell them what we're doing with their money. Relationships drive the world and we have to do our part."

Kristine Allaman, recently appointed Director for Corporate Strategy and Integration at HQUSACE, talked about the wake-up call the Corps got because many people thought the Corps was unnecessary. "We went to 2012 since many people thought we were dispensable," explained Allaman. "What is 2012? Simply put, it's

about building a team of teams focused on success through better communication and different mixes of people hoping to do things differently to make us a little stronger and increase our abilities for adaptation. Our newly-formed communities of practice will get people who do similar jobs together and help us to share lessons across the community. They will also allow us to maintain our technical competence and provide a one-stop shop for policy, guidance and good ideas."

Allaman feels she is implementing 2012 with 20,000 friends by integrating business strategies into corporate strategies to take care of installation support in her community of practice. She recommended reading the article "Adapt or Die" by BG David Fastabend, and Mr. Robert Simpson, which explains the culture of change in the Army at large.

"Are you ready to change with me?" Allaman concluded.

Bill Dawson, who now leads the MVD Regional Integration Team at HQUSACE, shared his take on responsibilities during reorganization. Influenced by a book about "Deep Change" by University of Michigan professor Robert Quinn, he said, "First, give honest feedback—we can't afford to have slackers, the best feedback is



Kimberly Dailey (Left), HQUSACE, and Sharron DaCosta, HQUSACE, worked very hard to make the workshop a success.

from our peers. Second, practice vertical communication and do your best to eliminate layers, defend your project, and tell your story again and again. And third, think about what you do in the new





Black Engineer of the Year Awards

2004 Black Engineer of the Year for Professional Achievement in Government

BG ROBERT CREAR

Modern Technology Leaders:

CLARENCE C. THOMAS,
Mississippi Valley Division

MICHAEL A. WARE,
Tulsa Division

MARSHA C. DAWSON,
Mobile District

OLICE. E. WILLIAMS,
Jacksonville District

KAMILI TAJIRI HITCHMAN,
Jacksonville District

ALEXANDER I. ANYAEBUNAM,
Alaska District

VALERIE H. SMITH,
Alaska District

STACEY HUMES,
Savannah District



Chief of Engineers LTG Bob Flowers (right) congratulates BG Robert Crear on his award.

Special Recognition Awardees:

GARY L. HAWKINS,
New Orleans District

MEMPHIS VAUGHAN, JR.,
Mobile District

Certificate of Appreciation to Advancing Minorities Interest in Engineering (AMIE)

MYRON HARDIMAN

PAT BURGESS

(continued from previous page)

setup/organization, for there is no time better than now to take the bull by the horns.”

“You have to know your job and sell the project to everyone,” continued Dawson. “Quit whining publicly and stop saying bad things about the Corps, especially in public.”

Dawson also encouraged participants to work at improving their relationships. The need for our technical skills is still there, but we need other skills as well, he expanded.

Dan Duncan, Program Manager for the Project Management Business Process at HQUSACE, also stressed the importance of relationships.

“With 2012, we are challenging our paradigm,” Duncan said. “It doesn’t matter who you are or what you do, you add value.”

Piggy-backing on Duncan’s comments, David Rowson, Deputy Director

of Corporate Information at HQUSACE, said, “Intellectual capital provides value to the organization and the nation. We’re in the business of providing knowledge. We all have to redefine ourselves. Forty-two percent of what we know is valuable—so how do we figure out what is useful? That’s what is called knowledge management.”

Sheila Dent, Chief of the Civilian Personnel Advisory Center for HECSA reassured everyone that no one is being forced to relocate and no one is being downgraded during 2012. Further, detailing does not affect pay; it is at the same grade level, she explained.

“A committee was established to keep everyone informed on 2012,” said Dent. “There will be no personnel action changes at this time. We are just getting out of stovepipes and working on cross-functional teams.”

The last speaker was Carol Sanders, Chief of the Public Affairs Office at HQUSACE. She too asked participants to

stop whining and adhere to the Six Communication Principles:

- Listen to everyone and respect all viewpoints.
- Communicate early, often.
- Incorporate communication into project management business process.
- Be accessible and respond promptly.
- Keep public proactively informed.
- Do what you say you will do.

“What we do affects the American public,” Sanders said, “so look at others because we all have the same concerns—our families, our homes and job security.”

Participants were then given the opportunity to ask panel members questions related to their specific fields. The workshop concluded with an acknowledgement of the USACE Workshop Organizing Committee by Dwight Beranek.

Alexandra K. Stakhiv is the editor of the Public Works Digest. **PWD**



FY05 USACE PROSPECT training needs survey

From 1 May - 15 June 2004, the FY05 USACE PROSPECT training needs survey will be open to the field. The website for course information, to include course descriptions, course dates/locations, and course tuitions is <http://pdsc.usace.army.mil>. Employees and supervisors are encouraged to contact their organization's training POC to request spaces in any courses that will meet their technical training needs.

For more information concerning the PROSPECT Program, please contact Marilyn Lang at (256) 895-7426. **PWD**

OACSIM provides HQRADDS training

OACSIM kicked off a new round of training in February on the Army's energy and water reporting system (called HQRADDS), to provide energy reporters with clear guidance on what data must be reported and Regions guidance on methods to validate accuracy and completeness of reported data.

The Installation Management Agency (IMA) Pacific Region was the first location to receive the training, which was attended by representatives from installations in Alaska and Hawaii, and from the IMA Pacific Region Office. OACSIM will conduct training for the other IMA Regions over the next few months as scheduled by each respective IMA Region Office.

HQDA requires Army installations to report their utility and mobility energy

data into HQRADDS monthly. The data is primarily used to meet our requirement to report energy data used by federal activities to Congress but also helps to determine energy consumption trends and track progress toward achieving energy reduction goals.

Over the next few months, users will also see new improvements to the system, incorporating many recommendations received from the Regions and installations to make data entry and retrieving reports easier.

For additional information, please contact your IMA Region Energy Manager, HQ IMA POC, Paul Volkman, at (703) 602-1540 DSN 332, e-mail (paul.volkman@hqda.army.mil); or OACSIM POC, Dave Purcell, at (703) 601-0371 DSN 329, e-mail: (david.purcell@hqda.army.mil). **PWD**

Register now for the DPW Management Orientation course

The Installation Support Training Division (ISTD) at Huntsville, Alabama, has vacancies in the following FY04 course session:

CRS # 989, DPW Management Orientation Course (DPWMOC)

Session 2004-01,

Dates: 20-29 Apr 04

Location: Alexandria, VA

Tuition: \$1,200.00

This course provides an orientation for the new Directorate of Public Works (DPW) Managers and key DPW staff personnel. It covers the administration, organization, functions, and management systems of the installation DPW to include:

- Resource Management & Budget Process
- BASOPS Service Costing
- DPW Work Management System
- Master Planning
- Housing
- DPW Automation

- Acquisition
- OMA Project Classification
- Public Safety
- Environmental Overview
- Plans & Operations
- Installation Status Report (ISR)

The classroom instruction includes lectures/seminars presented by experienced guest speakers from ACSIM, HQIMA, HQ USACE, DAU, and DPWs. The class has group practical exercises, classroom discussion, individual assignments and an examination.

For more information about attending this course session, please call Sherry Whitaker, (256) 895-7425, in the Registrar Division, Huntsville, AL. To enroll in this course, FAX a DD 1556 or MIPR to Sherry Whitaker, CEHR-P-RG, FAX: (256) 895-7469. Credit Card information is accepted.

For more information on this course session, please call Course Manager Beverly Carr at (256) 895-7432, e-mail:

beverly.carr@hnd01.usace.army.mil **PWD**

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Rick Moshier *by Mark Ohlstrom*

Rick Moshier, respected and gifted Seattle District Chief, Engineering and Construction Division, died on February 10, 2004, at Virginia Mason Hospital in Seattle, WA, following a hard-fought battle with cancer. He was 44.

Rick Moshier was among the new generation moving up after a whole layer of people who departed from Seattle District under voluntary separation and other retirements in the 1990s.

Rick came to the district in 1980. He had completed two years at Seattle University, was “out of funds” and came into the district through the Cooperative Education Program. The theory-and-practice Co-op program recruits people after their sophomore or junior year and allows them to spend six expense-free months in college and six months on the job and places them in a job with no further competition after graduation.

In the beginning, Rick worked in Regional Planning when Walt Farrar was chief, then went to Emergency Operations and the Mechanical Section of Design Branch, followed by a lateral move as a GS-11 to work for mentor and friend Bob Parro in Review and Technical Support Branch. Next, in 1989, he moved on to Military Project Management Branch doing Base Realignment and Closure repositioning work for Mountain Home Air Force Base and the MX Peacekeeper, Rail



Rick Moshier

Garrison program.

He became chief of Review and Technical Support Branch in 1990, and when a shuffle in staff and the first Gulf War gave him the opportunity, he landed an appointment as acting assistant chief of the Design Branch. Phil O'Dell selected him as chief of the branch in December 1994. Upon O'Dell's retirement around the turn of the century, Rick was selected as Chief, Engineering and Construction Division, where he implemented, as part of the District Executive Team, the Project Management Business Processes.

Rick was a key leader through a number of crises impacting the lives of Seattle District people and customers. He was recognized for leading a task force to expedite a remedy for a major structural failure of the corrosion control hangar at McChord Air

Force Base. He also helped spearhead a structural engineering evaluation following a shake-up of Federal Center South as a result of the Nisqually earthquake in February 2001. After the terrorist attack on America on September 11, 2001, Rick provided leadership and a calming demeanor.

Having earned a reputation for hard work and long hours, Rick always looked for ways to streamline hiring talented people. He said he looked forward to getting up every day and going to work, “influencing the direction, executing and balancing resources, staff size and customer needs. It's always fun, and more so when we make some forward progress.”

Upon hearing of Rick's illness a year ago, friends, acquaintances, strangers and loved ones rallied around him. He said he found it rather pleasant and surprising when people met him in the hall and told about their own family or something as intimate as the death of a spouse.

“Thank everyone for well wishes and concern,” Rick said. “When people who aren't as close to me share their feelings, it's even more meaningful.”

His passing is a huge loss to the Corps and all those we serve.

Mark Ohlstrom is the Chief of the Design Branch, Engineering/Construction Division, Seattle District, (206) 849-0705. PWD

Command Sergeant Major (Retired) Edward H. Lugo

The U.S. Army Corps of Engineers and the Regiment have lost a great Sapper, Soldier, and leader. Command Sergeant Major (Retired) Edward H. Lugo, United States Army, died March 15, 2004 at Walter Reed Army Medical Center in Washington, D.C., following a brief illness. He was 53 years old.

A veteran of more than 30 years of service, Lugo served as the sixth Com-



*Command Sergeant Major (Retired)
Edward H. Lugo*

mand Sergeant Major of the US Army Corps of Engineers (USACE) from July 1997 until his retirement in March 2001. CSM Lugo entered the Army in June 1970. He was the senior enlisted engineer Soldier in the Army at the time of his retirement. He spent 12 years as a Command Sergeant Major.

CSM Lugo was always and will always be a part of our engineer and Army family.

PWD



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Arlington, Virginia 22202-3926

<http://www.ima.army.mil>

