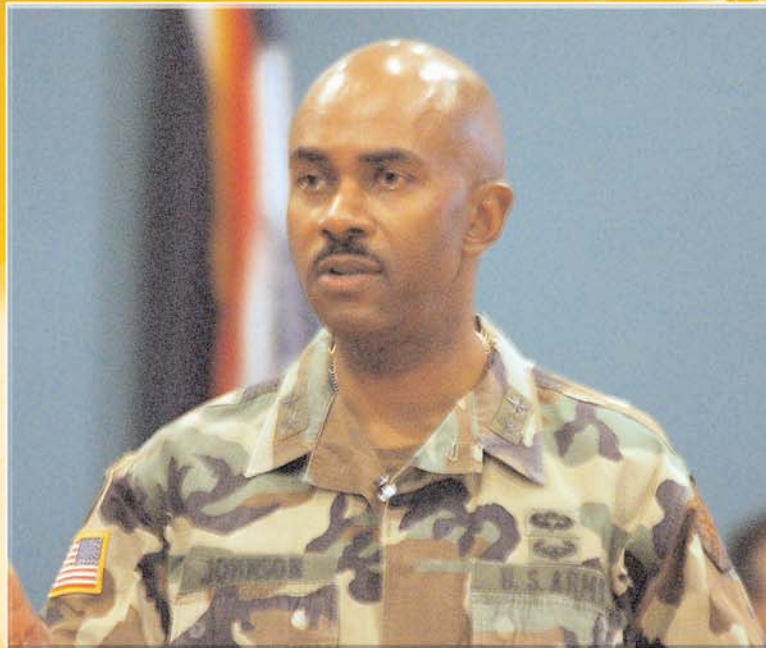


Public Works *Digest*

In this issue:

Annual Report Summaries





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*MG Ronald L. Johnson, Director,
Installation Management Agency (IMA),
addresses garrison commanders and IMA
leadership at the second annual IMA
Garrison Commanders' Conference at
Fort. Bliss, Texas.*

3 Letter from the Editor

Installation Management

- 4-5 USACE Installation Support Year End Report—relevant and ready support for installations
by Pete Almquist
- 5 Joint Basing in DoD and the Army *by Michael Ostrom*
- 6-7 Installation Support Center of Expertise, Huntsville Center—providing support to Army Transformation
- 8-9 Common Levels of Support (CLS) *by Carolyn Spiro*
- 9 Technology Standards Group update *by Philip R. Columbus*
- 10-11 The future code: Installation Design Standards (IDS) *by Tracy Porter Wilson*
- 11 Northwest Region shares efficiencies *by Jerry Oberhardt*
- 12-13 USACE Master Planning support in FY04 *by Jerry Zekert*
- 13 Army loses Senior Master Planner and GIS champion
- 14-15 Army deconstruction gains momentum
- 16-17 It's the law—dams and bridges *by Mike Dean*
- 17 DoD presents annual Fire and Emergency Service Awards
- 18-19 Installation Management success in Mannheim *by Larry E. Scavone*

Environment

- 20-22 Army marks year of success with Environmental Center help *by Col. Tony R. Francis*
- 22 The “new” USACE environmental program *by Patricia A. Rivers*
- 23-24 Sustain the mission—secure the future *by Raymond J. Fatz*
- 24-25 2004 sets stage for future of Environment *by Col. Christopher E. Schuster*
- 26-27 Army Cleanup Program accomplishments since centralization *by Krisbna Ganta*
- 28 The Army's Sustainable Range Program *by Tom Macia*

Housing

- 29 Birgitt S. Seymour retires *by Michael J. Ackerman*
- 30-31 Update on Army Housing *by George McKimmie*
- 32 Rock Island Arsenal opens School Age Center *by Allen Marshall*

Energy

- 33 Utilities Privatization (UP) Program—How are we doing now? *by Derya Smith*
- 33 Army awards contracts for Energy Conservation Investment Program *by Henry Gignilliat*
- 34-35 Preserving the legacy, building the future at Fort Campbell
- 35 Soldiers from Fort Belvoir's 249th Engineer Battalion are disaster ready *by Captain Estee Pinchasin*

New Technology

- 36-37 New tool assesses regional encroachment risks *by Dana Finney*
- 38 Fort Greely hangar saved by thermal imaging *by Tommy Oldham and Michele Garrett*

Professional Development & Training

- 39 USACE renews partnership with American Institute of Architects (AIA) *by Jeffery T. Hoogbouse*
- 40-41 Assimilation of Facilities Engineering Career Field into Acquisition Workforce *by Michael Ostrom*
- 40 USACE Architects workshop held in Chicago
- 42-43 ACSIM sponsors IMI 2005
- 43 ISTD offers courses on DPW management

LETTER FROM THE EDITOR



As we go to press, two late-breaking events take center stage. First, Dr. Francis J. Harvey was sworn in as the 19th Secretary of the Army On November 19, 2004. Prior to his appointment, Secretary Harvey was a business executive with broad experience centered on the defense industry. Second, the Chief of Staff, Army has announced that Maj. Gen. Geoffrey D. Miller, Deputy Commanding General (Detainee Operations)/Commanding General, Task Force 134, Multi-National Force-Iraq, is being assigned as the Assistant Chief of Staff for Installation Management, United States Army, Washington, DC. He will report for duty in January 2005. A hearty welcome to both!

This is the annual report issue of the *Public Works Digest* where organizations and installations are given a chance to promote and expound on their activities and achievements in support of our Army installations. And it is always amazing to see just how much they have accomplished! Good management can always improve how we support our installations, as seen in our stories about innovative efforts to provide relevant and ready support by the Installation Management Agency (IMA), the Office of the Assistant Chief of Staff for Installation Management (OACSIM) and the US Army Corps of Engineers (USACE).

The Common Levels of Support (CLS) concept ensures Quality, Consistency and Predictability of Base Operation support services to Soldiers, civilians and their families. CLS is a tool for IMA to use in providing consistent and equitable service - even when the service is not fully funded. When CLS is fully implemented, Soldiers, civilians and their families will be able to move from one installation to another and receive the same high quality predictable services they received at their previous installation.

We have also made great strides towards becoming "installations as flagships" with the help of Installation Design Guides (IDGs) and Installation Design Standards (IDS). Focused on the Global War on Terrorism, USACE together with ACSIM and IMA, has been involved in multi-faceted planning activities such as Real Property Master Planning Outreach and Training, supporting the Army modularity concept and Army Transformation.

Thanks to the organizational efforts of the Army Environmental Center's (AEC's) Neal Snyder, our Environmental section boasts a complete overview of the Army's Environmental Program for 2004 with articles from the AEC, USACE, OACSIM, the Assistant Secretary of the Army for Installations and Environment, the Office of the Director for Environmental Programs, as well as Army ODCS, G-3.

The ACSIM Housing folks also provided a detailed summary of their 2004 accomplishments in areas like barracks modernization, the furnishings program and the Army family housing master plan.

In September a hangar fire at Fort Greeley was put out with the help of thermal imaging cameras with minimal damage to the structure. You can read about thermal imaging as well as a new tool for assessing encroachment risks called Sustainable Installations Regional Resource Assessment (SIRRA) in the New Technology section. In addition, the Technology Standards Group is currently recommending use of artificial mulch, no-water/low-water urinals, porous pavements and composite flooring and working with HQ IMA to form a team that will determine a multi-year technology investment plan to implement these and other new technologies for Army facilities.

Finally, an important milestone was reached with the assimilation of the Facilities Engineering Career Field into the Acquisition workforce. The OACSIM's Mike Ostrom explains how implementing this challenging concept was accomplished in a careful step-by-step process so that future promotions will be dictated by increasingly broader training, education and experience requirements.

The theme of the January/February issue of the *Digest* will be construction alternatives. We will feature articles about what is being done on installations to support our deploying troops, such as building modular units at Forts Stewart, Campbell and Drum. This call for articles ends on 31 December 2004, so get your pencils sharpened.

Until next time...

Alexandra K. Stakhiv
Alexandra K. Stakhiv, Editor, *Public Works Digest* **PWD**



USACE Installation Support Year End Report –relevant and ready support for installations

by Pete Almquist

It's a new day in Dodge. The Installation Management Agency (IMA) and USACE 2012 are making transformational changes in the installation management and support business, and an Army at War is creating new needs for a more ready, more relevant Army. As part of USACE 2012, the USACE Community of Practice (CoP) was initiated, and we are working to partner in real time on-the-ground and virtually with all those interested and working in the public works installation support business.

The big change in FY04 was that HQ IMA became proponent for the funds that finance the USACE Installation Support (IS) Program. While this may seem like a step backwards for USACE, in reality, it is a step forward. USACE is now more integrated and more focused on Army (IMA) Installation Support priorities, not USACE priorities. The transfer also created an opportunity for more communication and

more collaboration within the program.

In FY04, USACE received \$8.6 million from HQ IMA for the IS program. These IMA Operation and Maintenance, Army (OMA) funds are centrally managed by HQ USACE and sub-managed by the USACE Major Subordinate Commands (MSCs) in coordination with HQ IMA and the IMA Regions. We also received a list of Army priorities from last October's San Diego workshop from Don LaRocque, the Chief of the Public Works Division for HQ IMA, on where to spend these dollars. Included in LaRocque's priorities were master planning, planning charrettes, utility rate intervention, DD Form 1391 support, facility reduction program, and enhanced use leasing, to mention a few.

The USACE Installation Support direct-funded program has five major components—Installation Support Offices at Major Subordinate Commands (MSC); Regional Liaisons at the seven IMA

Regions; Project Manager Forwards (PM-Fs); Checkbook dollars; and the Installation Support Center of Excellence (ISCX) located at Huntsville, Alabama (see table 1).

The \$8.6 million received for the IS program in FY04 represents only 0.04 percent of the total USACE-executed program, which exceeded \$21 billion. This may seem almost inconsequential, but these small funds buy a whole lot of "small stuff" that is really important to Army Directors of Public Works (DPWs).

It's no secret that the Sustainment, Restoration, & Modernization (SRM) budget for the Army is critically under funded. Competing demand for limited SRM funds, driven by the Army's need to fund the Global War on Terrorism, has forced IMA to make hard decisions on what will or will not be funded at installations to support the Soldiers, families, and civilians who work, live and play there.

So when the "big stuff" gets funded, the "small stuff" often doesn't. This

is where the USACE/IMA Installation Support Program pays big dividends. This small stuff may range from a few thousand dollars to attend/teach a work classification course to a few thousand more to insure a 1391 or planning charrette is fast tracked so a MIL-CON project is fully defined and its costs accurately estimated, thus increasing its chances to become a real project on the ground.

So as little as a few thousand dollars can have a big and really positive impact on an installation's mission. Table 2 gives you a macro picture of how the \$8.6 million was spent in FY04 in support of IMA and its Army installation priorities.

The PM-Forward program has become a real cornerstone and success of the IS program. The PM-Forwards are the "eyes and the ears" for USACE support to the DPWs at key installations. In almost all cases, they work at and are part of the DPW staff (often rated by the DPW).

The most recent USACE Customer Survey provided comments such as: "PM forward is a "win-win" and proved crucial in our year-end execution." "The PM forward idea is great. Continue its use."

"PM Forward position has been vacant for a year—This is a vital part of providing services."

USACE is currently supporting all or part of about 25 PM-Forwards primarily at Army installations like Forts Hood, Bragg, Campbell, and Lewis and other large installations that serve as power projection platforms.

In addition, the IS program also supports a USACE liaison at each of the seven IMA Regions and a small staff at the Huntsville Installation Support Center of Expertise (ISCX). The IMA regional liaison serves as the "PM Forward" between the USACE MSCs and the IMA regional offices, and helps coordinate the use of IS funds as well as all communications and relationships between USACE and the IMA Region. The Huntsville Installation Support Center of Expertise (ISCX) supports utility procurement and

INSTALLATION SUPPORT (IS)

IS Component	What this Buys
PM Forward	Located at Installation DPW, partners with DPW, coordinates USACE support & solutions, enhances responsiveness/commo, provides tech assistance
Regional Liaisons	Position co-located at each IMA Region, partners with regions, coordinates USACE support, provides tech assistance
Checkbook	Buys contracts, engineering services, small projects in direct support of DPW missions
Installation Support Offices	Position located at MSCs, coordinates USACE IS program, provides tech assistance across region
Installation Support Center of Excellence	Huntsville ISCX, plus direct support to DPW (Util Acq & Sales, util rate intervention, energy, fire prevention)

Table 1



Joint Basing in DoD and the Army

by Michael Ostrom

Joint Basing is a topic of much discussion around the halls of the Pentagon these days. Although not officially defined in regulation yet, the concept has some basic, common points of general agreement. Joint refers to use of an installation by multiple Services (Army, Navy, Marine Corps, or Air Force). Joint implies the ability to achieve economies in resources, as Service-centric services are provided by a single, common service provider.

Sounds simple, doesn't it? What's so hard about the Army and Air Force, or the Navy and Air Force, or the Army and Navy, or even all three being stationed on a common installation, with base services provided for all by a common entity? In a nutshell, there are lots of challenges. Issues

range from perceptions of loss of traditional Service identity and standards (issues which are somewhat intellectual in nature) to how requirements are determined, programs built, and funding provided (issues that definitely cut to the heart of actually accomplishing the base support mission). There are also questions about who should run these joint installation operations, a single Service, or some new Joint or DoD organization.

There is currently no management structure for adjudicating the inevitable disagreements that will occur between Service occupants of these Joint installations.

As a result of the upcoming 2005 round of BRAC closures and realignments, these questions may cease to be of intellec-

tual interest only. Unlike previous rounds of BRAC, this round may very well result in some DoD bases becoming Joint. This may occur as a result of a major unit of one Service being realignment stationed to another Service's installation. It may occur if BRAC directs the consolidation of existing bases with common fence lines, or within a relatively minimal radius of one and other, into single, joint installations.

There are many questions and, as yet, few mutually agreed upon answers.

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sales, utility rate intervention, fire protection, assistance on DPW supply and equipment, and a host of other projects for the DPWs.

Engineering Knowledge Online (EKO)—the Installation Support Knowledge Management tool—is up and running and provides an excellent forum to share information within the Installation Community of Practice. It already contains lots of useful installation support information, POC lists, and key program updates. You can access EKO at

<https://eko.usace.army.mil/> and use your Army Knowledge Online (AKO) user ID and password to log on.

Don't just take our word about the value of this tool. Here's what others have said: "I'll tell you, this Web site has been great...I can't say enough about it" – Project Manager (10/08/2004).

The FY04 USACE Installation Support Program has been a win-win-win for USACE, IMA and the Army installations. In October 2004, some USACE (MSC, PM-Forwards, regional liaisons) and IMA (HQ and regional PWs) managers met to review the FY04 Program and plan for the FY05 Program. Don LaRocque updated

WHAT DID THE ARMY GET FOR \$8.6M INSTALLATION SUPPORT—FY04

Master Planning & Related Svcs

- Charettes
- Installation Design Guides
- 1391)

Contracting Support

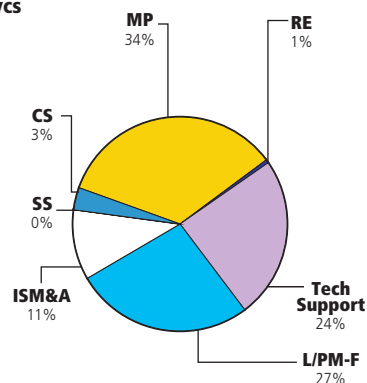
- Selection Board Spt
- JOC and MATOC Spt
- Solicitation Dev Spt

Strategic Sourcing Support

- Util Privatization
- Business Process Review

ISP Mgt & Assistance from USACE MSC Staff

- Overall Programmatic and Financial Management and Coordination



Real Estate Support

- Land acquisition/disposal

Studies & Tech Support

- Design/Engineering spt
- Small project scope
- Inspections
- Condition Surveys

Liaison & PM-Forward Type Supt.

- PM-Forward
- IMA Regional Liaisons

Table 2

IMA's FY04 priorities to include Modularity, mobilization, medical holdover, and the Flagship programs.

In spite of limited funding, there was general agreement that the FY04 USACE Installation Support Program accomplished its goals. For FY05, USACE plans to maximize support for the HQIMA priorities and work with the regional IMA offices so USACE can execute project and program efforts in support of Installation DPWs. The USACE Installation Support

Program may represent a small part of USACE's total budget, but it makes a big impact in support of Army installations. Thanks to all the IMA partners and USACE managers who have worked to make this program a success!

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Pete Almquist is a senior staff engineer in the Installation Support Community of Practice at HQ USACE. **PWD**



Installation Support Center of Expertise, Huntsville Center—providing support to Army Transformation

The Installation Support Center of Expertise (ISCX) mission is to provide support to installations in a variety of areas, such as utilities procurement, energy savings contracting and utilities control systems; physical and electronic security systems; fire protection; ranges and training land; facilities planning, operation, maintenance, repair and demolition; mobilization facilities and contingency support; fire protection; furniture and furnishings.

The U.S. Army Engineering and Support Center in Huntsville (HNC) is the Corps of Engineers' Installation Support Center of Expertise (ISCX). HNC's charter includes programs that are national, worldwide or broad in scope; require integrated facilities or systems that cross geographical boundaries; require a centralized management structure; or require commonality, standardization, multiple-site adaptation or technology transfer. HNC uses new technologies developed by the Corps' laboratories and partners with Corps Districts to provide timely and cost effective installation support, thereby creating synergies in the "One Door to the Corps" support concept. This support ranges from programmatic in nature for large geographically dispersed programs that involve centralized planning with decentralized execution to partnering in executing challenging state-of-the-art projects. The ISCX is committed to provide outstanding mission and quality of life support services to military installations.

Huntsville Center – links business practices and innovative processes in support of installations. This support ranges from programmatic for large programs to partnering in executing challenging projects.

Here is a sampling of the type of support provided by the ISCX:

Ranges and Training Land. Provides program management and engineering support to the Army's Range Modernization Pro-

gram, which currently consists of 165 projects throughout the world. Support includes establishing engineering criteria and standard designs, initial planning and site selection, facilitating planning charrettes and preparing MILCON programming documentation (DD Forms 1391) for Army G-3 funded training ranges. Provides programmatic oversight and technical support to Districts responsible for design and construction of range projects. The new range planning process includes a multi-organizational (ATSC, RTLP-MCX, O&E CX, PEO-STRI and AEC) Technical Team assessment process in the planning charrettes. Project assessments evaluate the executability of the project from the following functional areas: training capability, surface danger zone (SDZ) capability, constructability and standard design compliance, NEPA supporting documentation and issues, telecommunications infrastructure and unexploded ordnance. These requirements, together with roles and responsibilities, and the revised project development process and integration of RTLP programmatic support activities, have been incorporated in Army and Engineer Range regulations to be published in early FY05.

Electronic Security Center (ESC). Provides cradle-to-grave security services, including project scoping, criteria development, site surveys, design, procurement, installation, performance testing and acceptance of electronic and physical security systems. For example, we provided technical expertise and procurement and installation of security systems to Army installations in Korea, including intrusion detection systems, electronic entry control systems and closed circuit television surveillance systems. We also manage electronic systems maintenance and service contracts to keep electronic security systems up and running.

Access Control Points (ACP). The ACP Equipment program sponsored by the Army Product Manager for Force Protection Systems, purchases and fields security equipment to all Army installation access points worldwide. We leverage existing Corps of Engineers worldwide presence to assess installation access control points, make appropriate equipment recommendations, and then efficiently implement the resulting approved projects. To date, approximately \$80M of equipment has been delivered to over 300 installations. Installation surveys will be completed in early FY05 and Districts will install approximately \$70M worth of security equipment in FY05. Follow-on work beyond equipment is planned at access control points.

Utility Monitoring and Control Systems (UMCS). Program provides cradle-to-grave services for UMCS, including HVAC applications. An example of UMCS application is the ongoing, multi-year renovation of the Pentagon. Immediately following the terrorist attack of 9/11, the system was used to control air handler dampers, and other mechanical and electronic equipment to limit smoke proliferation. This greatly aided the recovery operation. As Pentagon renovation continues, the system is evolving into a comprehensive building automation system.

Fire Alarm Systems (FAS). Provides system assessments, surveys, designs, procurement and installation, as well as maintenance services. FAS are often integrated into multi-functional building automation systems. Examples of fire alarm system installation are projects at the Pentagon and Kennedy Center for the Performing Arts.

Utility Rate Interventions. This is a joint ISCX effort with the US Army Regu- ➤



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latory Law Office to ensure that the cost of utilities services remain fair and reasonable. During FY04, we initiated seven rate intervention and negotiation proceedings at a cost of \$218K. Five of these proceedings have been completed, producing \$2.2M per year in cost avoidances to Army installations. Two proceedings are still before Public Service Commissions. Industry publications and available information on State Commission websites indicate that during FY05 approximately 20 utility general rate increases can be expected. These can be attributed to increases in interest rates, expiration of electric rate caps imposed in conjunction with electric industry deregulation, increased security requirements, and upgrade and replacement of infrastructure.

Utility Rate Surveys. We performed utility rate reviews and surveys at ten Army installation utility systems. These surveys, at a cost of \$57K, identified cost avoidance opportunities of over \$3.2M, primarily from installations using the correct tariff schedules and taking advantage of demand side management actions. These successes led IMA to provide \$530K additional funding for 31 utility reviews beginning in September 2004.

Energy. Provides solutions required to meet Installations' energy goals. In partnership with installations and Corps districts, our energy contractors have invested \$418M in energy-related infrastructure improvements to date. In addition, the Government's share of resulting energy savings is \$120M. A sample project is an \$8M contractor-investment for a series of Veterans Administration hospitals. This project is upgrading lighting, installing water conservation devices and upgrading HVAC systems. This project replaces faulty equipment and will save energy and water costs.

Facility Repair and Renovation (FRR) Program. Provides a performance-based contracting approach for a variety of repair, renovation and minor construction projects. The FRR contractor defines the work to be performed in a Work Plan. The level of detail for the work plan depends on the complexity of each proj-

ect. Because the contractor who prepares the work plan also performs the construction, the contractor retains the responsibility for success of the design as well as the construction. A sample project is the replacement of high temperature, steam and chilled water lines at Fort Bragg. The FRR Team worked with Fort Bragg and IMA SERO personnel to develop DD Forms 1391, phasing priorities and to obtain proper funding. Savannah District is performing contract management, including on site coordination efforts, and COR and QA duties to ensure the customer is delivered a quality end product. The total project cost is \$17M and spans over three fiscal years.

Modularity Facilities. Supports ACSIM and IMA by providing integrated management support in the effort to identify, analyze and disseminate relocatable facility requirements and guidance, in support of the Global War on Terrorism (GWOT). Supported installations in 13 relocatable projects in FY04, including preparation of economic analyses, and legal, financial and contracting research. Performs reviews of relocatable packages for submission to DA/DoD, focusing on economic analyses and quality assurance checks on relocatable projects. Performs market research of the relocatable facility industry, including manufacturing capabilities and prices. Now consolidating policy, guidance, lessons learned and project status in Engineering Knowledge On-Line (an AKO compatible web portal).

Facilities Reduction. Provides centralized planning and management, and supports the decentralized execution of the Army-wide facilities demolition/reduction program. In FY04, facilitated the removal of 455 excess Army facilities (1.7 million sq ft) through efficient planning, budgeting, coordination, management and consolidated program reporting. Support includes validating IFS demolition data in coordination with installations, ensuring all required surveys and documentation are complete prior to demolition, technical support to complete surveys and documentation, and independent technical reviews. Technical reviews alone saved approximately \$4M in reduced demolition/deconstruction costs. Developing a

Best Practices Toolbox, which will be available through EKO, to facilitate Army-wide use of the best demolition and deconstruction practices. Support in FY05 will expand to include Army Family Housing and Army Reserve demolition.

Furniture. Manages the procurement and delivery of furniture and furnishings for new and renovated barracks Army-wide. In FY04, procured furniture for 19,427 living spaces, including 9,277 initial issue barracks spaces and 10,150 other spaces. Realized \$4M in budgetary savings from real quotes. Utilized standardized and efficient program processes, including electronic ordering. Savings were used to furnish over 2,000 spaces of critical replacement furnishings in support of soldiers returning from GWOT overseas assignments, medical hold, and other needed barracks furnishings. Together, this means that almost 20,000 soldiers have better places to live. Additional missions in FY05 include centralized management of the Army Replacement Furnishings Program and the Army Trainee Barracks Furnishings Program.

Huntsville Center – provides quality and efficient services through...

- Focus on customers' needs
- Business processes
- Innovative contracting
- Partnerships that reduce boundaries
- Quantifiable Team measures of success
- Reward employees based on their Team's success
- Continuous improvement

The Installation Support Center of Expertise (ISCX) links business practices and innovative processes in its partnership with Corps Districts in providing comprehensive and cost effective support to DoD installations. Through centralized management with decentralized execution, ISCX leverages program management, engineering, contracting and legal matrix expertise imbedded in its virtual project delivery teams. Again, we are proud of our contributions to the mission and quality of life of our military installations, and look forward to continued service.

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Common Levels of Support (CLS)

By Carolyn Spiro

What is CLS?

Common Levels of Support (CLS) is a method for guaranteeing the delivery of high quality Base Operations Support Services within the funds available to the Army. Common Levels of Support ensures: quality, consistent, predictable services.

Why do we need CLS?

The Army spends \$11 billion dollars a year on Installations. The Installation Management Agency (IMA) distributes \$6.7 Billion amongst Family Housing, Facilities (mostly SRM), Environment and Base Operation Support Services (mostly BASOPS). Common Levels of Support (CLS) focuses on 54 Base Operations Services.

Soldiers, civilians and their families need to know what to expect so they can plan accordingly!

How did we develop CLS?

For a better understanding of the process – let’s examine one of the services. For discussion purposes, we’ll choose the Sports, Recreation and Library’s service.

During the CLS Service Analysis Team (SAT) process, constituents helped define and break-down the service into a prioritized list of Service Support Programs (SSPs). Each SSP stands on its own as a complete service and has an associated cost.

If the Army cannot fund 100% of a service then:

- The highest priority SSPs will be funded within available funds.
- Each SSP per-

formed will receive 100% of its required funding and will be expected to be performed at a “green level.”

- Lower priority SSPs may not be funded
- In continuing with our Sports, Recreation, and Library’s service example, a range of SSPs was developed, prioritized, and relative cost determined. These SSPs included: Fitness, Indiv/Team Intramural Sport Programs, Community/Recreation Services, Outdoor/Recreation Program, etc.

The diagram illustrates how the Sports, Recreation and Library’s SAT prioritized the SSPs in order of importance to the customer and Army (priority one being the highest importance).

The diagram also illustrates what would happen if the Sports Recreation and Library’s service only received 79% of the funds requested. In this scenario using the CLS funding approach, the first eight (8) SSPs in the yellow funded section would be fully funded at installations Army-wide. SSPs nine (9) through twelve (12), those above the funded section, would not be offered in the Army without going through an exception process.

In our illustration – if the Sports,

Recreation and Library’s services are funded through SSP #8, you can expect to have quality:

- Fitness Services
- Indiv/Team Intramural Sport Programs
- Community/Recreation Services
- Outdoor/Recreation Program, Services and Instruction
- Library/Information Services
- Outdoor Parks/Picnic Areas
- Extramural Sports Program
- Leisure Swim Program, Services, and Instruction

What does this really mean for a Soldier and his/her family?

Let’s assume you are a Soldier at Fort Hood and you utilize the Fitness Services, your kids enjoy the parks and picnic areas, and your spouse benefits from the library and information services. One day you are informed that you’re moving to Fort Drum. If these services are provided at Fort Hood, they are also provided at Fort Drum. CLS affords you and your family the same high quality, consistent and predictable services that you experienced ➤

SPORTS, RECREATION, AND LIBRARIES						
SSP	Priority	% Service Cost of SSP	Cumulative % Service Cost	ABS Rating		
Music and Theater Program, Services, and Instruction	12	6%	100%	G		
Leisure Ticketing Services	11	1%	94%			
Arts and Crafts Program, Services, and Instruction	10	7%	93%			
Automotive Skills Program, Services, and Instruction	9	7%	86%			
Leisure Swim Program, Services, and Instruction	8	3%	79%	A		
Extramural Sports Program	7	3%	76%			
Outdoor Parks/Picnic Areas	6	3%	73%	R		
Library/Information Services	5	13%	70%			
Outdoor/Recreation Program, Services, and Instruction	4	13%	57%			
Community/Recreation Services	3	13%	44%			
Indiv/Team Intramural Sport Programs	2	8%	31%			
Fitness Services	1	23%	23%			



Technology Standards Group update

by Philip R. Columbus

The Technology Standards Group (TSG) supporting the Installation Design Standards is moving forward with several programs. Based upon guidance from the Assistant Secretary of the Army for Installations and Environment (ASA(I&E)), the TSG is initiating a research and development prioritization process. This new process will serve to supplement the technologies submitted to the TSG. These Applied Technology Research Studies will help determine the applied technology facilities research priorities for the Army.

The TSG is working with HQ IMA to assemble a team of installation, region, and headquarters representatives who will determine a multi-year technology investment plan for Army facilities. Team members will prepare recommendations for the Army Facilities Standardization Committee regarding what research technologies should be funded and how those technologies should be implemented. Some may be institutionalized via the IDS for incorporation over time. Other options include the AFSC directing and centrally funding Army-wide implementation.

As part of this process, the Construction Engineering Research Laboratory has sent one of its employees to OACSIM on a developmental assignment. Ms. Kelly Dilks began serving at OACSIM in October. Ms. Dilks will be assigned the mission of developing the TSG evaluation process, working with the Installation Management Agency to set up regional and installation liaisons, work on the TSG web pages and online information management, and to assist in the management of the TSG.

Development of the Installation Design Standards – Technology web pages continues. Our current plans call for a rollout of the TSG pages in the fall of the year. These developments will enable the Technology Standards Group to conduct and record technical evaluations online.

Technologies and system components currently recommended as good ideas by the Technology Standards Group include:

Artificial mulch – Should be utilized where pest infestation or drainage issues might preclude natural mulch.

No water/low water urinals – Highly

recommended technology. Current systems provide significant water savings. Installations should use when economically viable. This technology has been successfully used by government agencies at Fort Huachuca, Fort McPherson, and the Ohio National Guard. Commercial sites include the Rose Bowl, Pro Player Stadium, University of North Carolina, Disneyland and Disney World, Heathrow Airport, Phoenix Airport, and buildings that are part of the Olympic Village in Sydney, Australia.

Porous pavements – Suggested for use when designers wish to minimize intrusiveness of drainage systems or where standing water in paved areas has been a problem. Designers must be cognizant of the potential for increased construction cost due to extensive drainage systems required under the paved area. However, such systems can be justified to meet operational or aesthetic requirements.

Composite flooring – High foot traffic areas for which carpeting is not permitted but which require a certain level of attractiveness can benefit from using the latest commercial grade composite flooring systems. Life cycle cost analysis may show that the newest systems can be more cost effective than other traditional flooring material and provide a highly attractive floor covering.

The TSG is awaiting a decision by the Institute of Traffic Engineers on their standards committee regarding LED traffic signals. Once the ITE has concluded their work, the TSG will evaluate the industry standard for adoption as part of the IDS.

POC is Philip R. Columbus, (703)-604-2470, e-mail: Philip.Columbus@hqda.army.mil

Philip R. Columbus is a general engineer in the Facilities Policy Division, Office of the Assistant Chief of Staff for Installation Management. **PWD**

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at Fort Hood for fitness, parks/ picnic areas, and library/information services. A transfer no longer denotes a step into the unknown of service quality or availability.

The Army is dedicated to the CLS initiative. CLS will help installations meet their commitment to ensure Soldiers, civilians, and their families receive the highest quality of services available. "What we do, we will do well!"

POC is Donna Wilhoit, Team Leader Resource Analysis, (703) 602-4733, e-mail: Donna.Wilhoit@hqda.army.mil

Carolyn Spiro works in Strategic Communications, Plans and Operations Directorate, Installation Management Agency. **PWD**



MG Ronald L. Johnson briefing CLS during the ILW Forum at the Association of the U.S. Army (AUSA) convention.



The future code: Installation Design Standards (IDS)

by Tracy Porter Wilson

As we close another fiscal year and the calendar year draws to a close, the Installation Design Standards (IDS) program has achieved a lot that the Army community can be proud of. Of great significance, we bid farewell to a legacy and the founding father of the IDS, Mr. Larry H. Black. Also, we will synopsise our successes from the previous fiscal year, and introduce the direction ahead for IDS.

Farewell to A Legacy

After 30 years of distinguished service to the Army and installations, we bid farewell to the founding father of the IDS, Larry H. Black, Office of the ACSIM, Facilities Policy Division. Mr. Black's vision, dedication to excellence and service established the Army's installation standards, which now provide installations with a common look and feel for Soldiers, regardless of location, as well as setting standards for a common level of service in planning and design. We will all miss Larry.

Where We Stand

So, what is our status today? During this past year, the electronic newsletter (E-Newsletter), launched in December 2003 on the website, has evolved into a much read and referred to document.

The reactivation of the Army Facilities Standardization Committee (AFSC), after 10 years of dormancy, has been dramatic. During 2004, the general officers of the AFSC and SES members of the Army Facilities Standardization Subcommittee (AFSS) met quarterly to review and approve Army standards, standard designs, and requests for waivers. The committees have approved four Army standards: Unaccompanied Enlisted Personnel Housing, Chapels, Access Control Points – Interim, and Company Operations Facilities; two standard designs: Chapels and Company Operations Facilities; activated 15 Facility Design Teams (FDTs); established four new FDTs; and evaluated 15 technologies standards.

Also during 2004, the Technology Standards Group was established, which includes ACSIM, IMA, and U.S. Army Corps of Engineers (USACE) as partners in researching, assessing, and recommending technologies that are appropriate for implementation in Army facilities. The electronic waiver process was launched on the IDS website to facilitate tracking waiver requests to approved Army standards and standard designs.

Due to funding constraints in FY04, completion of the installation design guides (IDGs) at installations did not progress as far as was originally planned. The IDGs will facilitate successful implementation of the Army standards and provide proof of our commitment to excellence in achieving the Army's strategic objectives for long-range planning and installation standardization as well as realizing the vision set out in IMA's Netcall #10, Revitalizing Army Master Planning. These objectives include: quality, sense of arrival, sense of orientation, sense of order, sense of community, sense of completeness, sense of history, heraldry and tradition, simplicity in design, compatibility among facilities, use of durable materials and finishes, reliability and maintainability, professional interior design, sustainability, environmental stewardship, and energy conservation.

Implementation of the IDS and IDGs will move the Army's installations to truly becoming "Installations as Flagships."

Additionally, the IDG establishes metrics for measuring compliance and integration of the master planning process in the installation's strategic/business decision-making processes. By using the IDG as the framework for improving installation functions and appearance, we can ensure



Larry Black (center) and his wife, Susan, converse with one of many well-wishers at Larry's 27 September 2004 retirement luncheon in Crystal City, Virginia.

standardization across all Army posts and garrisons, provide guidance for cost effective resources investments across Army, and provide holistic communities for our Soldiers and their families. But, we are not finished, yet.

The Way Ahead

We made some significant achievements in our infancy and we are ready for the next level. What is that next level? Some of our goals are to embed IDS into policy, regulations, and systems, i.e., ARs, DA Pams, TMs, the PAX 1391 Processor, IFS, etc. Additionally, we will work to modify Office of the Secretary of Defense (OSD) policies in order to integrate costs of IDS enhancements into facility costing criteria, as well as considering life cycle management of facilities in lieu of the current practice of only considering construction cost.

Our vision for the evolution of IDS is for it to be used as true facility standards. Hence, IDS will act as the installation facility design code for the Army akin to the uniform building code in industry. ➤



Northwest Region shares efficiencies

by Jerry Oberhardt

Army installations are the cornerstones that sustain our troops and their families. The Installation Management Agency (IMA) is charged with providing a wide range of support services in the most efficient manner possible. One of the greatest aspects of IMA is the capability to quickly take one great idea from an installation and implement it Army-wide. The exponential effect of this is enormous.

Soon after the Installation Management Agency was established, the Northwest Region embarked on a program to share process improvement ideas throughout the region's garrisons. Thus was born what became known as the "Good Ideas Forum."

The intent of the Good Ideas Forum is simple: *share success stories and ideas across all Installation Management Agency garrisons to maximize our limited resources.* All garrisons have innovative work related processes to share with their counterparts that will enhance readiness, support transformation, and improve quality of life for Army families. The intent is to capture best business practices and implement them at all garrisons to maximize savings.

We are sensitive to other standardization initiatives within the Army. For that reason, we chose to build the Good Ideas

Forum using the Knowledge Collaboration Center on Army Knowledge Online. This eliminated the need to design a new system platform. With an administrative folder containing the instructions and a standard good idea template, garrisons can easily share efficiencies with counterparts throughout the Region. Within the first few months, the Good Ideas Forum had 55 entries from a multitude of disciplines including Public Works; Morale, Welfare and Recreation; Logistics; Information Technology; Chaplain Services; Resource Management; and Safety Offices. The Good Ideas Forum has proven so successful, that the Northwest Region expanded it to include Productivity Improvement Review initiatives from IMA Headquarters and all regions to share best cost management improvements.

Listed below are a few examples of Northwest Region initiatives:

1. Volume household goods movement — resulting in a savings to the Army of \$777K.
2. Recouping transportation downtime costs from GSA vehicle contracts — resulting in an annual cost savings to the garrison of \$33K.
3. Use of plastic sign material in lieu of

metal for building identification signs — resulting in annual garrison savings in excess of \$100K.

While some of these initiatives produce moderate savings, the cross leveling of the good ideas will result in significant cost savings or avoidances across the Army. The Good Ideas Forum can be accessed at <https://www.us.army.mil/suite/portal.do> **SP=195**. Once there, click on the link, subscribe to the Forum and you will have ready access to the instructions for using the Forum as well as the best productivity improvement initiatives from each IMA Region and Headquarters.

For further information concerning the Good Ideas Forum, please contact Jerry Oberhardt, Northwest Region Plans Division, (309) 782-6126 DSN 793; or Gerald Higdon, System Administrator, NET-COM-NW, (309) 782-0433 DSN 793.

POCs are Tim Wahlig, (309) 782-8393 DSN 793, e-mail: wahligt@ria.army.mil; and Gerald Higdon, (309) 782-0433 DSN 793, e-mail: higdong@ria.army.mil.

*Jerry Oberhardt works in the Plans Division, Installation Management Agency, Northwest Region. **PWD***

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The IDS won't just identify goals, such as sustainability or environmental stewardship, without defining what, specifically, those goals mean and how installation garrisons will apply those objectives.

By using IDS as it is intended, we can ensure common levels of service, economies and compliance. Thus, we can measure successes and improvement opportunities.

And, just like with building codes, there are consequences for non-compliance unless waived by the AFSC. Projects that are not developed in accordance with IDS, that do not reflect the objectives in

the installation's IDG, that are not tied to a real property master plan future development plan, and that have not been incorporated into the installation's strategic plan will not receive funding priority in developing the Army's fiscal requirements in the future year's defense program (FYDP). We need to get the right projects developed at the right time to achieve a consistent installation vision in concert with Army's vision for installations: "Flagships," "Holistic Communities," and "Stewards in Installation Management."

The VCSA and ACSIM, and their agents, IMA and USACE, have set the foundation and vision. Although we have lost our founding father, we have not lost

our vision for the future of installations. Policy and guidance are nothing without a framework for implementation; IDS/IDG are tools for resourcing and measuring installation success. The future of Army facility standards is IDS. Welcome to the road ahead. The IDS website is http://www.mantech-mec.com/army_ids.

POC is John Scharl, (703) 601-0700, e-mail: John.Scharl@hqda.army.mil.

*Tracy Porter Wilson was on temporary assignment with the Facilities Policy Division, ACSIM, at the time this article was written; she has since taken a position with the Directorate of Logistics at HQ USACE.) **PWD***



USACE Master Planning support in FY04

by Jerry Zekert

When we give presentations about planning, we emphasize that planning is a verb of action not just a noun describing a set of static plans. That encapsulates the multi-faceted planning activities that USACE has been working closely with ACSIM/IMA as well as with the MACOMs and DoD.

The U.S. Army Corps of Engineers (USACE) provides a unique synergy of authorities, expertise and mechanisms of support that has proven to be an invaluable planning asset to DoD. From serving as the proponent of technical Master Planning guidance to the Army and providing planning support to the installations as well as in theatre anywhere to serving as the DoD lead for Public Works Infrastructure Assurance Activities related to the Defense Critical Infrastructure Program, USACE provides a synergy of planning expertise and capabilities to DoD at all echelons.

This report provides a summary of USACE 2004 comprehensive planning activities.

In the area of Real Property Master Planning, USACE efforts have been focused on the following areas:

- Rapid planning support to meet immediate challenges facing the Army at home and away.
- Master Planning support to the transforming Army.
- Enhanced master planning out-reach and training.
- Master Planning guidance improvement.

In response to meeting the immediate planning challenges, we are all focused on supporting the Global War on Terrorism and the related activities in Iraq and Afghanistan. Our master planning support team is fully engaged. Our planning experts throughout USACE have been requested to provide both on-site and rear echelon, real property master planning support to base/camp development. We have set up a program where many of our experienced planners are volunteering for short-tenured assignments in theatre where their unique professional planning and

development experience are being used for not only base camp work but really helping to rebuild a country. We are also sponsoring the Master Planning course for base camp development as well.

The USACE team has been engaged in various aspects of Army change. Our Huntsville Center and the many supporting Districts have been working hard on the Army modularity concept and bed-down stationing actions. We have been working with the Installation Management Agency team in facilitating planning charrette efforts as well as working with installation stakeholders in transforming stationing visions into real facilities.

The entire Army Planning team is experiencing a unique opportunity here. It's not often, within normal planning horizons, that planning professionals actually experience seeing the plans they create come into fruition. With the rapid transformation of the Army, this is happening.

Another area of change is the upcoming challenge of Base Realignment and Closure. The USACE research arm is working closely with the Total Army Base Study Working Group in building planning models that help the Army better consider the breadth of installation land use and the related capabilities and constraints in development.

USACE has been engaged with ACSIM and IMA in enhancing Real Property Master Planning Outreach and Training. The planning team never quits in getting out to tell the Army's Master Planning story. Our formal training program has been very successful.

In 2004, the PROSPECT Master Planning course was conducted in the Washington, DC area with about 35 students attending. In partnership with ACSIM, we also presented the master-planning curriculum to the Army Garrison Commanders Course, providing garrison commanders with over 3 hours of master planning instruction and a 3-hour, planning collaborative exercise. We gave this presentation 4 times last year and plan to continue this



Jerry Zekert

effort in 2005.

Our functional planning effort was aggressive as well. We fully supported the 2004 Installation Management Institute (IMI) curriculum by conducting a number of breakout sessions, and we intend to continue this effort in 2005. We also trained students of the Public Works Management Orientation Course (PWMOC) on master planning.

While we sustained our planning training, we also initiated a new venture called "Outreach to Universities." As everyone knows, our planning workforce is graying, and retiring, and it is necessary for our next generation to continue the Army planning legacy. Through our partnership with the American Planning Association and the Federal Planning Division, we kicked off a series of sessions with Virginia Tech and other Universities with accredited Planning departments to enable future planning professionals to understand the opportunities in front of them with a career as a Army community planner. There was lots of interest and, frankly, surprise at the breadth of planning opportunities being offered.. We will continue to nurture these relationships.

USACE has developed a Planning Community of Practice (CoP) involving USACE planning professionals both in the Civil and Military arena. Through the Planning Associates program, Army planners can obtain further graduate level



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planning training. We see the Planning CoP as a vehicle to nurture and grow the Army's planning professionals.

ACSIM, IMA and USACE have been working hard in the area of Planning guidance. The USACE team has been working closely with ACSIM in updating AR 210-20, Real Property Master Planning for Army Installations. The regulation is in the final stages of approval and will be distributed shortly. Further, we have assigned staff within ACSIM to help in implementing the Installation Design Standards (IDS), and we are working with IMA and the installations in getting the Installation Design Guides developed. USACE, as the Army's lead for technical planning guidance, has been working on the strategy for the comprehensive update to the Army's planning guidance. We have completed the Guidance 'gap-analysis' (a technical Plan) and defined a planning schema for the new Master Planning Instructions. These guidelines will be developed in 2005. We have also built the initial GIS framework for standard template for the Future Development Plan for IMA.

In the arena of Defense Critical Infrastructure Program, USACE has been nurturing a robust Public Works Infrastructure Assurance Program that leverages the strength of the Services existing public works planning and development processes as well as integrating the system of infrastructure supported by USACE Civil Works infrastructure, other Federal agencies infrastructure and the commercial infrastructure to build a seamless process to identify the functions, systems and assets that support DoD mission requirements and establish a process to determine criticality. This links directly to the planning and development of real property, because ultimately, the Army must understand what is required to support the war fighter, and what is critical and vulnerable, and develop plans and procedures to ensure these assets, systems and functions.

USACE has focused its attention on forging close relationships with the Combatant Commands who are concerned that the comprehensive Public Works Infra-

structure is available. We have illustrated the integrated system/sources for Real Property by the various infrastructure owners, and we have facilitated forums where they are working closely with the various agencies.

We have also been working with the other nine DCIP infrastructures sector leads to work out inter-relationships between the Public Works Sectors and the other infrastructures. Like installations, many of the activities that make the garrison operate rely on real property/ public works support. This is the same at DoD/ National level. We are working with them to link their asset/function/system inventory with the Public Works infrastructure. We are finding lots of undiscovered interdependencies that could make our support systems vulnerable. USACE, has demonstrated through several prototypes that by using existing GIS/real property databases from various agencies in and out of DoD, we can portray mission interdependencies and overlay the public works that support this mission, as well as link all related vulnerability information and condition of the facilities. This is very powerful.

Finally, we sit on various DoD DCIP forums to include the Defense Critical Infrastructure Integrating Staff Working Group, the Homeland Infrastructure Foundation Level Data Working Group and the Focused Integrated Critical Infrastructure Vulnerability Assessment (FICIVA) Working Group. In the upcoming year, installation planners from all the Services will see infrastructure assurance concerns more emphasized in their planning considerations.

FY 2004 was a very fast-paced year, if you worked in the Planning arena, and USACE has been totally involved as a leader, advocate and service provider. In transitioning to 2005, we are postured to sustain and continue this effort.

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Jerry Zekert is on the DoD team at HQ USACE.

PWD

Army loses Senior Master Planner and GIS champion

On 1 November 2004, the Army lost one of its senior planning professionals when Wayne Hamaguchi, the Pacific Area Regional Office (PARO) Master Planner, died. Wayne, 57, was one of our champions in the Master Planning community, a dear friend, and one of the most respected members of the community.

Wayne began his planning career working in the Directorate of Public Works at Schofield Barracks as a transportation engineer and then moved on to work for the U.S. Army Pacific (USAPAC) Engineering Office in Master Planning. During his tenure, he championed community planning, helping Army installations not only in the Pacific but also throughout the world. Wayne would always find time to help in any way he could, sometimes traveling great distances to offer his assistance and advice.

One of the early pioneers in the Army in using Geospatial Information Systems (GIS), Wayne helped USARPAC apply this technology throughout the Command. Through his determination and drive, he got the first enterprise GIS system in place by creating PRISMS/MC2 for USARPAC. This was the first MACOM-wide use of GIS as a decision support tool.

Wayne was also one of the initial visionaries who planned and participated in the first Federal Planning Division Workshop held in San Francisco almost 10 years ago. A truly outstanding community planner, Wayne's work in building comprehensive plans for installations throughout the Pacific will leave a legacy of great communities for many decades to come.

Wayne was born in Honolulu. He is survived by his wife, Charlene; son, Joel-David; daughters, Tiffany-Joy and Capt. Cara-Ann; and sisters, Sandra Burdette, Lynn Hamaguchi and Sharon Makio.



Army deconstruction gains momentum

The public and private sectors are applauding the Army's efforts to encourage deconstruction at military sites as an alternative to demolition and landfilling. At the recent Deconstruction and Building Materials Reuse Conference in Oakland, California, three researchers with the Engineer Research and Development Center (ERDC) received an Award for Outstanding Leadership.

Tom Napier, Rich Lampo, and Steve Cosper were cited for advancing the knowledge and practice of building deconstruction and reuse throughout the nation. The award was presented jointly by the Used Building Materials Association and the U.S. Department of Agriculture's Forest Products Laboratory (FPL).

The research at ERDC's Construction Engineering Research Laboratory (CERL) seeks optimal methods for recycling and reusing military building components through deconstruction. This work is in support of the goals set by the Assistant Secretary of the Army for Installation Management (ACSIM) to reduce solid waste disposal at installations. The CERL team is conducting multiple projects, with funding from ACSIM and other sources, to improve the efficiency and demonstrate the economics of deconstructing old facilities as a sustainable alternative to demolition and landfilling.

C&D Adds Tons to Solid Wastestream

DPWs face a serious challenge in managing the debris generated by demolishing obsolete buildings. Several sources contribute. For example, some 39 million square feet of wood framed World War II-era buildings remain on Army installations. Also, through the Army's Residential Communities Initiative, over 70,000 housing units will be replaced within the next 10 to 15 years. Cold War era barracks buildings are being replaced by contemporary barracks complexes. Altogether, roughly 26 million tons of debris is forecast within the next 15 years. Eighty percent of some



Tom Napier



Rich Lampo



Steve Cosper

installations' solid waste stream consists of construction and demolition (C&D) debris.

The C&D disposal challenge grows as on-post landfill capacity diminishes and further expansion or new landfill construction will not be permitted. Once an installation's C&D landfill is closed, debris will have to be hauled off-post. C&D landfills are closing nationally as well. The number of commercial, county, and municipal C&D landfills declined by one-third between the mid-1980's and mid-1990's. Regulations recently enacted in some states, such as landfill liner requirements, suggest that debris disposal will become much more expensive in the future.

Liability or Resource?

Following ACSIM's goals, CERL's approach is to view deconstructed facilities as an asset as opposed to a liability. From each barracks to be removed, 15,000 – 20,000 board feet of framing lumber, 5,000 square feet of sheathing, 4,000 square feet of tongue-and-groove finished floor, 5,000 square feet of reusable siding, 30-40 windows, doors, furnaces, water heaters, light fixtures, and electrical components can be recovered for reuse. About 2 tons of metal and 30 tons of concrete can be recycled.

Materials in some locations have been found to be extremely valuable. For example, CERL and FPL evaluated siding boards taken from buildings at the former Fort Ord property in Seaside, California.

This material is custom-milled old growth Douglas Fir of exceptionally high quality, and could make excellent architectural millwork when recovered from the building. FPL estimated a retail market value at up to \$11 per square foot if it were remilled as antique flooring.

Reuse, Recycle vs. Demolish

Installations have been directed by the Executive Office, Department of Defense (DoD), and Army Headquarters to incorporate sustainable construction and facility management programs. Solid waste management is one of the critical elements within the sustainability mandate. As such, ACSIM has created a recycle/reuse program to help the Army meet DoD's Measure of Merit (MoM) for solid waste.

"Deconstruction" involves the disassembly of a building to maximize the recovery of reusable and recyclable materials, generally in the reverse order of construction, in a cost-effective, environmentally sound and safe manner. By deconstructing buildings instead of demolishing them, the owner can reduce the debris burden and expense, accrue the value of the salvaged materials, and use recovered materials to avoid purchasing virgin materials.

Two installations, Fort McCoy, Wisconsin, and Fort Knox, Kentucky, have initiated programs to deconstruct buildings by selling them to the public. Fort



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McCoy, through the Corps of Engineers Omaha District, advertises for sealed bids, and Fort Knox holds public auctions for recycling rights to the buildings. Fort McCoy has sold over 140 buildings since 1992, saving about \$3.5 million in demolition costs. Fort Knox has sold recycle rights to 258 buildings over 3 years, diverting more than 78,000 tons of debris, reducing demolition costs by \$641,000, and generating over \$250,000 in income for the its recycling program. Both installations crush concrete debris for use on the installation, as does Fort Bragg, North Carolina.

In addition, Fort Gordon, Georgia, successfully auctioned recycle rights to five warehouse buildings (45,000 square feet total), generating over \$6,000 for the post's recycling program. More buildings are scheduled for auction. In each case, small construction contractors and groups of individuals purchased the buildings, are deconstructing them on a sweat-equity basis, and will either sell the materials or use them on their own projects.

Two examples at Fort Campbell show that significant diversion can still be accomplished even when total deconstruc-

tion is not practical. In 2002, the fort was reconfiguring an airfield apron area. The contractor determined it would be more economical to recycle the existing concrete pavement than to purchase quarried aggregate locally. A subcontractor for concrete recycling produced 37,000 tons of recycled concrete aggregate that was used as compacted base for the new apron.

In 2003, 128 units of family housing were demolished to prepare for future housing development. The demolition specifications included a criterion for a minimum diversion rate of 40%. The demolition contractor actually diverted 55% of the debris by recycling 1,279 tons of concrete, brick, metals, and plastic.

In 2004, eleven 1950's-era reinforced concrete buildings were demolished as part of a new barracks complex construction contract. At Fort Campbell's request, the Corps' Louisville District included a minimum diversion criterion of 40%. The demolition contractor recycled the buildings' concrete. Final diversion results have not yet been calculated, although actual diversion is expected to far exceed if the 40% minimum requirement. Fort Campbell also retains concrete crushing services on-post for uses across the post on trails

and access roads.

Future Direction

The U.S. Army Corps of Engineers is committed to helping installations overcome the obstacles that remain for deconstruction to replace demolition whenever feasible. CERL's research will identify the most expedient, cost-effective means to deconstruct and recycle. The Corps' Huntsville Engineering and Support Center administers the Army Facility Reduction Program (FRP) which offers easy, one-stop shopping to contract for deconstruction services. CERL is working with Huntsville to ensure that the ACSIM program for deconstruction is incorporated into the FRP whenever possible.

In addition, Corps HQ has issued Public Works Technical Bulletins (PWTBs) offering guidance on various facets of deconstruction. PWTBs are available at <http://www.hnd02.usace.army.mil/TECHINFO>.

For more information, please contact Tom Napier at CERL, (217) 373-3497, Thomas.D.Napier@erdc.usace.army.mil.

Tom Napier, a researcher, and Dana Finney, public affairs, both at CERL in Champaign, Illinois, contributed to this article. **PWD**



Metal building components was sent to the Defense Reutilization and Materials Office to be salvaged and sold to recyclers.

CALL FOR ARTICLES

The January/February 2005 issue of the **Public Works Digest** will feature

Construction Alternatives

Please submit all articles to:
alex.k.stakhiv@usace.army.mil

with POC (name, title, office) and author (name, phone, e-mail) information no later than December 31, 2004.



It's the law—dams and bridges

by Mike Dean

The inventory, inspection, maintenance, and repair of dams and bridges are governed by Public Law and, as such, carry the possibility of severe penalties for those who do not abide by those applicable laws. The garrison commander is considered the owner of the dams and bridges under his/her control and is legally liable and subject to possible personal litigation if the law was broken by not managing the dams or bridges as required.

The Army Dam Safety Program

The Army Dam Safety Program is governed by Public Law 92-367, as amended by Public Law 104-303, National Dam Safety Program Act; guidance and Army policy is set forth in AR 420-72, Transportation Infrastructure and Dams. The Army has to report to the Federal Emergency Management Agency (FEMA) every two years on the Army Inventory of Dams, condition of dams, dam training, and repair and maintenance performed.

The general policy is to manage Army installation dams by periodically assessing the condition of all dams, establishing work plans, and developing maintenance strategies to make best use of available maintenance funds. The life and health safety of downstream populations is a key consideration in the maintenance of dams. Having no funds does not relieve the garrison commander of responsibility. The garrison commander must give these areas the highest priority and request funds from the supporting headquarters.

The POC for Army policy is Michael Dean, mike.dean@us.army.mil; and the POC for HQIMA coordination is Robert McKeever, robert.mckeever@hqda.army.mil.

The Army Dam Safety program has four parts:

Inventory. Public Law requires all dams to be placed in the National Inventory of Dams (NID) with required technical data on the dams. The inventory is to be updated every two years. The Army

Inventory of Dams, which is a portion of the National Inventory of Dams, is maintained for the Army at the Engineering Research and Development Center (ERDC), U.S. Army Corps of Engineers (USACE). The POC for questions and coordination on this inventory is Ms.

Tina L. Holmes,
Tina.L.Holmes@erdc.usace.army.mil.

Inspection. Public Law requires all dams to be inspected periodically. How often a dam is inspected is influenced by the Hazard Category of the dam, condition of the dam, and events that may have damaged the dam. Dams are categorized by being a High Hazard dam, a Significant Hazard Dam, or a Low Hazard dam. All dams require an annual inspection, more frequent inspections if in poor condition, or right after a catastrophic event. High Hazard and Significant Hazard dams also require a more formal detailed inspection every 5 years. Local USACE Districts can assist in these inspections.

Emergency Action Plans. All dams are required to have an Emergency Action Plan. For Low Hazard dams, this may be SOP or Standing Operation Procedure. High Hazard and Significant Hazard dams are required to have a formal Emergency Action Plan as detailed in FEMA 64, Emergency Action Planning Guidelines for Dams. The Emergency Action Plan for High Hazard dams and Significant Hazard dams is to be reviewed annually and exercised periodically. Local USACE Districts can assist in formulating these plans.

Maintenance and Repair. Army dams are to be maintained as shown in appropriate FEMA documents. Deficiencies found on High Hazard and Significant Hazard dams that jeopardize the stability of the dams are to be repaired or the water behind the dam is to be lowered. Dams that cannot be repaired should be demolished or replaced. Dams are to be repaired to the host state's criteria. Local USACE Districts can assist in project

formulation and execution.

The Army Bridge Safety Program

The Army Bridge Safety Program is governed by Public Law 95-599, Surface Transportation Assistance Act of 1978; guidance and policy are set forth in AR 420-72, Transportation Infrastructure and Dams. The Army has to report to the Federal Highway Administration (FHWA) annually on the Army Bridge Inventory.

The general policy is to manage Army installation bridges by periodically assessing condition of all bridges, establishing work plans, and developing maintenance strategies to make best use of available maintenance funds. Having no funds does not relieve the garrison commander of responsibility. The garrison commander must give these areas the highest priority and request funds from the supporting headquarters.

The Army currently has been receiving funds from the FHWA for inspection, training and inventory. In FY04, the Army received \$1M in funding for the inspection and inventory of bridges. The POC for questions and coordination on this funding is Mr. Terry Stanton, Terry.R.Stanton@erdc.usace.army.mil. The POC for Army policy is Michael Dean, mike.dean@us.army.mil; and the POC for HQIMA coordination is Robert McKeever, robert.mckeever@hqda.army.mil.

The Army Bridge Safety program has three parts:

Inventory. Public Law requires all public bridges to be placed in the National Bridge Inventory (NBI), with required technical data on the bridges. The Army considers all Army bridges as public bridges. The inventory is to be updated annually.

The Army Bridge Inventory, which is a portion of the National Bridge Inventory, is maintained for the Army at the Engineering Research and Development Center (ERDC), U.S. Army Corps of



DoD presents annual Fire and Emergency Service Awards

Each year, the Department of Defense (DoD) recognizes its premier fire service performers in six categories. Service components submit their respective nominees to the Director Environmental Readiness and Safety Office of the Secretary of Defense (I&E). The nominations are forwarded to the IAFC, which selects a peer group comprised of senior fire service professionals to evaluate the submissions.

The annual DoD Fire and Emergency Service Awards Program is designed to recognize DoD's best people and teams. The Fire Department of the Year Award recognizes fire protection's best team for achieving the highest degree of excellence in mission support and fire protection management. The military and civilian Firefighter of the Year awards recognize those individuals who exemplify superior job performance and have made outstand-

ing contributions to the fire service. The military and civilian Fire Officer of the Year awards recognize individual superior job performance and significant contributions at the Fire Officer II through Fire Officer IV levels. Lastly, the Heroism Award recognizes acts of heroism above and beyond the call of duty.

Here are the Army awards for this year:

The Department of the Year **Fort Bragg**

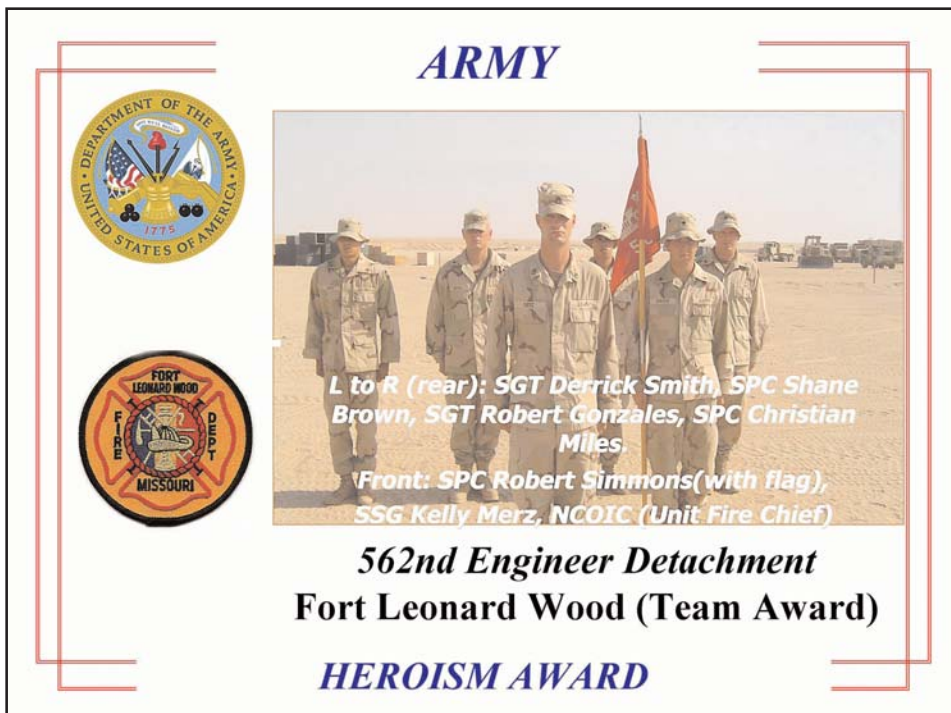
Military Firefighter of the Year
Sgt. Troy V. Elerick, Fort Lewis

Civilian Firefighter of the Year
Mr. Gerald Schiedewitz, Fort Knox

Military Fire Officer of the Year
SSgt Michael D. Anderson,
Montana Army National Guard

Civilian Fire Officer of the Year
Mr. Dennis Micheli, Fort Carson

Heroism of the Year
562nd Engineer Detachment
(Fire Fighting), Fort Leonard
Wood— Team Award PWD



L to R (rear): SGT Derrick Smith, SPC Shane Brown, SGT Robert Gonzales, SPC Christian Miles. Front: SPC Robert Simmons (with flag), SSG Kelly Merz, NCOIC (Unit Fire Chief).

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Engineers (USACE). The POC for questions and coordination on this inventory is Mr. Terry Stanton, Terry.R.Stanton@erdc.usace.army.mil.

Inspection. Public Law requires all bridges to be inspected every two years. Bridges have to be inspected in accordance with the National Bridge Inspec-

tion Standards (NBIS). The POC for questions and coordination on inspections is Mr. Terry Stanton, Terry.R.Stanton@erdc.usace.army.mil. **Maintenance and Repair.** Methods of maintaining, repairing, and improving bridges, major culverts, and retaining walls are described in TM 5-600. Deficiencies found on bridges are to be repaired in accordance with AR 420-10,

AR 415-15, and IMA policies, or the bridge will be closed. Local USACE Districts can assist in project formulation and execution.

POC is Mike Dean, (703) 601-0703, e-mail: mike.dean@us.army.mil

Mike Dean is a general engineer on the Facilities & Engineering Team, Facilities Policy Division, OACSIM. PWD



Installation Management success in Mannheim

by Larry E. Scavone

The DPW's role in Installation Management (IM) should result in completed work that improves the facilities for those living in the community. Our goal is to make the Mannheim Military Community the best place to live, work and play in this theater.

To this end, the challenge is to get the directorate to understand and focus on this results driven concept, while balancing a host of complex tasks such as program coordination, customer service, and changing military requirements. Everything we do should result actual work accomplishment.

Creating positive change to our facilities takes years of applying city planning, architecture, engineering and financial accounting practices. DPW management must exert continuous planning and programming emphasis and keen supervision to insure work is completed.

The "drawdown" years 1989 -1994 in Mannheim were tough. Six years of straight under funding of real property requirements left visible marks on the community. These were the years of the "bare bone minimal essential needs."

In 1998 we took a different look at the way we programmed work. Using the master plan as the base document, our APIC team jointly developed a vision. This vision allowed us to write a detailed strategy to improve our facilities and programmed funds accordingly.

The secret is in programming. It is a slow, deliberate process that takes many years to see results. Today there is clear evidence positive change occurred. Mannheim Military Community transitioned to be one of the most attractive, well-maintained and functional military communities in Germany.

It was an enormous challenge to figure out how to solve the endless list of facility



Team of DPW employees work together to remove an old concrete platform/foundation to enhance grass cutting and improve installation appearance on Taylor Barracks, Mannheim.

problems such as leaking roofs, broken and energy inefficient windows, hundreds of buildings to paint, repair and demolish, poorly maintained grounds and failed infrastructure such as roads, sidewalks and paving. Underground utility systems required major overhauling. Army Family Housing facilities and barracks buildings were just miserable. Un-kept grounds, overgrown shrubs, weeds and poorly maintained trees and landscape areas, and broken fence lines contributed to the eye sores. Some buildings had not undergone any exterior restoration in 30 years. Visual clutter from an abundance of unnecessary signs, tree stumps, debris, and remnants of building demolition were apparent on every installation.

Work on the master plan to outline a strategy to improve buildings and infrastructure began in 1998. A well-written SOP set the rules of engagement for planning boards.

The strategy prescribed priorities to fix building envelopes (roofs, entrance canopies, gutters, downspouts, windows,

doors, plaster and paint and doors), repair road networks and sidewalks, fencing, plant trees and landscape grounds and take down excess deteriorated buildings. Major projects to upgrade housing and barracks, renovate and construct maintenance buildings, build a new commissary, PX and CDC etc were identified.

Design processes produced cost estimates for crucial financial programming. Fundamental to project execution is the need to prioritize work and stick with the priorities. Experience shows changing priorities often, but not always,

impede progress. Commanders approved the master plan and allowed the DPW to execute it. Senior mission commander chaired bi-annual planning boards kept the train moving on one track and in the right direction.

The Installation Design Guide (IDG) was dusted off, revalidated by the senior mission commander and put back into use. Skillful planner David Armstrong developed innovative, bold and comprehensive priority improvement projects that the DPW took to task.

The IDG is the underlying thread of continuity to visual improvements made. To enhance building function and preserve interior building components, we added architecturally designed canopies to building entrances. Sewer line deficiencies were corrected over a five year period. We used the approved master plan to determine what needed to be torn down and we demolished hundreds of excess facilities. We took great care in campaigning for funding and followed our strategy when money came our way.



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Other DOD agencies worked major project funding. In 1997, a new 25,000 SF CDC was built, followed by a 40,000 SF, \$18M commissary in 1998 and a \$5 Million AAFES Main Exchange in 1999— all done in compliance with the master plan. Priorities set by the command remained right on target allowing projects to be funded year after year and execution to occur in a streamline and orderly manner.

New contracts were developed to permit work to happen fast, using industry's most competent firms. We used scarce funds, up to date master plans and efficient and effective contracting to achieve the desired results. Sound architectural and engineering principles steered our decisions.

From one side of the installations to the other, change started taking place. It was not an over night event. We as with all other DPWs received our share of surprises and disappointments from funding decrements. Managing the programs took lots of time, effort, patience and synergy from our talented and energetic engineers and planners.

Examples of some of the accomplishments on Sullivan and Taylor Barracks: Eight 1+1 barracks buildings (\$32+ million) renovated, 20+ buildings and old building

foundations removed, 50 buildings had roof, window, door and paintwork completed and 50 tons of debris (visual clutter) picked up, several miles of sewer lines replaced, hundreds of old trees and stumps removed and hundreds planted, 20 existing facilities renovated. Removing dilapidated buildings and rusted fencing brought instantaneous visual improvements. New vehicle wash racks and fuel stations were constructed. A new recycling center was built as well as a new self-help, privately-owned car repair center.

We focused on design and continued with attention to detail in execution. Exterior colors of buildings, location of sidewalk and parking areas, green zones, and roof and entrance canopy tiles were carefully selected to enhance the architecture and manmade environment. We gave a sense of unity and order to the military installation through design.

It was a tough job bringing hundreds of buildings into IDG compliance. We worked exterior and roof tile color selections with great tenacity. One roofing firm had to replace the roof tile because he did not follow IDG specs outlined by the COR. Another did not check the paint color and re painted a complete building. Our IDG was doctrine and we enforced it with any agency doing work in the community.

We trained the staff to focus on the final product and this made a big difference. Exterior street lighting was standardized resulting in consistent lighting quality and type.

In 2002, we took a quantum leap forward with the creation of Operation Pull (OPP). In very

simple terms, OPP identifies, removes and disposes unwanted objects. Across military installations, debris of all types appears causing uncontrolled environmental blight. From one day to the next wood, metal, scrap, etc. appear from nowhere. This unexplained phenomenon is called spontaneous clutter. Spontaneous clutter has no purpose, explanation or reason, yet it occurs all the time and is un-supervised, eroding the clean and orderly appearance of Army installations. No one ever knows where this debris comes from or how.

Omnipresent clutter gave birth to this unique operation. When we started, it was not uncommon to find debris, foundations, buildings, old construction supplies, posts, and other man made and natural objects such as tree stumps and tree parts scattered and around and hidden on the installations some even as long as 45 years. Taking charge of this problem required the fine eyes of the architect and engineer, a strong sense of caring, on the spot decision and heavy equipment. We tackled the job via team building with DPW members working together to clean up the installations. Since inception, over 50 tons of debris from two installations was removed.

We are by no means done. Maintaining a steady course to execute our vision is a tall order. Our goal is to make the Mannheim Military Community the best place to live, work and play in this theater. We are making great headway and have no plans to slow down.

Our community functions better and is attractive due to the efforts of many fine people. The following made significant contributions: MAJ Scott A. Smith, DPW, Nina Richter (26th ASG DPW), Hans Kroll and Hassan Moussa DPW Budget, Ken Day, former Mannheim housing manager, Engineers Joseph Holeczek, Richard Glass, Peter Benwitz, Helmut Klein, Michael Junk, Werner Koehler and lastly landscape architect Helmut Meinzer.

Larry E. Scavone is the Deputy Director of Public Works, 293d BSB Mannheim, Germany.

POC is Larry E. Scavone, DSN 381-8148; Cell: 0175-7241360; FAX: 381-8967. PWD



Trees planted create park-like environment for single soldier barracks at Spinelli Barracks, Mannheim. Exterior plaster, paint, window, door details and entrance canopy complement original yellow sandstone, plaster and clay tile roof architecture of 1934.



Army marks year of success with Environmental Center help

by Col. Tony R. Francis

It was the equivalent of searching almost every acre of Connecticut.

In 2003, the Defense Department gave the Army four years to check some 4,500 square miles of non-operational ranges on active Army installations for signs of discarded munitions, munitions contamination or unexploded ordnance. The Army came back with a "Mission complete" earlier this year, three years ahead of schedule.

Finishing the third phase of inventory and preliminary assessments for the Military Munitions Response Program (MMRP) marked a year of many successes for Army environmental programs. As a member of a team of Army organizations involved in protecting Army readiness through sound environmental stewardship, the U.S. Army Environmental Center played a major role in making these programs happen.

USAEC stands behind Army training, operations, acquisition and sound environmental stewardship with program management and technical support for a spectrum of programs from the changes in cleanup contracting to streamlining the way ranges are planned.

Completing preliminary assessments for MMRP sites at active Army installations was not the least of this year's accomplishments. MMRP, created in 2001, addresses environmental health and safety hazards remaining from past use of military munitions.

The key was to collect enough data during an earlier phase of MMRP—the range inventory—that the Army had what it needed to meet the requirements of the preliminary site assessment phase. Getting the extra data is helping the Army quickly identify and address any public safety risks.

With the inventory and preliminary assessments complete, the Army moved ahead to site inspections, the next step in the MMRP process. By the end of next year, inspections on 29 of 162 active Army installations should be complete. The DoD deadline for this step: fiscal year 2010.

Performance-based Contracting

The use of performance-based contracting for environmental cleanup is also increasing. The Army awarded 14 performance-based contracts for active installations in fiscal 2004, almost three times the number awarded in the previous year.

The 14 contracts, worth approximately \$165 million, will save the Army roughly \$42 million based on a comparison of the Army's independent cost estimates and the actual contract award amounts. Eight of the 14, worth about \$28.8 million, went to small businesses, as the Army encouraged their participation.

Part of a government-wide initiative to emphasize results rather than processes, performance-based contracting defines objectives to be met by the contractor. However, it does not dictate how contractors hired to conduct environmental cleanup will achieve those objectives. This approach allows military services to buy safe and successful environmental cleanup for a fixed price and at a set schedule.

The Army's plans to maximize the use of performance-based contracts for active installation cleanup, eventually committing 80 percent of the project dollars to these types of contracts. A large part of the success of the Army performance-based cleanup contracting initiative lies in the centralization of active installation cleanup program resources and oversight of program execution under USAEC in 2003. The Army continues to reap the benefits of this change.

Pest Management

Similar centralization also brought savings and environmental benefits to the management of pests on Army installa-



Demolition of a 120 mm artillery round at the closed Caster Range, Fort Bliss, Texas, during Military Munitions Response Program cleanup. (Courtesy Fort Bliss)

tions. USAEC supports Department of Defense policy and Army environmental program objectives by promoting integrated pest management (IPM) practices. Using IPM, the Army safeguards people from injury and disease, protects Army property and resources, and reduces health and environmental risks associated with pesticides.

With centralized technical oversight from USAEC for five Installation Management Agency Regions, totaling 96 installations, the Army streamlined procedures for meeting the annual Integrated Pest Management Plan requirement, essentially reducing an typical 200-page document to an electronic forms package for installations to fill out, substantially reducing the time required for each installation to prepare, submit, and have its IPM plan validated each fiscal year by USAEC. In fiscal 2004, 77 of 94 installations with IPM plans were in compliance with regulations, up from 57 in fiscal 2003 and 27 in fiscal 2002. Installations must still maintain the full IPM plans on-site. The simpler forms also allow the Army to annually zero in on key information requirements and detect potential problems before they occur.

Compatible Land Use

Camp Blanding, Florida, sits in the ➤



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heart of the third-fastest-growing state and in the path of the spreading Jacksonville metropolitan area. But early this year the state purchased 8,500 acres to stand between the National Guard installation and development that might hinder its training mission. Camp Blanding thus became the first installation to take advantage of the Army Compatible Use Buffer (ACUB) program.

The ACUB program allows Army installations to take advantage of a provision in the 2003 Defense Authorization Act specifically allowing government-nongovernment partnerships to purchase land or easements around Army land. Following Camp Blanding's lead, Fort Carson, Colorado and Camp Ripley, Minnesota, also received approval on their ACUB plans. Fort Stewart, Georgia, US Army Hawaii, and Fort A.P. Hill, Virginia, have begun the ACUB process. Fort Huachuca, Arizona, and Fort Bragg, North Carolina, created similar buffers before the program took effect.

State governments are taking other actions. Seven passed legislation covering land use planning or zoning around military installations since the beginning of 2002. The new laws are generally of two types. California, Virginia, Washington and North Carolina have passed statutes requiring local land use planners to give military installations an opportunity to comment when plans affect an area within a certain distance of the installations, typically 3,000 feet. Ari-

zona, California, Georgia, Oklahoma and Washington have enacted laws requiring planners to consider the impact of a proposed land use on military installations and to ensure plans are compatible with the installations' missions.

NEPA for ranges

Everything in the Army runs according to a plan. But when Army G3 (the Deputy Chief of Staff for Operations and Plans) took a look at the Army Master Range Plan (AMRP) program last year, it found an empty seat where the environment should be.

When it came to range planning and design, compliance with the National Environmental Policy Act (NEPA) was taking too long and costing too much.

Issues were addressed piecemeal, forcing installations to repeat steps in the prescribed, 5-year process.

The Army G-3 turned to USAEC to support the NEPA process for range planning in January 2003. The solution was an early involvement, risk-based approach designed to be consistent with the AMRP business process.

In fiscal 2004, USAEC provided experts to attend 14 range planning charrettes, multi-party work meetings where the intention to construct a range is fashioned into a formal request. At a planning charrette, representatives of every installation office with a part in the project join an AMRP technical support team to define the site, scope and cost estimates. As part of the planning charrette, USAEC representatives conduct a session on environmental issues brought up by the proposed range. The team helps the installation staff reach consensus on possible risks to the installation that could come up during the NEPA process.

While NEPA compliance remains an installation responsibility, G3 funds, directs and oversees range construction. The USAEC team serves as G3's agent to help the charrette members make informed decisions about the envi-



Sgt. Joel Duggins, an automotive mechanic with the Alaska Army National Guard, recycles antifreeze to be reused for other operations at the Combined Support Maintenance Shop (CSMS) located at Camp Denali, Fort Richardson, Alaska. Every state and territory National Guard is developing an Environmental Management System. (Photo by Mark Heayn, Guild Communications)

ronment.

Through early involvement at the planning charrettes, USAEC helps the installation prepare the project's description of proposed action and alternatives, examine the depth and breadth of NEPA and other environmental issues and identify risks. The charrette team develops NEPA milestones and conducts an independent cost validation, when possible. USAEC monitors the project's NEPA status, potential for change in required NEPA documentation (from environmental assessment to environmental impact statement), and new or increased mitigation costs.

The bottom line is to never have a project cancelled or set back because of the environmental considerations. The NEPA process fits well into the master range planning process and it ensures environmentally informed decisions for new range construction. The ranges that sustain the Army's training and testing will also sustain the environment.

The environment touches the lives of every Soldier and family member, as well as every civilian working for the Army. Gen. Peter J. Schoomaker, Chief of Staff of the Army, laid out his thoughts on the environment in an Army wide message this past Earth Day. He said, "The war mandates that we perform our duties with seriousness and a sense of urgency; our



ROTC cadets from the Florida Institute of Technology train on the Military Operations on Urban Terrain range on Camp Blanding, Florida. Camp Blanding was the first installation to take advantage of the Army Compatible Use Buffer program. (Courtesy of Florida Institute of Technology ROTC)



The “new” USACE environmental program

by Patricia A. Rivers

Changes, community of practice, sustainability—three terms that on the surface may not appear to have anything in common.

But yet all three describe what has happened, and is happening, with the U.S. Army Corps of Engineers environmental program.

The biggest “change” has been that, as a result of the USACE 2012 initiative, the Corps environmental division, as it used to operate, no longer exists in that form. Instead there is a new, potentially 35,000-member strong Environmental Community of Practice (eCoP).

This eCoP is comprised of several thousand Corps employees – everybody who shares an interest in the environmental programs the Corps manages or supports. Some would argue that as the Environmental Operating Principles are further embraced the eCoP will soon grow as everyone within the Corps becomes part of the “community of practice,” one of 25 within the Corps. And, it won’t just be limited to people within the Corps, but open to those within the Army, the Department of Defense as a whole, academia, industry, etc.

Although the eCoP doesn’t own or direct any programs of its own, its impact can be tremendous. It brings together all the environmental capabilities within the Corps, all the talent, tools and techniques, making them available to all.

It provides a place where Corps members can talk with one another, build a better communication bridge, both internally and externally, access environmental lessons



Patricia A. Rivers

learned, share successes and learn about the smart and innovative ideas that others are already using. It helps to cut down on the “reinvent the wheel” syndrome which occurs entirely too often. The ECoP also is a way to promote innovation as Corps members can take advantage of a breakthrough in one area and quickly make it consistent throughout all environmental activities.

One area in which the Corps has been trying to lead the way is in achieving compliance in with the Executive Order to apply Environmental Management Systems (EMS) to our business processes. An EMS stresses the principles of conservation and affective waste management. It uses the “Plan-Do-Check Act” process to assess and organization’s current status with respect to sound environmental principles. The Corps currently is analyzing a baseline assessment and developing a generic EMS that our districts can cus-

tomize for their use. And how do you achieve “sound environmental principles?” You do that by looking at “sustainability,” which is the desired goal for all the environmental work the Corps does. By implementing and building upon our seven Environmental Operating Principles, the Corps can ensure that what we do today will not negatively impact tomorrow’s children. These are the principles that we, in the Corps, live by. Within them you will see reference to sustainability – the idea that we will come up with solutions that in and of themselves sustain the environment. Sustainability has application in almost everything that the Corps does, and is something that should be embedded in all our efforts. It is not enough to just comply with environmental statutes and regulations, to simply remediate contamination, remove ordnance and debris, or reduce operational impacts on the environment. We must move beyond that and focus our efforts on using sound environmental practices to connect our activities of today to those of tomorrow. The Chief of Engineers tells people to view the Environmental Operating Principles as a report card. He encourages people and groups, including our critics, to use the principles as a feedback mechanism to tell him when they work and when people within the Corps are not following them. Within the Corps you are seeing an environmental ethic being ingrained to the point where it will become second nature to automatically and intuitively consider environmental concerns as decisions are being made. And it’s resulting because of the three terms that have a great deal in common—changes, community of practice and sustainability.

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Patrica A. Rivers is the Chief, Environmental Community of Practice at HQ USACE. PWD

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future mandates that we have the foresight to respect and protect our environmental resources.”

That foresight has led to the new Army Strategy for the Environment. That strategy will require a commitment from every part of the Army team. For our part in the implementation of stewardship and sustainability, USAEC is committed to being a point organization for maximizing

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Col. Tony R. Francis is the Commander, USAEC PWD



Sustain the mission—secure the future

by Raymond J. Fatz

In October 2004, the Army announced a comprehensive new strategy entitled *The Army Strategy for the Environment: Sustain the Mission – Secure the Future*. This strategy is an important initiative to better enable the Army to meet its mission today and into the future. As such, it has special significance to the readers of the *Public Works Digest* because its sustainability theme will create installations that are “flagships” capable of supporting Army operations throughout the world. I really appreciate this opportunity to share some additional insight with the *Digest* readers, many of whom will be asked to help make it happen.

Acting Secretary of the Army Les Brownlee and Chief of Staff of the Army General Peter J. Schoomaker made the case for change, saying, “We have learned over the past several decades that simply complying with environmental regulations will not ensure that we will be able to sustain our mission.” They then directed us to replace our narrowly focused compliance mentality with a much broader systems approach. “We must strive to become systems thinkers if we are to benefit from the interrelationships of the (Army’s) triple bottom line of sustainability:



Raymond J. Fatz

mission, environment, and community.”

Consequently, this new Strategy announces six goals for a sustainable Army – an Army that simultaneously meets mission requirements worldwide, protects human health, promotes safety, enhances quality of life and safeguards the natural environment. This Strategy actually represents a significant commitment and was made with the full knowledge that a complete redesign of our equipment, operations and installations will be required -- a transformation that has already begun, but still has far to go. This commitment is also an affirmation that our Army must safeguard the full range of national security issues to the high standards our nation expects.

Simply put, sustainability is about ensuring that we have the capacity to execute the Army mission effectively into the future. It suggests that we must meet the needs of the present without compromising the ability of future generations to meet their needs. In fact, this basic concept is currently the guiding principle regarding many Army efforts to better address the needs of our

installations, our communities, and our environment.

When we were drafting the Strategy, we first had to agree on what sustainability meant to the Army. The six goals outlined in the Strategy reflect our common vision of those basic attributes needed to sustain our Army. These goals were developed by drawing on expertise across all Army functions, as well as input from industry, sustainability experts, and stakeholders at national and regional levels. The goals are:

- **Foster a Sustainability Ethic:** Foster an ethic within the Army that takes us beyond environmental compliance to sustainability.
- **Strengthen Army Operations:** Strengthen Army operational capability by reducing our environmental footprint through more sustainable practices.
- **Meet Testing, Training and Mission Requirements:** Meet current and future training and testing and other mission requirements by sustaining land, air and water resources.
- **Minimize Impacts and Total Ownership Costs:** Minimize impacts and total ownership costs of Army systems, materiel, facilities and operations by integrating the principles and practices of sustainability.
- **Enhance Well-Being:** Enhance the well-being of our soldiers, civilians, families, neighbors and communities through leadership in sustainability.
- **Drive Innovation:** Use innovative technology and the principles of sustainability to meet user needs and anticipate future Army challenges.

Through their grassroots efforts, many installations played a particularly important role in the development of this new Strategy by demonstrating its real value on the ground. Fort Bragg was the first installation to quantify its pursuit of sustainability. Fort Lewis, Washington, followed soon after, seeking to harness the power of its newly certified ISO 14001 Envi- ➤





2004 sets stage for future of Environment

by Col. Christopher E. Schuster

The Office of the Director, Environmental Programs (ODEP) on the ACSIM staff is responsible for overseeing environmental issues that face the Army. With the IMA up and running and assuming the execution role for installation environmental program efforts, ODEP focused on strengthening strategic directions, setting objectives and improving business practices. Our close coordination with other ARSTAF elements, Army Secretariat offices, Field Operating Agencies and other field activities is enhancing the integration of environmental considerations into Army functions.

Strategic Planning

We have partnered with other offices in helping develop the Army Strategy for the Environment. It lays out broad goals for the Army and sets the stage for developing the objectives that will address environmental issues and assure sustainability. Within the OACSIM and consistent with IMA initiatives we have focused on establishing the standards by which work is resourced, executed and measured. Development of metrics and performance measurement has received much attention; while we have made much progress in many areas, much more needs to be done

and the efforts will continue. For more information and links to the Strategy, go to the Director's Leadership Message on Army Knowledge Online (Home>Special Staff/FOA>ACSIM>Army Environmental).

Even as we lay out a path for the future, we have worked on improving the processes and approaches for the ongoing work. Several offices worked together to review and assess legislation and regulations that may impact our operational interface with the regulated environment. In 2004, we supported Army and Defense Secretariat staff in coordinating with congressional members in order to seek a more

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ronmental Management System. Fort Hood and Fort Carson both began sustainability programs in 2002, with Fort Campbell in 2003.

Other installations adopted various sustainability aspects—either formally or informally. Army installations are succeeding in sustainability because they are building from core Army programs and processes. Fort Bragg built on the success of its community partnership, the Sustainable Sandhills Initiative. Fort Lewis and Fort Carson drew from their respective environmental programs, and Fort Campbell anchored its sustainability initiative to its strategic planning process and Balanced Scorecard.

Regardless, a common thread among all installations is the incredible progress made, not with huge capital investments, but rather through better-targeted investments. And, of course, the dedication and tenacity of the installation staffs! Some believe that they have accomplished more within the past 2 years with a sustainability focus than they had during the previous 15 with a narrower focus...that is really a powerful testimony.

The Corps of Engineers' Sustainable Project Rating Tool (SPiRiT) is also accelerating adoption of sustainable practices in our physical plant. Fort Bragg recently completed construction on a new facility for the "Golden Knights", and Fort Carson completed its 2,800 square foot training facility, using SPiRiT standards. In fact, all of the new family housing of the Residential Communities Initiative (RCI) are being built to a Gold SPiRiT standard, which will generate tremendous economic and environmental benefits over the next 50 years.

In essence, our new Strategy institutionalizes the promise shown by our pioneering installations by expressing goals to improve all sectors of the Army. The Strategy reflects a powerful convergence of innovative thinking, which commits the Army to an ambitious agenda of improvement and sustainment.

During formal coordination, the Strategy was strongly endorsed by all reviewers, and we now turn to implementation. Within the next several months, the Army will bring together leaders from across the Army to build our Strategic Plan along with the necessary metrics to

drive change. This overarching plan will actually assign objectives and metrics to each goal. It will also address how we will better resource requirements using a sustainability lens and how we better involve the public in our decision-making processes.

We have the skills to start down this path, but have not yet mastered all that it will take to achieve our goals. Again quoting Acting Secretary Brownlee and General Schoemaker, the Army Strategy "does not pretend to dictate all the answers. It is only the starting point that commits Army leaders at all levels to certain goals and challenges them to develop innovative methods to achieve these goals."

I look forward to the journey as we "Sustain the Mission—Secure the Future."

POC is Karen Baker, 703-604-2300, e-mail: karen.baker@hqda.army.mil

Raymond J. Fatz is the Deputy Assistant Secretary of the Army for Environment, Safety and Occupational Health, Office of the Assistant Secretary of the Army (Installations and Environment). **PWD**



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level playing field in regards to unreasonable restrictions on military activities.

Compatible Use Buffers

The 2003 Defense Authorization Act enabled the formation of the Army Compatible Use Buffer program. The Act authorized government-nongovernment partnerships to purchase land or easements around military installations. The program was implemented in 2004 and has resulted in leveraged establishment of buffers that shield Army operations from the effects of encroachment. Installations in Florida, Colorado and Minnesota have already availed themselves of the authority and funding support; installations in Hawaii and Virginia are pursuing similar opportunities.

Enforcement Actions

Our compliance posture is the best we have had; we received fewer enforcement actions in FY04 than in FY03. Still, we can do better. Of our FY04 enforcement actions, over 40 percent were cases in which our own assessments had identified the same or similar problems. Further, nearly 20 percent of the violations were minor, but important, oversights. These are preventable if we would only pay more attention to detail. The Army and the environmental community are committed to reducing enforcement actions and additional 15 percent. We are also committed to reducing the number of enforcement actions currently open.

Environmental Management Systems

One approach to better management, and reduction of enforcement actions, is the initiative to implement Environmental Management Systems (EMS) at appropriate installations. EMS is a standardized environmental management model and will allow Garrison Commanders to more reli-

ably and methodically support the mission needs through utilizing a continuous cycle of planning, implementing, reviewing, and improving the actions that an Army installation takes to meet its environmental obligations.

Executive Order 13148 (Greening the Government through Leadership in Environmental Management – 22 April 2000) and DASA(ESOH) policy requires ‘appropriate facilities’ to have a mission focused EMS in place NLT 31 Dec 05 and in full conformance by 30 Sep 09. The Army has developed milestones to accomplish these requirements.

Fiscal Year 2004 closed out with 174 Army installations requiring EMS to be in place by the end of 2005. The Environmental Quality Report (EQR) indicates significant progress this year. The status of EMS implementation steps (and the corresponding milestone date) follows: (1) 98% of our installations have an EMS policy statement signed (30 Sep 03); (2) 95% have conducted self assessments (30 Mar 04); (3) 75% have developed implementation plans (30 Sep 04); (4) 19% have a prioritized list of environmental aspects (30 Mar 05); (5) 4% have accomplished awareness-level training (30 Mar 05); and (6) 17% have conducted an annual review (31 Dec 05).

HQDA held quarterly progress reviews to address implementation status, implementation hurdles and support needs. Garrison Commanders should contact their environmental coordinators to check the status of their EMS milestones.

Threatened and Endangered Species

Army lands are occupied by 175 threatened or endangered (T&E) species on 96 installations (FY 03 data). Critical habitat for 13 species has been designated on 15 installations. These species and critical habitats are afforded protection under the Endangered Species Act (ESA).

Future critical habitat designation on installations could adversely affect readiness. Congress amended the ESA in 2004 to provide DoD opportunities to avoid critical habitat designation. The ESA now states that critical habitat shall not be designated on DoD lands if they have an approved Integrated Natural Resource Management Plan (INRMP) that provides a benefit to the species for which critical habitat is being designated. The ESA now mandates that the designating agency consider the effects of the critical habitat designation on national security.

Critical habitat designation on Army lands can potentially restrict and/or delay both current and future installation training missions. Once critical habitat is designated, the ESA requires installations to consult on effects on designated critical habitat, which may delay ongoing mission activities. In addition, consultation results may add restrictions to current and planned mission activities. Maintaining and updating INRMPs was a major focal point in FY04 for natural resources and military training professionals. Similar efforts will continue next year.

Several advances in 2004 set the stage for future success and contribution to the Army mission. The Strategy provides the broad direction. We will continue to focus on developing the priority objectives and improving the business processes that achieve them. Performance is the key. Only by accurately measuring performance, identifying the necessary changes, and implementing them can we improve our program. The foundations that have been laid in 2004 will help us accelerate our progress in the years to come.

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Army Cleanup Program accomplishments since centralization

by Krishna Ganta

The nation and the Army are at war. Some would think that the war effort would stop environmental cleanup. The Army remains committed to cleaning up contamination from past practices, and indeed has an overarching theme of using cleanup to support the Army mission.

In early 2003, the Army saw a need to define its cleanup vision and long-term objectives in an enduring Army Environmental Cleanup Strategy document. Seven program areas were identified, with a program manager for each program area. A two-year strategic plan followed within a month, defining specific targets and success indicators to show that the Army was on its way to meeting its overarching objectives. Centralized cleanup program management ensured all cleanup programs were supporting the mission and the war effort. The paragraphs below highlight some of the cleanup program's accomplishments in the areas of performance based contracting, compliance-related cleanup, formerly used defense sites, and the military munitions response program.

Each program manager developed a program management plan (PMP) and used the PMP to guide annual work plans. PMPs demonstrated ownership of the program area by the program managers. PMPs also incorporated a forward-thinking process aimed at cleaning up sites, installations, and ultimately closing out the program. Management reviews of prior year work plans revealed that actual versus projected results were less than anticipated. The General Accountability Office and the Army Audit Agency confirmed that, while funds were being spent on legitimate cleanup requirements, progress was slower than projected.

The Army's cleanup program managers adapted Performance-Based Contracting (PBC) as a method to improve actual versus planned accomplishments. PBC is a concept that emphasizes results instead of process. Using PBCs, the government does



Krishna Ganta

not dictate *how* to achieve project objectives, only that contractors *will* achieve those objectives. The PBC approach allows military services to buy safe and successful environmental cleanup, usually for a fixed price and set schedule. While the Army retains ultimate environmental liability, PBC does shift more responsibility and accountability for cost, schedule and performance from the Army to the contractor.

Because of the slower progress than planned, the Army active sites program area set an aggressive target to execute 30% of its total program dollars in FY04 using PBC. It actually exceeded that goal, obligating \$141 million of a \$396 million program, over 35%. In so doing, cost avoidance of awards versus government estimates made an additional \$63 million available for other cleanup projects. Additionally, the U.S. Army Corps of Engineers has a suite of PBCs available for use at traditional hazardous waste sites as well as PBCs to clean up munitions sites.

PBCs are also used at installations and sites selected for realignment or closure. In many cases, it makes sense for a closing base to conduct cleanup operations in conjunction with redevelopment. At four BRAC properties, environmental services cooperative agreements (ESCAs) were

signed. Through the use of PBCs, ESCAs, and many other tools, the Army transferred over 100,000 acres of BRAC properties in 2003.

The transformation of Installation Management in October 2002 created many opportunities to refocus cleanup programs with respect to the new Installation Management Agency (IMA), Major Army Commands with mission (versus general support) funded activities, and how environmental cleanup from recent releases should be financed. Following the general concept of "polluter pays," the IMA funds cleanup of typical hazardous waste spills and releases as a result of training and operations. Manufacturing and revolving fund activities pay for cleaning up contamination caused by industrial processes.

In defining cleanup program areas, the Army recognized that not only is it an active user of hazardous materials, but that accidents will also occur, so it created the compliance-related cleanup (CC) program area. The Army defined CC program eligibility and prepared implementing guidelines. The Army also created an Army Environmental DataBase (AEDB) devoted to CC to capture all compliance related liabilities (AEDB-CC). The AEDB-CC is being populated in the fall of 2004. With AEDB-CC and existing databases that record cleanup of "old" (pre-1986) contamination as well as military munitions, the Army finally had a way to capture and report all of its environmental liabilities with validated cost estimates, supervisory reviews, and a formal quality control/quality assurance method that would meet Chief Financial Officer Act requirements.

The Army is the Executive Agent on behalf of the Department of Defense for formerly used defense sites (FUDS). Within the past two years, the FUDS program manager developed and deployed a public geographic information system, showing where each property with an active project is located, the status of the site(s), and ►



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anticipated future activity. The GIS is available on the World Wide Web. The FUDS PM also converted the old FUDS Guidance Manual into a formal United States Army Corps of Engineers Engineer Regulation. Regulations are the equivalent of enforceable orders, providing much needed rigor and accountability to this portion of the cleanup program. Another initiative in the FUDS program is the creation of Statewide Management Action Plans (SMAPs). SMAPs are developed in conjunction with representatives of State regulatory agencies and the U.S. Environmental Protection Agency. The SMAPs foster a common understanding of FUDS properties and individual sites on those properties, allowing for joint understanding of requirements and regulator input into project scheduling.

The military munitions response program (MMRP) is a subset of the Defense Environmental Restoration Program. The office of the Secretary of Defense (OSD) established a deadline for each military department to identify all ranges (active, inactive, closed, transferred, and transferring) and include those ranges in an inventory of operational and other than operational ranges. The Army completed its range inventory in December 2003. The Army was behind the other Military Services in completing its initial range inventory, but when the inventory was completed it included information that would normally be found in a Comprehensive Environmental Response, Compensation, and Liability Act (CERCLA) Preliminary Assessment, three years earlier than the 2007 goal set by OSD. The Army continues to develop CERCLA Site Inspection information to ensure its availability by OSD's goal at the end of fiscal year 2010. The Army will use information from its inventory and site inspections to prioritize sites for response actions using the MMRP prioritization protocol; the Office of the Secretary of Defense is using formal rule making procedures with Federal Register notification to develop the protocol.

On the Horizon

The Army faces many cleanup challenges, not the least of which is competing for limited resources. A well-defined program with auditable and defensible requirements and cost estimates will compete favorably in development of the biannual Program Objective Memorandum (POM). Emerging contaminants of concern, such as perchlorate and Royal Dutch Explosive (RDX) will present challenges.

In order to be prepared for future emerging contaminants of concern, the Army is establishing a permanent document repository to identify work completed at sites where hazardous material or wastes were released, so that if contaminant cleanup levels change in the future or new chemicals are regulated, the Army will have a record of what it has already done at a site. That record of events will also be available if property transfers from Army control in the future.

A future base realignment and closure (BRAC) exercise will occur in 2005, creating uncertainty about prior risk-based decisions and whether the underlying risk assumption(s) will change.

The Army is conducting an initial look at contamination that may exist on or be emanating from active ranges. Given that the purpose of the Army's ranges is to train the way the Army will fight in the future, as well as to conduct research and development, environmental cleanup will have to take mission needs into account. And that brings us back to the need for a cleanup strategy and an evolving strategic plan.

While working to put a strategy and strategic plan in place, and overseeing program management plans and installation management action plans, the Army staff has continued to keep four overarching principles in focus. The Army will:

- Conduct cleanup to support the Army mission;
- Identify common minimum standards to manage all cleanup programs;
- Maintain open communication with stakeholders; and
- Emphasize transparency while conducting cleanup program management.



Scott Rose, an environmental scientist with Arcadis, measures the field parameters such as temperature, pH and clarity of groundwater from a monitoring well at Fort Leavenworth, Kansas. Under a performance-based contract, Arcadis is using a new in-situ technology to enhance and speed up the removal of contaminants in the groundwater at Fort Leavenworth. Cheese Whey and Molasses compounds are being used to augment carbon sources in the groundwater to enhance the biodegradation of volatile organic compounds or past contamination caused by the dry cleaning facility in the old United States disciplinary barracks at Fort Leavenworth.

Centralized cleanup management at the Army staff level has achieved a greater overall degree of cleanup, and with clear policy and implementing guidance in place, program managers and installation remedial project managers are empowered to do the right thing for the right reasons.

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(Note: J. Russell Marshall provides consultant support to the Cleanup Division and was a contributing editor to this article.) PWD



The Army's Sustainable Range Program

by Tom Macia

On 14 July 2003, the Deputy Chief of Staff, G-3, as the Army's Trainer, signed the Army's Sustainable Range Program Plan. The SRP Plan is the Army's roadmap to improving the way the Army designs, manages, and uses its ranges to meet its Title 10 training and testing responsibilities. Its goal is to ensure that we maximize the capability, accessibility, and availability of our ranges and training lands to meet the Army's mission requirements.

SRP is an outgrowth of the demand to ensure that we remain optimized to meet the challenges of the contemporary operating environment, and Army transformation as articulated in the Army Campaign Plan. Our challenge is to do so in light of the increasing external pressures brought on by encroachment challenges that can restrict our ranges and training lands and thus impact our capability to meet our mission requirements.

The Army SRP is based on three tenets:

- **Information Excellence** – ensuring that we have the best available data and science about our ranges and training lands, to include the impact of our operations on our ranges.
- **Integrated Management**, ensuring that the major management functions that directly impact ranges operations, environment, and facilities management are integrated at all echelons.
- **SRP Outreach**, ensuring that we have a dedicated program in place to reach to the public to ensure they understand the importance of live training and that the Army understands their concerns about how we manage and use our ranges and training land.

The core SRP programs directly managed and funded by HQDA G-3 are:

The Range and Training Land Program (RTLTP), consisting of range modernization and range operations.

The Integrated Training Area Management (ITAM) program, consisting of land management and land maintenance.

Components of the G-3's RTLTP and ITAM program are synchronized with the ACSIM's installation management policies for installation operations, real property management, and environmental compli-

ance along with the HQDA G-4 Munitions Management Program, and the Army Safety office's Range Safety Program. The SRP thus serves as the foundation for integrating the Army's operational, facilities management, environmental management, and safety functions that impact the operation and management of ranges and training lands supporting mission.

Implementation of the SRP has resulted in the development of programs and initiatives that our enabling our soldiers to be successful in war and transforming the Army. These include:

Army Operational Range Inventory:

Provides a ground-truth baseline of the Army's extensive range infrastructure, which is continually being updated by the ACSIM.

The Army Range and Training Land Strategy:

Serves as the Army's mechanism to prioritize installation investments for land acquisitions and other training resources and reflects Army Campaign Plan priorities.

Integrated Management: Establishment of the Army Range Sustainment Integration Council of Colonels which serves as the ARSTAF forum for integrating operations, environment, facilities, munitions management, safety, and other functions and programs to support sustainable ranges.

Range Modernization Planning Charettes: Establishes a means to ensure integrated planning for major range construction projects. A HQDA Technical Team, sponsored by the Army G-3, meets with installation staffs four years prior to project construction to ensure projects are sound from all management perspectives.

Range Modernization NEPA: The Army G-3 sponsors NEPA support focused on range modernization projects and mission requirements to ensure that required NEPA documentation is completed in a timely and effective manner.

Future Range Mission Analysis Process: Army G-3 is developing a process to integrate range planning across the installation functions to support Transformation, the



A member of Alpha Company, 3rd Battalion, 518th Infantry Regiment, makes his way through the bayonet course during Army Basic Training at Fort Jackson, S.C. (Photo by Staff Sgt. Jeffrey A. Wolfe)

Army Campaign Plan, changes in mission, range sustainability and future requirements. This is an outgrowth of the Range Modernization planning charrettes, but at a total installation level. Fort Bliss is serving as the initial case study for this Army-wide SRP integrated planning process. The case study will provide a Range Complex Master Plan for Fort Bliss and a template for other installations in developing these plans.

SRP Outreach: In December 03, the Army's G-3 and the ACSIM jointly signed out the SRP Outreach Training Support Package. The Army SRP Outreach Communications and Campaign Plan is designed to equip Army personnel with the necessary skills to reach out and interact with the public to improve public support and understanding of the Army's live training mission and its importance to readiness.

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Birgitt S. Seymour retires

by Michael J. Ackerman



Birgitt S. Seymour

When Birgitt S. Seymour retired in September 2004, the Army lost a dedicated and committed professional. Her experience in the housing field, the wealth of knowledge she gained by working in a multitude of positions, her ability to work with people, and her commitment to “fix housing” for Soldiers and their families will truly be missed. Birgitt’s departure is a big loss for the Army.

Birgitt’s career began 24 years ago as a GS-05 family housing inspector in Bad Toelz, Germany. After one year of housing experience under her belt, she accepted the position of the Chief, Housing Referral Office at Rheinberg, Germany. There she remained until she PCS’d with her husband and two sons back to the States.

In 1982, they moved to the Washington, DC, area, and Birgitt went to work for the Military District of Washington (MDW) in Housing at Forts Myer and McNair. For the next seven years, she served in various positions starting as the Chief of the Unaccompanied Personnel Housing Branch and moving on to the

Chief of the Family Housing Branch and then to the Chief of Housing. The experience she gained working with 69 general officer residents, including the Chairman of the Joint Chiefs of Staff and Chiefs of the Army and Air Force, earned her the reputation of the Army’s General and Flag Officers Quarters subject matter expert.

In 1989-1991, Birgitt worked for the U.S. Army Engineering & Housing Support Center. As a housing management specialist, she was responsible for the Army’s GFOQ policy and programs. By June 1991, she became the team leader for Army Family Housing programs.

Birgitt visited Australia in 1995 to work directly with the Australian Housing Authority and gain insight into the Defence Housing Authority’s successful privatization. During her six-month detail, her organization had been reorganized into the Headquarters, Department of the Army’s Office of the Assistant Chief of Staff for Installation Management and Birgitt was asked to lead the Unaccompanied Personnel Housing Branch in 1996. There she breathed life into the new program to modernize Army barracks. Working closely with the Army’s senior military and civilian leaders to promote success of the program, she earned the Secretary of the Army’s prestigious PACE Award as the outstanding mid-level person on the Army Staff.

In 1999, she was selected Chief of Housing, a GS-15 position, by U. S. Army Europe, the Command where she served as a GS-05 inspector two decades before. Working under the Office of the Deputy Chief of Staff, Engineer, she transferred during the reorganization of base operations functions to the Installation Management Agency – Europe Region, where she served proudly for 5 years.

Birgitt’s commitment to customer care reflected her relationships with her team members as well as with her customers.

She led by example and presented a positive, patient, reassuring influence to all with whom she came in contact. She asked no more of her colleagues and subordinates than she expected from herself.

Some of Birgitt’s most notable achievements are tied to the Army’s barracks modernization program. She revised and updated the Army’s new barracks brochure to publicize the Army’s number one priority, ensured the publication of a multi-faceted article in Soldier’s magazine so Soldiers in the field would know about the Army’s new barracks complexes, and gained the support of leaders at all levels by presenting briefings at various conferences. She also updated the Army’s Interior Design Manual for Single Soldier Housing.

Additionally, Birgitt brought in the U.S. Army Audit Agency to perform a year-long friendly audit of the requirements determination process that has withstood the test of time. She had oversight on all barracks surveys in the U.S., Europe, and Korea.

However, Birgitt’s crowning achievement was securing the resources to meet the Army’s goal to modernize all permanent barracks to the 1 + 1 construction standard.

Birgitt Seymour has been a long-term member and staunch supporter of the Professional Housing Management Association (PHMA). Those who have worked beside her know her as a leader, mentor, and friend.

Birgitt is married to Roger Seymour, Col., USA (ret), and they plan to live in Prescott, Arizona, to be near their children and grandchildren.

The Army and PHMA wish the very best to Birgitt, Roger and family.

Michael J. Ackerman is the Family Housing POC for HQDA, OACSIM. PWD



Update on Army Housing

by George McKimmie

As the Army continues its efforts as part of the joint team on the Global War on Terror, it is more important than ever that the Army takes care of our Soldiers and their families. The Barracks Master Plan and Barracks Upgrade Program will improve the living quarters of over 141,000 soldiers worldwide.

Over 60 percent of military members have families, and regrettably, many are living in inadequate housing on our installations or in the private sector. The Family Housing Master Plan lays out the strategy to change this, so that our Soldiers know that their families are living in a secure and comfortable environment. The Army Family Housing program covers over 125,000 homes worldwide— 74,000 owned, 13,000 leased, and another 38,000 privatized. In FY04 alone, over 11,719 inadequate Army homes were addressed through the plan, but 48,000 inadequate homes remain.

Here are some of our accomplishments for FY04:

Army Family Housing Master Plan (FHMP)

The Family Housing Master Plan (FHMP) FY 04-09 reflects the latest changes in investment strategies and guidance issued by the Secretary of Defense. The plan presents the Army's strategy to meet the Defense Planning Guidance goal to eliminate all inadequate family housing by 2007 and line up spending with the annual submission of the President's Budget.

The investment strategy consists of several different plans that coordinate the management of assets, the distribution of resources, and the sequence of investment into different projects to support the Secretary of Defense's three-prong initiative to improve Family Housing. Included in the strategy is the:

- Elimination of out-of-pocket housing expenses for soldiers living in private housing in the United States.
- Increase in the use of housing privatization.

- Continuation of traditional military construction for revitalizing government owned housing.

The FHMP will be updated again in February 2005 to match the President's budget. The current version of the FHMP can be viewed at http://housing.army.mil/afh_plan.htm.

The largest installation privatization took place in Hawaii, where over 7,300 units were privatized in October 2004. This resulted in a total of 19 installations with nearly 48,000 family housing units turned over to the Army's RCI partners. An additional 13 projects are currently going through the RCI process that will privatize an additional 34,500 family housing units by the end of 2010. For more information, see the RCI website at <http://rci.army.mil/>.

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Army Housing Video

Barracks and Housing videos were produced for release to the field, showcasing the history and future of Army Family and Unaccompanied Housing. The videos highlight families and Soldiers living in modernized housing and the programs that produced this exceptional housing. They may be viewed at <http://housing.army.mil/ArmyHousingVideo.htm>.

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Army Housing One Stop (AHOS)

AHOS is an initiative to provide Soldiers and their families with a world-class system for obtaining housing information on the web. AHOS will consolidate the best features of PCS House Express and the existing installation housing touch-screen kiosk and web page content in a uniform, easy-to-navigate, user-friendly format. Fully deployed in January 2004, AHOS represents a quantum leap forward in housing information services for our sol-

diers and their families, making it much easier for Soldiers to find comprehensive Army Housing and related information from a single website for whatever locations they are assigned to or are considering for assignment. You may access AHOS at <http://www.onestoparmy.com/>.

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Army Information Technology

The Enterprise Architecture (EA) that is required under the DOD Architecture Framework was developed for the web-based Family Housing module of HOMES4. The EA formed the keystone of the presentation, which resulted in Installation and Environment Domain Governance approval in June 2004 to proceed with development and deployment of the Family Housing module. A contract was awarded in September 2004 to Yardi Software, Inc. to deploy their commercial-off-the-shelf (COTS) property management software to approximately 100 Army installations worldwide as the web-based Family Housing Module of HOMES4.

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Barracks Modernization Program and Master Plan

This year, the Army Barracks Team developed, coordinated and finalized the Army's third comprehensive Barracks Master Plan (BMP FY 04-09). This plan for permanent party enlisted barracks lays out the Army's program down to installation level data and serves as the baseline for programming and planning the Army's \$10 billion barracks program worldwide. This edition was modified numerous times over the course of the year because of changing goals and objectives at both the Army and OSD levels.

The BMP also articulates the program strategy for developing requirements, planning, programming and executing the ➤



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Army's Barracks Construction and Modernization Program for 136,000 soldiers worldwide.

Our commitment to improving housing for single Soldiers is substantial and our progress is significant. We have either invested or programmed \$10 billion to modernize barracks for 136,000 Soldiers. In FY04, we funded \$693 million in Military Construction Army for new construction to the barracks 1+1 or equivalent standard at 15 installations (20 projects) worldwide for about 4,500 permanent party enlisted soldiers. By the end of FY04, we will have funded new construction or revitalization of our existing barracks for over 75 percent of our Soldiers.

Construction standards for new barracks complexes were updated in FY 2004. The most significant achievement occurred on 20 May 2004 when the DA Facilities Standardization Committee approved new Army Standards for Company Operations Facilities (COFs) in support of Army Transformation. In comparison to previous designs, the new COFs will provide the following improvements:

- (1) Battalion centric design that consolidates COFs for an entire battalion in a single building.
- (2) Modular, flexible design that is easy to reconfigure in response to inevitable changes in force structure, equipment, and doctrine.
- (3) Enlarged areas for storage, training, equipment maintenance, and deployment.
- (4) Locating COFs, where possible, within a consolidated operations and equipment maintenance complex with direct access to the unit motor pool or other corresponding work areas.

Lastly, in FY04, standard design updates were also initiated for Dining Facilities and Brigade & Battalion Headquarters buildings. You may access the BMP at http://housing.army.mil/uph_plan2004.htm.



This recently completed duplex NCO family housing at Fort Huachuca is the result of a whole neighborhood replacement family housing construction project. It is representative of the replacement family housing we are constructing throughout the country.

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Initial Issue Furnishings Program Wrap-Up

In FY04, Centrally Managed Furnishings Office purchased over \$20.9 million initial issue furnishings for 9,277 barracks spaces, dayrooms, and Soldier community buildings. At year's end, \$8.9 million was also funded for replacement furniture with emphasis on re-deploying and new units, and trainee barracks furnishings.

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Basic Combat Training Complex

The Army's first Basic Combat Training Complex was completed and occupied at Fort Leonard Wood. The second phase of a Basic Combat Training Complex was initiated at Fort Jackson, South Carolina. This project will result in a battalion-sized basic training complex of 5 company barracks for 1200 soldiers, dining facility, battalion headquarters, classrooms, and an exterior training area complex. The projected completion date is December 2004.

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Operational Readiness Training Complex (ORTC) Status Update

In FY03, the Army began developing the Army Standard and Standard Design for ORTCs. These facilities provide Transient Collective Training for Reserve Component Annual Training and Active Component Troops plus the capability to support mobilization/demobilization. This is a major long-term construction program replacing WWII wood facilities currently in use. ORTC complexes include: Barracks, Senior Enlisted & Officer Quarters, Dining Facility, Battalion Headquarters, Classrooms, Company Operations Facility, Vehicle Maintenance Facility, Battalion Warehouse, Company Sheds, and Motor Pool. The ORTC Standard and Standard Design will be completed in FY05.

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Rock Island Arsenal opens School Age Center

by Allen Marshall

It's the first of its kind in the Army and it sets the standard for those that follow. And, it is right here at Rock Island Arsenal. It is the newly opened School Age Center, which provides programs for before and after school, school inservice days, inclement weather and summer. The facility opened its doors August 26 and an official ribbon cutting ceremony was held September 16.

The state-of-the-art structure located on Rodman Avenue just across the street from some of the residents' quarters, is designed to provide programs for children 6- to 18-years-old and is the culmination of more than 15 months of construction. It was the first major construction project at Rock Island Arsenal in nearly 12 years.

Ground breaking for the new facility began in April of 2003 when U.S. Senator Dick Durbin (Ill.) helped kick off construction.

Before the grand opening, school-age children in the Arsenal's program had been accommodated in the basement of Building 60. That facility had nowhere near the capacity of the new structure, according to Nancy Reeves, Chief of Children and Youth Services.

"The old facility did not have a playground, a kitchen or a multi-purpose room," Reeves said. "Our new building provides so much more for the children. You really have to see it to believe it."

The differences between old and new are apparent as soon as a patron enters the new facility. Parents picking up their children or guests visiting will have to be "buzzed" into the building. Reeves said safety and security was of paramount importance when the structure was designed.

Inside the building is a modern design with lots of windows and ambient light. At the center of the facility is a large open room which functions as an area for meals and snacks.



Children using the new School Age Center at Rock Island Arsenal will have access to a wide variety of activities.

This eating and snack area is right next to the commercial grade kitchen. This Atrium area will serve not only as a place to enjoy a snack or a meal but also as an area for kitchen and food demonstrations to help develop children's life skills.

"We, as employees of Arsenal Island, should take great pride in having a facility like this one," said Alan Wilson, Deputy to the Commander of Rock Island Arsenal. "It's exciting to have a facility at our installation that sets the standard for the rest of the Army. We are an organization that takes great pride in taking care of our employees which also means taking care of their families."

Children using the School Age Center will have access to a wide variety of activities to include arts and crafts and recreational activities. There are several different activity rooms as well as a Teen Center and a large, multi-purpose room that can be used for basketball, volleyball and other sports activities. And, the new facility has one other major upgrade—a computer lab.

The lab contains 14 computers all with internet access. There are also scanners and digital cameras available. The computer lab serves as an area for the children to do homework or leisurely activities. Rock

Island Arsenal is the first installation in the Installation Management Agency Northwest Region to receive the new computer lab and equipment that was furnished by DA.

From the outside, the new facility exudes a modern feel. The playgrounds are all designed with safety in mind and are equipped with composite playground structure and an open grassy area for sports and games.

Jerry Sechser, Director of Public Works, described the completed construction as an "outstanding accomplishment."

"The engineers and architects put a lot of effort in to this facility," Sechser said. "The building was designed to include maintenance considerations, security and operations of the building. All the effort was well worth it because it really is a first-class facility."

Setting the standard for the rest the Army to follow, Rock Island Arsenal's School Age Center is the design benchmark for facilities like the one being built at Fort Riley, Kansas.

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Allen Marshall is an editor with the Rock Island Arsenal Public Affairs Office. PWD



Utilities Privatization (UP) Program— How are we doing now?

by Derya Smith

We've been privatizing since the early 90s...and our experiences suggest that private ownership of the utility systems has resulted in increased capital investment, improved operating efficiencies and better services.

We continue to lead the way within DoD in privatizing utility systems. We have a total of 351 utility systems in the United States. As of the end of FY 04, 100 systems are privatized, 40 are exempt, 46 are pending exemption, 95 are under negotiation, and 70 are under contract development.

In FY04, we issued requests for proposal (RFPs) for 78 percent and completed action on 53 percent of the 351 utility systems in the United States. The Army's FY

05 goal is to issue RFPs for all 36 remaining utility systems, bringing the total number of advertised systems to 100 percent, and to complete privatization negotiations and make decisions (privatize or exempt) on 95 of the remaining 165 utility systems, bringing the total to 80 percent.

Utility systems at overseas locations are generally owned by the host nation and are evaluated using host nation laws and international agreements.

The Army has opted to get most of its contracting support from the Defense Energy Support Center (DESC) of the Defense Logistics Agency at Fort Belvoir, Virginia. The Army's Contracting Agency (ACA) assists with the contracting and will

also help with the post-award contract administration duties, which grows with every new contract.

If your installation is still working to complete this program, give privatization an extra push and we can make our vision come true. The end result is not only less work for you but also better, more reliable utility service for the Soldiers and civilians who live and work on our installations.

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Derya Smith is the Program Manager for utilities privatization in the Facilities Policy Division, ACSIM. **PWD**

Army awards contracts for Energy Conservation Investment Program

by Henry Gignilliat

In FY04, the Army executed \$16 million in Energy Conservation Investment Program (ECIP) energy projects at eight installations. These projects help to reduce installation energy costs, improve reliability, use renewable energy resources and help meet local energy reduction goals.

FY05 projects include awards at Fort Campbell for a utility monitoring and control system for \$1.49 million; Fort Sill for geothermal heating systems for \$7.1 million; and Aberdeen PG for a steam from waste to energy plant for \$1.8 million. Other FY04 energy projects awarded include high efficiency lighting at Fort Lee for \$820,000 and a photovoltaic electric power system at Kwajalein Atoll for \$930,000.

The ECIP is a small but key compo-

nent of DOD's energy management strategy that funds energy projects through direct appropriations. Army installations submit candidate projects through their Installation Management Agency (IMA) Region to be considered for funding. The FY05 Defense Authorization Act identified \$50 million in Defense MIL-CON funds for ECIP that included \$19 million allocated to Army projects by DoD. After a 21-day Congressional notification period, DoD makes the funds available to the Corps of Engineers for execution of the FY05 program. The projects identified for funding include energy efficient boilers at Fort Gordon, chiller replacement at Rock Island Arsenal, transpired solar walls at Fort Drum and a photovoltaic system at Fort Sam Houston.

The ECIP projects help meet the Pres-

ident's energy reduction goals identified in Executive Order 13123, "Greening the Government through Energy Efficient Management," while supporting Army objectives to improve energy reliability and security at our installations. Army projects identified by DoD for funding in FY06 are being released for design. Installations planning FY07 projects will have an opportunity to submit new projects during the request period March through July 2005.

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Preserving the legacy, building the future at Fort Campbell

The Army's 2005 strategy includes shifting toward modular organizations, developing more brigade combat teams, and training more soldiers.

With the third largest Army population, Fort Campbell, Kentucky, is getting a facelift to prepare for this transition.

Fort Campbell hosts more than 130,000 personnel, providing them with 4,100 family housing units, a large exchange-commissary complex, 7 dependent schools, year-round recreation accommodations, and a new modern hospital for 24-hour medical service. A total of 1,274 buildings and 48 active ranges are located on the 164 square-mile post. Over the past two years, the Army has dramatically increased the number of soldiers and their families living and training at Fort Campbell. In turn, this necessitates more schools, roads, buildings, barracks, supermarkets, and basic infrastructure systems that need repairs and upgrades to accommodate the new growth.

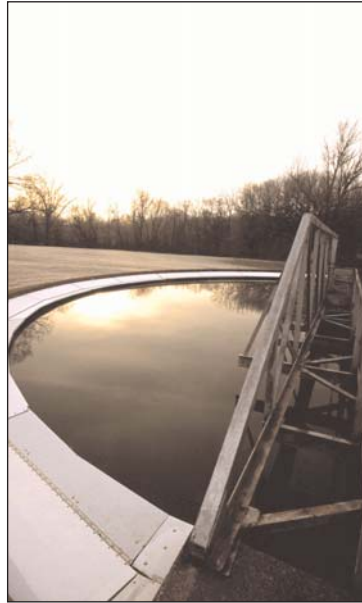
In 2000, the Army chose to privatize the infrastructure systems for water, wastewater, and natural gas utilities at Fort Campbell to help it maintain focus on its core mission. By turning these systems over to private industry, many of the upgrades and repairs can be done quickly, with operations and maintenance (O&M) assigned to the owner. These utility improvements were necessary to stay ahead of the growing Fort Campbell community. This post was one of the first Department of Defense (DOD) installations to privatize its utility systems over the last few years.

After competing with municipal, public, and private utility providers for ownership of Fort Campbell's utility systems, CH2M HILL was awarded a 50-year, \$700 million, task-order contract for the water and wastewater infrastructure system in October 2000, placing the company at the forefront of the DOD privatization initiative. Under this model, the post Public Works Business Center and Directorate of Contracting actively participate in decisions related to investment, system expansion, and budget development, and regularly evaluate CH2M HILL's performance. The award was based on the company's demonstrated expertise and capability

in all areas of water and wastewater utility system ownership responsibility, including system planning, financing, design, rate development, environmental permitting and compliance, construction, safety and quality programs, and O&M.

Full transfer of utility system ownership, with all the associated financial, regulatory, environmental, planning, re-capitalization, and O&M responsibilities occurred in August 2003. CH2M HILL provides the post with water and wastewater utility services, as well as design and construction of all system renewals and improvements necessary for the 64-year-old system to ensure safe and reliable service to the Fort Campbell community. As owner-operators, they fund and implement any capital investments necessary, including replacement of aging components, process enhancements to meet increasingly stringent local, state, and federal regulatory requirements and codes.

Although CH2M HILL does not own the water rights, the firm is responsible for the capacity and quality of the water source for the entire post. This includes studying the existing sources for capacity and quality, determining additional water source requirements, determining whether the existing water source will meet regulatory requirements, and proposing solutions for additional sources of water. CH2M HILL is also providing O&M of the pump stations and water lines 24 hours a day, 365 days per year, with a manned 24-hour telephone service to report utility system problems and outages.



Clarifiers at the Fort Campbell wastewater treatment plant are continually maintained to serve the growing population.



The WWII barracks are symbolic of this historic post.

The success of the Fort Campbell privatization project is due to the dedication of its on-site employees. Gene Christensen, Master Chief Petty Officer in the U.S. Naval Reserve, was brought in from another CH2M HILL project in Oak Ridge, Tennessee, to lead the management team and serve as project manager. Incumbent Army employees were offered positions with CH2M HILL and most accepted. Johnnie McHaddon and Jim Evans are now key supervisors on this project. The team's unique credentials and leadership style have resulted in high customer satisfaction as well as improved utility systems.

The goal of this team is to deliver continuous service to the government in the most efficient manner and with the highest degree of customer satisfaction. Through the contract, Fort Campbell defines specific metrics against which CH2M HILL's performance is measured including water and wastewater compliance, safety, customer satisfaction, response time, and asset management.

"Our intent is first to support the soldiers and their families, and establish ourselves as a productive member of the military community. We want to add ➤



Soldiers from Fort Belvoir's 249th Engineer Battalion are disaster ready

by Captain Estee Pinchasin

The footage of four major Florida Hurricanes so far this season painted a familiar picture for northern Virginians who experienced the might of hurricane Isabel in September of last year. It seems that nature has a brutal way of humbling us, and reminding us that we are not invincible, however, we still must try to prepare ourselves for what may come. Despite the 249th Engineer Battalion sending over forty Soldiers to Florida to conduct hurricane relief operations, the Soldiers from Headquarters Company, Fort Belvoir also focused preparing for disasters closer to home.

The national capital region's local and state governments, together with the United States Army Corps of Engineers, have a plan to respond to natural and man-made disasters. One of the initial stages of the plan is identifying key facilities and buildings that can serve as shelters for those

forced to evacuate their homes. The Soldiers of HHC, 249th Engineer Battalion (Prime Power), stationed at Fort Belvoir, Virginia, support the national capital region's efforts to prepare for emergency response operations by conducting power assessments of key facilities. These facilities include schools, hospitals, fire stations, police stations, churches, and shelters, as well as key facilities on military installations.

Most recently they conducted power assessments for the Military District of Washington (MDW) Public Works Center. The 249th Engineer Battalion Soldiers conducted assessments on Fort Myer and Fort McNair. The intent was to complete the critical infrastructure assessments safely in order to improve the readiness of these installations in the heart of the nation's capital, while conserving tax dollars.

SSG Douglas Eshenbaugh was the non-commissioned officer in-charge of this mission and used the assessments as a splendid training opportunity. Following classroom instruction and assessment training, the Soldiers had the chance to execute an assessment on site through on-the-job training. During wartime missions the Soldiers conduct these assessments in



The 249th Engineer Battalion Soldiers recently conducted assessments on Fort Myer and Fort McNair to improve readiness in the nation's capital.

hostile environments. This time, they were able to master the procedures while working on power generation equipment at home, perfecting their skills for future operations.

The data collected during these assessments are compiled into a database listing all facilities, their power requirements, and back-up power availability. This information will establish a baseline for power requirements saving countless hours of work during an actual emergency. It will allow local authorities to acquire power generation equipment, pre-position the generators on site, and conduct maintenance and upkeep of the systems.

This successful mission enabled us to take another step towards our preparations for future disaster relief operations. These assessments allowed us to examine the existing capabilities, identify strengths and weaknesses, take action for improvements, and ensure a better response to a natural disaster.

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Captain Estee Pinchasin is the commander of headquarters company, 249th Engineer Battalion. **PWD**

“Prime Power Soldiers are skilled power station technicians who are charged with maintaining the Army's fleet of power plants used for war fighting missions, disaster relief operations, and stability and support operations.”

—Captain Estee Pinchasin

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value to Fort Campbell and provide the Army with legendary service in this privatization contract,” said Gary Craft, CH2M HILL Vice President of Operations, Maintenance and Privatization. “Through our partnership, we share savings resulting from system investments

and condition improvements, and we help Fort Campbell meet its community goals.”

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New tool assesses regional encroachment risks

by Dana Finney

A web-based tool developed at ERDC-CERL draws on national databases to gauge a military installation's future sustainability in light of encroachment risk factors. Called "Sustainable Installations Regional Resource Assessment" (SIRRA), it gives planners information to help in making decisions that will avoid or limit constraints to Department of Defense (DoD) activities.

In simple terms, DoD considers encroachment to be any outside activity, law, or pressure that affects the ability of military forces to train to doctrinal standards or to perform the mission assigned to the installation. It occurs over time with changes in the surrounding community — urban growth and development, and competition for resources such as airspace, energy, water, frequency bandwidth, and others. More encroachment factors come in the form of environmental laws with which the installation must comply.

One example is the Endangered Species Act, which requires protection of both the listed species and their designated Critical Habitat. Almost every U.S. installation is home to threatened and endangered species (TES). This is the result of DoD's having maintained vast acreages of unspoiled habitat, while outside the fence, urbanization has all but wiped out these ecologically sensitive areas.

At Fort Huachuca, Arizona, one such species is the lesser long-nose bat. "It feeds on the nectar of flowering plants that grow on our ranges, so that means some seasonal readjustments to our training," said Sheridan Stone, biologist in Fort Huachuca's Environmental and Natural Resources Division. "While most of our other TES are peripheral to the training areas, we have to also consider the indirect effects they bring as we manage land to protect them — like ground water pumping to meet our human and mission needs, controlled burns and other wildland fuel reduction efforts — which eat into our budgets."

Encroachment represents a major challenge to DoD. Installations exist to provide



SIRRA's 48 sustainability indicators include the number of threatened or endangered species listed in a region along with Critical Habitat.

soldiers with tough, realistic, battle-focused training. Any compromise due to encroachment issues could impact readiness and place not only our soldiers at risk, but the nation's security as well. In addition to meeting today's training needs, installations must be able to sustain this capability in the future.

SIRRA assesses an installation's regional sustainability based on 10 sustainability issues: air, energy, urban development, TES, locational issues (e.g., seismicity), water, economics, quality of life, infrastructure, and security. These conditions are analyzed through geographic information system (GIS) maps produced from nationally maintained databases owned by agencies such as the U.S. Census Bureau, Geological Survey, Environmental Protection Agency, Federal Aviation Administration, and others. It can show results either on a national or regional basis, allowing installation, local, and regional planners to collaborate on decisions with long-term benefits. This kind of cooperative dialog is critical to heading off future encroachment

problems.

Each of the 10 sustainability issues includes indicators that contribute to the risk. For example, "Quality of Life" weighs elements such as crime rate, housing, healthcare, educational opportunities, and commuting times. "Air Sustainability" assesses risk due to noise complaints and non-compliance with U.S. Environmental Protection Agency criteria for pollutants.

"SIRRA includes a lot of features that are very good from a 'big picture' sustainability standpoint," said Lynn Engelman, AICUZ Program Manager for the U.S. Air Force. "We need to help decision-makers develop the vision to understand how this information can be used in planning — and then to use a comprehensive planning approach to look at all of the factors involved with training and their relationships to other realities that must be considered."

Engelman notes that Air Force training activities, which are not land-use intensive like the Army's, have fewer encroachment problems. The two major issues are aircraft noise and airspace competition. A long-established, proactive Air Installation Compatible Use Zones (AICUZ) program, combined with initiatives like the DoD Office of Economic Adjustment's Joint Land Use Program, has helped local communities incorporate land use compatibility considerations related to aircraft noise and safety issues in their land use planning around installations. However, the Air Force is closely monitoring its situation because, "There are changing conditions across the country and some have the potential to cause real problems in the future if we aren't prepared to deal with them."

SIRRA includes a feature that allows planners to list results using "red/amber/green" to show "high/medium/low" sustainability risk. The analysis uses validated scientific methods and data coupled with expert opinion. As with any model that seeks to integrate complex environmental, social, and economic variables, it has limitations depending on how ➤



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it is used. SIRRA alone does not provide leadership with a “go/no-go” answer, yet contributes a very important element as DoD integrates all factors comprising and predicting installation sustainability.

“SIRRA has the potential to be a key tool in ensuring the long-term sustainability of our military lands,” said L. Peter Boice, Conservation Team Leader at the Deputy Undersecretary of Defense for Installations and Environment. “It can help our decision makers look at our installations in a regional context, identify potential constraints and stressors to future operations, and develop solutions while there is still time to act.”

Fort Huachuca, other Federal and State agencies, and surrounding communities have formed a dynamic coalition to address encroachment. Their collaboration has met with such success that it is widely viewed as a model for all DoD installations. Huachuca’s Stone reveals that the secret is in gathering all the information available through

scientific research and consulting with the stakeholders – then participating in the process with an open mind and a commitment to seeing past the “here and now.”

A case in point is the Arizona region’s water supply. “The fundamental point that’s easy to lose sight of is that it’s not about *quantity*... whether we’ll use it up, as you would believe,” Stone said. “It’s in *how* we use what’s available today and the impact those decisions will have on the ecosystem. It’s really an issue of scale for each individual – what is your sense of place and community? [Is it more important] to have the swimming pool in your backyard or to ensure that the value of this place continues for a broader range of society’s needs?”

The initial efforts in collaboration among Fort Huachuca and its regional partners came after concerns about environmental litigation and the post being closed under an earlier Base Realignment and Closure (BRAC) round. Ironically, the same fears led to developers’ embarking on a nationwide marketing plan to entice non-

military residents to the area. It worked, and now Huachuca has another growing encroachment problem as new housing developments spring up closer and closer to the fence.

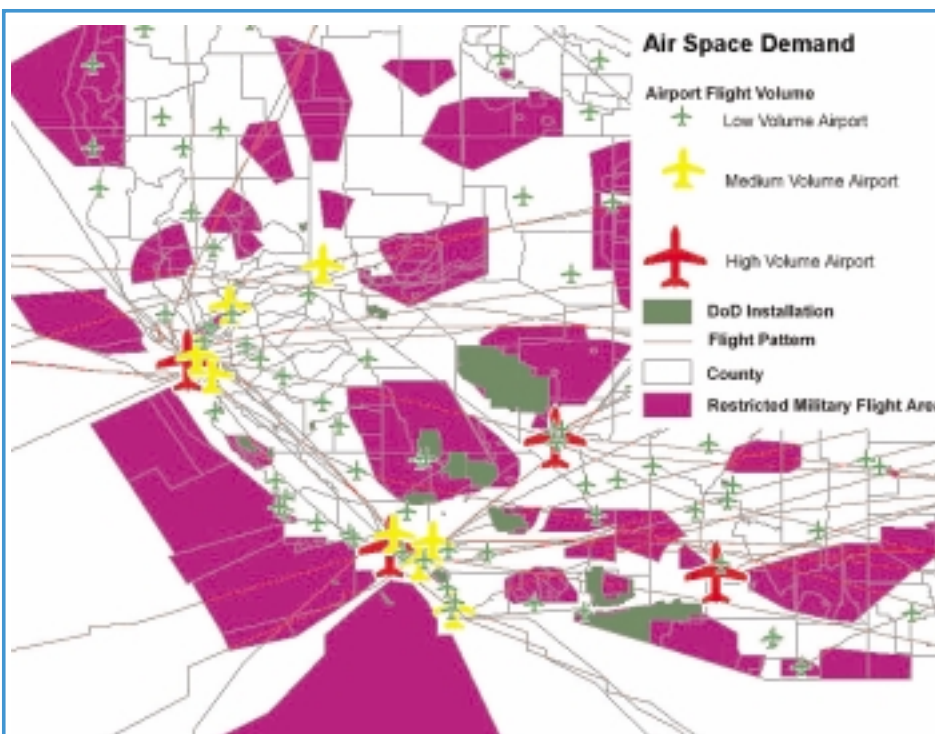
SIRRA is being developed in conjunction with ERDC’s Fort Future program. Tools emerging under Fort Future comprise a “system of systems” that unites existing and new computer models to form a virtual installation. Building on currently available and planned Standard Army Management Information Systems (STAMIS) that provide a snapshot of the present, Fort Future uses modeling and simulation to help decision-makers explore potential consequences of their decisions. SIRRA is part of ERDC-CERL’s Sustainability, Encroachment, and Room to Maneuver (SERM) program.

Currently SIRRA is producing regional sustainability assessments for over 200 DoD installations in the Continental United States. It is also supporting the Army BRAC office in initial information gathering phases for BRAC 2005. Other efforts in SIRRA’s development are in cooperation with the Army Environmental Command and the Center for Army Analysis. The tool is being funded in part under the Strategic Environmental Research and Development Program (SERDP).

Because the SIRRA tool relies on national databases, and the geographic information system maps produced are non-military, it can support any type of land-use planning activity in analyzing sustainability. In addition to installation sustainability planning, it can augment regional planning, stationing changes, force transformation, and BRAC decisions.

An ERDC Technical Note for SIRRA is available on the SERM website, <http://www.cec.mil/KD/serm>, or for more information, please contact Elisabeth Jenicek at ERDC-CERL, 217-373-7238, Elisabeth.M.Jenicek@erdc.usace.army.mil.

Dana Finney is the public affairs officer for ERDC-CERL. **PWD**



Competition for resources such as airspace can lead to encroachment at DoD installations.



Fort Greely hangar saved by thermal imaging

by Tommy Oldham and Michele Garrett

Fort Greely fire units responded to a reported hangar fire on 21 September 2004. They arrived at the scene to find heavy smoke, with flames coming from the first floor windows. Firefighters entered the building and found the first floor engulfed in smoke and black out conditions on the second floor.

Through the use of thermal imaging the firefighters were able to identify hot spots behind the exterior walls on both the first and second floors and directly address those areas. Less than five hours later the fire was under control and the building saved. Without this technology valuable time would have been wasted looking for the source of the fire while it continued to spread upward.

Additionally, a new product called F-500 was used to quickly suppress the fire. F-500 is a multi-purpose agent that, when mixed with water, can be 20 times more effective than water alone. It is environmentally safe, nontoxic, noncorrosive, 100% biodegradable, and requires no specialized equipment.

The most significant factors that hinder fire fighting are the inability to see in a smoke filled building and being able to identify hot spots behind walls. Thermal imaging allows firefighters to virtually see through the smoke and inside the walls. Looking like a hand held video camera, the

unit uses advanced infrared detectors and electronic systems to reveal images in terms of heat. It displays an image by showing the differences in temperature through heat waves as opposed to light waves.

Thanks to the support of SMDC (Space and Missile Defense Command) in Huntsville, Fort Greely received funding to buy new fire equipment, including three (3) new thermal imaging cameras and F-500; technology that proved critical during this recent fire.

Fort Greely's \$23 million hangar sustained minimal damage due to the outstanding skills of the fire-



The exterior of the hangar showing the damage from the fire.

fighters and the presence of thermal imaging and F-500. With only \$450,000 in damages, this new technology has more than paid for itself.

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Tommy Oldham is the Chief of the Fort Greely Fire Department; and Michele Garrett is a journalist in the Public Affairs Office. **PWD**



A firefighter using one of the thermal imaging cameras.



USACE renews partnership with American Institute of Architects (AIA)

by Jeffery T. Hooghouse

“Building an alliance with our private sector community-of-practice team members is critically important for the synergy required to bring forth the best solutions as we address needs of the nation and of our Armed Forces,” said Chris Hinton-Lee, AIA, Chief Architect of USACE, “We want all the best ideas on the table, not just some of them.”

In a ceremony at the AIA headquarters in Washington, DC on 28 September 2004, the AIA and the Corps signed a new partnering agreement to formalize just such an alliance. This signing by Chief of Engineers, LTG Carl A. Strock and AIA President Eugene C. Hopkins, FAIA, comes ten years after the two organizations penned their first agreement. The original partnering agreement was the first between a federal agency and the AIA and was signed on 3 June 94 by LTG Arthur E. Williams (then Chief of Engineers) and L. William Chapin II, FAIA (then President, AIA).

“Although the partnership agreement has been in existence for only ten years, the Corps has always relied heavily on our nation’s architects and their commitment to design excellence, said LTG Strock, “It’s the architect’s creative strength that translates into quality, enduring and environmentally sustainable designs that support the nation and the Armed Forces.

President Hopkins said, “Ten years ago...the relationship between our organizations might have been described as lukewarm - at best. There was a sense on both sides that architects and engineers spoke very different languages. The 1994 agreement gave us the chance to begin speaking the same language. We drafted this new agreement not to improve upon the one signed in 1994, but to build on its success”

The new agreement highlights key goals shared by both organizations, including design excellence in the nation’s public and civic buildings and facilities; promoting qualifications-based selection; and developing educational, training and apprenticeship programs that allow partnering between AIA members and Corps



AIA President Eugene C. Hopkins, FAIA (left) and Chief of Engineers LTG Carl A. Strock (right) sign the partnering agreement as USACE Chief Architect, Chris Hinton-Lee, AIA, looks on.

staff. Together, the two organizations have increased training opportunities and professional development, and continue to promote design excellence. “We view this partnering agreement not as the “topping off” of our relationship, but as a foundation on which to build, President Hopkins said, “This agreement has shown that the public and private sectors can work together for the common good.

Attendees at the signing ceremony included AIA Executive and National Staff, USACE Senior Leaders and Architectural CoP members, Congressional representatives, and two special guests from Afghanistan: Dr. Mohamed Zarif, Deputy Assistant Minister of Defense for Installation Management; and BG Wakil Najarabi, Commander of the Ministry of Defense Acquisition Agency.

“Both our organizations have a long history of serving the nation and adapting to its changing need, said LTG Strock, “...in Afghanistan, we are honored to assist Dr. Zarif... with building facilities for the Afghan Army. We are also supporting

other capacity building efforts, such as working on roads and bridges.” He continued, “One of our most rewarding efforts is the Corps/AIA involvement in re-establishing university programs and facilitating the restoration of an Afghan National treasure. I’d like to thank the AIA members for their willingness to step forward to help add to the nation’s intellectual capacity... something that will generate value for years to come.”

Chris Hinton-Lee re-emphasizing the Corps sentiments stated, “Our past successes show that partnerships among private and public organizations are winning combinations. The Corps of Engineers is proud to continue this partnership... and we look forward to climbing to even greater heights in what we accomplish together in the future.”

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Assimilation of Facilities Engineering Career Field into Acquisition Workforce

by Michael Ostrom

For those who may not have been aware of it or may have forgotten since last year's Digest article on this subject, for the past few years, there has been a move afoot within the Army to assimilate members of the Facility Engineering (FE) Career Field into the Army's Acquisition Workforce. The genesis of this action dates back to the Defense Acquisition Workforce Improvement Act (DAWIA) of 1990, as amended, which authorizes the Under Secretary of Defense, Acquisition, Technology and Logistics (USD(AT&L)) acting under the authority, direction and control of the Secretary of Defense, to designate acquisition positions and establish education, training and experience requirements and career paths for such positions.

When the functions accomplished by various career fields within the Army were reviewed, it became apparent that large numbers of facility engineering personnel routinely work either directly with facility acquisition actions or in support of those actions. It was felt, therefore, that FE careerists should be given the opportunity to obtain adequate training and education to properly accomplish these acquisition related functions. As a result, the USD(AT&L)

approved the creation of the FE Career Field to address the acquisition career development requirements for all workforce members who perform duties on facilities and facilities related acquisitions.

The intent of this article is not to inform you of all the details concerning your personal situation as it may be impacted by the assimilation of the FE Career Field into the Army's Acquisition Workforce. It is to alert you to the fact that those who work in the facilities engineering arena, in almost any phase of facilities life-cycle management, from concept/planning through demolition, may be facing new requirements in the future. Even those whose positions may never be designated as "acquisition" in the FE field need to be aware of the requirements of FE acquisition positions.

The FE Career Field, as the term is used in this context, includes planning, environmental, real estate, engineering, and base operations disciplines. The series impacted include, but may not be limited to: 0018, 0020, 0028, 0193, 04XX, 0690, 08XX, 1008, 1170/1, and 13XX (the XX designation refers to the fact that there are a number of series within the four digit

series codes that are affected). Although many of these series are part of Career Program 18 (CP-18), this assimilation effort does not replace or conflict with CP-18, rather it acts as an acquisition overlay on certain positions which are habitually involved in acquisition actions.

The definition of the FE Career Field, as it applies within the purview of the Acquisition Workforce, is: *"The Facilities Engineering Career Field encompasses a variety of professional individuals with diverse skills focused on the design, construction, and life-cycle maintenance of military installations, facilities, civil works projects, airfields, roadways, and ocean facilities. It involves all facets of life-cycle management from planning through disposal, including design, construction, environmental protection, base operations and support, housing, real estate, and real property maintenance. Additional duties include advising or assisting Commanders, and acting as, or advising program managers and other officials as necessary, in executing all aspects of their responsibilities for facility management and the mitigation/elimination of environmental impact, in direct support of the Defense Acquisition process."*

As you can see from this definition, depending upon how broadly one



USACE Architects workshop held in Chicago

The USACE Architects workshop was held in Chicago on June 8, 2004. Keynote speaker was Chris Hinton-Lee, USACE chief architect, Great Lakes and Ohio River Division.

"The Corps of Engineers is becoming a team of teams. There's a lot to be done," Hinton-Lee said. "I'm happy to be the advocate for you...My main platform as an SES is to do all I can to help maintain technical competence in the Corps of Engineers...My vision for the Army Corps of Engineers in architecture is design excellence. I want to keep that in the forefront."

Next year's USACE Architects' Workshop will be in Las Vegas in association with the Public Architects' and AIA conferences.

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PWD

At the USACE Architects Workshop on June 8, 2004, Chris Hinton-Lee, USACE chief architect, Great Lakes and Ohio River Division, presents Grover (Tom) Starbuck, architect at CETAC, with the 2004 USACE Architect of the Year award. From left is Hinton-Lee, Starbuck, and his wife, Gina.





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interprets the words included, nearly every member of the FE series listed above is subject to becoming a member of the AT&L Acquisition Workforce. The large numbers involved, together with the broad impact of the definition, help explain why some of you may well be saying, "What assimilation? Who? Me?"

The implementation of this concept has been a challenge that has been addressed in a careful, step-by-step process.

The first step to determining who is affected by this assimilation is for the Army and its subordinate Commands to designate what positions within their Commands, agencies and organizations actually accomplish facilities related acquisition duties. Note the distinction here, that *positions* are designated as acquisition positions.

There are a number of ways these designations come about. Some entire organizations are considered to be acquisition organizations. Some job series are considered to be acquisition, such as those in contracting. In most of the places where FE careerists find themselves working, each position has been, or will be, reviewed to determine whether the incumbent of the position actually accomplishes acquisition duties within certain defined parameters.

Once positions have been designated and coded as "acquisition," the next step in the process becomes the qualification of the people either in the positions, or who will become incumbents to the positions.

To date, although some organizations have begun work to identify positions which could be coded as "acquisition," no proposed codings have been finalized, pending DoD and Army level guidance being published. In the Office of the Assistant Chief of Staff for Installation Management (OACSIM), and its field operating agencies, U.S. Army Environmental Center (AEC) and Installation Management Agency (IMA), the current plan is to begin step one of the above process and identify positions which should be designated as "acquisition" during FY05, after DoD and Army guidance is provided.

As was alluded to in the first paragraph of this article, part of the purpose of DAWIA is to identify positions within the Army that deal with acquisition functions. Part of the purpose is to ensure that employees who man those positions are properly trained, educated, and experienced to accomplish the acquisition responsibilities required of them.

For FE career field members who seek to become or remain incumbents of positions designated as FE acquisition positions, there are some basic qualifications you should aspire to attaining. Position qualifications are designated at three different certification levels (I, II, and III). Progressive levels of training are required to become certified at each level.

At level I, personnel must complete Acquisition 101, an on-line course provided by the Defense Acquisition University (DAU). The course can currently be completed by enrolling through the DAU website. This level of FE acquisition certification is normally achieved by GS-5 to 9 employees.

At level II, another DAU on-line course, FE201, must be completed. This course, too, is currently available on the DAU website. FE201 is targeted at employees GS- 11 to 13.

At level III certification, FE301 will be the training that will have to be completed. Currently, FE301, which will also be available through DAU, is under development. The course is projected to be a combination of on-line and resident programs. The resident portion of the course will be taught at the DAU campus on Fort Belvoir, Virginia, and perhaps, at other locations. Level III certification will generally be required of employees GS-13 and above.

In addition to training, there are

desired levels of education to be achieved. Although there are currently no education requirements for members of the FE Career Field, by the time employees reach the grade of GS-13 (or O-4 for military), they can be eligible to become members of the Acquisition Corps, a subset of the Acquisition Workforce. Education standards for Acquisition Corps membership include a bachelor's degree in one's area of expertise and 24 semester credit hours of business-type courses, or a degree and 24 semester credit hours in your career field plus 12 semester credit hours of business-type courses, or equivalent. This is basically the desired education for Level III certification.

At level I, a bachelor's degree is desired. At level II, a bachelor's degree plus some business-type courses are desired.

Finally, DAWIA seeks to ensure that employees filling acquisition positions of increasing responsibility have had adequate acquisition experience to be prepared to accept those increased levels of responsibility. To be certified at level I requires one year of acquisition experience. Level II requires two years. Level III certification requires a minimum of four years of acquisition experience.

The Acquisition Workforce has existed in the Army for a number of years, and there are parts of it, the contracting career field for instance, which are highly evolved and well established. The FE Career Field within the Acquisition Workforce is not as well established. Policy is not yet firmly established.

Position identification has not taken place across all the organizations that will eventually be effected. Issues such as how long incumbents will have to attain acquisition certification once positions have been designated have not been finalized.

To move ahead and be promoted in the future is going to require an increasingly broader trained, educated and experienced individual. Only by remaining informed of what is going on around you will you be able to keep your options and opportunities open.

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Michael T. Ostrom, is the deputy chief of the Facilities Policy Division, OACSIM. PWD

Occupational Series Most Affected by FE Assimilation

0018	Safety & Occupational Health
0020	Community Planning
0028	Environmental Protection Specialist
0193	Archeology (Construction)
0340	Program Management
04XX	Scientists (CP18)
0690	Industrial Hygiene
08XX	Engineers (CP18)
1008	Interior Design
1170/71	Real Estate
13XX	Physical Scientists (CP18)



ACSIM sponsors IMI 2005

The Army Chief of Staff for Installation Management (ACSIM) is pleased to sponsor the Fourth Annual Installation Management Institute (IMI). As with previous years, the Office of the Assistant Chief of Staff for Installation Management (OACSIM) will sponsor this exceptional training opportunity in support of our installation management workforce. The 2005 IMI will be held 10-14 January 2005 in Orlando, Florida, at the Wyndham Hotel in conjunction with the Installation Status Report (ISR) Centralized Training.

The IMI offers our installation management workforce the latest information and instruction needed to effectively accomplish various installation management missions. The overall training format encompasses six separate training tracks in order to successfully address specific functional training needs:

- 1) General Installation Management
- 2) DPW Business Operations
- 3) Real Property Management and Real Estate Processes
- 4) Master Planning
- 5) Geographic Information Systems
- 6) Competitive Sourcing

In addition to these functionally specific tracks, a 4-hour general session will provide executive-level presentations from key Army leadership.

► General Installation Management (GIM)

At the end of this training, installation managers will be able to:

- Understand how “Modularity” and “Transformation” affect the installation
- Understand resource management and sustainment issues regarding modular facilities, personal property, or real property
- Be familiar with CADD/GIS capabilities and their application
- Understand how effective Real Property Management and Installation Master Planning improve overall installation management
- Understand funding & execution of Common Levels of Service
- Understand the RCI program and the “Technologically Connected Home”.

PREREQUISITES: None

► Real Property Management & Real Estate Processes

At the end of this training, participants new to real property management, real estate activities, and real property utilization will be able to:

- Find relevant information in applicable laws and regulations
- Respond to Congressional inquiries
- Process outgrants, transfers and exchanges
- Understand enhanced use leasing (EUL)
- Perform real property surveys and inspections
- Be familiar with Army automated management systems
- Correctly enter Real Property data into IFS.

This training track includes a 12-hour block of instruction for hands-on IFS Real Property training.

PREREQUISITES: This class is not limited to persons engaged in just the management of the Army’s real property portfolio, but priority will be given to them when filling the hands-on computer training slots.

► Master Planning (MP)

At the end of this training, installation master planners will be able to:

- Understand changes occurring in master planning and to concepts that will improve the preparation and maintenance of the installation master plan
- Be familiar with real property accountability and data management
- Appreciate GIS technology as applied to master planning
- Identify encroachment issues and methods of minimizing or countering encroachment in a proactive manner
- Understand critical infrastructure protection and force protection
- Effectively conduct sustainable planning
- Learn how “Modularity” and “Transformation” affect installation master planning
- Understand funding and resource management issues
- Be familiar with AR 210-20 requirements for formal environmental analysis.

PREREQUISITES: Attendees must have an assignment as an Installation or IMA Region Master Planner, or directly support

installation master planning.

► Geographic Information Systems (GIS)

At the end of this training, installation GIS users will be able to:

- Understand why GIS is a tool that allows users to visualize, map and analyze data in ways that are impossible in traditional databases
- Be familiar with the current Army GIS Policy and direction, GIS Repository, and the IMA GIS Implementation Strategy
- Receive an intensive 16 hour hands-on GIS software training that teaches students what GIS is, what its capabilities are, and how to operate ESRI GIS software
- Receive 12 hours of instruction on the Spatial Data Standards for Facilities, Infrastructure and Environment (SDSFIE).

PREREQUISITES: Attendees must have a basic fundamental knowledge of GIS.

► DPW Business Operations

At the end of this training, personnel involved in DPW business operations at the installation level will be able to:

- Understand resource management and sustainment issues regarding modular facilities, relocatables, personal property, or real property
- Be familiar with current work classification issues, legal requirements, and project approval changes
- Be familiar with CADD/GIS capabilities and their application
- Understand the development/future impact of Common Levels of Service and Standard Garrison Organization
- Be familiar with the world of GFOQ housing
- Understand the MCA programming process.

PREREQUISITES: None

► Competitive Sourcing (CS)

At the end of this training, personnel involved in CS activities will be able to:

- Understand the OMB Circular A-76 competition process
- Be familiar with Streamlined and Standard Competition
- Appreciate lessons learned from the Corps of Engineers (COE)



ISTD offers courses on DPW management

The Professional Development Support Center's (PDCS), Installation Support Training Division (ISTD) is proud of the training support it provided to the installations this past fiscal year. The Division offered training to over 800 students. This total included 17 on-sites in the United States, Korea and Europe. The course managers received many outstanding comments and praises from students, commanders, supervisors and managers.

Comments included, but were not limited to, the quality of instruction, how well course materials and handouts were developed, and how course objectives related to work environment. This is the only source of such in-depth training courses related specifically to Army DPW management.

The ISTD is looking forward to an even better FY05 training year. The division is constantly surveying to assess other needs. This year four new courses were added to the FY05 curriculum:

CRS Number 974, Performance Based Service Contracting (PBSA)

CRS Number 984, Information Technology (IT) for Managers

CRS Number 900, Native American Environmental/Cultural Resources

CRS Number 954, Purchasing Green

The ISTD will continue to focus on providing support to the Installation Management Agency (IMA) and training on the multitude of Army garrison functions. The division now offers training courses in the following six DPW functional areas:

- Public Works Management
- Real Property Management and Accountability

- Master Planning
- Acquisition
- Public Works Information Technology
- Environmental

The long-term goal is to continue to build upon each category to provide a comprehensive curriculum in each functional area that meets the training needs of the U.S. Army installations.

The ISTD currently has spaces available in the FY 05 training Program. To enroll in any of the classes listed below you may contact Sherry Whitaker at (256) 895-

7425, Fax: (256) 895-7469, sherry.m.whitaker@hnd01. The ISTD is a component of the Professional Development Support Center (PDSC) or PROSPECT program. The PDSC now has on-line registration and payment is made via the IMPAC card.

For more specific training needs, please contact Betty J. Batts, Chief, Installation Support Training Division (ISTD), (256) 895-7407, FAX: (256) 895-7478, or e-mail:

bettj.batts@hnd01.usace.army.mil **PWD**

CRS No. Short Title	Date	Location	# Students	Capacity
075, Master Planning	11-15 Apr 05	Huntsville, AL	30	40
075, Master Planning	06-10 Dec 04	Dallas, TX	23	40
101, EA-MILCON	03-11 Mar 05	Huntsville, AL	12	24
101, EA-MILCON	02-05 Aug 05	Huntsville, AL	4	24
150, Real Property Skls	13-16 Sep 05	Huntsville, AL	29	40
150, Real Property Skls (Session 2)	13-16 Sep 05	Huntsville, AL	9	24
252, 1391 Processor	02-06 May 05	Huntsville, AL	5	24
253, 1391 Prep	09-13 May 05	Huntsville, AL	38	40
253, 1391 Prep	TBD	Atlanta, GA	4	40
286, Real Property Mgmt	TBD	Western Area	6	30
971, DPW IFS Intro	07-10 Feb 05	Huntsville, AL	0	24
971, DPW IFS Intro	06-09 Jun 05	Huntsville, AL	0	24
972, DPW QA	11-15 Apr 05	Huntsville, AL	10	25
972, DPW QA	11-15 Apr 05	Huntsville, AL	13	25
974, DPW PBSA	18-22 Jul 05	Huntsville, AL	4	25
974, DPW PBSA	22-25 Mar 05	Huntsville, AL	5	25
980, DPW Work Reception	05-07 Apr 05	Huntsville, AL	15	24
981, DPW Budget/JCA	26-29 Jul 05	Huntsville, AL	16	24
990, JOC Basic	22-25 Mar 05	Huntsville, AL	5	25
991, JOC Advanced	03-05 May 05	Huntsville, AL	8	25
991, JOC Advanced	21-23 May 05	Huntsville, AL	5	25

(continued from previous page)

- Understand legal aspects of the process
- Be familiar with Army Audit Agency (AAA) roles and responsibilities
- Effectively conduct Source Selection Evaluation Board (SSEB)
- Understand Agency Tender (Most Efficient Organization (MEO))
- Be familiar with A-76 Costing Software

(COMPARE)

- Utilize the Defense Commercial Activities Management Information System (DCAMIS)
 - Understand MEO/Contract Implementation and Accountability
- PREREQUISITES: None

The ACSIM encourages that your installation management staff reserve

these dates for attendance. Formal IMI registration opened 1 November 2004 via the Internet.

Information can be obtained from the ACSIM homepage at the www.hqda.army.mil/acsim/homepage.shtml or from the IMI conference coordinator, Radonna Parrish, Booz Allen Hamilton, (706) 866-6717 or e-mail: parrishr@bah.com. **PWD**



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