

Public Works *Digest*





U.S. Army Installation Management Agency

2511 Jefferson Davis Highway
Arlington, Virginia 22202-3926

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

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Transformation of Installation Management: Year 1 in review

by Dana Finney

A standing-room only audience heard Army leadership recap the first year of centralized installation management at the Association of the United States Army (AUSA) 2003 Annual Meeting in Washington, DC. Dr. Mario P. Fiori, Assistant Secretary of the Army for Installations and Environment (ASA[I&E]), led the October 6 session as part of the Institute of Land Warfare Forum.

"It has been a little over a year since we stood up IMA [Installation Management Agency]," Fiori began. "I would have to say that our greatest accomplishment over the past year was in supporting deployment of our troops to Iraq. We initiated a quick response and our installations did a superb job of moving our troops and their equipment into theater."

The past year also saw the development of new design standards for almost every aspect of military construction. These published standards will be used in designing all new facilities to improve soldiers' quality of life. IMA also began working on standards for levels of service provided at installations. "All installations will be at an acceptable level of service. We're going to eliminate the 'haves and have nots' in the Army," he said.

Other success stories included ASA(I&E)'s continuing efforts to provide excellent family housing under the Residential Communities Initiative (RCI) and privatization of utilities and other non-core activities, such as lodging. In addition, of 250,000 acres of land remaining for divestiture as a result of previous Base Realignment and Closure (BRAC) rounds, 130,000 acres were transferred to public or private use during FY03. This turnover amounts to more in one year than the total since 1988.

"We will try to finish transferring the remaining acres before the next BRAC round," Fiori said, adding, "In meeting the challenges of Cold War transition, one of the most important initiatives is BRAC 05. We can't transform the Army

without transforming and restructuring our installations."

U.S. Representative Joe Knollenberg (R-MI), Chair of the House Appropriations Subcommittee for Military Construction, spoke next. "My job is to make it as easy as possible for the Army to do its job. We can't fund every project, but we can prioritize. The Army's focus should be on protecting this country ... we do not want our soldiers distracted by quality of life issues.

"We need to let the Army be the Army," he continued. "For example, the Army's business is not managing real estate, but it's among the biggest land and facility owners in the world. DoD estimated that, using traditional contracting processes, it would take 30 years and \$16 billion to resolve the housing problem on installations."

The Subcommittee will continue to support the Army in its efforts to leverage appropriated funds with private investment, as is being done in RCI, he said. "In this year's Military Construction bill, we will encourage DoD to further pursue privatizing non-core functions in line with industry standards. We will also be looking at our existing contracts and asking, 'Are we getting the best deal for our money?' We will have to learn how to manage these contracts over the long term."

Raymond DuBois, Deputy Undersecretary of Defense for Installations and Environment, noted, "We're working with Representative Knollenberg to see that our forces have what they need in the face of global threat. The FY04 Supplemental Bill for Military Construction includes \$120 million for the Army to provide needed infrastructure for soldiers in Iraq and Afghanistan. This includes potable water, power, and sewage and wastewater treatment in addition to bed-down requirements. The infrastructure in Iraq is mostly non-existent, and we must not take any services away from the Iraqis while providing for our troops."



Bill Armbruster, DADA(P&P), discusses FY03 privatization success stories.

DuBois said that prior to BRAC 05, DoD will revisit the U.S. overseas footprint and make adjustments there first. "The global basing issue is critical. The President spoke to the United Nations about a world divided – between those who seek order and those who seek chaos. To fight and deter this global threat, we must redo our global footprint. We need to focus MilCon funding on overseas projects for enduring installations."

Last year, for example, 26 MilCon projects slated for Germany were canceled and the funds reprogrammed to fund 18 projects in the U.S. FY04 MilCon funding targeted for Europe and Korea will also be re-examined in light of any rearrangements to the footprint. Potential changes to overseas bases "will be difficult, not only in terms of facilities and real estate issues, but in dealing with host nations who have been our allies and often very supportive of our presence there," he said.

DuBois also stressed the importance of BRAC 05 to the Future Army, noting that the upcoming round will have some major changes over the four previous BRACs. Beyond simply shedding excess infra- ➤

structure, this BRAC will seek to align the emerging force with support facilities and to maximize opportunities for consolidating Service activities on joint installations where feasible. The Defense Plan designates funding for BRAC 05 to ensure that downsizing does not compete with operations.

Reporting on the year's progress in partnering with the private sector was Bill Armbruster, Deputy Assistant Secretary of the Army for Privatization and Partnerships (DASA[P&P]). Areas discussed were RCI, utilities privatization, historic properties, and business initiatives.

"With RCI we've seen dramatic evidence of how privatization directly affects our soldiers' quality of life," he said. "The biggest success in this is being able to provide soldiers and their families the kind of housing they deserve."

RCI allows DoD to partner with the private sector whereby developers invest their own capital to build family housing communities that they will own, operate, and maintain for at least the next 50 years. It also allows them to renovate existing DoD housing, for which they also become the landlord. They will recoup their investment by having guaranteed tenancy, who use their housing allotment to pay rent. The government may contribute appropriated funds to the construction effort or may provide loans to the developer.

During the past year, baseline standards were developed and published. "The standards for RCI need to be somewhat flexible to allow our partners to be creative and innovative. After we transfer the properties to the developer, we must stay engaged to ensure the partner is living up to our standards," he said.

As of FY04, nearly 73,000 units are complete. The 26 projects leveraged \$291 million in government funds with a \$6.5 billion investment by developers. All of the new communities reflect the architectural character of their locality. For example, units in the Presidio of Monterey are Spanish colonial design while walking through a

new community at Fort Stewart is much like strolling through Savannah.

In introducing utilities privatization, Armbruster said, "Hurricane Isabel underscored our complete dependence on safe, reliable energy. But we can't afford to upgrade the utilities serving our installations – they've been neglected too long." The privatization program is transferring ownership, maintenance and repair of the utility infrastructure to qualified municipal, regional, or private providers.

While utilities privatization was to have been completed by the end of FY03, a sporadic effort over the past 13 years precluded staying on schedule. "We've streamlined the process by creating a tiger

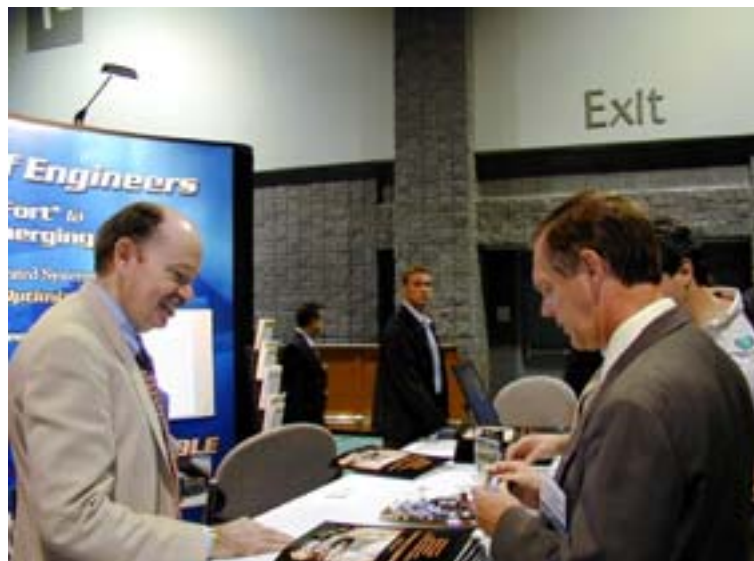
in various stages of negotiation. Other actions completed include implementing a standard request for proposal (RFP) for utilities privatization and establishing a Center of Expertise at the Defense Energy Support Center.

The Army currently has 14,000 historic buildings in its inventory and another 70,000 will need to be evaluated for their historical significance over the next 30 years. The Office of Historic Properties seeks to raise awareness and find creative uses for these buildings and to promote partnerships with non-profit, public, or private organizations to renovate, restore and preserve. Partners can gain access to these properties through Enhanced Use Leasing.

Army Community Heritage Partnerships have been established at three pilot installations: the U.S. Military Academy, Fort Leavenworth, and Fort Benning. The goals are to (1) turn over responsibility for upgrades, operation, and maintenance to the partner who will use the historic district to bring new services to Army families

and (2) link the Heritage Tourism potential between the installation and local community. Achieving these goals will meet the intent of Executive Order 13287, Preserve America, while supporting the defense mission.

Another DASA(P&P) program is the Business Initiatives Council (BIC). Members of BIC look for new ways to improve efficiency and divest non-core func-



Dwight Beranek, Deputy Chief, Military Construction at USACE Headquarters, visits the USACE booth and chats with David Johnson, CERL.

team, called the Army Utilities Privatization Team, to keep moving forward," he said. "IMA has also proven beneficial by providing a point of contact at each region and at the headquarters."

Since last year, the Army privatized 20 more systems (electric, natural gas, water, and wastewater). In the U.S. and Europe, this brings the total to 298 transferred out of 940 existing systems. Over 200 more are

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tions through competitive sourcing. “There is strong industry interest in Army lodging, and last year we transferred 19,000 units to the private sector,” Armbruster said. “The Army doesn’t need to be in the innkeeper business.”

Dr. Craig College, Deputy Assistant Secretary of the Army for Infrastructure Analysis, began his presentation on BRAC 05 by dispelling some “urban legends.” First, while numerous websites and news stories are speculating about bases to be closed, “There is no official list. We do not have an idea at this point what we’re going to recommend – we’re starting with a clean slate.

“Urban legend number 2 holds that Congress will delay, restrict, not fund, or cancel BRAC 05, which is also untrue. The third legend is that if we close overseas bases and bring troops home, we’ll need all of the infrastructure in the States to support them. However, even if that happened, it would have no impact on the need to conduct this BRAC,” he said.

In the past four BRAC rounds, the \$5.5 billion spent saved \$9.8 billion, with recurring annual savings of \$944 million (1991-93 dollars). BRAC 05 can be expected to provide a similar return on investment, but will be more than a narrow economic analysis. Army leadership views this BRAC as key to Army Transformation. As such, it will be managed with new guidance to ensure decisions result in an infrastructure that supports changing missions and the concept of joint warfighting, training, and readiness.

“In BRAC 05, military value will be the primary consideration as directed by Congress. We must also preserve training areas, staging areas, diversity in climate and terrain, and both existing and potential receiving locations,” College said. Other metrics include projected costs and savings, including the number of years until savings exceed costs; economic impact on local communities; receiving communities’ infrastructure and ability to support increased forces, missions, and personnel; and cost of

environmental work required.

In addition to the new guidance issued for this BRAC, another difference between it and previous rounds is the level of senior DoD managers’ involvement. The Secretary of Defense established two councils to oversee the process: (1) the Infrastructure Executive Council, chaired by the Deputy Secretary of Defense with Service Secretaries and Service Chiefs as members; and (2) the Infrastructure Steering Group, chaired by the Undersecretary of Defense for Acquisition, Logistics, and Technology with the Service Vice-Chiefs and Assistant Secretaries as members.

To ensure that joint issues are addressed upfront rather than at the end of the process as in earlier BRACs, the Infrastructure Steering Group set up Joint Cross-Service Groups covering seven areas. They include industrial, technical laboratories, headquarters and support activity, medical, supply and storage, education and training, and intelligence. These areas were identified as most likely to have functions that could be consolidated for all of the Services.

Marching orders from Congress for BRAC 05 are:

- Review a comprehensive inventory of installations world-wide for each service – active and reserve
- Eliminate excess physical capacity
- Align our base structure to meet our post-Cold War force structure
- Implement opportunities for greater joint activity
- Use joint cross service teams to analyze common business oriented support functions
- Treat every installation fairly.

Nine specific milestones have been set between December 31 2003 and Novem-



The USACE exhibit featured Fort Future’s modeling and simulation tools and was staffed by Dana Finney and Kelly Dilks (far right), both of CERL.

ber 7, 2005. If any of the milestones are missed, BRAC 05 will end.

Ray Fatz, Deputy Assistant Secretary of the Army for Environment, Safety, and Occupational Health (DASA[ESOH]), introduced the Army Range Sustainability Initiative and then gave the floor to his Assistant for Sustainability, George Carellas.

“Range sustainability is one of our most important initiatives,” Fatz said. “The first time soldiers experience realistic battlefield conditions must not be in combat. But there are issues right in front of us now that threaten realistic training. We’re losing the ability to train with live ammunition at some ranges, we’ve had to restructure due to endangered species, noise and dust create problems – and every year one or two more issues pop up.”

Range sustainability is defined as “a condition in which ranges and training lands are capable, available, and accessible to support doctrinal training and testing requirements, mobilization, and deployments under normal and surge conditions.” The most pressing land management pressures facing realistic training are encroachment, environmental issues, and emerging operational requirements.

According to Carellas, many of the challenges for trainers now are due to encroachment, which reflects a lack of coordination between the Army and its local communities in years past. Urban growth has moved civilian populations ever closer to the training areas, which has

led to restrictions on airspace usage, night training, live firing, and other mission-essential activities. Further, real estate developments have destroyed surrounding habitat for threatened and endangered species, creating a disproportionate compliance burden on the installation where habitat still exists.

“We’re great at work-arounds,” said Carellas. “But it gets to the point where we have so many work-arounds that it defeats the purpose of the training.”

The tremendous growth in environmental laws – and subsequent legal interpretations – also creates constraints inside the fence line that impact training. “Environmental legislation often has unintended consequences for the military based on how the courts interpret them,” he said.

As these challenges grow, the effect is to lessen the Army’s land assets for training – at a time when doctrine is demanding more and more space to move, shoot, and communicate. For example, the area required to train a brigade for the World War II battlefield was about 8 by 12 kilometers. For Iraqi freedom, it is 65 by 50 kilometers. By all projections, the Future Army will require even more space for training.

The Army remains fully committed to environmental stewardship. Four major initiatives are addressing training restraints both today and in anticipation of future requirements: Science and Technology, Information Excellence, Legislative Clarification, and Outreach.

The Army’s investment in science and technology (S&T) for sustainable ranges also feeds the second initiative, Information Excellence. In one research program, scientists are conducting regional range assessments to collect data on the environmental impacts of live-fire training and testing under varied climatic, geologic, and ecological settings. The goal is to provide scientifically defensible munitions emissions data and decision-making tools that will allow the Army to continue these activities. Additional S&T initiatives

address threatened and endangered species, land carrying capacity, noise, land rehabilitation, and others.

Efforts to clarify environmental legislation are trying to get at the original intent of Congress in passing laws that came to be implemented in ways that compromise training and testing. The relief being sought is only for those two operations, with no applicability to industrial, civil, or facility management missions. “Ideally, Congress would be allowed to interpret the laws it passed versus the courts,” Carellas said. Existing regulatory policies and procedures could then be codified to curb civil suits seeking to extend or alter environmental laws beyond Congress’ intent.

The Sustainable Range Outreach Initiative aims to clearly articulate to national, regional, state, and local stakeholders, that: (1) live training and testing are essential to defense readiness, and (2) the Army is a good steward of the lands entrusted to its care. Outreach includes efforts to build relationships with government officials, state and local agencies, non-governmental organizations, and the general public. In addition, 10 Army Regional Environmental Offices across the U.S. help strengthen community relations through local coordination and communication.

MG Andy Aadland, IMA Director, concluded the forum with a brief overview of the Agency’s first year in operation. Year one witnessed the most significant change to Army management philosophy in over 200 years – the establishment of a single agency (with a budget of \$8 billion and workforce of over 75,000) to manage Army installations worldwide. IMA represents a new commitment to installation management as a key component of Army Transformation.

During the first year, IMA’s corporate structure was established with guidance from the Installation Management Board of Directors (IMBOD). This included setting up 7 regional centers and communicating the IMA Strategic Plan at all levels.

IMA began supporting and enabling

mission commanders in several ways. Garrison management shifted to garrison commanders, freeing up senior mission commanders and major commands to focus on training and warfighting. To support the Global War on Terrorism, IMA-managed Power Projection Platforms/Power Support Platforms facilitated deployments and accommodated mass mobilization densities. The Agency also made great strides in preventing migration of funds: in FY03, only \$5.4 million of installation support dollars migrated compared to \$300 million the previous year.

To begin providing consistent, equitable services and infrastructure across installations, IMA developed Installation Design Standards, which will provide the framework for the Installation Design Guide (IDG). The IDG will be a key component of installation master planning – a critical function that Aadland has reinvigorated through the Garrison Commanders. Army Baseline Standards will be used in producing Common Levels of Support to standardize installation services Army-wide.

In FY04, IMA will begin to fully manage the base support budget and distribute funds directly to installations. The garrison workforce, consisting of some 70,000 employees, will transition to IMA’s TDA. “We will implement Activity-Based Costing so we know the true cost of doing business and find ways to achieve efficiencies,” Aadland said. “We will also continue to look to industry partnerships to see what innovative things are being done in city management, homeland security, and all of the other things they can offer us. We don’t have a monopoly on good ideas.”

To view the briefing slides for this AUSA forum, please go to <https://www.asaie.army.mil/Public/IE/publications.html>.

Dana Finney is a public affairs specialist at USACE’s Engineer Research and Development Center’s Construction Engineering Research Laboratory, Champaign, Ill. **PWD**

U.S. Army Installation Management Agency marks one-year anniversary

by MG Anders B. Aadland, Director, U.S. Army Installation Management Agency

The Installation Management Agency (IMA) marked its first year of service to the Army, its soldiers, civilians and families on 1 October. The past year has been one of a rapid operational tempo as the newly established agency began the critical mission of transforming Army installation management worldwide while proving to be a key enabler for forces engaged in the global war on terrorism.

Army leadership created the IMA as a critical component of the Army's ongoing effort to transform into a more agile and responsive force. The IMA's mission is to provide equitable, effective and efficient management of Army installations worldwide to support mission readiness and execution; enable the well-being of soldiers, civilians and family members; improve our aging infrastructure; and preserve the environment.

As I told garrison commanders and other agency leaders at September's Garrison Commanders Conference at San Antonio, Texas, "IMA is about real change – not merely an enhancement or a band-aid fix to the way we used to operate – but a new, fresh approach to making Army installations efficient and effective worldwide. Our senior leaders took the bold step of recognizing the need for change and instituting a progressive plan to centralize installation management that will, over time, strengthen the Army's ability to provide common levels of support no matter where you go in the Army."

Approximately 340 garrison commanders and command sergeants major attended the GCC to discuss ongoing efforts to improve quality of life for soldiers and families at installations around the world. Army transformation, the civilian personnel system, and ongoing efforts to standardize and streamline installation management within IMA were key conference topics.

Dr. Mario Fiori, Assistant Secretary of the Army for Installations and Environment and conference keynote speaker, said,



MG Anders B. Aadland

"We gather today as one organization, one corporation, that can truly plan for the future."

A highlight of the conference was a taped address to the participants by then Vice Chief of Staff of the Army General John M. Keane, one of the driving forces behind the activation of IMA.

In his remarks, Keane described his experience in traveling about the Army and seeing widely varied infrastructure conditions and standards between installations. He stated that he is tired of "seeing the have and the have nots," and that the only way to eliminate the differences between installations is to centralize management and funding resources.

Keane told his audience that he understood change and centralized management are threatening, especially "to an Army that runs itself decentralized."

He added, "We fight decentralized and we train decentralized, and what we have to do is run our business practice centralized."

Creating the Installation Management Agency represents the Army's greatest cultural change in the last 30 years and a profound commitment by the Army leadership to attack this challenge head on. In addition to the development of a single management structure and comprehensive set

of standards for Army installations, support dollars intended for installation maintenance and improvement are resourced directly to IMA and not the major commands that ran these installations in the past. These funds can no longer be migrated to make up training or operational shortfalls without Department of the Army approval. In fiscal year 2003, the migration of installation funds was held to \$5 million, as opposed to the hundreds of millions that had migrated to support operational funding shortfalls.

Garrison commanders and their staffs are now responsible for the management of installation support services that were formerly the responsibility of the senior mission commander on the installation. Shifting responsibility for these services enables mission commanders to focus on the training, combat readiness, deployment and warfighting operations of their units. Garrison commanders will continue to work in close partnership with installation commanders and senior mission commanders to ensure base support services are optimized to provide Soldiers the support they require.

Initial feedback indicates that the partnership between garrison and mission commanders in the support of Operation Iraqi Freedom was a win-win situation for mission focus, mobilization and deployment cycle support, reach-back capability and family well-being.

The first year of IMA operations, in addition to supporting the war efforts, has focused on:

- Developing and issuing common standards for infrastructure (Installation Design Standards (IDS)) and services (Army Baseline Services (ABS))
- Developing an installation design guide and master plan for each installation
- Antiterrorism/force protection for Army installations
- Achieving regional efficiencies through outsourcing

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- Privatization of housing and utilities
 - Integrating reserve components
 - Developing working relationships with other Army commands and partnerships with other agencies that provide vital services to installations
 - Sharing the IMA message through an aggressive strategic communication program
- The upcoming year and future will continue to be challenging and exciting times for the agency. Key objectives for the coming year include:
- Implement Installation Design Standards (IDS), Army Baseline Services (ABS) and performance measures
 - Establish garrison processes to manage the \$8 billion IMA budget in fiscal year 2004 and beyond
- Standardize garrison organizations and functions
 - Devise management systems for non-OMA-funded (special) installations
 - Implement activity-based costing and management worldwide
 - Initiate business process redesign and enterprise information management solutions
 - Continue support to the Global War on Terrorism
- Garrison commanders and their staffs, as “stay home teams,” provide continuity in the operation of installations and enable deployed and deploying forces to rapidly access information, receive support, and conduct collaboration and information sharing with other units unconstrained by geographic proximity or command. The

IMA, as the single base support services provider, can shift garrison assets among installations to facilitate surge requirements.

IMA is an integrated member of the Army team, a key enabler to the warfighting forces and their loved ones at home. IMA represents a bold commitment by the Army to stop the hemorrhage of base support dollars into other accounts and face the needs of Army installations worldwide as a firm commitment to put our first-class Soldiers and families in 1st class facilities.

Our installations are our flagships, and IMA is committed to their management and upkeep as a key enabler to Army readiness and the well-being of all Army personnel.

For additional information about the U.S. Army Installation Management Agency, please go to: www.ima.army.mil. **PWD**

IMA's Robert Hope retires

For more than 38 years, Robert L. Hope has provided exceptional and sustained support to the Army and the Nation while serving in numerous, challenging engineering and management assignments of increasing responsibilities.

Since 1 November 2002, he was the Chief of Staff of the Southeast Region, U.S. Army Installation Management Agency. Before that, he spent over two decades at the Engineer and deputy Engineer, U.S. Army Forces Command, leading major Army programs within the Army's combat forces command. This senior engineer leadership role put him in a position to shape, implement, lead and support nearly every major Army engineer initiative over this pivotal period in the Army's and the Nation's history. His achievements significantly improved the quality and management of Army facilities and the overall living standards of soldiers, their families and the federal workforce.

Hope's federal career began in 1965 as Assistant Deputy Engineer at Fort Polk, Louisiana. From there, he progressed



Robert L. Hope

through a series of increasingly important engineer manager and leadership roles including Chief of the Industrial Engineering Division at Fourth and Fifth Army Headquarters in San Antonio, Texas, and Chief of the Facilities Engineer Support Agency of Office, Chief of Engineers in Washington, DC. From 1973 through 1980, Hope acted as Chief, Engineering

Management Division and Chief, Engineer Analysis Division of HQ, U.S. Army Forces Command.

From 1980-2002, Hope was a top civilian leader in the U.S. Army Forces Command. Serving primarily as the Deputy Engineer of FORSCOM, he also served as the FORSCOM Engineer during transitions of military personnel assignments, playing a critical role in nearly every Army engineer-related initiative, program, plan, system or issue.

Mentoring two generations of engineer civilians and military engineers processing through FORSCOM, Hope was a passionate advocate of the intern program for shaping civilian engineers within his command and within the Army at large. He also played a lead role in improving facilities, enhancing living and working conditions for soldiers and families, advocated innovative master planning approaches, oversaw the first implementation of the Residential Communities Initiative program within the Army, guided the FORSCOM rail and airfield mainte-

Army Housing update

by Ted Nakata and 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 take care of its 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 still 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 122,000 homes worldwide-- 87,000 owned, 13,000 leased, and another 22,000 privatized. In FY03 alone, over 13,000 inadequate Army homes were addressed through the plan, but 33,000 inadequate homes remain.

Here are some of the things we did in FY03 towards achieving our overarching goal of providing adequate housing and improving the well-being of our soldiers as well as their families.

Army Family Housing Master Plan (FHMP)

The Family Housing Master Plan (FHMP) FY03-09 reflected the latest changes in investment strategies and guidance issued by the Secretary of Defense. The plan presented the Army's strategy to meet the Defense Planning Guidance goal to eliminate all inadequate family housing by 2007, and lined up spending with the



George McKimmie
Chief, Army Housing Division

annual submission of the President's Budget. The FHMP received an award from GSA in 2002 for the innovative real property management-

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, and continuation of traditional military construction for revitalizing government owned housing. The FHMP will be updated again in February 2004 to match the President's budget. The current version of the FHMP can be viewed at http://housing.army.mil/afh_plan.htm

The family housing at Fort Bragg and the Presidio of Monterey was privatized between October 2002 and October 2003

through the RCI process. This results in a total of six installations with nearly 22,000 family housing units turned over to the Army's RCI partners. An additional 20 projects are currently going through the RCI process that will privatize an additional 46,000 family housing units by the end of 2006. For more information, see the RCI website at <http://rci.army.mil/>

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Army Housing Video

A video that explains The Army's progress in upgrading housing has been produced to get the word out that the Barracks Modernization Program and the Family Housing Master Plan are having a dramatic impact on the lives of our soldiers and their families. This video will be made available for distribution in early December.

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ISR/RCI Standardization

An Annual ISR Infrastructure Inspection Standards Booklet Review was recently developed. This new inspection booklet for family housing now applies to both AFH and RCI projects and achieves savings by incorporating industry standards and maintaining consistent standards for both owned and privatized housing.

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nance and enhancement programs to increase the Army's strategic mobility, and was instrumental in directing the FORSCOM access control point program to protect FORSCOM personnel and facilities.

Hope strongly supported partnering with USACE to plan and execute utilities

privatization programs, utilities modernization programs as well as many other engineer and environmental programs of importance to the FORSCOM HQ and its installations ranging at times, from Alaska to Puerto Rico.

As a member of the new Installation Management Agency (IMA), Hope served both as the Director of Public Works in the Southeast Region, and finally, as Chief of Staff for the IMA Southeast Region. In

these roles, he was instrumental in helping bring about the successful stand-up of a new Army installation management concept and organization.

Hope leaves an enduring legacy in his superb record of initiating and accomplishing programs, mentoring people, and ensuring installations contribute to meeting the Army's mission.

PWD

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Army Housing One Stop (AHOS)

AHOS is an initiative to provide soldiers and their families a world-class system for obtaining housing information on the web. AHOS will consolidate the best features of PCS House Express and existing installation housing touch-screen kiosk and web page content in a uniform, easy-to-navigate user-friendly format. AHOS represents a quantum leap forward in housing information services for our soldiers and their families. AHOS makes it much easier to find comprehensive Army Housing and related information from a single website for whatever locations they are assigned to or are considering for assignment. The contract to implement Army Housing One Stop was awarded in February 2003 and full Army-wide deployment is scheduled for completion by February 2004.

You can access AHOS at <http://www.onestoparmy.com/>

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Barracks Modernization Program and Master Plan

This year, the Army Barracks Team developed, coordinated and finalized the Army's second comprehensive Barracks Master Plan (BMP). 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 \$10B 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's successes in the preparation and submittal of a 2003 GSA award for innovative real property management that identifies this as an innovative policy strategy for developing requirements, planning, programming and executing the Army's Barracks Construction and Modernization Program for 141,000 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 141,200 Soldiers. In FY03, we funded \$81M (\$61M, Operations and Maintenance Army in the Barracks Upgrade Program and \$750M, Military Construction Army) of renovation or new construction to the barracks 1+1 or equivalent standard at 20 installations worldwide for approximately 6,000 permanent party enlisted soldiers. By the end of FY03, we will have funded new construction or revitalization of our existing barracks for over 72% of our soldiers.

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Residential Construction Standards

Due to Army efforts championed by OACSIM, the OSD issued new Fire Protection Engineering guidance in April 2003. This eliminated a long-standing prohibition on the use of industry residential construction standards for DoD Military Construction projects, which reduces the cost per square foot for all types of facilities, with barracks projects having the potential for the most dramatic savings. A pilot barracks project was completed in August 2003 at Fort Meade that used the new construction standards. The cost of this innovative project was 1/3 less than the OSD target, and it was completed in 1/2 the time of a traditional barracks, without sacrificing quality or durability.

This initiative was subsequently endorsed by Congressional and GAO reports. Recognizing the OACSIM's leadership in reducing barracks costs by the use of residential construction standards, on 10 September 2003, Mr. Neger accepted a "Golden Shears" award from the Society of American Value Engineers (SAVE).

(See .??).

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Army Barracks Furnishings Workshop

A total of 54 personnel from various locations worldwide attended the four-day initial issue furnishings workshop in Orlando, Florida. This workshop had a great mix of soldiers and Army staff representing the BOSS program; Installation Furnishings Management, Installation Program Managers, and Garrison Staff; Interior Designers from various COE District Offices; Huntsville Program, Procurement, and Legal Staff; and, Army Barracks Team. Also attending were representatives from 14 furniture vendors who provided a great hands-on review and teaching expo.

The thrust of the workshop was geared around the discussion, review and the update of the Interior Design Manual (previous edition 1998), the ordering process, execution of quality assurance (QA) inspections, the upcoming web-page automated ordering system and library details to be available on the internet. This workshop was invaluable in gaining soldier input on what works, what doesn't, their evaluation of the furnishings available and to provide input for future changes.

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Initial Issue Furnishings Program Wrap-Up

In FY03, the centrally managed Furnishings Office purchased over \$22M initial issue furnishings for 10,085 barracks spaces, and dayrooms, and soldier community buildings. At year's end, over \$12.6M was also funded for replacement furniture for 4,635 barracks rooms as well as beds, mattresses and wall lockers for some trainee barracks.

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Ted Nakata is a housing analyst from NAHB Research Center and George McKimmie is the Chief of the Army Housing Division, OACSIM. **PWID**

Army Barracks Program receives Golden Shears award

by Suzanne Harrison

On 10 September 2003, the Office of the Assistant Chief of Staff for Installation Management (OACSIM) Barracks Modernization Program was awarded the Golden Shears award from the Society of American Value Engineers (SAVE). John Nerger, Director of Facilities and Housing, OACSIM, accepted the award presented at a ceremony on Capital Hill by Congressman David L. Hobson (Ohio) and Congressman Edward L. Schrock (Virginia).

The most significant technical recommendation in the 2001 Barracks Mid-Program Review Report is the use of industry construction standards versus military standards.

As a result of an intensive information campaign, the Army persuaded the Office of the Secretary of Defense to issue new Fire Protection Engineering guidance in April 2003 eliminating a long-standing prohibition on the use of industry construction standards for Department of

recommended Department of Defense (DoD) apply residential construction standards to the "maximum extent practical", and DoD concurred subject to the completion of some perfunctory structural and economic studies.

The savings from using residential standards provide a better value to the Army and will be used to fund major improvements and increased amenities in the larger barracks modules approved within the parameters of the Deputy Secretary of Defense authorization in June 2001 and Vice Chief of the Army criteria issued in July 2002. Some of the improvements include increased module size with additional closet storage in each room, a stove or cook-top in each module, and laundry facilities in each module or on each floor in the barracks.

George Mino, OACSIM's champion of this mid-program effort is a vital member of the Army Barracks Team, Directorate of Facilities and Housing. The complete mid-program review and subsequent policy memorandum changes are available at the following Internet web page: <http://www.hqda.army.mil/acsimweb/fd/construction/milconbar.htm>

SAVE International is a premier international society devoted to the advancement and promotion of the value methodology (also called value engineering, value analysis or value management). Value methodology benefits include decreasing costs, increasing profits and improving quality. Additional information on SAVE International is available at the following Internet web-page: <http://www.value-eng.org/>

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Left to right: Debbie Reynolds, John Nerger, George Mino, and Suzanne Harrison flank the coveted Golden Shears award.

The award was based on OACSIM using Value Engineering /Value Management (VE/VM) to conduct the largest programming value engineering study in Army history on the Barracks Modernization Program, with over 80 people actively participating. The result of this comprehensive value methodology is summarized in a February 2001 Barracks Mid-Program Review Report, which included numerous VE/VM recommendations.

The most significant functional recommendation is to allow designers flexibility, within the existing gross area limits, to provide more area and amenities in the barracks modules. The Deputy Secretary of Defense approved this initiative for all the Military Services in June 2001.

Defense (DoD) Military Construction projects. While this seemingly minor criteria change will reduce cost/square foot for all types of facilities, barracks projects have the potential for the most dramatic savings. In August 2003, the Army completed construction of a pilot barracks project at Fort Meade, Maryland using residential construction standards.

The award highlighted the success of the pilot barracks project at Fort Meade where the cost was one-third less than the Office of the Secretary of Defense (OSD) target, and without sacrificing quality or durability, was completed in one-half the time of a traditional barracks. The General Accounting Office (GAO) was so impressed with this pilot project they rec-

Army Facilities Standardization Committee approves new process

by Larry Black and John Scharl

The Army Facility Standardization Committee (AFSC) approved a new process for facility standardization on 29 September 2003. AFSC members include Chairman MG Larry Lust, Assistant Chief of Staff for Installation Management (ACSIM), MG Andy Aadland, Director of the Installation Management Agency, (IMA), and MG Ronald Johnson, Director of Military Programs, Corps of Engineers (USACE).

This new systematic process will develop Army facility standards and standard designs for new construction and renovation of Army facilities, regardless of the type of funding (OMA, NAF, MCA, Tenant, DoD, etc.). The overall objective of the process is to achieve efficient facility life-cycle management from cradle-to-cradle through the planning, programming, design, construction, operation, maintenance, repair, renovation, and replacement of Army facilities.

The general officer AFSC established an SES level Army Facility Standardization Sub-Committee (AFSSC). Mr. John Nergler, ACSIM Director of Facilities and Housing, will lead the AFSSC, which will consist of Mr. Phil Sakowitz, IMA Deputy Director, and Mr. Don Basham, Chief of Engineering and Construction at HQ USACE. The AFSSC's initial tasks are to prepare an organizational charter, identify staffing / resource requirements, and make appropriate recommendations to the AFSC on how to fully implement the Army facility standardization process.

The AFSC will report its actions to the Installation Management Board of Directors, chaired by the Vice Chief of Staff, Army. The AFSSC is responsible for standards and criteria development, funding, resourcing, prioritization, work assignment, and development. The Army Installation Design Standards (IDS) shall be considered the Army Standard and revisions to them be staffed with the AFSSC for approval by the AFSC. The IMA currently requires all installations to develop

Installation Design Guides (IDGs) to comply with the IDS in FY04-05.

"We are looking at how to make installations better to get a common feel across all of the Army installations," said MG Lust during the initial AFSC meeting. "Things have changed with the creation of IMA to ensure one Army corporate view. We now have one Director, IMA, to get facilities management focused. We have standards, some on paper and some not. We will continue to work to get Army standards on paper in the IDS."

The AFSC will meet quarterly starting 21 January 2004. The AFSSC will meet quarterly starting 9 December 2003. Working groups and functional teams will support the AFSC and AFSSC. The Facilities Design Group (FDG) is scheduled to meet monthly and includes the HQDA Program Managers and supporting Facility Design Teams (FDT). The Technology Standards Group (TSG) is also scheduled to meet monthly and includes HQDA Program Managers and supporting Discipline Working Teams (DWT).

The previous facilities standardization process relied primarily on the HQUSACE and their assigned Centers of Standardization (COS) Districts, with limited ACSIM involvement. The general officer standardization committee had not formally met for 10 years. The development of standard designs had been based on existing criteria and the proponents' input, but these were only starting points for project designs, with no requirement for strict compliance. The COS had no authority to ensure all project designs were in compliance with the approved standard designs.

The new process dictates that facility design standards follow specific procedures for development and approval of the Army standard for a specific facility type and empowers the Centers of Standardization and IMA regions to ensure standards are followed. It further enables COSs and IMA to provide cradle-to-cradle management of standard designs in all phases of projects,

including SRM projects, to optimize mission support, life cycle cost effectiveness, maintainability, and sustainability. When an Army facility standard is approved, it is recorded in the Army's Installation Design Standards (IDS)-- a living document that serves as the "corporate file cabinet" for of all Army Standards.

There are currently many facility types that have standard designs, none of which has been completely validated through the new standardization process. They are:

- Child Development Center
- Fire Station
- Physical Fitness Facility
- Outdoor Sports Facility
- Military Operations Urban Terrain Facility
- Hazardous Material Storage Facility
- Close Combat Tactical Trainer
- Army Reserve Center/National Guard Armory
- Bowling Center
- General Instruction Building
- Criminal Investigation Facility
- Enlisted Personnel Dining Facility
- Family Housing
- Information Systems Facility
- Troop Issue Subsistence Activity Facility
- Chapel
- Brigade/Battalion HQ
- Company Operations Facility
- Military Entrance Processing Station
- Tactical Equipment Maintenance Facility
- Unaccompanied Enlisted Personnel Housing Central Issue Facility
- General Purpose Warehouse
- Advanced Individual Training Barracks
- Basic Combat Trainee/One Station Unit
- Trainee Barracks
- Unaccompanied Officer Quarters

Technology Standards Group to manage strategy

by Philip R. Columbus

You've recently been tasked to come up with a construction or renovation project and really want to incorporate the best "gee-whiz" stuff you can into it. However, you're a little leery of whether or not that sales guy's pitch will work in the real world. Before you take that leap into the high-tech waters, you'd certainly like to know that sweet promise from the salesman's lips won't turn sour when you have to explain to the DPW, the lab Director, or District Engineer why costs actually went up rather than down after your little technology experiment. Plus, you don't really have the time to do the kind of analysis to make applying some new idea with any degree of confidence. So, you resort to the tried and true solution you used on a project you did three years ago. At least, it worked.

MG Larry J. Lust, ACSIM, wants us to do better. Engineers and facility managers at our installations have many innovative ideas to make facilities better, less expensive to construct and maintain, and more energy efficient. But during his installation visits, MG Lust has found the implementation and diffusion of those ideas from one installation to another are haphazard at

best. He has directed the development and implementation of a program to facilitate and expedite the infusion of new technologies and adoption of good ideas. We want to get the new ideas and technologies successfully tried at our installations diffused throughout the Army.

OACSIM is integrating technology evaluation into the Army Installation Design Standards program. Under the auspices of the Army Facilities Standardization Committee, the Installation Design Standards will usher in a new era for how we handle new technologies. The Standardization Committee is using a systematic approach to obtain, evaluate, and standardize new technologies. Two groups will operate under the Standardization Committee. One is the Facilities Design Group, which will handle Army standards for complete facilities, and the other is the Technology Standards Group that will evaluate new technologies. The two groups will interact in a matrix fashion with the technologies evaluated having applicability across many types of facility standard designs.

Membership of the Technology Standards Group will come from OACSIM, USACE, ERDC, IMA, and other interest-

ed groups. The Technology Standards Group will provide oversight and guidance to the "Discipline Working Teams" formed for specific areas of analysis. These will be a combination of standing teams as well as ad hoc teams. Discipline Working Teams will consist of technical experts within government as well as outside sources as the program matures.

The Technology Standards Group members will provide oversight and management of the technology strategy. The Technology Standards Group will produce an initial evaluation within 30 days of a recommended new technology received from the field. Ideas, concepts, and products that appear promising will be assigned to the Discipline Working Teams for a more complete evaluation. The Discipline Working Teams will have ninety days to complete their evaluation of a specific technology.

Not every technology idea will become an Army standard. Many of them will undoubtedly be narrow solutions rather than providing generic answers. These ideas will not be discarded but rather be assigned to a "recommended technology" category. The Technology Standards Group will monitor these recom- ➤

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During the AFSC meeting, three types of facility standard designs were addressed. The recommended standard designs for Army chapels, under development since early 2001, were presented for approval but were disapproved. The design team (HQDA proponent Army Chaplain office and Omaha Center of Standardization) was asked to improve the design to include IDS, design for force protection and landscape IDS standards, use natural lighting, provide manual controls on movable partitions, and to avoid flat roofs. They were also asked to provide the AFSC with the formula used to determine the chapel designs' seating capacities. The chapel design team will

resubmit the Army standard for chapels at the next AFSC meeting.

Updates were also provided on the development status of Army facility standard designs for General Instruction Buildings and Company Operation Facilities. The committee approved a recommendation to combine General Instruction Building (GIB) criteria with Army Continuing Education System criteria. These standards are criteria based and meet the 21st century classroom requirements. The GIB design team plans to submit the recommended Army standard for AFSC approval in 2004. The proposed Company Operations Facilities (COF) standard design is an update of the design approved in 1996. The ACSIM asked that the design include space for storage of

cleaning supplies. Standard designs will be sent to all IMA regions for review. The COF design team is currently staffing the final design and plan to submit it for AFSC approval in January 2004.

Current plans are to have the design teams for the Tactical Equipment Maintenance Facility and Access Control Point Facility present updates on the development status of their respective Army standards at the January meeting.

A subordinate working group to the AFSSC is the Facilities Design Group (FDG). The FDG develops and maintains Army Facility Standard Designs for repetitively constructed facilities on Army installations. It defines Army standards applicable to construction (new and ➤

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mended technologies as they mature for possible incorporation into the Installation Design Standards.

New standards and good ideas will be publicized by OACSIM. The OACSIM is starting an electronic newsletter that will disseminate the latest information coming out of the Installation Design Standards process. The ACSIM website will have information on standards, technology ideas, and standard designs. Individuals who recommend technologies for evaluation can see their suggestion's progress through the system on the ACSIM website. Installation, Lab, and District personnel will be able to suggest ideas to the Technology Standards Group on the website and the ideas can be tracked to see where they are in the system.

The Technology Standards Group has already begun evaluation of several promising technologies. Some are being further studied as possible new Army standards, including textured wall surfaces and keyless entries. While others have not adopted as new Army Standards, they are considered mature technologies and "good ideas" worthy of consideration by facility managers as possible solutions to specific projects or situations at their installations. Such technologies include:

Light emitting diode (LED) traffic signals – DOT has issued interim specifications for LED traffic lights and the Institute of Traffic Engineers (ITE) anticipates a new standard in summer 2004. LED traffic lights offer significant energy savings over traditional traffic lights. FHWA has provided OACSIM series of spreadsheets for installations to evaluate the potential cost savings for LED traffic signals that are available from OACSIM.

Rubber mulch – While not applicable in every geographic area or facility type, installations should consider this product. It has proven valuable in indoor decorative settings, child-care playgrounds, and similar sites. While more expensive initially than traditional mulch, it eliminates problems with moisture and insects in applications where that is important.

Porous pavements – New techniques for pavements similar to concrete. Using stone aggregates and agglutinates without sand, this product allows water to drain through the pavement into a drainage system. It can be used for streets, walkways, parking lots, and other areas where its ability to drain can provide aesthetic and practical benefits.

Non-water-using urinals – Several new technologies and products are now avail-

able which eliminate many of the problems with this technology. The latest designs are constructed of longer lasting materials and require less periodic maintenance. The systems are in use at Orlando International Airport, American University, and Fort Huachuca.

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

For more information or to offer your own good idea, please contact Philip R. Columbus, (703) 604-2470, e-mail: Philip.Columbus@hqda.army.mil.

Philip R. Columbus works in the Office of the Assistant Chief of Staff for Installation Management, Facilities Policy Division. PWD

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renovation) and maintenance of facilities. This group's membership includes OACSIM, HQ IMA, HQ USACE, the facility proponent representatives, and any other appropriate stakeholders interested in facility standards. The FDG meets to evaluate standards development progress, identify / prioritize requirements, and recommend Army standards and facility standard designs for presentation at the next scheduled AFSSC and AFSC meetings. The FDG also monitors and reports the Facility Design Teams' progress and sponsors their input and recommendations on planning, programming, and budgeting of requirements and resources to ensure consistency with

Army missions.

Facility Design Teams (FDTs) are responsible for developing Army standards and standard designs for assigned criteria development projects in support of the FDG. Each team consists of one designated representative from the OACSIM, the Army Staff/MACOM Proponent(s) for the facility standard, and the USACE Centers of Standardization (COS). The latter provide technical, design, administrative, and contracting support and ensure project designs comply with assigned facility standards. Teams meet as required to provide input, validate, and prioritize design requirements in support of criteria and standard design development, and advise the FDG which of those elements should be designated as mandatory Army standard

requirements. The COS also participate in planning and design charettes for their designated facility types to ensure consistent application of criteria, and to validate project scope and cost.

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Larry Black is the Program Manager for the Army Installation Design Standards and John Scharl is the Program Manager for Sustainable Design in the Facilities Policy Division, OACSIM. PWD

ISD – adding value to scarce dollars

by Alexandra K. Stakhiv

What do you get when you add up friendly faces, countless daily phone calls and help with utilities contracting, installation war games, electronic installation engineering Knowledge Management tools, training range development systems and support, the PAX and CAPCES systems, reimbursable engineering support services, public works awards systems, master planning support, training support and a whole lot more? You get value added to your scarce installation dollars. You get us—the U.S. Army Corps of Engineers’ Installation Support Division.

The Installation Support Division (ISD) is currently one of four divisions in the Directorate of Military Programs at Headquarters. Aply led by Kristine Allaman, Chief, Greg Tsukalas, Deputy Chief, and Jim Lovo, Branch Chief, our responsibilities include providing HQ USACE staff support, directing installation support activities for the Directorate of Military Programs, and performing related support services for the Army, the Installation Management Agency (IMA) and the Office of the Assistant Chief of Staff for Installation Management (OACSIM).

Our staff is a small, closely knit group of professionals who work hard on your behalf to ensure that key technical services provided by USACE have the right policy and program backup. Although we have downsized considerably in the last couple of years, our desire to assist with your installation needs has not diminished. FY03 marks the completion of our third year at Headquarters USACE. As the year comes to a close and we gear up for a much anticipated reorganization, we would like to share some of the successes we have had in providing support to you, that is

folks working at and for Army installations. Here’s our FY03 annual report to you:

Direct Funded Installation Support Program

The U.S. Army Corps of Engineers provided about \$8 million of non-reimbursable engineering support services to Army installations worldwide in FY03. While this is not a lot of money, it is well leveraged to get the “best bang for the buck.” In addition to the traditional PM Forwards and Checkbook support, this year we funded seven liaisons to interface with the seven newly formed Installation Management Agency (IMA) regional offices. We currently have about 25 PM Forwards supporting larger Army installations.

Checkbook dollars are used to buy engineering services such as planning charrettes, 1391 support, and master planning. In the past, Corps Districts worked closely with Army installations (Public Works Directorates) to set priorities on how to allocate these limited resources. In FY04, we will work closely with the newly formed Installation Management Agency and its regional offices in deciding where this money can best be spent to ensure Army installations are meeting the needs of Army soldiers, their families, and civilians in terms of improving the facilities where they live, work and play.

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Public Works Digest

The *Public Works Digest* continues to be the premier public works/facilities engineering newspaper, promoting the Army’s pro-

grams and policies, sharing good ideas on how to improve the public works business, and publicizing installation successes and innovative programs. In FY03, we published six issues. In addition to our traditional themes of housing, the environment, energy management, the DPW Worldwide Training Workshop, and the annual report, this year the *Digest* devoted an entire issue to facilities engineering in a collaboration with the ACSIM folks. Our distribution list continues to grow, and based on your many comments, you like what you’re reading. Let us know if there’s a topic you would like to see added to our repertoire, and please continue sending us your articles about installation life, woes and accomplishments. Your ideas may help other installations avoid unnecessary pitfalls.

This fiscal year, the *Digest* introduced the Installation Management Agency (IMA), with a special section on its October 1, 2002 activation. IMA, an ACSIM field-operating agency, provides command and control of Army installation management activities worldwide, including DPW operations. As mentioned in the September/October issue, the US Army Corps of Engineers transferred proponency for the *Digest* to IMA on 1 October 2003 in keeping with TIM, the Transformation of Installation Management. We look forward to our new partnership with the IMA and plan to produce an even better *Digest* to keep you informed on important issues and help make your work a little easier.

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Kristine Allaman



Jackyee Campbell



Greg Tsukalas



Jim Lovo



Jerry Zekert



Fred Reid

Programming Administration and Execution (PAX) System

FY03 was the first full year of centralized PAX funding. The elimination of the monthly billing system was an initiative that everyone wanted. The ACSIM now funds PAX usage for all PAX Army users. We are currently working on the resolution of all outstanding PAX bills from prior years, and HECSA Finance & Accounting is working this issue with PAX management. The elimination of PAX billing has greatly simplified the lives of both the PAX management and PAX users.

PAX obtained both its DITSCAP and Networthiness certifications and accreditations during FY03. It was the first DoD Information Technology (IT) system to be granted a Networthiness Certificate to Operate, a DoD requirement for all IT systems. PAX was also the first ACSIM IT system to be registered on the AKO web site.

A service level agreement (SLA) was successfully negotiated between PAX management and DISA Defense Enterprise Computing Center. This SLA covers the ground rules for the operation of PAX applications on the DISA mainframe. And finally, PAX management successfully competed a replacement PAX IT support services contract to replace the Multiple Award Delivery Order (MADOC) Contract. The new contract will provide IT support for the PAX applications.

In addition, the 1391 processor support staff in Huntsville corresponded directly with soldiers in Kuwait in establishing DD1391 processor access and helped in acquiring and loading site-specific information into the system to be used in the generation of DD1391 project data for

Iraq and Afghanistan. An automated procedure to do "what if" estimates using loaded unit costs called the Calculate Cost Command can provide the PAX user with a quick primary facility cost estimate in a matter of minutes.

Huntsville also released PC-Cost Version 5.1.1 and Information Systems Cost Estimator (ISCE) - Version 3.3.1 in September 2003. The PC-Cost program is used to prepare and submit budget estimates for construction projects in electronic format compatible with the work breakdown structure of the ENG3086 and DD1391 forms. The ISCE allows Directorates of Information Management (DOIMs) and Directors of Public Works (DPWs) to identify and develop information systems cost estimates in support of Military Construction projects.

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CAPCES / Congressional View / Knowledge Point

Once again the CAPCES Team worked their magic, adding new reports to an already robust menu of choices. The team also branched out in a few new areas with new applications, functionality and a new system.

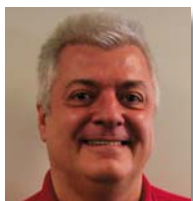
The Congressional View system was significantly modified twice during 2003 to incorporate new functionality. Late-Add (Congressional Add) Screening Sheets were added for the 2004 budget cycle, and recently, Budget Supplementals were incorporated. Last summer, the CAPCES programming team was busy writing code for the new Knowledge Point system, as requested by the DASA(I&H). Knowledge

Point is designed to manage the MILCON hearings Q&A process along with the final Q&A Book to be used at MILCON hearings testimony. Where Congressional View has certain areas viewable by all PAX users, Knowledge Point is only open to a small number of users.

A particularly significant CAPCES launch took place for an application called autoFYDP, which provides the database automation tools needed for all aspects of the MILCON Future Year Defense Program functions, tasks, and products and used for each budget submission throughout the year. It was fielded for the 2005-2009 POM in May, immediately followed by the Budget Change Proposal (BCP) submission cycles this past Spring. However, the budget was continually modified as strategic directions were released. Although autoFYDP is a client/server application, it is currently being written for a full browser based deployment.

The most significant change made to DIRNET, the system which manages design and construction directives, was to interface the CAPCES/DIRNET system with the USACE P2 system. DIRNET can now send all significant data from issued Directives to P2, where the project data will populate the P2 database. This link is especially significant because it sets up a one-to-one link between the two systems so that significant project information from either system can automatically populate the other.

Finally, we added several reports to the CAPCES menu, most of which incorporate new views of the MCA and AFH budget/program, with a significant number of new data fields. Nearly all of the new fields are obtained from



Bill Crambo



Milt Elder



Mike Rice



Don Emmerling



Rafael Zayas



Pete Almquist

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other/interfaced systems such as the 1391 Processor System, and the USACE PROMIS/PPDS systems, resulting in new program views of project significant activity, milestones and conditional information previously difficult to compile through traditional methods. As staffing diminishes from critical to ultimate deficiencies, and expectations for more timely and more accurate information are made, managers must rely on these new automated tools to do the grunt work that their larger staff once did manually. These new consolidated systems provide significant informational advantages that far outweigh any effort needed to create them or the software to develop them.

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District Commanders' Course

Each year, HQ USACE conducts an 8-9 day, hands-on District Commanders' Course, to expose newly assigned District and Deputy District Commanders to all functional aspects of district command with emphasis on the topics from the DE's point of view. Typically, one-fourth to one-half of all the district commanders is provided this annual training within 90-120 days of his/her command. Additionally, one-third to one-half of the Deputy DEs joins them in this training. After 3 or 4 months on the job, the DE (and to a lesser extent, the Deputy DE) has been exposed to a baptism under fire on a wide range of issues-- not the least of which is the importance of supporting their partners - either military installations, local and state government entities or both in the instance of non-"civil-only" districts which happen to be the majority.

What makes the course unique is that the instructors are 4 serving district com-

manders and 30 plus project delivery team members from the instructing districts. These specialists are supplemented by HQ USACE subject matter experts. In addition, several long working lunches are incorporated in the schedule of instruction and as many as 12 district commanders are brought in from around the country to give their insights to the new commanders in a "DE only" classroom environment.

About 25 percent of the curriculum is devoted to topics that are of concern or benefit to the military installations that the districts serve, providing the district commander the tools to better understand and improve relationships among the partners. Subjects include Military and Installation Support; Military Engineering; Acquisition Strategy and Best Value contracting; Partnering; Project Management; Environmental Compliance; Environmental Restoration (HTRW); Field Force Engineering; Emergency Management; Centers of Expertise; Emerging Technologies; and presentations by many of the laboratories belonging to the Engineer Research and Development Center. Guest speakers provide a no-holds barred viewpoint of the support provided by the district with equal emphasis on district support shortcomings as well as success stories.

The 2003 District Commanders' Course was concluded on 31 October 2003.

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Transfer and Acceptance of Military Real Property (DD Form 1354)

An Army Audit was conducted several years ago on construction in progress (CIP) and why it takes so long to come off the CIP account and be picked up by the installations. One of the areas noted was the lack

of guidance on the DD Form 1354 and the outdated form itself, which did not reflect information needed in today's environment.

Taking the lead, the Army included the Air Force, Navy and the Corps of Engineers in the process of creating a generic handbook, which now gives specific instructions on what the DD Form 1354 is to be used for, who has the responsibility to prepare it, process it and record the information in the installations financial and real property system. It also provides a new DD Form 1354 which was changed to comply with the Chief Financial Officers Act (CFOA) of 1990 and Department of Defense Instruction (DoDI) 4165.14. For the very first time, all DoD installations and construction agents will have one integrated set of instructions for preparation, processing and posting real property capital improvements.

We anticipate approval of the new form and handbook in the very near future. Upon approval, we will send an e-mail to all users and place the new form on FORMFLOW FILLER. The handbook will be issued as Unified Facilities Criteria (UFC), for use by all Services and all organizations construction capital improvements on installations. The handbook can be found at

http://65.204.17.188/report/doc_ufc.html

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Army Power Procurement Program

We have been working hard to improve the Army Power Procurement Program (a.k.a. Commercial Utilities Program or Utilities Contracting Program) throughout the Army installation community. As a result of past emphasis on new utility programs such as privatization, deregulation expectations, divestiture of the Army



Jim Ott



Gordon Velasco



David Bohl



Sang Yo



Bridgette Williams



Ed Gauvreau

(continued from previous page)

Center for Public Works, Transformation of Installation Management, and SRM resource challenges in the Army, resources at all levels dedicated to the program have been very constrained.

Thanks to efforts by many folks in raising the awareness of the benefits of the program, the Army is working to revitalize Army Power Procurement activities worldwide. These benefits include the potential for substantial utility rate intervention cost avoidances and savings; establishment of a check and balance mechanisms between federal government utilities contracting requirements and federal, state, and local regulatory bodies requirements; diminishment of contracting conflicts, protests, and lawsuits; and the provision for a repository of knowledge/expertise in a complex field that is changing, inside and outside the Army.

So far, cost avoidances/savings generated this year in utility rate intervention cases settlements amount to nearly \$7M/year and a one time refund of \$741K (California American Water case [Presidio of Monterey and Naval Language Institute] = \$45.3K/year; Washington Gas Light case [Fort Detrick and Adelphi Lab] = \$2.1M/year; Jersey Central Power & Light case [Fort Monmouth, Picatinny Arsenal, Naval Air Station Lakehurst, Naval Station Earle, and McGuire Air Force Base] = \$2.87M/year; Williams Gas Pipeline Central Inc. = \$741K (one time refund); Carolina Power and Light two cases [Fort Bragg, Cherry Point Marine Corps Base, and Pope Air Force Base] = \$1.8M). Thanks to Ed Gerstner and all of you who have worked with him on intervention actions to save the Army critical funds.

We also got a chance to directly support the Global War on Terrorism when we expeditiously processed an urgent request to provide folks in Europe the temporary

authority to procure/administer utility services to support US Forces engaged in Operation Enduring Freedom and other contingency activities.

As part of the revitalization efforts, last April, the US Army Corps of Engineers (in conjunction with the OASA (FM&C), Army Regulatory Law Office, ACSIM, HQ IMA, and HQ ACA) requested a AAA audit of the Army Power Procurement Program. The goal was to get an independent assessment of key parts of the Army Power Procurement Program, validate the program, and provide a basis for developing new policy, guidance, and resourcing in support of the acquisition and sales of utility services for Army installations. In the past, we would have collected current information through conferences, staff assistance visits, and staff data calls on what is happening with utilities contracting at all levels of the Army. Since that is no longer possible, we enlisted AAA to assist in getting a good picture of the “as is” situation to help shape a better “to be” case for the Army.

Because of the complexity of the program, the final audit report is expected by third or fourth quarter of next year. Meanwhile, we’re working hard to get some refreshed updated Army Power Procurement guidance and assistance out to Army installation managers at all levels. These initial efforts will come out in the form of interim policies and guidance within the very near future. Let us know how we can assist you in FY04!

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CP-18 (Engineers and Scientists)

Our organization assisted in managing the Army Civilian Training, Education, and Development System (ACTEDS), which supports the Engineers & Scientists

(Resources & Construction) Career Program (CP-18) and the associated web site. With its 18,000 members, CP-18 is the Army’s largest career program, spanning the Corps’ Civil Works and IMA’s military installations, making all related actions a nightmare to coordinate. Nevertheless, we made tremendous progress in upgrades to the web site throughout the year. A contract was recently awarded to complete much needed work involving environmental careerists. We are very excited about similar efforts we have underway to develop a Master Intern Plan with expedited promotion possibilities as well as a communication plan to better inform the world of this web site and the ACTEDS Plan. Stay tuned to the Digest as we complete these important initiatives!

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DPW Awards Program

Since its inception, we have been heavily involved in the promotion and execution of the annual DPW Awards Program, and this year was no different. These awards are traditionally presented at the DPW Worldwide Training Workshop for outstanding accomplishments in nine categories of installation public works activities. Although responsibility for the execution of the DPW Awards Program was recently transferred to HQ IMA, we will continue to assist the IMA folks with the FY04 DPW Awards Program. Look for the latest winners at this year’s DPW Worldwide Workshop!

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



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Revitalizing Army Real Property Master Planning

by Jerry Zekert and Tracy P. Wilson

In this past year, the Assistant Chief of Staff for Installation Management (ACSIM), the Installation Management Agency (IMA), and the U.S. Army Corps of Engineers (USACE) collaborated and partnered to revitalize, revise, renew, redefine, and reload the framework for Army Real Property Master Planning (RPMP).

As a planning partner, USACE folks assisted the ACSIM in revising AR 210-20, Master Planning for Army Installations. The focus of the revision is on:

1) Changes in the roles and responsibilities throughout the Army installation management arena:

- **Garrison Commander:** Chair Real Property Planning Board (RPPB); prepare and maintain the RPMP; implement and maintain GIS; submit MILCON.
- **Senior Mission Commander:** Chair the Executive Planning Board which oversees the RPPB; endorse the RPMP; prioritize mission MILCON.
- **MACOM Commander:** Review RPMP; provide associate member to RPPB.
- **IMA:** Implement Real Property Master Planning policy; establish and resource a real property master planning program.
- **IMA Regions:** Provide support to installations as directed by HQ IMA; provide a member to the RPPB.

2) Integration of existing inter-governmental coordination policy into AR 210-20.

3) Assumption of proponency for GIS implementation through planning.

4) Defining new RPMP components:

- **Real Property Master Plan Digest:**
 - Garrison Commander's vision, goals and objectives
 - Provides analysis of and key information from the entire RPMP
 - Provides installation setting and profile
- Long Range Component:
 - Environmental baseline and analysis



Participants in the Army Real Property Master Planning Workshop recently held in San Diego focus on updates to Long Range Components.

- Land use analysis
 - Integrated strategy for development of the installation
 - **Installation Design Guide:**
 - Enhance living environment
 - Establish common standards
 - **Capital Investment Strategy:**
 - Resource investment strategy
 - Comprehensive/holistic solutions including interim and end states
 - Tabulation of existing and required facilities
 - **Short Range Component:**
 - Links RPMP to Program Objective Memorandum
 - Lists projects (MCA, SRM)
 - **Mobilization Component:**
 - Deleted. However, installations with mobilization and deployment missions will describe them in the RPMP Digest.
- 5) Integration of environmental assessment and evaluation as an integral planning process requirement.
 - 6) Integration of the issues of Sustainability and Critical Infrastructure Protection (CIP)/ATFP into planning process.
 - 7) Long range planning and the development of Area Development Plans.

As a planning partner, we also championed the IMA's vision for revitalizing Real Property Master Planning as a critical program for achieving successful installations of the future. On 3 June 2003, MG Aadland, Director, IMA, issued NETCALL #10 – Master Planning. Based on his note, the Planning Team from HQ USACE scheduled a meeting on 2 July 2003 with the Master Planning Team from HQ IMA and ACSIM to review the on-going Master Planning efforts and discuss the major focus of the program. The consensus of the partners was and is to champion the goals and objectives laid out in the NETCALL. These include:

- Identifying Master Planning as a critical concern, program, and process due to its impacts to the future of installations.
- Defining Installation Master Planning as a key IMA goal.
- Identifying key components of a successful planning program. All installations must develop, coordinate, produce and maintain Real Property Master Plans (RPMPs) and incorporate the business process of long range planning for orderly development of installations.
- Implementing a Installation Strategic Planning (ISP) process to look comprehensively and strategically at the full gamut of installation management, and initiating the development of the Installation Planning Board (IPB) as the key forum for obtaining consensus on the installation plan, vision, and priorities, as integrated in the ISP.
- Calling for Garrison Commanders' commitment to a continuous planning process.
- Calling for revitalization of the process through better training, better real property inventories, better coordination with stakeholders, and use of best business

practices, common standards and consistent criteria for success.

This past fiscal year, we assisted ACSIM and IMA with revitalizing the Real Property Master Planning program by refocusing the HQ USACE Master Planning support in line with the AR revision and NET-CALL goals and objectives. In 2002, we direct funded a variety of Master Planning support for preparing/updating Summary Development Plans for numerous installations, MP component updates, GIS updates, RP database updates/space utiliza-

on Master Planning and GIS for the Garrison Pre-Command Course at the Army Management Staff College. Additionally, the USACE Installation Support Program highlighted significant Master Planning support to include Fort Hamilton GIS update (NAD), Fort Irwin Master Plan update, Installation RPLANS updates, CADD/GIS support to Fort Campbell, Blue Grass and SDP updates for ACSIM and IMA installations.

USACE support to ACSIM and IMA culminated in hosting the Army's Real

- Maximize the use of Area Development Plans to define the visionary development for installations.
- Implement the use of planning charrettes to resolve major planning issues/concerns for high visibility projects on installations where a careful and detailed planning process is critical to ensure the right solution (i.e., MCA, SRM, etc.) is achieved.
- Establish a consistent level of products and services throughout the Army.
- Emphasize the process in planning as a key tool to informed decision-making and collaboration.
- Integrate NEPA into the planning process.
- Support the implementation of Installation Design Standards and Installation Design Guides (IDS/IDG).

Consequently, during FY04 we will continue our training support; continue our support to installations for ACSIM and IMA through our Regional Business Centers, Communities of Practice, and Regional Support Teams; implement a technical working group for the development of the Master Planning Instructions (MPI) to develop consistent processes, standards and product lines for the MPI; and establish mapping standards for future development plans in support of Army GIS. Just like the Matrix, Army Real Property Master Planning is reloading and preparing for the next planning revolution. We encourage all planners to join us as planning partners in achieving the IMA and ACSIM vision for reloading Master Planning.

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Ron Niemi (center), South Pacific Division, takes notes on the implementation of Installation Design Standards and Installation Design Guides during the Army Real Property Master Planning Workshop.

tion studies and USACE planning staff on-site support to resolve planning issues (i.e. facilitate planning charrettes, GIS technical assistance, etc.).

During 2003, ISD Master Planning support provided a myriad of training to include: 5 Installation Management Institute (IMI) courses – Real Property Master Planning 101, Master Planning, Sustainable Planning, Critical Infrastructure Protection, and GIS in Planning; 2 Master Planning PROSPECT classes to train more than 80 new planners; 3 DPW Management and Operations Course (DPW-MOC) sessions on planning; and 4 classes

Property Master Planning Workshop in San Diego on 27-31 October 2003, where more than 100 planners from headquarters, MACOMs, IMA regions, support agencies (i.e., AEC, districts, centers) and installations collaborated on the future of Army Master Planning. The participants determined that the future of master planning should:

- Ensure installation RPLANS information is accurate.
- Focus on updates to Long Range Components and formulating visionary documents, specifically on land use development.

Installation Support Center of Expertise, Huntsville Center – linking business practices and innovative processes

The US 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 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 Corp's 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. The ISCX is committed to providing outstanding mission and quality of life support services to military installations.

A sampling of the type of support provided by the ISCX follows.

The **Range and Training Land Program (RTLTP)** provides programmatic engineering technical expertise to the Army G-3 Training in the functional areas of master planning, standard facility criteria and MILCON programming for the Army's range modernization program. Additionally, it partners with the Corps' Districts to provide programmatic oversight of range design and construction execution on Army G-3 funded projects. The RTLTP MCX is continuing the centralized preparation of DD Forms 1391 for Army G-3 funded projects. The new range planning process will include a HQDA Technical Team assessment process to accompany each planning charrette. Assessments will 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 expectation of encountering unexploded ordnance.

The **Electronic Technology Systems**



Mirko Rakigijja, Director, ISCX

Center (ETSC) provides cradle-to-grave services, including criteria development, site surveys, design, procurement, installation, performance testing, acceptance, monitoring and maintenance for Utility Monitoring and Control Systems (UMCS) and Electronic Security Systems (ESS). For example, ETSC provides coordination and technical expertise to Corps of Engineers activities in support of the Critical Projects Security Program (CPSP), a program for enhancing the security of Corps dams and other infrastructure. The CPSP projects range from perimeter intrusion detection systems applications to electronic entry control systems to integrated fire alarm and building automation systems. The ETSC also manages electronic systems maintenance and service contracts to keep the systems up and running.

One example of ETSC program management capabilities is the Access Control Point Equipment Program. The Corps of Engineers was selected to manage and execute this time-critical equipment fielding and installation program. The strategy leverages the existing Corps of Engineers worldwide presence to quickly assess installation access control points, make appropriate equipment recommendations, and then efficiently implement the resulting approved projects. A partnership between the Corps' Protective Design Center

(PDC) and Electronic Security Center (ESC) yielded development of specialized training which was given to USACE lead districts to support the program.

The **Utilities Rate Intervention Program** is a joint ISCX effort with the US Army Legal Services Agency to ensure that the cost of utilities services for federal agencies remain fair and equitable. During FY03, we initiated six utility rate intervention and negotiation proceedings at a cost of \$178,000. Army installations that benefited from these interventions were Forts Leonard Wood, Riley, Bragg, Hood, Presidio of Monterey, and White Sands Missile Range. Final rulings issued by state and federal regulatory bodies during FY03 resulted in utilities savings of \$7.3 million.

Energy Savings Performance Contracting (ESPC) is a process in which contractors fund and provide infrastructure improvements and energy-saving equipment, and maintain them in exchange for a portion of the energy savings generated. In partnership with installations and districts, our energy savings contractors have invested \$418 million in energy-related infrastructure improvements. In addition, the government's share of resulting energy savings is \$120 million. A sample project is an \$8 million contractor-investment for a series of Veterans Administration hospitals. This project will upgrade lighting, install water conservation devices and upgrade HVAC systems. This project will also replace faulty equipment and will save energy and water costs.

The **Facility Repair and Renewal (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 that ranges from manufacturer-specific product information to full-blown plans and specifications. The level of detail for the work plan depends on the complexity of each project. Because the contractor who

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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 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 will span over three fiscal years.

The *Environmental Program* provides environmental studies and remediation services, such as site investigations, remedial investigations, risk assessments, treatability studies, remedial designs, environmental compliance assessment surveys, environmental management systems for installations, and NEPA documentation. For example, we provided environmental restoration support for the Memphis Depot. This effort included environmental sampling, risk assessments, buy-in by the local community and regulators, concluding with a Record of Decision signed by EPA, Tennessee Department of Environment and Conservation, and Defense Logistics Agency. As follow on, we will

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*

provide remedial designs for the service provider who will conduct the clean-up remedial actions.

Recently, HNC assisted the Defense National Stockpile Center (DNSC) in implementing their Environmental Safety Occupation Health Management System (ESOH). This allowed DNSC to meet the requirements of Executive Order 13148, "Greening the Government through Leadership in Environmental Management," a full two years ahead of the

December 2005 deadline. The combined expertise of Huntsville and local Districts provide comprehensive solutions for regulatory compliance and remediation of contaminated sites.

The *Furnishings Program* provides centralized management, procurement and delivery of furniture and furnishings for new and renovated barracks Army-wide. We supported 80 barracks buildings (14840 living spaces) during FY03. Our criteria for success is to purchase quality furnishings at competitive bulk prices, deliver and install on the Beneficial Occupancy Date - no sooner, no later -- and minimize workload demands upon the installation.

The ISCX links business practices and innovative processes in its partnership with Corps Districts in providing comprehensive and cost effective support to installations. Through centralized management with decentralized execution, it leverages its program management, engineering, contracting and legal matrix expertise imbedded in its 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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Refocusing PDSCS

The Professional Development Support Center's (PDSCS) Installation Support Training Division (ISTD) is working to broaden the spectrum of its training support to the installations. Last year ISTD held 59 course sessions both in CONUS and OCONUS and trained 1,146 students.

This year, the plan is to work closely with HQIMA, HQUSACE, and OACSIM and conduct more analysis to determine areas where training is needed and concentrate on fine-tuning the curriculum to meet more of those training requirements. The

new focus is to provide better support to the Installation Management Agency (IMA) and Army Garrisons during this time of change.

Currently, the ISTD has six curricula:

- (1) Public Works Management
- (2) Real Property Management and Accountability
- (3) Master Planning
- (4) Acquisition
- (5) Public Works Information Technology
- (6) Environmental

We anticipate that a team of profession-

als from all levels will be formed to review and validate changes needed in each of the curricula areas.

The ISTD Course managers are Beverly Carr, (256) 895-7432, beverly.carr@hnd01.usace.army.mil; and Donna Gravette, (256) 895-7429, donna.gravette@hnd01.usace.army.mil To register for current ISTD courses, see <<http://pdsc.usace.army.mil>> or contact Sherry Whitaker, (256) 895-7425, sherry.m.whitaker@hnd01.usace.army.mil To request training and new course development, please contact Betty J. Batts, (256) 895-7407, betty.j.batts@hnc01.usace.army.mil **PWD**

Europe District relies on planning charrettes

by Grant Sattler

While the adage “an ounce of prevention is worth a pound of cure” may be more succinct, the payoff can be tons greater from applying good planning practices as early as possible in design for military facilities.

A seven-member team from U.S. Army Corps of Engineers Europe District has done just that by applying the new planning charrette concept outlined in HQ USACE Engineering Construction Bulletin No. 2003-8 to projects in the European theater. The team traveled to Menwith Hill, England, for two weeks in August to plan for three proposed projects there.

Employing a charrette format first developed in 1999 by cost estimators, designers, and planners at the Corps of Engineers’ Fort Worth District and Southwestern Division, the planning charrette team met with customers and local engineers to emerge from the conference room with two important products for each proposed project.

Ana Ortega, Fort Worth District’s 1391 Team Leader, has recently been engaged in explaining the planning charrette concept at other Corps districts. While the typical cost for the travel and labor of a seven-member team is about \$40,000 for a 1391 and a Planning Charrette Report, Ortega said the customer sees a big payoff. “Projects are funded at the appropriate Programmed Amount, experienced designers are involved at the planning stage, there is good communication between all involved proponents, and the products are provided in a timely and cost effective manner,” she said.

One of the outcomes of the initial design charrette is a Department of Defense DD Form 1391, said Jon Cole, an economist and master planner with Europe District’s Installation Support Branch. The 1391 is a document used by Congress to approve major military construction projects that are signed into law by the President.

“You want to do it right the first time, so that the project is not under funded,”

Cole said, “because if the 1391 is for a \$10-million project and you go to design and then discover that for some reason it can’t be done for that cost, you have a big problem, and unfortunately, one that is too common throughout the Army.”

Jack Shelton, cost engineer at Southwestern Division in Dallas, Texas, said a few of the Corps military districts can field teams experienced in 1391 preparation. “It takes a lot of effort by experienced people to adequately prepare a good 1391. The Army installation DPWs usually no longer have all the experience they once had,” Shelton said.

“The users at the installations need good 1391s that accurately identify the intended project scope and the project cost. Justification – which includes various descriptive paragraphs and an economic analysis of various alternatives – is just as important as scope and cost because it convinces the ACSIM [Assistant Chief of Staff for Installation Management] review boards to place the project in the budget.”

But even a carefully completed DD Form 1391 has limitations for designers because it is a more of a tool for programming a project than it is a planning document, Cole said.

“It’s nebulous. The biggest punch there is the narrative that justifies the project ... there is little design insight,” he said. “You have to ask, ‘What were we thinking three years ago?’”

Designers typically have little to go on to validate and design a project that meets the need within the allocated funding, Cole said. “If they have a document that precludes all of that repeat work, it makes their jobs a lot easier.”

Therein comes the second product produced by the planning charrette team – a 10 percent design called a Planning Charrette Report. The team, composed of a cost estimator, mechanical engineer, electrical engineer, civil engineer, architect,

planner, and a team lead, produces a Planning Charrette Report that can be delivered to designers once the DD Form 1391 it accompanies is approved, authorized and appropriated.

“The 10 percent design includes write-ups from all of the engineering disciplines, the cost estimate, the economic analysis, the site plan, and floor plans. All are included so that in two years ... there is a



(left to right) Douglas Bonham, civil engineer; David Buzard, engineering technician; George Brown, cost engineer; Jon Cole, economist; Joanne Qualey, architect; and David Braidich, mechanical engineer, comprise the typical talent pool needed to ensure customers get what they need during the DD1391 Planning Charrette visit.

Photo by Brian H. Temple

10 percent design that you hand over to the design team,” Cole said.

Cole, formerly with Fort Worth District, was involved there in the initial employment of charrette teams to try and solve a chronic problem. Along with Shelton, Cole tried taking teams out to the field in the States and in Europe. “Customers were ecstatic,” he said.

Customers in the field were not the only ones impressed. “This has been so successful that [Department of the Army] guidance has been written up, so that as of Fiscal Year ‘07 all 1391s to be briefed at the HQDA Construction Review Committee will have a planning charrette,” Cole said. “It is the Corps of Engineers’ intent for the districts to do these for consistency, vice architect & engineering firms.”

Employing various district special-

Brettschneider retires after 49 years

by Brian Temple

Louis “Lou” Brettschneider celebrated completion of his 49-year career with the U.S. Army Corps of Engineers, May 21, 2003 near Wiesbaden, Germany.

About 80 of his colleagues from throughout Western Europe and the United States gathered to honor this 80-year-old mechanical engineer. They celebrated his accomplishments, but more than that, they came to pay tribute to the man known as “Mr. EUD” – a title of endearment given by Corps customers and fellow employees alike for his effective work and selflessness.

Pat Biliter, former Europe District deputy district engineer said, “Of all the wonderful and impressive people I’ve met during my 20 years at the Europe District, none made a greater impression on me than Lou Brettschneider. ... He was loyal to a fault to his employees ... and no one doubted that EUD (Europe District) was his family.”

Brettschneider’s career “reads like the chronology of the tumultuous events of the second half of the 20th Century,” Biliter said. From his Merchant Marine service during World War II to his more recent involvement in design and construction of



Louis Brettschneider

infantry bases for the Israel Defense Forces, Brettschneider enjoyed, and interacted with people.

He began his European career with the U.S. Army Construction Agency Germany, USACAG (the predecessor to the Engineer Command ENGCOR which was transformed into the Europe Division and eventually whittled down to what is now Europe District) after working as a mechanical engineer on fast-track airfield construction for the North Atlantic District in Newfoundland.

He arrived in Germany in the mid ‘50s while Russian troops advanced toward Budapest, Hungary. Over the next five years, Brettschneider supervised construction of new family housing areas to accommodate the growing numbers of U.S. Forces here in Europe. By 1960, there were 540 installations in West Germany meeting the needs of the soldiers and their families.

As the Cold War’s chill enveloped the citizens of Berlin in ‘61, he was thrust into the rapid renovation of the Tempelhof, Gatow and Tegel airports there, preparing the way for a possible second Berlin Airlift. Nikita Khrushchev threatened to sign a separate peace treaty with the German Democratic Republic in January 1962 and turn over full control of Berlin to the East Germans if the allied occupation of Germany

had not ended. As Khrushchev’s deadline approached, Brettschneider supervised the installation of aviation guidance systems immune to Soviet jamming. The structures housing these systems were completed by Khrushchev’s deadline and tensions eventually eased.

Brettschneider later witnessed the destruction of the Berlin Wall during his tenure and he said he was grateful for having the opportunity to contribute to the Allies’ cause.

“What I can say is that the Corps gave me as much as I gave the Corps. It was a wonderful organization to work for,” he said. “Everything that I learned, and everything that I could contribute to the Corps, was really a pleasure to me. ... I’m grateful to the Corps of Engineers, the people I’ve worked with and to the value of the work that we did.”

COL James M. Barry, one former commander of the District said, “His perseverance, his zest for sharing the greatness of his co-workers and subordinates, his absolute integrity and dignity, his joyful delight in the teamwork of EUD, and his selfless subordination of ego contributed to the well-being of those around him and his beloved organization. ... Even now, four years after relinquishing command, Lou Brettschneider’s lessons and personal example remain part of me.”

“I could have earned a living elsewhere but it would not have been the same. I would not have the satisfaction of knowing that I’ve contributed in part to something very important. I wish I could have continued with the Corps,” Brettschneider said. If one talks of humility, gratitude, effective mentorship, and a sense of accomplishment for a job well done, Brettschneider indeed comes to mind in Europe District circles.

“Lou is a unique personality. There was never anyone like him in the Corps, and I feel exceptionally privileged to have known and worked with him for so long. His intellect, wit, sense of humor, honesty, kindness and enthusiasm never failed to cheer me up,” Billiter said. **PWD**

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ists early in the planning has other benefits as well, he said. It helps ensure a multi-disciplined approach to design and exercises the Corps’ core competencies in the engineering disciplines.

Not only that, but participants in DD Form 1391 planning charrettes will find that it is rewarding work, Cole said. “It’s really cool. Within a few years, you can see initial concepts you helped design being built. That’s exciting.”

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Grant Sattler is the Chief of the Public Affairs Office for Europe District. **PWD**

Savannah District toasts new barracks complex

by Mindy J. Anderson

Three parachutes falling from the sky from the 82nd Airborne Division Free Fall Parachute Team was just enough to jump-start the much anticipated ribbon-cutting ceremony held Sept. 26 at the 82nd Airborne Division Parade Field, Fort Bragg, NC, to mark the completion of the 1st Brigade Barracks Complex, the largest military construction project in the last five years within the U.S. Army Corps of Engineers' South Atlantic Division.

U.S. Army Corps of Engineers' Savannah District team members, 82nd Abn. Div. soldiers, and distinguished guests gathered at the barracks complex to celebrate the opening of the billets and view the interiors of the buildings.

"The soldiers living in these barracks returned recently from Afghanistan," said CPT Christopher M. Watson, personnel officer, 504th Parachute Infantry Regiment (PIR), 82nd Abn. Div. "They fought for eight months on the front line of America's Global War on Terrorism risking their lives and enduring countless hardships. I am so proud that they were able to return to this new facility and quality of home that American soldiers so rightly deserve."

The 1st Brigade Barracks Complex consists of 26 different buildings as well as support facilities for 1st Brigade's 504th PIR of the 82nd Airborne Division.

According to Savannah District Project Manager Diego A. Martinez, the project includes nine barracks buildings, three soldier community buildings, 16 Company Operation Facilities, three Battalion Headquarters, Brigade Headquarters and Dining Facility. The barracks facilities provide for a maximum utilization of 960 soldiers. Barracks features include a two-man room module with individual sleeping areas, semi-private bathroom, walk-in closets and a small kitchen area. The Soldier Community Building provides for a dayroom, mail room, storage and laundry facilities. Additional improvements are parking, recreation areas, training areas, work areas and dining accommodations.

"These barracks are so much better than the one's we had before," said Spec.



SGT Kerry English with the 82nd Abn. Division Parachute demonstration team sets up for her landing to kick-off the 1st Brigade Ribbon Cutting Ceremony on Sept. 26.

Photo by Jonas Jordan

Dukens Boucher, supply specialist, 504th Parachute Infantry Regiment. "We have our own common area, and more privacy. Even when I'm at work, it makes me feel better to know that I will be going back to a cleaner, newer, and better equipped room at the end of my day."

The project was accomplished within budget and on time, costing approximately \$106.7 million.

"The 1st Brigade Barracks far exceeds Department of the Army's goals of providing adequate housing for single soldiers as part of the Barracks Modernization Program funded through 2008," said COL Roger A. Gerber, commander, Savannah District. "Delivering quality facilities for the highest caliber of soldier the Army has ever known, has always been and will continue to be, our number one priority."

There was a lot of coordination, communication and work between each section that worked to build the barracks in order to meet the project's deadline, said Ramon Sundquist, resident engineer, Savannah

District, U.S. Army Corps of Engineers. "Every one who was involved displayed excellent teamwork," he said.

The Project Delivery Team included the 82nd Abn. Div., Savannah District, Caddell Construction of Montgomery, Ala., and Fort Bragg's Public Works Business Center.

Watson said the new barracks provide the soldiers with a new place to live, but more importantly it increases the morale.

"It sends a loud message to soldiers that we care and appreciate their work," he said. "It gives them the privacy and respect they deserve."

For months, these soldiers deploy, living in hard, rustic living conditions for their country.

"This is America's way of repaying soldiers," Watson said.

John Neger, director of Facilities and Housing for the U.S. Army's Office of the Assistant Chief of Staff for Installation Management, said that one needs to look beyond the brick and mortar to see what's really there.

"There's vision, talent, experience, muscle, sweat and leadership. More than that you see a home – a place for soldiers to eat, gather, work and sleep," he said. "Quality soldiers deserve quality facilities and now, thanks to the efforts of the Corps of Engineers, they're going to get them."

A soldiers' life is never easy, but the new barracks complex will give the 504th PIR a measure of dignity and respect that has been hard fought and well earned.

Additional plans are being made for more barracks for the 82nd Abn. Div. The 325th Airborne Infantry Regiment and the 505th PIR barracks are being designed. The construction of all new 82nd buildings is scheduled to be finished in 2011.

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Mindy J. Anderson is a public affairs specialist with the Savannah District. PWD

Fort Lee cares for artifacts rescued in hurricane aftermath

by SGT Jorge Gomez

Fort Lee is now host to 600,000 archeological artifacts that were endangered by Hurricane Isabel at the Jamestown National Park Service's Visitor Center.

The collection, which dates back to 17th century colonial America, was damaged when 5 feet of salt water flooded the storage basement of the Visitor Center said Jackie Holt, Jamestown curator for the Colonial National Historical Park. Metal objects like pick axes and Civil War cannons rusted, earthenware are contaminated with mold and preserved bones from domestic animals are soaked with flood water.

In the aftermath of the storm surge, the Visitor Center sought dry shelter for the artifacts from Fort Lee's Environmental Management Office, requesting a 4,000 square foot building to temporarily store the collection and allow teams of curators, archeologists, archivists and conservators to begin the salvage and restoration of the artifacts.

The Army became involved when the National Park Service curator for the national capitol region contacted the U.S. Army Corps of Engineers Mandatory Center of Expertise for management and curation of archaeological collections in St. Louis, Missouri. That organization contacted Virginia Busby, a Park Service liaison to the U.S. Army Environmental Center Cultural Resources Branch at Aberdeen Proving Ground, Md.

"I and the USAEC Cultural Resources branch feel that any assistance that can be offered is a priority for us as this is a significant part of our country's cultural and historical patrimony," Barnes said. "As soon as we heard of the need for assistance we [The Office of the Director of Environmental Programs and USAEC] mobilized and secured the Ft. Lee facilities within a day."

With less than 24-hours' notice, Fort Lee located a building that would provide 15,000 square feet of space, utilities and security, said Carol Anderson, environmen-

tal protection specialist.

Having spent a week cleaning up post and repairing hurricane damages, it was especially difficult to reach people since they had been released for the weekend, said Anderson, who received the request for assistance on a late afternoon.

Over the following four days, 30 truckloads of historic American artifacts were hauled from Jamestown to Fort Lee, said Sara Wolf, a National Park Service archeologist sent from Boston.

Archeologists and curators with the National Park Service descended on Fort Lee and Jamestown from across the country to assist in the recovery efforts.

"We have also had local volunteers from Colonial Williamsburg and the Association of Preservation of Virginia Antiquities assist us," Holt added.

Over the next three months the teams will assess each artifact and separate those that need to be washed, dried and packed



Melba Myers, Virginia Department of Historical Resources, takes out a 17th century rusted iron pick axe from a flood-ruin bag. Damaged artifacts are de-ionized, dried and rebagged for further treatment at a later stage.

Photo by SGT Jorge Gomez

for a follow-up restoration, said Pamela West, a National Park Service archeologist sent from Washington.

"We are working with the ones that are heavily damaged first and determining if they have to be cleaned and re-packed or just set aside for the moment. Their first priority was to get the items out of the flooded building because they were sitting

in water, and the mold in the building was growing," West said. "We had to get the items to a dry location."

Embedded in these artifacts is the history of the first European settlers in America, making the items invaluable and irreplaceable.

"These artifacts document the life and history of these settlers," West said. Students of archeology from local colleges and institutions use the collection to examine and validate historical theories of our nations beginnings.

When the command leadership understood that Fort Lee would play an essential part in the preservation of the collection, it was only a few hours before the Jamestown facility delivered its first truckload, Anderson said.

"We needed a lot of space to store more than 300 cabinets of artifacts and to be able to lay out each of these items to wash and dry. At the Visitors Center in Jamestown we were still without power, so the normal operation of day-to-day utilities in a large building has been a critical step in helping our recovery efforts," Wolf said.

"When we first asked Fort Lee to help us we never imagined they would go out of their way to provide such great assistance," she added.

"The building has been re-keyed so we have security, and the post military police is patrolling the area; and we have passes to get in and out of the post, we even have access to a forklift," West said. "Everyone on Fort Lee has done an outstanding job."

The collection includes ceramics, glass items, coins, tiles, building bricks, firearms, household dishes and utensils, grave markers and bones from domestic animals.

SGT Jorge Gomez is the editor of the Fort Lee Traveler.

USAEC POC is Virginia Busby, Cultural Resources Branch, Base Operations Support Division, 410-436-1567. PWD

Army overhauls cleanup program management

by Krishna Ganta

The Assistant Secretary of the Army for Installations and Environment has approved an Army Environmental Cleanup Strategy that provides a roadmap to guide the Army in attaining its environmental cleanup vision. For the first time, one strategy document identifies common objectives for consistency and accountability across the Army's cleanup programs.

The Cleanup Strategy is an enduring document that will direct development and implementation of future strategic plans and program management plans. It establishes the International Organization for Standardization (ISO) 14001 Environmental Management System Standard as a framework for addressing cleanup requirements regardless of the funding source, and complies with the Government Performance and Results Act. The Strategy demonstrates the Army's sustained commitment to address contamination resulting from past operations and supports the objectives of Army Transformation. The Strategy is different from the Army Strategy for the Environment, which details environmental quality programs supporting the Army mission.

The Assistant Chief of Staff of the Army for Installation Management has approved the Army Environmental Cleanup Strategic Plan, which outlines targets and success indicators to insure that objectives are achieved. Within the ACSIM, all cleanup program areas are now managed from one environmental cleanup division.

The Environmental Cleanup Strategic Plan is organized around seven cleanup program areas:

- Army Active Installation Restoration
- Army Excess Installations Restoration
- Army Base Realignment and Closure Cleanup
- Formerly Used Defense Sites
- Army Compliance-Related Cleanup
- Army Special Installation Cleanup

• Army Remediation Overseas

The military munitions response program will be executed within these program areas.

Five program managers within the following organizations are responsible for implementing the Environmental Cleanup

Vision Statement

The Army will be a national leader in cleaning up contaminated land to protect human health and the environment as an integral part of its mission.

Strategic Plan: The US Army Environmental Center, the Base Realignment and Closure Division within the OACSIM, the US Army Corps of Engineers, the Installation Management Agency, and the Army National Guard.

Each program area in the strategic plan is organized to achieve overarching environmental cleanup objectives, which include OSD goals aimed at completing cleanup at sites, installations, and the program itself, and Army unique objectives such as the need to maintain all cleanup information in a permanent archive and tracking land use controls in a database available to environmental and real estate personnel.

Program managers are to develop program management plans to address specific targets and success indicators, and a review of specific targets and success indicators will occur during semi-annual management reviews. Installations will continue to develop management action plans, sometimes called installation action plans, and if more than one cleanup program area is being addressed at the installation, a single management action plan will address all program areas. The OACSIM will update the Environmental Cleanup Strategic Plan approximately every other year in conjunc-

tion with the Program Objective Memorandum (POM) cycle at Headquarters, Department of the Army. Annual updates to program management plans and installation action plans will also occur.

Impact on Installations

The Strategy contains several requirements that will impact installations. For example, a main objective is to promote and support stakeholder involvement in the cleanup process and make site-level cleanup information available to the public. This gives the Army latitude to discuss possible approaches with their regulators and to direct program managers to try pilot projects in bi-annual strategic plans.

The Strategic Plan will place more stringent controls on site-level data and installations will provide these data in a format (yet to be determined) for placement in a permanent archive.

The Army is also looking for a long-term course of action and an "exit strategy" for each site and each installation. The Army will establish end dates for each site and each installation and then monitor success against reaching those end dates with emphasis on successfully completing the work and closing the sites. The Army currently projects having a remedy in place for all of its traditional installation restoration sites by the end of 2014.

The Formerly Used Defense Sites (FUDS) program will consider completing actions at all properties in a state so as to reduce overhead costs involved with the environmental cleanup program.

As more and more sites are cleaned up, at least a portion will still have some contamination present that requires a remedial system to operate and also requires land use controls and periodic reviews. The Army will look at the possibility of regional contract mechanisms rather than individual property or site contracts, thus reducing the need for many of the contract actions that exist today. ➤

(continued from previous page)

Army Expectations From Installations

Long-term environmental liability is the second largest liability facing the Department of Defense. DoD financial managers are placing heavy emphasis on gaining an unqualified audit opinion on all programs, but especially on environmental programs. Accordingly, cost estimates that installations include in cost-to-complete predictions following investigation or design work will come under increasing scrutiny and must be auditable and verifiable.

The Army is also looking to streamline project execution and contract administration costs. For example, the plan calls for a reduction of \$25 million in these costs for the active installation cleanup program by the end of FY06.

Changes to Expect in the Near Term

The Army Environmental Cleanup Strategic Plan calls for increasing the percentage of performance-based Army cleanup contracts. Performance-based contracting can run the gamut of contract types. The current business strategy favors guaranteed fixed price remediation contracting, but firm fixed price contracts as well as cost contracts with incentives can be performance based. The plan calls for the Army to implement performance based contracts for 80 percent of the active

installation cleanups by the end of FY07. As the Army and industry enter more performance-based agreements, the role for traditional “inspectors” will inevitably change – the Army is still working to resolve the composition of the installation-level project execution team and the roles for each team member.

One perceived difference in private cleanup and Army cleanup is the length of time required to conduct an Army cleanup – contract lead time (preparation of requests for proposals and proposal evaluation), public participation, time to process change orders, and stop work orders for ceremonial events or training exercises all impact industry progress in completing cleanup. For the industry, time is money and that is a concept that government personnel must understand better.

DoD is still trying to resolve the single largest cleanup impact for the environmental cleanup community-- that is the cleanup of unexploded ordnance, or what the DoD is calling the military munitions response program (MMRP). DoD completed an inventory of all known defense sites (excluding operational ranges and other facilities in current operation) and reported to Congress in the Defense Environmental Restoration Program Fiscal Year 2002 Annual Report to Congress. Services will continue to update the inventory of

MMRP sites annually. Now that the Department has a good MMRP inventory for the first time, it will develop a program to accomplish cleanup in an orderly manner, just as it did with the traditional installation restoration program when it established 2014 as a date to have a remedy in place at all IRP sites.

As the inventory of MMRP sites becomes more publicized, there is a possibility for public pressure to address MMRP sites and their safety concerns in a manner faster than the Army and DoD might envision. Installations will need to be prepared to address public concerns as they arise.

In summary, the Army Environmental Cleanup Strategy is designed to provide more consistency and accountability in all Army environmental cleanup program areas while demonstrating that the principles of an environmental management system are a major factor in achieving cleanup results.

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Krishna Ganta is the Chief of the Environmental Cleanup Division, Environmental Programs Directorate within the Office of the Assistant Chief of Staff of the Army for Installation Management. PWD

The Army Installation Design Standards Newsletter (IDS E-News)

As part of the Assistant Chief of Staff for Installation Management’s (ACSIM’s) commitment to maintaining the standardization of Army installations around the world, the Army Installation Design Standards (IDS) Policy Newsletter (IDS E-News) has been created. The newsletter is an online document that will contain the most current changes

and guidance pertaining to the Army Installation Design Standards and the Installation Design Guide (IDG) Program. It will also solicit articles from the Army and civilian communities in an effort to share experiences and thoughts on Army installation design standards. Other topical areas of similar interest are welcomed.

To subscribe to the web-based IDS E-

News, please follow the IDS homepage link located in the References section of the ACSIM homepage at <http://hqda.army.mil/acsimweb/homepage.shtml>.

POC is Larry Black, Program Manager, OACSIM, Facilities Policy Division, (703) 604-2469, e-mail: larry.black@hqda.army.mil PWD

Early NEPA helps build ranges faster, cheaper

USAEC Public Affairs Office

Armory range developers now incorporate National Environmental Policy Act (NEPA) requirements in the earliest stages as the service moves to implement the Army Master Range Plan (AMRP).

Approved and updated annually, the AMRP is the Army's long-term effort to upgrade training ranges to reflect emerging doctrine and new weapon systems and to take maximum advantage of new technologies to improve soldier training. It is managed by the Army Deputy Chief of Staff for Operations and Plans Training Simulations Division with the U.S. Army Training Support Center (ATSC) as executive agent.

"Effective management of the National Environmental Policy Act process in the master range plan will improve the Army's ability to provide timely and cost-effective design and construction of sustainable training ranges" said Tom Macia, manager of the Army's Sustainable Range Program.

The Training Simulation Division deserves "a lot of credit" for aggressively moving to address NEPA and other environmental issues early in the planning process and for setting aside funds to do so, said Paul Thies, chief of the Environmental Planning Support Branch of the U.S. Army Environmental Center. "All too often, in the past, NEPA has been an afterthought and resulted in managers facing delays and increased cost."

The Training Simulation Division has assembled a multi-agency technical support team to support AMRP. ATSC serves as lead agency for the team to ensure the new ranges meet Army training doctrine. Other members include USAEC, for NEPA and environmental support; the Program Executive Office for Simulations, Training and Instrumentation, for assistance on targetry and instrumentation technologies; and the U.S. Army Army Corps of Engineers, Engineering and Support Center, Huntsville, AL, for engineering design and technical support for Unexploded Ordnance issues.

USAEC provides the installation with information and lessons learned from the

planning of similar ranges at other installations. It also serves as NEPA advisor to the Army G-3 and the Range Requirements Review Board as the Army decides on the priority and funding of new ranges.

Another key component is to ensure the environmental staffs at the installations are involved early and throughout the process to identify potential environmental issues before planning and design meetings begin. This helps ensure that potential issues of interest to the key stakeholders and showstoppers are known and informed decisions, required under NEPA, are made before construction begins.

A key part of USAEC support to the new approach is to take a risk management approach to developing environmental documentation for range construction. Addressing all necessary environmental issues, this approach emphasizes topics of likely special interest to those affected by a planned range. The Army also gains economic planning and decision-making efficiencies from coordinated and centralized NEPA support.

"The preparation for a comprehensive environmental assessment can take over a year, and even more for environmental

impact statement," said Paul Thies, chief of the USAEC Environmental Planning Support Branch. "Our risk-based approach whittles that down significantly and proportionally reduces unnecessary costs to produce the Environmental Assessment or Environmental Impact Statement."

The Center is applying lessons learned as the Army prepares to construct ranges in Alaska, Hawaii and Louisiana (on Fort Polk) for proposed Stryker brigades as part of Army Transformation. That experience has already helped improve the process of preparing environmental planning documents required under NEPA and establishing milestones for the NEPA process. It has also been applied to the planning and design stages of building or modernizing ranges and helped focus the language for construction statements of work.

"The result is a smoother, tighter process that will make it easier and less expensive for the Army to build new training ranges that will benefit our soldiers and maintain readiness," Thies said.

POC is Dr. Paul Thies, Chief of the Environmental Planning Support Branch, Training Support Division, (410) 436-1578. PWD

Register for the 8th USACE Workshop

The 8th USACE Workshop will take place on 19 February 2004 at the Renaissance Harbor Place Hotel in Baltimore, Maryland. This annual event is held in conjunction with the 18th Black Engineer of the Year Awards Conference once again being held at the Baltimore Convention Center on 19-21 February.

The USACE Workshop provides an excellent opportunity for current and future Corps employees to hear from senior leaders, get the latest information and ask questions on issues relating to their career development and advancement. The multi-faceted agenda includes presentations on the "Communications during Transformation" theme by MG Ronald L. Johnson, Director of Military Programs, Dwight Beranek, Deputy Director of Military Programs, and other Senior Executive Service members. There will also be a special presentation on "The Cheese Experience or How to Prepare Yourself and Others for Change during USACE 2012" by Marva Goldsmith & Associates. After the town hall meeting, Chief of Engineers LTG Bob Flowers will introduce and recognize the special award recipients. The keynote speaker at the luncheon will be BG Robert Crear, Commander of the Southwestern Division, currently in charge of the Restoration of Iraqi Oil (Task Force RIO) in Iraq.

For more information, please contact Olivia Henry, Program Manager, (202) 761-0152, e-mail: olivia.c.henry@hq02.usace.army.mil PWD

GFPR contracting success for Army

USAEC Public Affairs Office

The Army's new way of doing cleanup business left behind its pilot phase with the award of seven contracts worth approximately \$110 million in September 2003.

The recipients of the seven Guaranteed Fixed Price Remediation (GFPR) contracts have agreed to bring their projects to completion for a set cost in exchange for increased flexibility in approaches, technology and timelines.

The Army plans to use GFPR or other, similar performance-based approaches to write at least half of its cleanup contracts by the end of fiscal 2005, according to an October 21 memo from MG Larry J. Lust, the Army Assistant Chief of Staff for Installation Management.

The seven GFPR contracts let in September cover installation-wide cleanup at Lake City Army Ammunition Plant, MO, Fort Dix, NJ, Fort Jackson, SC, Sierra Army Depot, CA, portions of the Ravenna Army Ammunition Plant, OH, Fort Ord, CA, and Camp Bonneville, WA.

"Awarding these contracts is a giant step forward for the Army in completing environmental cleanup projects," said Randy Cerar, chief of the U.S. Army Environmental Center cleanup division.

Though nine previous GFPR contracts were in effect before September, only two -- Fort Gordon, GA, and Fort Leavenworth, KS -- cover active duty installations. Including seven Base Realignment and Closure program cleanups, the Army had committed only \$80 million to GFPR before the awards in September. The first Army GFPR site, the Rio Vista Army Boat Facility in California, reached regulatory closure in December 2000.

By mid-2002, the Army was observing at least a 14 percent overall savings at the BRAC sites and pilot installations, according to MAJ Paul Olsen, the Army's GFPR action officer at the time.

"We are seeing cost savings by using this contracting mechanism," said Cerar, "and are reinvesting those savings to cleanup other installations. This allows us

to increase the buying power of our annual cleanup budget, which in turn accelerates the overall cleanup program. In effect, we are able to fulfill our responsibilities sooner."

GFPR is part of a government-wide shift toward environmental performance-based contracting. Simply put, instead of detailing how a contractor will reach each milestone in a cleanup project, the government states the objectives and leaves it to the contractor to find the way to achieve them.

In the case of GFPR, the contractor agrees to bring an installation's sites in compliance with state and federal requirements by a set date, and buys insurance to cover cost overruns.

In practice, the installation carefully constructs the objectives in consultation with regulators so all parties understand what must be done to earn a certificate of completion. The installation monitors what the contractor is doing and the contractor completes all documents required by the regulators.

A GFPR contract provides continuity. "The people who are actually doing the field work are the same people who were doing work from the beginning," said Kathy Riley, Fort Gordon environmental protection specialist overseeing that installation's GFPR contract.

"Overall it is a real advantage. Not only do we have a better working relationship with the restoration team, but regulators at the state get more familiar with the contractors," Riley said.

To the companies, GFPR gives an incentive to remain focused on a schedule and to use innovative technologies.

"We get to be a lot more flexible in our approach," said Tom Scott, federal program manager for Arcadis, one of several private enterprises holding Army GFPR contracts. "When you look at a site from a more holistic approach, it gives us an opportunity to improve our performance, and expect better returns as well."

The flexibility extends to scheduling



Brian Mailet, staff scientist with Arcadis G&M, Inc., measures the depth of water in a monitoring well on Fort Gordon, Georgia.

Photo by Neal Snyder

cleanup more efficiently. "We have the flexibility within the contract to rearrange the work. We can shift to another site [that might be closer to completion]," Riley said. "We're still tied somewhat to incremental funding, but overall the contract is funded."

Using any kind of performance-based contracting, including GFPR, doesn't absolve the Army or its installations of overall liability for contamination. "Fort Gordon is the permit holder -- that is the bottom line," Riley said.

Lust's memo listed more than 90 active installations that could be candidates for performance-based contracting in the next two years. His office gave the U.S. Army Environmental Center at Aberdeen Proving Ground, MD, the task of implementing GFPR contracting, and helping installations manage costs and schedules at Army cleanup sites.

POC is Janet Kim, Technical Assistance Branch, Cleanup Division, (410) 436-1528. **PWD**

Corrosion Control Technology Program tackles costly problem

by Dana Finney

A technology demonstration and implementation program at the U.S. Army Corps of Engineers' Engineer Research and Development Center (ERDC) tackles a costly problem for military installations – corrosion. Under the Corrosion Control Technology Program (CCTP), ERDC's Construction Engineering Research Laboratory (CERL) helps installation directors of public works implement emerging corrosion control technologies and provides expert technical assistance.

Technologies addressed under this program include:

- Coatings
- Cathodic protection
- Advanced (corrosion-resistant) materials selection and design
- Water treatment
- Remote corrosion assessment and management.

CCTP was initiated in FY00 with funding from Headquarters, U.S. Army Forces Command. It was funded in FY03 at \$1.98 million through the Installation Management Agency's South East Region Office. Example projects are innovative overcoatings used to

protect a deluge tank at Fort Campbell, KY; In situ pipe coating to treat potable water piping at Fort Jackson, SC; and electro-osmotic pulse technology to dry up a wet barracks basement at Fort Bragg, NC.

The National Association of Corrosion Engineers (NACE) estimates that corrosion costs the Department of Defense over \$20 billion annually (including weapons and facilities). The Army spends some \$300 million on corrosion-related operation, maintenance and repair (M&R) for installation infrastructure, which amounts to about 13% of the Maintenance of Real Property and Minor Construction costs. The M&R costs are roughly divided between (1) structural, electrical, and mechanical components in buildings and (2) utilities, some of which will not be privatized.

"By using emerging technology to control corrosion, the Army could save up to 30% of corrosion-related costs," said Dr. Ashok Kumar, project leader at CERL. "For those technologies that are found to be successful under the CCTP, we can extend the service life of buildings, structures, and utilities by an average of 20 years."



Corroded pipes.

The CCTP website provides detailed information about the program and technologies that have been implemented on various installations. Visit it at <http://www.cecer.army.mil/pl/cctp>.

For more information or help with any corrosion-related issue, please contact Dr. Ashok Kumar, (217)373-7235, e-mail: Ashok.Kumar@erdc.usace.army.mil or Vincent Hock at CERL, (217) 373-6758, e-mail: Vincent.F.Hock@erdc.usace.army.mil.

Dana Finney is a public affairs specialist at USACE's ERDC-CERL. **PWD**

Join the U.S. Green Building Council – free!

by Richard Schneider

If you work for the Army, you can sign up to be a member of the U.S. Green Building Council (USGBC) at no cost through a federal membership. Anyone responsible for carrying out Defense Department directives for "green," sustainable facilities could benefit through association and networking with other professionals in this organization. USGBC developed Leadership in Energy and Environmental Design (LEEDTM), on which the Army's mandated Sustainable Project Rating Tool (SPiRiT) is based.

USGBC is leading a national consensus for producing a new generation of buildings that deliver high performance inside and out. Council members work together to develop

LEEDTM products and resources, the Greenbuild annual International Conference and Expo, policy guidance, and educational and marketing tools that support the adoption of sustainable building. Members also forge strategic alliances with key industry and research organizations and with federal, state and local government agencies to transform the built environment.

Specific membership benefits include:

- Opportunity to shape the LEEDTM Rating System and other programs to meet U. S. Army needs (a future release, possibly in about 5 years, will incorporate the Army requirements from SPiRiT);

- Access to LEEDTM Credit Interpretation Requests for support to MILCON projects using SPiRiT;
- Access to current green building information, technology and standards including green product databases, LEEDTM case studies, and other resources.
- Access to and opportunity to network with practicing professionals and peers;
- Discounted LEEDTM resource materials and training programs, conferences, workshops;
- Opportunity to participate in local chapters to share in green building at the local level.

A more complete description of benefits is available on the USGBC website, ➤

New device monitors metal content in stack emissions at Tooele

by Dana Finney

A multi-metal continuous emission monitor tested at Tooele Army Depot, Utah, could greatly lessen the burden and cost of complying with the 1990 Clean Air Act Amendments (CAAA). Developed by USACE's Engineer Research and Development Center (ERDC) in partnership with Cooper Environmental Services, Beaverton, Ore., the device uses X-ray fluorescence to simultaneously check for up to 19 different hazardous metals as emissions exit the stack.

The new device is called XCEM, for X-Ray Fluorescence-Based Multi-Metal Continuous Emission Monitor. ERDC's Construction Engineering Research Laboratory (CERL) installed the prototype during FY02 on Tooele's conventional munitions furnace, which is the only one currently operating in the U.S.

"All demilitarization incinerators, both conventional and chemical, emit metals as byproducts of combustion," said Dr. James Hay, CERL project manager for the technology. "It's a difficult process to determine the metal content using traditional methods. To comply with increasingly stringent emission standards, the Army needed a faster, more accurate way to monitor emissions."

According to Dee Russell [title] in Tooele's Ammunition Operations Directorate, current sampling procedures are not only cumbersome, but also expensive. "We have to spend \$600,000 every two years to do trial burns, which take two months to complete. Then all it tells you is what came out of the stack, which depends on what you put into the furnace and the different parameters

used, such as temperature and feed rate," he said, adding that if any facet of production changes, new burn tests must be conducted.

The X-ray fluorescence component of XCEM is the analytical tool while an automated sampling system provides extractive batch sampling onto a resin-impregnated filter tape. When the tape is spent, it can be removed and analyzed to verify that the monitor was working properly. XCEM samples the emissions every 20 minutes and a computer interface notifies the furnace operator if the level of any contaminant is approaching limits set by the U.S. Environmental Protection Agency (USEPA) National Emissions Standard for Hazardous Air Pollutants (NESHAP). If so, the operator can immediately invoke measures to control it, such as slowing the feed rate.

"XCEM is also advantageous because if there are chemical substances present that the technical data doesn't show, it will catch it," said Russell. "We base our burn tests on drawings provided by the munitions manufacturer, and if there would happen to be an error about any constituent, for whatever reason, this will prevent us from inadvertently releasing something that could take us out of compliance."

The monitor is interfaced with easy-to-use software that provides sensor integration, automation, quality assurance routines, automatic calibration, and report generation. According to Hay, another benefit of continuous monitoring at the stack is that the combustion process could be optimized.

"Using the data from the monitor, the

operators can make adjustments that result in decreased emissions, better efficiency, higher production rate, and possibly eliminate the need for controls," he said.

Russell added, "If what's coming out of the stack is the most important concern, why not use this type of monitoring and control it there. In a multi-million dollar operation, if we could just increase productivity by one percent, we would see a huge savings. It might also allow us to use the scrubbers less often, which would avoid producing hazardous wastewater."

XCEM is commercially available, costing about \$200K per unit. According to Russell, this is about one-half the cost of other systems Tooele evaluated, with replacement parts averaging about one-tenth as costly. "We were looking at products that cost half a million dollars to purchase, and the parts were outrageous." Some of the other off-the-shelf monitors also were difficult to operate and interpret results.

In addition to demilitarization furnaces, XCEM could have application at any other industrial plant that emits hazardous metals, such as cement manufacturers or coal-fired boilers. A spin-off technology called XCMM, which continuously monitors mercury levels, was evaluated in an EPA-sponsored test during summer 2003. CERL is seeking a demonstration site to install XCMM during FY04.

For more information about these monitors or any hazardous air pollutant (HAP) issue, please contact Dr. James Hay at CERL, 217-373-3485, e-mail: kent.j.hay@erdc.usace.army.mil **PWD**

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<http://www.usgbc.org>.

If you would like to become a member of USGBC, the first thing to do is e-mail Rich Schneider (richard.l.schneider@erdc.usace.army.mil) at ERDC's Construction Engineering Research Laboratory (CERL) to get the corporate ID number, which you will need to sign up (email is to verify your Army employment, so use your work login). To take full advantage of the benefits this membership

offers, you'll need to register and create your own user profile the USGBC website.

Go to <http://www.usgbc.org> and click on Members, then follow the links. You'll reach a page that says, "If you do not have a User Account, click here to create one." NOTE: user names must be all run together (e.g. JohnSmith) with no spaces, hyphens, or dashes. Next enter the corporate ID number obtained from CERL. You will also see a box that you can check to indicate you have cor-

porate level access.

After that, you should be able to access the "members only" area where you're eligible for discounts on purchases. Keep track of the login you create. If you forget or lose it, the only recourse is to delete you from the registry and then recreate your user profile.

For more information, please contact Rich Schneider (e-mail above), 217-373-6752 or 800-USA-CERL, ext. 6752. **PWD**

New tools for battling encroachment

by John Housein

Many Army installations are experiencing severe encroachment associated with development along their boundaries. In response, Department of the Army Headquarters is pursuing sustainable approaches to buffering its ranges and installations from surrounding growth and balancing environmental mandates with readiness imperatives.

Important new tools for this effort have been provided in the National Defense Authorization Act (NDAA) for fiscal 2003. Section 2811 of the act, codified in Title 10 of the U.S. Code, Section 2684a (10 USC 2684a), provides clear authority for the Army to enter into agreements (Section 2811 agreements) with eligible partners to conserve surrounding lands where there is the potential for such land to be developed in a manner that could impede the ability of an installation to accomplish its mission. Section 2811 agreements can provide for the non-military partner to acquire land or an interest in land from willing private landowners. The law further authorizes the Army to fund implementation of agreements with operational funds on a cost-shared basis. While the non-military partner generally holds title to any land or real property interest acquired under a Section 2811 agreement, the Army can require transfer of a minimal interest to ensure that the land at issue is not developed or used in an inappropriate manner. An additional provision of the Act, Section 2812, enables the Army to convey surplus or disposal property to partners for conservation purposes. Taken together, Sections 2811 and 2812 create powerful tools to conserve land around military installations, including potential to acquire credits in conservation banks through these conveyances.

Buffer space established using the authority in Section 2811 of the fiscal 2003 NDAA and a subsequent policy memo from the Army Director of Training (DAMO-TR, "Army Range and Training Land Acquisitions and Army Compatible Use Buffers," May 19, 2003) are known as Army Compatible Use Buffers (ACUBs).

They provide protective space around installations that help limit interaction with neighbors who may be sensitive to Army training activities. Furthermore, these spaces can provide habitat for rare wildlife, thereby helping the Army achieve its conservation objectives without as many restrictions on training.

ACUBs evolved from the Army's Private Land Initiative in and around Fort Bragg, NC. In 1992, federal, state and nongovernmental stakeholders in and around Fort Bragg, realizing their mutual interests, began to discuss the issues of military readiness, encroachment due to urbanization, and the endangered red-cockaded woodpecker. The eventual result was a 1995 cooperative agreement between The Nature Conservancy (TNC) and the Army. They began a program of strategically placing land in conservation around Fort Bragg through partnering with governmental and non-governmental organizations.

The effectiveness and potential applications of the Private Lands Initiative led other installations to seek similar initiatives. In turn, this led to a need for explicit authority to establish conservation buffers for the purposes of limiting encroachment and a systematic method of utilizing that authority.

The policy and procedures for ACUBs let installations enter cooperative agreements to secure interest in land from willing sellers. Installations will use ACUBs to:

- Conserve, protect, and recover endangered and threatened species and thereby reduce training restrictions,
- Conserve and protect associated ecosystems and other natural resources and thereby preclude the need to federally list some species,
- Contribute to range sustainability and mission capability, and
- Support the acquisition objectives of the Army's Strategic Range Plan.

The guidance set forth in the policy memo encourages installations with existing ACUBs and those considering partici-

pating in an ACUB "to establish a team comprised of at a minimum: natural resources personnel, range personnel, master planners, and the staff judge advocate; or as directed by the garrison commander." These teams will forward proposals to the Installation Management Agency (IMA) Region or National Guard Bureau (NGB) for ACUBs and conveyances, and major Army command or NGB for land acquisition. These partnerships are a highly effective option for ensuring that military installations can work with private landowners to share the responsibility of natural resource conservation, influence the uses of land outside the fence, and ultimately ensure that sufficient lands inside the fence-line remain available for realistic training of soldiers.

Camp Blanding, FLA, was the first installation to establish an ACUB using a Section 2811 agreement and the Army guidance. The agreement, signed September 30, sets out an initial obligation by Camp Blanding of \$500,000 for the establishment of an 8,000-acre compatible use buffer valued between \$15 and \$20 million. The State of Florida will own the land and manage it through its Department of Environmental Protection Florida Forever program. Other installations in various stages of the ACUB process include Fort Carson, CO, Fort Huachuca, AZ, and Fort Stewart, GA. Those interested in learning more about ACUBs and the ACUB process can do so by contacting their counterparts at installations involved in ACUBs or the Army Environmental Center website.

POCs are Scott Belfit, (410) 436-1556, e-mail: scott.belfit@aec.apgea.army.mil; Scott Farley, (410) 436-1279, e-mail: scott.farley@aec.apgea.army.mil; and John Housein, (410) 436-7079, e-mail: john.housein@aec.apgea.army.mil

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Gregory C. Tsukalas

Deputy Chief, Installation Support Division, HQ USACE



Gregory C. Tsukalas

Gregory C. Tsukalas recently came on board as the Deputy Chief of the Installation Support Division at HQ USACE, a position long held by George Braun. Tsukalas has been working in the Army facilities engineering/public works arena for three decades, and by now, we should all be able to properly pronounce and spell his Greek surname.

But how many of us know that his formal education includes a BE in Industrial Engineering from New York University and an MBA from Temple University in Pennsylvania? Or that the first 13 years of his impressive career were at the installation Directorate of Public Works (DPW) and MACOM Engineer levels? Between 1972 and 1984, Tsukalas directed and guided many DPW resource management functional areas of industrial engineering, such as productivity improvement, management planning and work control. An expert in public works planning, programming, budgeting, and execution, he also managed supply functions such as storage, issue and engineer property book/housing furnishings.

"During those 13 years, I worked with automated systems from the very early days, as well as real property/space utilization and planning-estimating services, to include deficiency inspections, and developing in-house work packages and service/construction contracts at the Frankford Arsenal, Forts Dix and Hamilton, and West Point," Tsukalas reminisced.

By 1985, Tsukalas was already a senior policy maker and staff engineer with the Facilities Engineering Division of the Office of the Chief of Engineers, developing policies and procedures directed towards better management and execution of public works resources.

From 1987 to mid-1993, Tsukalas held several managerial positions with the US Army Engineering and Housing Support Center. Here his work was dedicated to optimizing the performance of DPW operations and lowering their costs. This included reviewing performance indices, minimizing the upward reporting of public works data, spearheading productivity improvement activities, and introducing innovative programs and tools.

"The challenge here was to balance the reporting needs of the ARSTAF, Secretariat, and Congress versus the capabilities of the DPWs in a resource-constrained environment to report meaningful and reliable information," Tsukalas explained.

With the creation of the Office of the Assistant Chief of Staff for Installation Management (OACSIM) in July 1993, Tsukalas left the Corps to become the OACSIM's Chief of the Facilities Management Branch in the Facilities Policy Division. For the last 10 years, he has developed policy and provided advice, support, consultation, and assistance to the ACSIM, DA staff, Secretariats, MACOMs and installations. In the process of leading a team of professional engineers, program analysts, and technical personnel in DPW management, manpower management; business practices, work management, productivity improvement, services contract-

ing, and Job Order Contracting (JOC), he became a widely recognized figure.

As one of the founders and chairperson of the Army's Business Practices Committee (BPC), Tsukalas was at the forefront of redirecting this forum to address a major study of future DPW functions and operations. "The BPC was a very timely and active group of concerned and talented individuals from the ARSTAF, MACOMs and installations and others across the Army who had 'their hands on the pulse of the DPWs' and promulgated many improvement ideas to help DPWs do their jobs better," Tsukalas said proudly.

Recently, he was instrumental in representing the Army's public works interests in standing up the Installation Management Agency (IMA), including Headquarters and respective IMA regional Public Works Divisions. Tsukalas comes at a time when HQ USACE is reorganizing and reinventing itself through the 2012 initiative, and his extensive expertise is already being put to good use. "Having witnessed first-hand the creation of many new organizations, I plan to apply that knowledge and experience to help transition USACE's installation support activities as smoothly as possible and, at the same time, keep a 'close eye' on our customers and stakeholders, so that their support and service needs are met," Tsukalas concluded.

A talented musician and composer, Tsukalas, along with his wife, Lynn, often performs professionally and has entertained his co-workers during numerous holiday parties, picnics and retirement luncheons. Tsukalas is a member of the Society of American Military Engineers (SAME) and a registered Professional Engineer (PE) in the District of Columbia. **PWD**



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