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In this issue:

Housing



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Address mail to:


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


Donald G. LaRocque
Public Works Program Manager,
Installation Management Command


Mary Beth Thompson
Managing Editor
U.S. Army Corps of Engineers


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On the cover:
This newly-constructed town home community at Fort Meade, Md., is for junior enlisted families. Photo courtesy of Picerme Military Housing


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Residential Communities Initiative – Family housing in transition

by Barbara Sisson

We are an Army in transition. In a time of persistent conflict, we are developing and implementing new organizational, managerial and tactical practices to better serve the needs of the Army's missions. Times like these can be invigorating as creative ideas and collaborations produce new concepts and ways of thinking about existing issues and issues on the horizon.

The greatest assets the Army has are its men and women who wear the uniform and the men and women who support those who serve. To help diminish the uncertainty for and sharpen the focus of our Soldiers, the Army has continually strived to increase the quality of life for Soldiers and their Families. One of the most visible programs meeting that goal is the Army's Residential Communities Initiative Program.

The RCI Program is the cornerstone of the Army's efforts to eliminate inadequate housing and the deficit for military Families within the geographic borders of the United States. RCI is the Army's adopted methodology for executing the authorities granted by the Military Housing Privatization Initiative legislation (10 U.S. Code §§ 2871-2885) that was enacted by Congress in 1996. The MHPI legislation gave the services the means to leverage government land, improvements and funding with private sector capital, both debt and equity, and expertise in the areas of development, construction, property management and finance.



Barbara Sisson
Photo by Monica King

Through the RCI Program, the Army has successfully attracted and established public-private partnerships with several of the top developers and property managers in the industry. The partnership companies that are formed are tasked to utilize private-sector best practices to plan, fund, develop, manage and maintain quality homes and communities for Army Families.

The RCI Program is principally funded by Soldiers' Basic Allowance for Housing and secondarily by government contributions to make the projects viable. This affords Soldiers and their Families an alternative for housing, either on or off post.

RCI represents an alternative operational paradigm for Family housing. It addresses the previously identified unfunded need of \$7 billion for inventory redevelopment and deficit build-out and provides a collaborative platform for facing future challenges.

The RCI execution model is designed for flexibility in order to adapt to changing dynamics of Army operations and real estate markets. Within the RCI model, the Army retains a long-term ownership interest in each project.

The Army's ownership interest, in the form of being the minority member/partner of a limited liability company or limited partnership, ensures that the Army has a say in the strategic direction and administration of each RCI project. The Army's role and authorities are defined and constrained by each project's legal agreements and by

Army policies.

The first installation privatized was Fort Carson, Colo., in 1999. Nine years later, the RCI portfolio has grown to include 28 projects at 36 installations with an end state of more than 81,000 homes and more than \$10 billion in initial development costs. Ultimately, the RCI Program will encompass an end-state inventory of more than 89,000 homes, or approximately 98 percent of the Army's U.S. housing inventory.

In nine years, the tangible quality-of-life improvements delivered by the RCI Program include more than 12,000 new homes, 10,000 renovations and numerous amenities such as community centers, swimming pools and playgrounds. The new and renovated homes delivered are above and beyond the quality of housing that served previous generations of Army Families and have been recognized by senior Army and Department of Defense leadership as the best quality-of-life improvement ever provided to our Soldiers and Families. These new homes are designed for today's military Family with larger bedrooms, additional storage space and more bathrooms than past military housing.

As with any large-scale development project, implementation requires time. The initial development period for an RCI project in which new and renovated homes are delivered ranges from two to 11 years. This duration, combined with Soldiers' visibility of their BAH payments, creates a dilemma referred to as the "haves" and the "have-mores."

Dissatisfaction among Families living in older, and possibly inadequate, housing arises when they compare their homes to neighbors' newly constructed or renovated homes, which are sometimes as close as across the street. Families in these scenarios express frustration over paying the same housing allowance as their neighbor — in some cases more, depending on grade — for an older, smaller home. ➤

Acronyms and Abbreviations:

BAH	Basic Allowance for Housing
CDMP	Community Development Management Plan
IDP	Initial Development Period
LLC	Limited Liability Company
LP	Limited Partnership
MHPI	Military Housing Privatization Initiative
PV	Photovoltaic
RCI	Residential Communities Initiative
SPIRIT Standards	Sustainable Project Rating Tool



USACE's leadership role in success of Army RCI program

by J. Joseph Tyler

The Army's Family housing privatization program brings enhanced quality of life for Soldiers and their Families. The program, known as the Residential Community Initiative, transfers the on-post Family housing inventory to private sector partners who revitalize, renew, operate and maintain the on-post facilities and create communities comparable to the finest Family neighborhoods in America.

Since the inception of the program, The

U.S. Army Corps of Engineers has supported the assistant secretary of the Army for installations and environment resulting in unparalleled success. One only needs to visit a privatized RCI family housing project, observe the tangible improvements and hear the satisfaction of Soldiers, and in particular their Families, to fully comprehend the beneficial impact of RCI on their everyday lives — a direct result of the efforts of USACE leadership. ➤



J. Joseph Tyler
Photo by F.T. Eyre

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These sentiments are problematic but temporary as development phasing progresses. However, not all Families will get to live in a brand new home; some will live in fully renovated homes, with their quality of life undoubtedly enhanced.

While home development and deliveries take time, Soldiers and their Families enjoy immediate quality-of-life improvements in the form of increased property management services and amenities. After project transfers, marked improvements have been realized across the portfolio in the areas of maintenance response times, unit turnover completion times and backlog of maintenance requests.

Beyond the need to compete with the off-post market, customer satisfaction is institutionalized in the Community Development Management Plan and property management legal agreements. RCI property managers are evaluated and compensated based on criteria related to resident satisfaction.

Another immediate benefit is that every Family residing in RCI housing receives personal property and liability insurance coverage, which is usually \$20,000 personal property with \$250 deductible and \$100,000 liability with \$0 deductible.

The Army has made a commitment to sustainability, and the RCI Program

is playing its part. New homes achieve a Gold rating under the Sustainable Project Rating Tool standards, developed by the Department of Defense and derived from the U.S. Green Building Council's standards.

On a larger-level, some neighborhoods are being designed in accordance with sustainability best practices. For example, the Fort Belvoir, Va., project made headlines in the *New York Times* and *Washington Post* for its New Urbanism design elements, including pedestrian-friendly communities with diverse housing and retail options within walking distance. The project won a *Charter Award* from the Chicago-based Congress for New Urbanism, an organization that promotes sustainable community planning.

The ground lease with the Army that underlies each project is for a term of 50 years. This long duration helps facilitate enacting environmentally friendly measures that might not be attractive to off-post developers of for-sale residential homes. One example of this is the installation of photovoltaic solar panels on all new homes at the Army Hawaii project at Schofield Barracks. This initiative is the world's largest residential PV power community, and, although these panels require significant upfront capital outlays, the return on the investment is realized in diminished electric bills over time. Another example is that all new RCI homes are

Energy Star compliant whereas less than 10 percent of off-post, for-sale homes meet that energy-efficient standard.

Like any program of its size and caliber, the RCI program comes with challenges. Instead of being viewed as signs of inconsistent treatment, the difference between the "haves" and "have mores" should be viewed as a concrete symbol of the change and higher standards of living that are being delivered to the community as a whole.

In the end, the RCI Program is a win for the Army, a win for Army Families and a win for the environment. RCI allows the Army to focus manpower and resources on its wartime mission, while providing superior service and accommodations to Families living on post. Families benefit from private-sector design and management expertise, quality new and renovated homes and dynamic, master-planned communities. The environment wins through implementation of sustainable development practices.

Most importantly, RCI is a win for Soldiers who can find comfort in the fact that their Families enjoy safe, modern housing, regardless of whether their next formation is six or 6,000 miles from home.

Barbara Sisson is the director of installation services, Office of the Assistant Chief Staff for Installation Management.



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Success was designed in from the beginning, because USACE structured its support using efficiency and best business practices within the framework of the authority granted by the privatization legislation. The Army knew that the best future for Family housing would come from private sector expertise.

To identify the best value partner for each privatization project, USACE and ASA-I&E jointly devised a two-step, request-for-qualification selection method that incorporated full and open competition. In addition, as the Army's real property and environmental proponent, USACE implemented processes to efficiently and effectively satisfy the complex requirements of privatizing housing at multiple installations throughout the United States.

Beginning with individual pilot projects, USACE quickly employed lessons learned to refine strategic support on a nationwide basis. Early on, USACE leadership concluded that the most efficient way to support this program would be by centralizing each functional area — partner selection, real property support and environmental support — resulting in a “national” approach using “centers of expertise.” This helped build a strong level of expertise for USACE in this unique privatization discipline.

This “national” approach employs a lead USACE program manager or “national account manager,” collocated within the ASA-I&E office, who has oversight, direction and guidance to USACE district offices designated as “centers of expertise.”

The centers are: Baltimore District — partner selection; Mobile District — environmental; and Norfolk District — real estate and document retention.

This approach allowed for the quick implementation of lessons learned from not only the original pilot projects but continuously from each subsequent project. Thus, reducing the excess cost and inefficiencies related to starting new projects at each geo-

graphic district without the benefit of prior knowledge learned, as well as duplication of costs associated with multiple storage and document retrieving systems, both physical and electronic, required for the initial 50-year project life cycle.

As of the end of January, USACE has helped complete the successful transfer of 36 installations (28 projects) with a housing end state of 81,396 homes. In addition, five installations (four projects) have been awarded and are awaiting transfer with a housing end state of 5,149 homes, and four installations (three projects) are in solicitation or under development with a housing end state of 2,750 homes.

The first 36 installations received \$955 million of government equity with the Army's privatization partners providing \$10.5 billion in initial development. This equates to a leverage ratio of 11-to-1, or put a little simpler, for every \$1 of equity the Army provided, our partner raises and invests \$11 for these projects. The Office of Secretary of Defense's goal is to be greater than a leverage ratio of 3-to-1, which the Army beats by more than three fold.

Since the beginning, the RCI program was designed to enhance Soldier morale and retention by providing the finest on-post Family communities. Because of the RCI Program, Soldiers and their Families are enjoying new and renovated housing units that meet or exceed the size and features of market homes.

These homes reflect the needs of today's Soldier and Family with more and larger storage areas, additional bathrooms, larger bedrooms and open floor plans. Along with the housing units, Soldiers enjoy greater satisfaction through prompt professional service and more complete professional maintenance. The partner's performance is

measured by the Soldier's satisfaction, and this satisfaction is demonstrated by continuous positive survey results.

More than just the homes, neighborhoods are designed around the concept of a complete community with neighborhood centers and amenities; path systems are designed with the idea of connecting community amenities like schools, child development centers, commissaries and post exchanges.

USACE's success with the support structure provided to the RCI Program led to our designation from the ASA-I&E to support the Privatization of Army Lodging and privatization of the Unaccompanied Personnel Housing programs.

The PAL program is committed to providing quality transient housing to improve the quality of life for Soldiers and their Families, many of whom stay in transient housing for up to six months. The initial project group consisting of 11 sites was awarded to Actus Lend Lease, and negotiations are scheduled to be completed this year.

Army supported the privatization of UPH for single Soldiers in pay grades of E6 and above at five pilot projects where there are insufficient adequate off-post rentals. The installations are: Forts Irwin, Calif.; Drum, N.Y.; Bliss, Texas; Stewart, Ga.; and Bragg, N.C. All but Fort Bliss have successfully closed, and Fort Bliss is scheduled to close this year.

The RCI, PAL and UPH programs are at various levels of transfer and completion. However, each of these programs focuses on improving the quality of life for our Soldiers and their Families leading to greater recruitment, readiness and retention.

USACE is proud to continue our innovative support of RCI and other related privatization programs to promote continuous improvement of the quality of life for our Soldiers and Families.

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

Acronyms and Abbreviations	
ASA-I&E	Assistant Secretary of the Army for Installations and Environment
PAL	Privatization of Army Lodging
RCI	Residential Community Initiative
UPH	Unaccompanied Personnel Housing
USACE	U.S. Army Corps of Engineers



Army housing: big changes, big difference

by Melissa Iwamura

Transformation is not new to Army Housing. In the 1980s to 1990s, joint housing operations were tested in Hawaii. The Army's Oahu Consolidated Family Housing Office combined Family housing management on the island for all four military services.

Concurrently, updated versions of the Capehart and Wherry programs — called Section 801, Build-to-Lease, and Section 802, Rental Guarantee Programs — were on the rise at many installations.

In the 1990s, the Capital Ventures Initiative was executed at Fort Carson, Colo., as an early privatization precursor to what is now known as the Residential Communities Initiative. These programs all share a common vision and mission: the Soldier and Family.

Housing professionals continued with transformation. In 2005, the enhanced Housing Services Office, formerly known as Housing Referral or Community Homefinding Relocation and Referral Services, was born. About one-third of Soldiers and Families are afforded adequate housing through RCI efforts. An average two-thirds of Soldiers and Families still rely on private communities outside installation gates to provide adequate housing.

The enhanced HSO offers counseling on renting or home-buying and transportation for Soldiers and Families where available. Also provided are web-enabled services such as the Army Housing One-Stop, which provides relocation information about schools, housing allowances and more valuable links to community information, and the Automated Housing Referral Network, which helps relocating military Families find housing at their new location before they move. HSOs also hold mortgage forums and offer other services.



This RCI housing was built at Schofield Barracks, Hawaii, on the former Kalakaua Golf Course. Photo courtesy of Installation Management Command, Pacific Region

The transforming goes on in 2008 with the implementation of the First Sergeant Barracks Initiative, geared to improving the housing experience for single Soldiers. Through a centralized automated system, single Soldier housing will be more efficiently managed, freeing up precious time for first sergeants to accomplish mission critical tasks. Privatization of housing for senior-enlisted single Soldiers is also being tested at five pilot sites in the continental United States.

Not limiting the housing transformation to permanent housing for Soldiers and Families, Army leadership has also instituted the Privatization of Army Lodging program, which focuses on hotel-type facilities on installations. It hopes to begin revitalizing transient facilities at 11 sites across the United States in 2009.

After reviewing these past achievements, one can only ask, "What's next?"

POC is Melissa Iwamuro, 808-438-8689, melissa.iwamuro@us.army.mil.

Melissa Iwamuro is the chief, Housing Branch, RCI Liaison and Sustainability Team, U.S. Army Installation Management Command, Pacific.



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The May-June 2008 issue of the

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Acronyms and Abbreviations

HSO	Housing Services Office
RCI	Residential Communities Initiative



Barracks plan spells out way ahead

by Suzanne M. Harrison

Since 2002, the Office of the Assistant Chief of Staff for Installation Management has reported the progress of the Army's comprehensive permanent party barracks modernization program via the Barracks Master Plan. The plan articulated the program history of construction or modernization of existing barracks projects planned and executed, and the path ahead to provide modern, state-of-the-art living accommodations for enlisted single Soldiers. The last BMP update was published in 2004.

OACSIM built upon the success of the BMP to develop a comprehensive barracks strategic plan — the *2007 Army Barracks Strategic Plan*. In addition to permanent party barracks, the *2007 ABSP* reports on all major OACSIM unaccompanied personnel housing barracks initiatives, strategies, programs, metrics and standards. Topics include:

- the Army Holistic Barracks Strategy;
- the Permanent Party, Training Barracks and Operational Training Readiness Center Complexes programs;
- Common Level of Support #52 – UPH Management;
- the Housing Operations Management Enterprise System 4;
- the First Sergeant Barracks Initiative – Central Barracks Management;
- barracks privatization initiatives;
- the Army Furnishings Program;
- and UPH Facility and Complex Standards.

The data provided in the plan reflects the Fiscal Year 2008 President's Budget. The permanent party barracks plan funds new construction or revitalization of the existing permanent party barracks for more than 82 percent of the 134,500 single-Soldier-barracks requirement by the end of FY 2008. Because of the turbulence of unit moves, activations, inactivations and reprioritizing the available funding, the buyout for permanent party barracks modernization will be completed in FY 2013, with the barracks available for occupancy in 2015.

With the permanent party barracks program well underway, the Army is now focusing funding efforts on modernizing its training barracks inventory. The Army has a training requirement of 106,000. The majority of training barracks are in poor condition, validating the need for restoration, replacement or deficit construction.

The FY 2008 Training Barracks program funds an additional 6,084 spaces, which includes some of the major Base Realignment and Closure relocations. The buyout for training barracks modernization is FY 2015, with the barracks available for occupancy in 2017.

For the first time in decades, the Army has also seen dedicated funding of barracks and other facilities to support the Reserves and National Guard during their periods of active-duty training. New construction ORTCs will provide complete, battalion-sized complexes with living quarters, dining facilities, administrative spaces and maintenance facilities. The first of these facilities were funded at \$70 million in 2005 at Forts



These barracks at Fort Jackson, S.C., are one example of Army permanent party barracks constructed in recent years. Photos courtesy of the Housing Division, OACSIM



The Army built new barracks at Fort Leavenworth, Kan.

Riley, Kan.; Carson, Colo.; and Bliss, Texas.

The FSBI-CBM program provides management for assignments and terminations, barracks spaces inventory, occupant accountability for losses and damages including furnishings, sustainment funding and management of maintenance and repair programs. Because of the initial success of the pilot program in 2004, the original brigade-sized FSBI-CBM program at Fort Hood, Texas, was expanded to an installationwide test program in 2006. Implementation of this program is well underway at additional Installation Management Command installations.

Barracks privatization has been on the forefront the past few years as a pos-

Acronyms and Abbreviations	
ABSP	Army Barracks Strategic Plan
BMP	Barracks Master Plan
FY	fiscal year
FSBI-CBM	First Sergeant Barracks Initiative-Central Barracks Management
IMCOM	Installation Management Command
OACSIM	Office of the Assistant Chief of Staff for Installation Management
ORTC	Operational Training Readiness Complexes
UPH	unaccompanied personnel housing



Fort Hood hosts First Sergeant Barracks Initiative Open House

by Jeannie Drayton and Christine Luciano

Fort Hood, Texas, hosted an open house conference to discuss the Army's new First Sergeant Barracks Initiative in January. Representatives from nine installations as far away as Japan and from the Installation Management Command staff participated in presentations, tours, training and discussions on "how to do FSBI."

Attendees wanted to learn from Fort Hood's experience as the FSBI pilot installation for the Army. This fiscal year, the Army intends to deploy FSBI at 10 installations.

The open house began with an introduction by U.S. Army Garrison Fort Hood

Command Sgt. Maj. Jeff Hof, followed by opening remarks from Maj. Gen. John Macdonald, deputy commanding general of IMCOM. Robert Erwin, Fort Hood Directorate of Public Works Housing Program manager, presented an informative overview, detailing the philosophy, operation and structure of the program.

"The FSBI provides an opportunity for the Housing Division and the



Sue McFarland, an FSBI inspector at Fort Hood, explains the assignment packet to an inprocessing Soldier. Photo by Carla Strong, Team 8 barracks manager, Fort Hood

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sible solution to eliminate the shortage of barracks spaces. Similar to the Residential Communities Initiative for Family housing, barracks privatization could conceptually provide new barracks spaces constructed by a private developer/owner on post at a much faster rate than what would be available through the Military Construction Army program.

The Navy was the first to venture into this new avenue for junior enlisted personnel, and the Army has been monitoring its progress to determine potential applicability. Questions on establishing a marketable floor plan that would be acceptable to both the Army and developers, identifying occupant use during deployments and determining a level of mentoring/discipline for Soldiers staying in privately owned barracks influenced the Army's decision on not privatizing barracks at this time.

The Army decided to execute limited UPH privatization for staff sergeants and above at certain installations. These installations are Forts Irwin, Calif.; Drum, N.Y.; Bragg, N.C.; Bliss; and Stewart, Ga. Together, these facilities will provide several thousand spaces in areas that have

limited rental properties available for these ranks.

Since the mid-1990s, the focus has been to consolidate the purchase and management of permanent party barracks furnishings within the OACSIM. OACSIM centrally funds procurement through the U.S. Army Engineering and Support Center in Huntsville, Ala. In 2004, furnishings acquisition for training barracks was added to the list of responsibilities, and in 2006, furnishings for ORTC facilities were included.

The consolidation of buying power has resulted in a tremendous cost savings for the government as well as ensuring the continuity of furnishing styles. In FY 2008, the central furnishings acquisition and execution transferred to IMCOM.

In addition to duties already mentioned, the OACSIM UPH branch is a liaison to the U.S. Army Corps of Engineers and IMCOM to help manage construction criteria and Army standards for many facilities. These include brigade, battalion and company headquarters; senior leader quarters; dining facilities; basic and advanced individual training facilities; ORTCs; Army Medical Action Plan barracks; Soldier and

Family Assistance Centers; and Warriors Transition Unit headquarters.

OACSIM continues to define the difference between construction standards and adequacy standards — especially as it applies to barracks spaces. Construction standards apply to the size, configuration and features of new construction or recent renovations and modernizations. Adequacy standards define whether existing facilities or barracks have the necessary minimum size, configuration and features to house Soldiers sufficiently.

The 2007 ABSP identifies the strategy and provides information on efforts to ensure Soldiers are provided with the highest quality facility and professional support. Army programmers and functional managers within OACSIM continue to manage these numerous initiatives to meet this goal.

An electronic copy of this plan is available at: <http://www.hqda.army.mil/acsimweb/fd/housing/sshousingcur.htm>.

POC is Suzanne M. Harrison, 703-601-2498, Suzanne.Harrison@us.army.mil.

Suzanne M. Harrison is the deputy chief, Army Housing Division, OACSIM.



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unit's leadership to partner together and improve the overall quality of life for more than 15,000 single Soldiers stationed at Fort Hood," Erwin said.

At Fort Hood, the FSBI team takes the administrative burden of day-to-day billet operations off the unit and transfers the duties to the garrison staff. The units no longer have to worry about keys, work orders and furniture management, and have more time to focus on the combat mission.

Erwin repeatedly emphasized the importance of providing the best housing experience possible for single Soldiers. The Fort Hood FSBI motto, "RACKET – Rooms Assigned Clean and Kept Every Time," is a testament to the FSBI team's commitment to improving customer satisfaction and quality of life.

"Our philosophy is to provide the best services we can, improve the living environment for single Soldiers and use the living standards for Family housing as our goal to achieve in the billets," Erwin said.

Hermelinda Sandifer, chief of the Unaccompanied Personnel Housing Branch, gave a presentation entitled "Fort Hood Lessons Learned," based on Fort Hood's perspective of the development and implementation of FSBI during the pilot program. The presentation led to several lively discussions.

Sandifer emphasized the importance of establishing and maintaining a close working relationship with the noncommissioned officer leadership.

"The constant movement of the Soldiers has required us to work very closely

with the unit leadership to maintain unit integrity," she said. "Through our strong partnerships with unit leadership, we are able to take care of Soldiers and improve their quality of life."

As an extension of the military chain of command, the FSBI team developed a formal process of assigning units and giving the units ownership of the billets. A memorandum of understanding between the senior NCOs from the losing or gaining units and the garrison senior NCO ensures that the billet transferred from one unit to another is clean and well maintained.

An overview of the new HOMES4 software was presented by Yardi Systems. Sgt. Maj. Geoffrey Harris, from the 3rd Brigade Combat, 1st Cavalry Division, presented the customer's perspective of FSBI. Harris gave rave reviews and predicted a viable future for FSBI.

Participants toured the barrack areas making several stops to meet the FSBI staff and to see the FSBI program in operation.

Fort Hood developed an all-encompassing *How to Do FSBI* book that provides everything that an installation needs to know to implement FSBI. The book includes job descriptions, standard operating procedures, forms, contract



Jill Martin, an FSBI area manager at Fort Hood, discusses the new barracks design, which includes amenities such as washers and dryers, during the open house tour. Photo by Emmet Gray

specifications, budget estimates and startup requirements.

Closing remarks and comments were given by Command Sgt. Maj. Willie Ash of Headquarters, IMCOM. The participants departed with a positive attitude about the new program based, in part, on the groundbreaking work done by Fort Hood.

"Fort Hood's Open House for FSBI was a raging success," Macdonald said. "If you look up pilot program in Webster's, Hood FSBI is the definition."

The *How to do FSBI* manual and the open house presentation materials can be found on Fort Hood's DPW web site, <http://www.dpw.hood.army.mil/fsbi>.

POC is Robert Erwin, 254-285-2221, Robert.erwin@us.army.mil.

Jeannie Drayton is the FSBI senior barracks manager, and Christine Luciano is the environmental outreach coordinator, DPW, Fort Hood, Texas.



Acronyms and Abbreviations

DPW	Directorate of Public Works
FSBI	First Sergeant Barracks Initiative
IMCOM	Installation Management Command
NCO	noncommissioned officer



PDS XX – a look back at Army Day

by Megan Purkey

Two hundred years ago, Americans looked to the West as the future. In 2008, Army housing professionals met in the West to build a “framework for the future.” The Professional Housing Management Association’s Professional Development Seminar XX took place in Denver Jan. 28 to Feb. 1 with more than 250 Army attendees. The culmination of the conference took place Jan. 31 when the Army had its service day.

In previous years, Army Day brought Army housing professionals together for half-day sessions, followed by afternoon breakouts focusing on the different aspects of housing: Unaccompanied Personnel Housing, Army Family Housing and Residential Communities Initiatives. This year, the Army moved the breakout sessions to Friday and kept the group together for the whole day.

A running theme throughout this year’s conference was change, which proved to be an important topic among all the Army Day speakers. Throughout the day, new programs were discussed and fresh perspectives were offered on existing ones.

To kick off Army Day, Barbara Sisson, director, Installation Services, Office of the Assistant Chief of Staff for Installation Management, discussed the reorganization at the headquarters and how it affects housing personnel across the Army. Promoting the fact that the Installation Services Directorate “H-E-L-P-S” — Installation Services consists of Housing, Environmental, Logistics, Public/Private Initiatives and Competitive Sourcing, and Soldier and Family Support, i.e., H-E-L-P-S — Sisson discussed the importance of communication among her divisions, herself and all Army housing personnel.

While her distinguished career has been predominately with the Navy, the Army gained a valuable asset with her as a leader who believes in the services Army housing professionals are providing daily for Soldiers and Families.

Representing the Office of the Deputy Assistant Secretary of the Army for Privatization and Partnerships, Allison Sands outlined the current Army environment and how the programs in their organization support the Army Vision. Discussing

the relationship between DASA-P&P and OACSIM, Sands noted that the daily project-monitoring responsibility for housing privatization moved to OACSIM, while overall program and portfolio oversight remained with DASA-P&P.

She also provided information on other privatization ventures that impact housing. Currently, the DASA-P&P office is putting together the development and management plan for the first Privatization of Army Lodging project, consisting of more than 4,500 hotel rooms at installations across the United States. At the same time, DASA-P&P continues to work utilities privatization. Its most recent accomplishment is the privatization of 13 systems in Alaska, significantly cutting costs incurred due to harsh weather conditions.

Command Sgt. Maj. Willie Ash of Headquarters, Installation Management Command, a professional Soldier, represented the Army at the Senior Enlisted Panel Jan. 30 and spoke to Army housing professionals on Army Day. The years of service Ash brought to the table allowed the audience to understand and see through ►



Army Day speakers included (left to right) Deborah Reynolds, chief, Army Housing; Command Sgt. Maj. Willie Ash, Headquarters, IMCOM; Rhonda Hayes, chief, Transaction Management Division, DASA-P&P; Tom Kraeer, chief, Portfolio Management Division, DASA-P&P; and Barbara Sisson, director, Installation Services, OACSIM. Photo courtesy of Defense Communities



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a senior Soldier's eyes the impact housing professionals make on Soldiers and Families.

Tom Kraeer, chief of the Portfolio Management Division, DASA-P&P, updated the housing privatization portfolio for attendees, noting that at Forts Carson, Colo., and Hood, Texas, the initial development period has been completed, and in Hawaii, acquisition of more land to expand the project is underway.

A panel, moderated by Ivan Bolden, chief of Public/Private Initiatives and Competitive Sourcing Division, OACSIM, presented a different perspective of housing privatization on an installation. Panel members included Command Sgt. Maj. Juan Caez, Fort Hamilton, N.Y.; Command Sgt. Maj., Kevin Sharkey, Fort Polk, La.; and Col. Jonathan Hunter, deputy director, IMCOM-Southeast.

Each offered his own perspective on housing privatization as it applies to his installation and region and then allowed questions from the audience. As with Ash's presentation, information from these Soldiers added to the knowledge base and acknowledged the jobs of Army housing professionals.

Debbie Reynolds, chief, Army Housing Division, complemented Sisson's earlier presentation, discussing in more detail the functions of the Housing Division after both the OACSIM and the internal division reorganizations. Instead of the Hous-

ing Division being split between AFH and UPH, the division now has three branches, each based on the programs and issues employees work.

The new branches are: Strategic Planning and Construction, led by Marlene Naranjit; Requirements, led by Rick Turpyn; and Housing Policy and Career Management, led by George Lloyd. The creation of a separate branch dedicated to career management allows housing leaders better opportunities to develop and further the career program for Army Housing professionals.

The new Housing Policy and Career Management branch assisted in the revival of the Army Career Program 27 Planning Board. At last year's PDS, CP-27 held its first Career Planning Board in several years and has since had two more meetings — one in Leesburg, Va., and another in Denver just prior to PDS XX.

At the Leesburg meeting, the Career Planning Board developed a pyramid identifying the different levels and areas of expertise for Army housing professionals and revised the Army Housing Intern Program. In Denver, the board revised the knowledge, skills and abilities necessary for housing professionals to advance. Training requirements for each level of personnel will be worked at the next Career Planning Board, scheduled for September.

Assistant Secretary of the Army for Installations and Environment Keith Eastin led off the afternoon session and discussed how far Army housing has come. As the most senior attendee at PDS XX, Eastin's presence confirmed that Army leadership does pay attention to and takes a vested interest in Army housing issues, creating a better atmosphere for Soldiers and Families. Both Eastin and Sisson stressed a renewed commitment to communication across all levels of Army housing personnel.

Presenting perspectives from a nonprivatized location, Brian Jost, chief, Housing, IMCOM-Europe, wrapped up Army Day.


Jost offered an update on Army initiatives in Europe, as well as issues currently affecting his region and its housing.

Since traditional Army housing roles and responsibilities are changing in the United States, Jost's presentation reminded attendees that those traditional responsibilities still exist overseas. Specifically, he acknowledged that individuals interested in working at a traditional housing office should contact him about job opportunities within the European region.

At the end of Army Day, attendees walked away with a broad spectrum of knowledge on issues affecting various Army programs, installations and regions around the world. As the Army continues to change, each Army housing professional is ready to accommodate and adapt to the shifts and to strive, as always, for a better framework for the future.

The Army looks forward to seeing each of its attendees next year in San Diego at PDS XXI.

POC is Megan Purkey, 703-601-3597, megan.purkey@hqda.army.mil.

Reprinted from the March/April issue of Defense Communities. Copyright 2008, PHMA. Megan Purkey is the Training and Intern Program manager, Office of the Assistant Chief of Staff for Installation Management. 

Acronyms and Abbreviations

AFH	Army Family Housing
CP-27	Career Program 27
DASA-P&P	(Office of the) Deputy Assistant Secretary of the Army for Privatization and Partnerships
IMCOM	Installation Management Command
OACSIM	Office of the Assistant Chief of Staff for Installation Management
PDS	Professional Development Seminar
PHMA	Professional Housing Management Association
UPH	Unaccompanied Personnel Housing

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Alaska housing project finishes a year early

by Curt Biberdor

Time constraints and tough environmental regulations weren't difficult enough. Ice fog, potential seismic activity and an eight-month-long winter with temperatures that could plunge to 50 below zero brought extra complexity to the U.S. Army Corps of Engineers' Alaska District project delivery team in charge of building a \$42 million Army housing project in Fort Wainwright, Alaska.

Despite these challenges, the team met all project requirements with zero cost growth in 447 days instead of the 820 days normally allotted for a project of this magnitude in subarctic Alaska. The project was completed last May except for landscaping, which had to wait until the snow melted.

"Many of the private-sector subcontractors expressed disbelief that this was a government project or a Corps project," said Terry Stone, program manager. "They didn't believe the project could move along quickly, but the Army mission has changed, and we initiated a fast-track process to give Soldiers and their Families quality housing as quickly as possible."

The Southern Cross project replaced 112 junior noncommissioned officers units with 67 JNCO units in the Southern Cross community. It is the first completed project of a larger program of 15 ongoing projects to build 1,057 Army housing units within five years at a cost of more than \$573 million.

Fast-track military housing became high priority because U.S. Army Garrison Alaska realized in 2005 it was facing a critical shortage of housing units to support the growing mission at Fort Wainwright. Now home to the 1st Brigade Combat Team, 25th Infantry Division (formerly the 172nd Stryker Brigade Combat Team), Fort Wainwright has seen skyrocketing growth as the Army transforms to become a leaner, more

responsive fighting force.

Alaska District's challenge is to support U.S. Army Alaska in their commitment to provide housing for the 6,200 Soldiers and 7,300 Family members stationed at Fort Wainwright, located near Fairbanks.

Speed didn't sacrifice quality at Southern Cross, as the team aimed at meeting or exceeding what is found in the civilian market.

"We wanted curb appeal" said Cyndi Larson, chief of the Residential Communities Initiative and Housing Office at Fort Wainwright. "We wanted people to think, 'Wow! I want to live there.'"

Color, design and elevation vary from structure to structure. The homes feature 9-foot ceilings and arctic entryways that lead to an open floor plan with different-shaped windows allowing plenty of daylight to enter. Flooring is a combination of vinyl, laminate and carpet. Radiant heating is used on the first floor, cabinets and trim are solid oak, and ceiling fans are mounted in the family room and bedrooms.

Solid-surface countertops inside along with vinyl siding and decorative trim aluminum fencing for the backyard on the outside contribute to longevity and low maintenance. The homes have oversized single-car garages and are five-star-rated for energy efficiency. Courtyards with play areas and park benches add another touch to the community.



This snow-covered house is one of 67 JNCO units built in the Southern Cross community at Fort Wainwright, Alaska. Photos courtesy of USACE, Alaska District

"Most rewarding is to get the positive feedback from the Soldiers and their Families," Stone said. "That brings it home as to why we worked so hard to complete this project."

The project team included personnel from USAG Alaska; the Installation Management Command; USACE's Headquarters, Pacific Ocean Division and Alaska District; and the Office of the Assistant Chief of Staff for Installation Management. Private sector firms were Helix Design Group, HDR Alaska, Earthscape, AHBL, Spurlock & Associates Inc., Errico Electrical Engineering, BHM, Shannon & Wilson Inc., and construction contractor Osborne Company, Inc., along with other subcontractors and suppliers.

For its exceptional efforts, the team won the 2007 U.S. Army Corps of Engineers *Project Delivery Team Excellence Award*.

Fast-tracked design was released for construction in four definable features of work: demolition, site preparation, building and landscaping.

The design and construction process changes included informal reviews, elimination of 65 percent of design submittals, decreased government review periods and use of product data in lieu of prescrip- ➤

Acronyms and Abbreviations

JNCO	junior noncommissioned officers
USACE	U.S. Army Corps of Engineers
USAG	U.S. Army Garrison



Fort Leonard Wood single Soldiers get new home

by Luke Waack

A first-of-its-kind single-Soldier barracks complex, designed to provide quality housing in which service members will be proud to live, opened at Fort Leonard Wood, Mo., in February. The \$13 million village-style apartments were expected to house 180 unaccompanied permanent party single Soldiers.

Soldiers will have private bedrooms, walk-in closets, private vanities, a shared kitchen and a shared bathroom. The complex includes a paved recreation trail, a basketball court and a sand volleyball court.

The first residents of the new village moved out of older housing units across the installation. Spc. Ryan Lewis lived in college dormitories before he joined the Army. He compared the two living arrangements. "This place is definitely better than col-

lege dorms. It's much nicer," Lewis said.

Pfc. Richard Holdren lived in barracks in which four Soldiers shared the place.

"I lived there for six months, and then I lived in temporary lodging at the Noncommissioned Officer Academy," Holdren said. "This place is much nicer, much cleaner, and there's grass. We want to keep it like this. It feels like my home, and I want it to be squared away, because it's a reflection of me."

Col. John Megnia, garrison commander, hopes that once Soldiers come to live on the installation, they won't want to leave.

"Soldiers usually come to Fort Leonard Wood kicking and screaming," Megnia



A future resident of the new single-Soldier housing at Fort Leonard Wood poses in front of the apartment-style complexes during the grand opening ceremony. Photo by Luke Waack

said. "What we want to have happen, after you've experienced Fort Leonard Wood, is that you leave kicking and screaming, that you have the best facilities and that we really are world class in all we do." ➤

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tive specifications. A design quality manager was used for the first time, which increased efficiency, according to Stone. Construction continued year-round.

"We put the old stereotypes aside and let the experts in the field tell us what they could do," said Stone. Maintaining the quality objectives while accelerating the schedule to expedite turnover of homes was the compelling challenge of this project.

"We had the right people on the right teams," Larson said. "Everybody kept the goal in mind. We all signed on to make that happen."

The team excelled even when faced with shifting project needs and customer demands. Construction projects had priority for resources, while the team maintained the goal of having acquisition documents and designs ready to advertise in time to meet customer and Corps-driven deadlines.

"We were building one part of the design while other parts of the design were being developed," said Monica Velasco,

program engineer with the Alaska District.

During the design phase, the team continually coordinated instead of only in traditional specific design-review stages. It met on key dates for reviews, meetings and preconstruction activities.

"It was an extraordinary example of informal partnering," said Stone. "Team members took on critical nontraditional roles and improved processes necessary to fast-track the design. The workload was overwhelming, but when somebody was gone, another person would fill in."

The same level of involvement continued into and throughout construction as team members met interim construction milestones required for turnover of completed buildings. The team was able to maintain perspective on the issues and on how the issues affected overall project delivery.


"All tried to keep track of each other's milestones," Larson said. "It was an intense challenge for the team to maintain balance among so many varying, time-sensitive requirements, and it required great flexibility to juggle the often conflicting tasks."

The entire team, including the customer, maintained a high level of involvement and communication even though they were geographically separated in Anchorage, Fairbanks and Washington state. This intensity accelerated resolution of issues and resulted in the immediate transfer of lessons learned to other projects, said Stone.

"Never say it can't happen. You can break the paradigm that is entrenched and established," she said. "Had we done the standard way, we still wouldn't have the units turned over yet."

Stone said it took great commitment, trust and, at times, sacrifices from all the team members to make this approach work. Shared goals, reinforced by personal relationships, created the willingness to take these kinds of risks, and success simply would not have been possible without their efforts.

POC is Curt Biberdorf, 907-753-2721, curt.w.biberdorf@usace.army.mil.

Curt Biberdorf is a public affairs specialist, U.S. Army Corps of Engineer, Alaska District. 



Stuttgart housing renovations boost quality of life

by Susan Huseman

Renovations to U.S. Army Garrison Stuttgart, Germany, Family housing on Robinson and Kelley Barracks will go a long way toward improving quality of life for military Families stationed there.

“Once the Kelley project is complete, all our homes will have been renovated,” said Mary Scott, USAG Stuttgart Housing Office director.

Seven newly renovated buildings on Robinson Barracks have been returned to the garrison housing office. The office has also received three of the seven buildings on Kelley Barracks.

Renovations to the remaining four buildings are expected to be completed in April. Combined, these projects cost more than \$34 million.

Scott is proud of the renovations, which mean that large Families can now be accommodated on Kelley Barracks.

“We right-sized the apartments, she said. “We went down from 18 to 12 apartments in each building. We’ve always had a lot of large Families, and we’ve never been able to provide for them on base. The largest unit we had was four bedrooms.”

When the Kelley project is complete, there will be 84 five-bedroom units, each 2,200 square feet.

Acronyms and Abbreviations

USAG	U.S. Army Garrison
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Soldiers with decades of Army experience said the new quarters are extraordinary.

“I’m very impressed with the barracks so far,” said Sgt. Maj. Bryan Steele. “I’ve been in the Army 22 years, and I’ve never seen anything like it.”

Maj. Gen. Bill McCoy, Maneuver Support Center and Fort Leonard Wood commanding general, cut the ribbon on the project with the aid of the first official

“The bedrooms are huge; none of them are the size of a glorified walk-in closet,” said John Gerlach, the U.S. Army Corps of Engineers resident engineer for Stuttgart, who oversaw the projects. “When we say five bedrooms, we mean it.

“Everything’s been modernized,” he continued. “It’s beautiful. There are all new ceramic tiles; the plumbing fixtures and the bathrooms are gorgeous.”

The apartments on Robinson Barracks are just as nice, according to Scott.

There, there were 18 two, three and four-bedroom units; now there are 12 three-bedroom apartments, each 1,600 square feet.

“They are absolutely gorgeous inside,” Scott said. “The master bedroom has walk-



Sgt. 1st Class Christopher Powers and sons Christopher Jr. (left), 3, and Kilil, 2, unpack a box of towels in their new Robinson Barracks apartment in Stuttgart, Germany. Photo by Brandon Beach

in closets. No place else in our inventory do we have true walk-in closets. The bathrooms and laundry rooms are large, and they have a separate dining area.”

As Families come into the community, they will occupy the renovated apartments.

Scott concedes not everyone is a fan of living on post, but there are advantages.

“Living on base offers certain conveniences, such as being able to walk to school or work, free AFN (American Forces Network radio and television), and 110 and 220 volt outlets,” she said. Scott also ➤

resident, Sgt. Dennis Wilkins.

“It’s important to us that you understand we’re going to work you hard, but we want you to have a place you can come home to at night that is quality and that you can be proud of,” McCoy told an audience of Soldiers and civilians during the ceremony.

The official first resident of the complex expressed his opinion of what the new barracks represents.

“I believe that the Soldiers now have

the opportunity to open up and spread out. It’s a better quality of life, an opportunity not to be enclosed in small rooms,” Wilkins said.

The new village is the first of five phases. The second phase is under construction and should be finished in September.

POC is Luke Waack, 573-563-5014, lwaack@flw-guidon.com.

Reprinted with permission from the Fort Leonard Wood Guidon, where Luke Waack is a staff member. 🍌



Fort Lewis's Discovery Village hails last first residents

by Rachel Young

After years of work, the last new home in Discovery Village, a pioneer housing project at Fort Lewis, Wash., was assigned to Sgt. 1st Class Alfred Johnson and his Family during a completion ceremony Jan. 22.

Discovery Village is the first modular, multi-family construction project in the Army and the first total replacement of an existing neighborhood, Old Hillside, on Fort Lewis. Equity Residential Corp., the installation's Residential Communities Initiative partner, broke ground for Discovery Village in 2004, and the first modular home was completed in 2005. Now, the entire neighborhood, complete with playgrounds and walking trails, is finished.

The Johnsons' new home, a blue duplex with four bedrooms, a covered porch, skylights and a garage, is just one of the many brand new homes in Discovery Village. Although the Johnsons had seen the house from the outside, the day of the ceremony was the first time they had seen the inside.

"It was quite a shock," said Johnson. "This is definitely the best housing that I've seen."

The Johnsons, along with their four children, came to Fort Lewis after living off post for about 15 months. They had plans for moving into their new house as soon as arrangements for transportation could be made.

"We're excited," said his wife, Ericka, also an Army veteran.

The ceremony marked the half-way



Sgt. 1st Class Alfred Johnson and his wife, Ericka, accept the key to their new home from Lt. Gen. Charles H. Jacoby Jr. during a ceremony at Discovery Village. Photo by Jason Kaye, Northwest Guardian

point of the installation's RCI initial planning phase.

"This is a wonderful occasion for Fort Lewis," said Col. Cynthia Murphy, garrison commander, in her remarks. The new homes of Discovery Village demonstrate the Army Family Covenant, she said. "It's the Army's pledge and commitment to improve the quality of life of Soldiers and Families."

Besides being brand new, the homes in Discovery Village are Energy Star efficient, which will save utility costs. And using modular homes allowed for enough savings to upgrade the houses with features like skylights and more square footage, Murphy said.

phone," she said.

POC is Susan Huseman, 07301-15-2545, DSN 431-2545; susan.huseman@eur.army.mil.

Susan Huseman is an associate editor, The Citizen, USAG Stuttgart Public Affairs Office. 🌟

"This neighborhood makes a statement to everyone that the Army is serious about its commitment to give Soldiers and Families a quality of life equal to their service," she said.

RCI began at Fort Lewis in 2002 when Equity Residential Corp. entered into a 50-year housing management agreement with Fort Lewis. The program permits private companies to develop and manage housing on Army installations.

The initiative allows for faster completion of construction projects and offers value and desirable homes to Soldiers and their Families. By 2012, at the end of 10-year phase, Fort Lewis will have 4,025 new or fully renovated homes.

POC is Rachel Young, 253-967-0174, rachel.young5@us.army.mil.

This article is reprinted from the Northwest Guardian. Rachel Young is a reporter on that newspaper. 🌟

Acronyms and Abbreviations

RCI	Residential Communities Initiative
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pointed out that on-post Families don't have to worry about the exchange rate, the cost of heating oil and the weakness of the dollar.

"The only additional cost is the



Vandenberg housing area beneficially demolished

by Daniel J. Calderón

They stood for nearly 50 years outside the gates of Vandenberg Air Force Base, Calif. Now, through a contract with the U.S. Army Corps of Engineers' Los Angeles District, 259 of 663 houses are gone. The homes, in an area called Vandenberg East, have been demolished.

The project for phases I through III was awarded in September 2006, and work began in February 2007. Before demolition, however, there were environmental factors to be addressed.

"We had to perform the abatement of hazardous material before we began demolition," said Shannon R. Cossa, construction representative at the district's Vandenberg Resident Office. "Hazardous material included asbestos, lead paint, lead glazing on ceramic tile and mercury in the thermometer switches."

It was important to ensure these toxins were removed from homes prior to demolition to ensure proper disposal, Cossa said.

"Everything belongs in its own designated place," she said. "We don't want it being released into the open air or just dumped into a landfill."

The abatement process went on for three to four weeks before the demolition crews began their work. The delay allowed both crews to continue working without interfering with the other's efforts.



Several playground areas like this one outside a house in the former Vandenberg East housing area were donated to the Lompoc Unified School District. The school district paid to have contractors remove the playground equipment and install it at area schools.

In addition, the issue of what to do with the playground equipment in the housing area had to be addressed. The solution was found with the nearby Lompoc Unified School District.

The school district negotiated with Vandenberg officials to secure the equipment for area schools. The equipment was worth more than \$250,000 to the school district, according to Gary Black, assistant superintendent.

Lompoc officials contacted a local contractor to move the equipment. There was still the cost of disassembling, moving and reassembling the equipment and playground area, but the savings to the schools in the district were significant.

"A quarter of a million dollars may not seem like a lot in some budgets," Black said. "But it's a lot for us. It means we have a quarter of a million more to go towards improvements in our buildings. It's money that gets freed up to do a lot of good for a lot of kids."

With the playground equipment moved to schools on and around Vandenberg, destruction of the former houses proceeded. Demolition was not the only fate in store for some of the former military housing units, though. The Vandenberg Fire Department received permission to perform practice burns in four duplexes and a single-Family residence.

"In a single-Family unit, we generally have three bedrooms, the living room area and other rooms to use," said Phillip Bennie, Vandenberg Fire Department assistant chief. "We may have two small fires in each bedroom and other fires throughout the house. It's usually about 10 small internal fires in a single-Family unit."



A construction worker hoses down a section of a house to keep dust from flying as it is torn down. Photos courtesy of U.S. Army Corps of Engineers, Los Angeles District


Using several small fires allowed Bennie to rotate fire crews through in groups. The training helps firefighters remain current on their qualifications and allows them to practice in an environment that better simulates conditions they would encounter during an actual emergency.

Since the windows, blinds, plastic outlet covers and other items normally in the walls of the housing were removed due to environmental concerns during the initial abatement process, firefighters went in before the burns to cover the holes with plywood. This allowed them to properly train without excess wind blowing into the house through the openings.

"Before any training burn, we have to go in and fully prep the house, looking to ensure there is no plastic, asbestos or any other toxin," he said. "We also board up the openings so it burns like a real building."

Bennie expects to receive five more buildings to use for training fires in the Phase IV portion of the Vandenberg housing demolition.

POC is Daniel J. Calderón, 213-452-3922, daniel.j.calderon@usace.army.mil.

Daniel J. Calderón is a public affairs specialist and editor, NewsCastle, U.S. Army Corps of Engineers, Los Angeles District. 



Fort Sam Houston RCI partner remodels historic units for Warriors in Transition

by Teresa ElHabr

After taking over housing operations at Fort Sam Houston, Texas, in March 2005, Lincoln Military Housing made sure that the agreed-upon 10 percent of new housing would be handicapped accessible. LMH, making Warriors in Transition a top priority, has also made many modifications to existing units to convert them into partially accessible homes.

In 2006, LMH recognized a need for additional two-bedroom, accessible units. It approached the Fort Sam Houston Residential Communities Initiative Office with a proposal to modify more units in the junior noncommissioned neighborhood of Patch Chaffee, a historic community.

With more than 900 historic structures, Fort Sam Houston is one of the Army's most significant historic installations. Forty-two percent of its privatized homes are historic.

The original Patch Chaffee units were constructed from 1931 to 1934 as two-bedroom houses in the Spanish Revival

Style. The homes are single-story on broad lots with rear service lane entrances. The houses originally featured deep porches across the entire front of the home.

Prior to privatization, the Army reconfigured them into three-bedroom, two-bath homes and partially enclosed the front porches. The existing three-bedroom homes were too small to provide market-rate amenities.

LMH's development plan was to convert the homes back to two-bedroom, two-bath homes. The conversion restored the original full front porch and fashioned a more spacious living area.

Early coordination with the State Historic Preservation Officer paid dividends. The SHPO's involvement in the design produced a plan embraced by that office and readily incorporated into the Programmatic Agreement between it and Fort Sam Houston.

In assessing the redesign of the two-bedroom units at Patch Chaffee for partial accessibility, LMH selected units with a mild grade leading up to the home. These homes were best situated to facilitate construction of permanent wheelchair ramps.



The entrance to this revamped Patch Chaffee home is wheelchair accessible. Photos courtesy of Lincoln Military Housing

Typically, a renovated historic home provides its residents with a larger master suite, including increased space in the bathroom and closet. The second bedroom's closet space is also increased, and a separate laundry area created. The kitchen opens into the dining and family room, and features an enclosed pantry.

The interior floor plan remains similar to the original plan, but the two bathrooms are combined into one to accommodate a wheelchair. The bathroom features an accessible shower, full tub, elongated toilet, special cabinetry and new sinks.

LMH has completed seven partially accessible units in Patch Chaffee and will likely convert more homes. The partnership between the Army and LMH continues to make huge strides in renovating and constructing new homes at a remarkable pace.

POC is Teresa ElHabr, 210-221-0948, teresa.elhabr@us.army.mil.

Teresa ElHabr is the chief of the Housing Division, Fort Sam Houston, Texas. 



The converted bathrooms in the Patch Chaffee homes feature accessible vanities and storage units.

Acronyms and Abbreviations	
LMH	Lincoln Military Housing
RCI	Residential Communities Initiative
SHPO	State Historic Preservation Officer



Ultra-low-energy homes create new benchmarks

by Justin Ward

The Army will soon have a new shade of green. Through a partnership with the Installation Management Command, Europe Region and the Nürnberg *bauamt* (state construction office), the U.S. Army Corps of Engineers has voluntarily agreed to set a new benchmark for Army Family Housing projects in Europe — an entire neighborhood of ultra-low-energy townhouses.

The new energy standards, known in Germany as *Passivhaus* standards, are similar to Leadership in Energy and Environment Design or Sustainable Project Rating Tool paradigms used in the United States, said Michael Hogg, the former project manager. But *Passivhaus* standards are much more rigorous, he said.

“Although it’s hard to compare scales, the goal is that our ‘Passiv-houses’ will use about one-fourth of the energy demanded by typical facilities constructed in Germany,” said Hogg. “And these rating system levels already surpass average American standards. ... So, this is really above and beyond anything we’ve done before.”

The new neighborhood, to be located in Urlas, an Army community in Ansbach, Germany, started with a discussion between the U.S. Army Corps of Engineers, IMCOM-Europe and the Ansbach Directorate of Public Works.



A rendering shows what the planned ultra-low-energy townhouse neighborhood in Urlas could look like when completed in 2010. Rendering by A.B. Bayer

“The main impulse came from the project manager from IMCOM-Europe, who, along with the Ansbach garrison, was interested in building a showcase for the world to see,” said Wolfgang Hagenau, an Ansbach DPW environmental contractor. “These houses will be like a business card the garrison and IMCOM can give to everyone, showing that the garrison is developing in a sustainable way.”

How it works

Still in the design process, these *Passivhaus* townhouses will incorporate a whole-building perspective, which entails not only responsible stewardship of natural resources but also responsible stewardship of financial resources through lower operating costs and improved facility life-cycle management, said Karla Krieger, project manager.

They’re called *passiv*, or passive in English, because the interior climate is intended to be maintained without active heating and cooling systems. Thus, the house heats and cools itself.

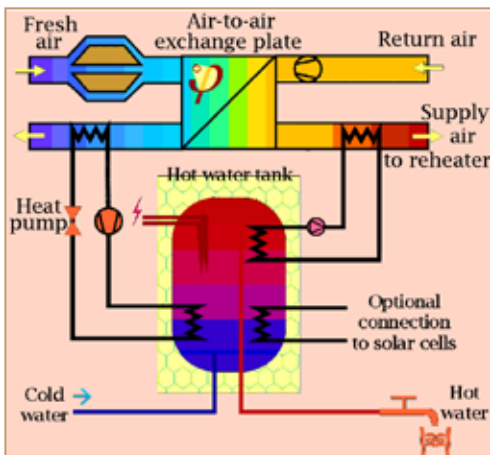
The way it does this, said Krieger, is very complex, involving a precise interior airflow design using computational

fluid dynamics, multizonal airflow models and an innovative heat exchange system.

“The way in which it recovers heat during the winter is probably the most interesting part of a *Passivhaus*,” said Krieger, “especially here in Central Europe where the winters are often very cold.”

Like many low-energy houses, *Passivhaus* standards include the employment of specialized thermal insulation, triple-paned and insulated glazed window technology, and carefully sealed air barriers, all of which serve to retain existing and incoming solar heat. However, fundamental to the *Passivhaus* is the innovative heat exchange system, which controls building temperature using only the normal volume of ventilation air.

The system does this by heating ventilation air from the hot water tank and then recovering about 92 percent of “waste” heat from the exhaust air. It even recycles “waste” heat from major appliances and lighting fixtures, and body heat from people or animals inside the building.



The ability to control building temperatures using only the normal volume of ventilation is fundamental. Graphics by *Passivhaus Institut*

Acronyms and Abbreviations

DPW	Directorate of Public Works
IMCOM	Europe – Installation Management Command, Europe Region



GSA calls for real property award nominations

The General Services Administration Office of Governmentwide Policy has announced the 12th *GSA Achievement Award for Real Property Innovation* program. The program recognizes federal projects and processes that improve the stewardship of federal real property. Its goal is to communicate cutting-edge ideas to agencies striving to improve their real property asset management. This year GSA is focusing on excellence in two specific topic areas: asset management and sustainability.

Acronyms and Abbreviations	
GSA	General Services Administration

Originally established in 1997, the awards program has attracted hundreds of great ideas throughout the Federal real property community that have been disseminated broadly by GSA. These ideas have covered a wide spectrum of real property areas, including business practices, asset management and planning, customer service, information systems, performance measures, security, sustainability and workforce/human capital strategy.

The entries are judged by an independent panel of distinguished government and industry experts. Winners in each category will receive cash awards of \$5,000 for an

individual or \$10,000 for a team. All entries will be published in GSA's Office of Real Property Management Best Practice Edition of the *Real Property Polycysite Newsletter*. Entries will be accepted from June 2 through July 1, 2008 only.

The call for entries and electronic entry form are available at <http://www.gsa.gov/real-propertyaward>.

POC is Walker, 202-208-7639, patrice.walker@gsa.gov.

From GSA's Federal Real Property Advisory Group Newsletter. **PWD**

(continued from previous page)

In addition, plans are in the works to supplement the current energy demand from these houses with renewable energy sources such as thermal solar panels.

"To be honest, only mechanical engineers will probably understand how the system works," said Krieger. "But what's important is that it works and ... that it's easy to operate for those living in the townhouses."

In fact, living in a *Passivhaus* does not require an advanced degree, according to the *Passivhaus* Institute's web site.

"Passivhaus technology is so simple, there's no need to hire someone to perform annual air filter changes," the site explains. "The ventilation system has fewer controls than a normal television."

The finished product

Living in these new townhouses will be junior and senior noncommissioned officers and field-grade officers from the 12th Combat Aviation Brigade, U.S. Army Europe's first modular aviation unit, merging Soldiers from five units around Germany. These Soldiers will move into their new homes in 2010, Krieger said, when Phase I is scheduled to be completed.

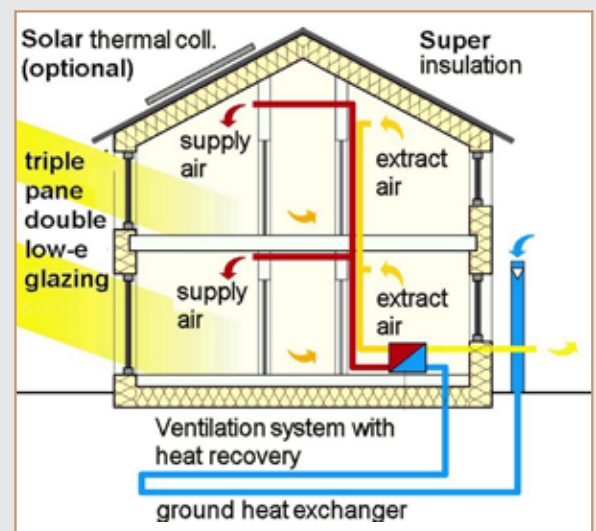
In total, Phase I includes 138 dwelling units, 22 of which are scheduled as *Passiv*houses. The remaining 116 units will adhere to what's known as the EnEV standard, the current German energy-saving standard, which still bests the typical American standard.

Phases II and III, which combined call for another 392 dwelling units, might also include *Passivhaus* neighborhoods, Krieger said, but that decision has yet to be made.

Another first for the Uralas community, said Dorothy Richards, Army housing program manager, is that those 12th Combat Aviation Brigade Soldiers will also be living in the Army's first townhouses to be constructed in Europe.

"Just the fact that these new dwelling units are townhouses is important for the Army, not to mention that many of them will be designed with environmentally responsible practices," said Richards.

Richards believes that the townhouse is a better option for warfighters and their



The Passivhaus uses a combination of low-energy techniques and technologies.

Family members because it gives them the high quality of life that they deserve — one that fits the sacrifices they are making for their country.

POC is Justin Ward, +49 (0)611-816-2720, DSN: 336-2720, justin.m.ward@usace.army.mil.

Justin Ward is a public affairs specialist with U.S. Army Corps of Engineers, Europe District. **PWD**



Fort Bragg recycling extends life of landfill

by Tom McCollum

For years Fort Bragg's barracks and housing showed their age as thousands of troops passed through with their Families. About a year ago, the North Carolina post began an extensive building campaign designed to replace worn out barracks and quarters.

Construction crews labor throughout the post. Trucks rumble through the streets with construction material as others pass by with building debris. The pace of construction and demolition has been so great that the resulting debris has shortened the life span of Fort Bragg's 72-acre landfill by five years in less than one year.

Faced with the prospect of spending tens of thousands of dollars to use landfills off post, the Directorate of Public Works, which oversees landfill operations, developed a program with the goal of recycling 100 percent of the material brought into the landfill.

Recycling has been in use in one form or another on Fort Bragg for about 20 years, but lately, steps have been taken to recycle more material. For example, the post has begun efforts to recycle electronic waste, or "e-waste," such as broken or unwanted electronic equipment. Operations at the landfill are just one portion of an extensive

recycling program.

With the construction and demolition projects ongoing on a large scale, construction debris has been the main contributor to decreasing the life span of the landfill. Rather than simply pile the debris in the landfill, officials are finding ways to reuse it.

"The Fort Bragg Landfill is a significant source of recycling for the installation," said Christine Hull, chief, Environmental Compliance Branch. "The landfill recycles mixed metals, aluminum, cardboard, concertina wire, concrete, wood, tree and yard waste, and pallets. Our goal is to recycle everything that comes in."

The grinding of wood waste has resulted in mulch suitable for landscaping. The mulch is available to all units and activities on post.

"We located a company here in North Carolina that specializes in recycling concrete," said Dave Heins, chief, of the Environmental Division. "That has decreased the rate of loss of the landfill and provides us with fill material, which, in turn, saves us money."

Now, every day on Fort Bragg, a two-story machine grinds chunks of old buildings into football-sized bits of concrete. Another machine separates the small

pieces from the large ones and moves them into foothill-sized mounds, ready to be used for whatever project needs rock. These pieces eventually become a base for roads, parking lots and motor pools around the post, but their rebirth starts at the Fort Bragg landfill.

The purpose is two-fold: the practice saves the

post valuable landfill space, and it saves the Army money. Rather than buying rock from quarries in western North Carolina to prepare a piece of land for construction, officials are using rock from demolished cement buildings.

"In a three month span this year, the concrete recycling program has reduced the pile of concrete building debris by 20 feet," said Hull.

Rock can cost \$25 to \$30 a ton, Heins said. Grinding the old buildings into chunks costs between \$6.25 and \$7 a ton.

While the rock-grinding operation is not the only recycling program on post, it is one of the more financially beneficial ones. Officials estimate that 150,000 tons of concrete are stockpiled at the landfill. About 100,000 tons were scheduled to be ground up in fiscal 2007, and the rest in fiscal 2008. Those pieces will be used for roads, fire breaks and erosion control around the post, saving the Army about \$6.5 million.

"Fiscally, it used to be tough to justify recycling," said Sid Williamson, the post's solid waste and recycling manager. "Now, the after-market for recycled materials is growing."

"Our most lucrative material is ammunition residue," Williamson said. "We generate approximately \$500,000 annually. These monies are used first to cover operating expenses. The remainder is used for energy conservation, pollution prevention projects or transferred to the installation Morale, Welfare and Recreation fund for Soldier support services."

In fiscal 2006, waste officials on post recycled 276 tons of brass at a revenue of nearly \$770,000, 19,300 tons of timber that returned more than \$466,000, and 242 tons of aluminum with proceeds of almost \$276,000.

Material such as cardboard, paper, newspaper, magazines and plastics are collected, baled and marketed to recycling brokers and mills in an effort to reduce and reuse materials being disposed of in the post's



A concrete crusher at Fort Bragg reduces chunks of concrete debris into football-sized pieces that can be recycled for use wherever rock is needed on post. Photo courtesy of Sid Williamson



Louisville completes installation environmental studies

by Todd Hornback

The Louisville District of the U.S. Army Corps of Engineers coordinated the nationwide execution of 156 Phase I Environmental Condition of Property studies in support of the U.S. Army Reserve in 2006-2007. Phase I ECPs were also completed for nine major installations throughout the continental United States.

“The ECP study determines the environmental condition of properties for disposal and provides a snapshot of the current environmental condition,” said Chris Inlow, Louisville District project manager.

The studies were conducted at the request of the Base Realignment and Closure Division of the Office of the Assistant Chief of Staff for Installation Management in support of the BRAC 2005 program. The ECPs document past and present environmental liabilities and advise the Army of estimated expenses associated with disposing of the property.

Phase I determines which sites need additional assessment. Phase II ECPs continue the evaluation process with additional data gathering or investigative sampling.

The project delivery team gathered existing environmental documentation for each property and visited each site to identify other liabilities, such as underground storage tanks. Each ECP includes additional reviews of chemical hazards, pesticides,

radioactive materials, radon, and chemical weapons and munitions impacts.

Phase I work included historical records reviews and data gathering, interviews, aerial photography analysis, environmental database searches and visual site inspections. The process involved a team of 25 members plus five technical reviewers in Louisville District to oversee the task orders.

The ECP reports were reviewed by the U.S. Army Reserve Command, BRACD, the Army Environmental Command, the U.S. Army Technical Center for Explosive Safety and several Corps offices. Fort Worth, Kansas City, Norfolk, Sacramento and Seattle districts provided technical support.

Open communication had a positive affect on project quality assurance reviews, according to Inlow.

“Agendas often differed from agency to agency, so the team followed the project management plan closely to assure everyone was on the same page and contractors knew what the customer wanted,” he said.

The 19-page plan, with additional



Contractors conduct field sampling activities at Fort Monroe, Va. This sampling is one of the many forms of sampling conducted across the nation as part of the ECP program. Photo courtesy of U.S. Army Corps of Engineer, Louisville District

appendices, identified the stakeholders and provided contact information to ease communication among the agencies. Continuous and open communication became the basis for the project’s success.

Through constant, open communication via teleconferences, video teleconferences and on-site meetings, the agencies overcame all obstacles. The team also used web sites to update project status, notifying stakeholders through e-mail.

“The team worked to better execute — to make the process easier for our military stakeholders,” Inlow said. “The team gained experience to help in the future from lessons learned and to pass that knowledge on to other employees to continue excellent service to our military and nation.”

Louisville District is working on Phase II ECPs for the active-duty installations. Those assessments should be completed in spring 2009.

POC is Todd Hornback, 502-315-6768, todd.j.hornback@usace.army.mil.

Todd Hornback is a public affairs specialist, U.S. Army Corps of Engineer, Louisville District.

and disposal costs, making recycling cost-prohibitive, but Fort Bragg is doing its best to offset the cost-prohibitive items with those that are high-yield.

POC is Tom McCollum, 910-396-5600, tom.mccollum@us.army.mil.

Tom McCollum is with the Fort Bragg Garrison Public Affairs Office.

Acronyms and Abbreviations	
BRACD	Base Realignment and Closure Division
ECP	Environmental Condition of Property

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landfill. Electronic products contain valuable recyclables such as plastic and metal.

Fort Bragg continually evaluates the cost-effectiveness of expanding the number of items being recycled based on processing costs and market values, Williamson said. The costs of recovery and processing often exceed the market values



Fort Stewart reaches into the community with recycling success

by Ron King

The minds of most coastal Georgians are saturated with stories of the prevailing drought situation, the deployment of 3rd Infantry Division in Iraq and election campaign coverage. The long-range effects on our environment are often tied to discussions of each of these subjects

Municipalities in the region put forth great effort to support the preservation of the coastal environment. None is more aggressive than the Qualified Recycling Program at Fort Stewart/Hunter Army Airfield, Ga.

Reuse and recycling of used oil, cardboard and some electronic and vehicular equipment has been the standard for many years. More recent recycling activities encompass improved single-stream recycling collection procedures, expanded recyclables sorting and packaging operations, marketing the highest grade products to manufacturing end users, providing training to military and civilian personnel, and enhancing the community's recycling knowledge through quality awareness and outreach programs.

Creating an atmosphere where everyone is committed to the success of the program is essential. Community awareness and outreach programs are a key factor in maintaining productive recycling activities and are promoted with events throughout the year. Fort Stewart provides information to the local communities about its recycling programs whenever and wherever possible.

For example, a recycling information exchange display booth was set up during Earth Day at two installation elementary schools reaching an audience of more than 1,500 students and teachers. This display booth was also in place at three local area community events visited by thousands,

followed by an on-post America Recycling Day observance.

None of this would be possible without command support and emphasis. Federal facilities were mandated several years ago to incorporate recycling practices into daily operations. At FS/HAAF, the installation commander placed the responsibility for an effective recycling program on the shoulders of all military and civilian personnel living and working on the installation by means of the Installation Command Recycling Policy.

Staffed with a team responsible for incorporating programs, projects and events that support federal, state and local mandatory recycling guidelines, the installation's QRP has taken a proactive, open-minded approach to solid waste reduction through recycling and reuse operations that have resulted in noteworthy success stories.

After several years of improving its program, the FS/HAAF QRP found it had become a regional leader in solid waste diversion and reduction. FS/HAAF was recognized for recycling more than 400,000 tons of concrete from demolition of a 500-unit housing area and the related initiation of a project to recover concrete previously discarded in an on-post, concrete-only landfill.

Diversion from this one initiative exceeded by 42 percent the total tonnage of all materials in all categories recycled in the entire 12-installation, Installation Management Command, Southeast Region for FY 2006. In addition, FS/HAAF recycled or reused more than 90 percent of construc-



Christmas Trees stacked at this collection point will be mulched or placed in local lakes and ponds for fish and wildlife habitat. Photo by Ron King

tion and demolition debris from a former HAAF gymnasium and other World War II-era building demolition projects during FY 2007.

Other initiatives include FS/HAAF's electronic recycling and brass deforming operations and its affiliation with Keep America Beautiful. FS/HAAF is probably the only military entity in the United States to have become a KAB affiliate. As an affiliate, the post coordinates an annual "Bring one for the chipper" Christmas tree diversion event and is working with the post exchange to install recycling bins for used cell phones.

In addition, within two weeks of being put into operation, more than 50,000 pounds of brass were collected and deformed from .50-caliber and below brass shell casings to a configuration that allows the processed nonferrous metal to be sold at fair market value.

These actions follow successful electronic recycling events that have caused FS/HAAF to be recognized as being one of only two installations in the Southeast Region to hold one-day collection events to which individuals could bring nongovernment-owned, outdated computers and ➤

Acronyms and Abbreviations	
FS/HAAF	Fort Stewart/Hunter Army Airfield
FY	fiscal year
KAB	Keep America Beautiful
QRP	qualified recycling program



Fuel bladders – a ‘going’ problem

by Dale Amberger and Lt. Col. Paul B. Olsen

In December, the 249th Engineer Battalion (Prime Power) took a six megawatt plant, located at Logistics Services Activity Anaconda, Iraq, off-line after its power generating capacity was dwarfed by two large contract plants. Like true professionals, battalion maintenance and logistics experts teamed up to transfer the plant to meet specific counterinsurgency requirements in theater. However, after the transfer, what remained on the ground, which was impossible to reuse, was a four-year-old, fuel-soaked bladder, one month from its life-cycle end.

Unlike the more mobile power plant, the fuel bladder’s contributions to the counterinsurgency fight were over. The inability of the fuel bladder to be as mobile as its power plant is one example of its shortcomings during counterinsurgency operations. If the objective of a counterinsurgency is to win over the civilian population, then

mobile electric power must be as portable as its fuel source.

A better alternative to fuel bladders, at least for prime power operations, may be Deployable Fuel Storage Systems. These systems bring distinct advantages and lower life cycle costs.

The double-walled steel tank is the U.S. standard for mobile tanks. This design provides integral secondary containment, as well as greater fire resistance. When mounted on skids, these units can be transported empty and then filled when off-loaded. Skids tanks provide a stable fuel source but offer additional mobility for short distances while bladders are compar-



A fuel soaked bladder sits in front of more mobile skid-mounted fuel storage systems. Photo courtesy of 249th Engineer Battalion (Prime Power)

tively immobile.

A very workable size for prime power operations is the 8,000 gallon tank. Its 21-foot length by 8-foot diameter allows two tanks to be readily loaded on flatbed semitrailers, which have a standard length of 53 feet maximum, and transported within standard height and width highway restrictions. The 8,000 gallon tank size ➤

Acronyms and Abbreviations

DFSS	Deployable Fuel Storage Systems
ISO	International Standardization Organization

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peripherals for free processing.

Solid waste and recycling has been identified as a significant aspect in the Installation Sustainability Management System, conserving the installation’s land-fill capacity and that of the neighboring communities. To that end, the installation continues to forge strong partnerships with the surrounding counties.

FS/HAAF has established memorandums of agreements with the Liberty County and North Bryan County solid waste management departments to accept their recyclable materials. This arrangement assists these counties in reducing their overall waste, a savings in disposal transportation costs and tipping fees, and preserves the life of the off-post landfills as well. These counties collectively donated

more than 315 tons of recyclable material in FY 2007.

Word of this win-win situation has circulated to several other waste management programs in the area that are also attempting to follow the State of Georgia Recycling Guidelines. Representatives from other counties have toured FS/HAAF’s recycling operations and discussed the possibility of delivering recyclables to the Army facility.

The City of Savannah’s recycling coordinator requested a meeting to discuss a possible partnership to donate recycled glass products to the installation.

In addition, at their request and in advance of a large demolition and renovation effort of their own, Savannah officials were provided information regarding FS/HAAF’s construction and demolition diversion projects.

With the growing concerns for the environment and the effects human actions will have on it in the future, coastal Georgians are taking grand steps to use, reuse whenever possible and recycle continuously. The FS/HAAF QRP is an integral part of that effort and will continue to move toward the highest possible diversion of solid waste through innovative recycling practices. Providing assistance to the local communities is sure to build relationships that stimulate actions best suited to the needs of a healthy environment.

POC is Ron King, 912-767-8880, Ronald.King2@us.army.mil

Ron King is a landfill/recycling specialist, Directorate of Public Works Environmental Division, Fort Stewart. 🌟



PWTB focuses on native species with remediation potential

by Ryan Busby

To address military land management objectives, the U.S. Army Corps of Engineers has issued a Public Works Technical Bulletin that provides an overview of native plants that have both remediation potential and land rehabilitation value. These species can allow land managers to passively address soil contamination by selecting species that not only fit land rehabilitation objectives but have proven abilities to reduce the off-site migration of soil contaminants commonly found on training lands.

Species can be selected by contaminant, vegetation type and geographical region. PWTB 200-1-53, *Overview of Native Species with Remediation Potential That Have Applicability to Land Rehabilitation Objectives*, is available on the TECHINFO web site, <http://www.bnd.usace.army.mil/techinfo/CPW/pwtb.html>.

Military training and testing create unique problems for sustainable land management, such as causing disturbances

that affect the functioning of training ecosystems. These disturbances can result in contamination of the environment.

Many sources of contamination are very small and do not result in adverse effects. However, due to the size of military installations and training activities, the cumulative impact of multiple contaminant locations can be a potential source of problems if the contaminants are carried in runoff or leaching and end up concentrated in water that moves off site. The most important aspects of managing soil contamination are to first keep it from entering surface and groundwater supplies and then focus on remediating the contamination.

Because many of these small disturbanc-



This stand of indiangrass (Sorghastrum nutans) is one of the species recommended in PWTB 200-1-53. Photo by Ryan Busby

es occur in areas where physical disturbance requires land rehabilitation, the opportunity exists to remedy contaminated areas without adding costs or manpower requirements. Land rehabilitation can include selection of plant species with proven contaminant remediation properties to complement already existing range seed mixes.

These species not only provide desirable vegetative cover for soil stabilization ➤

during movement, empty and stacked, and in an operation, when they are single level and filled.

The chart summarizes the overarching premise that when fuel capacity and upfront cost are deemphasized, Deployable Fuel Storage Systems are a ready and reliable alternative for Prime Power Operations.

POCs are Dale Amberger, dale.w.amberger@usace.army.mil; and Lt. Col. Paul Olsen, paul.b.olsen@usace.army.mil.

Dale Amberger is a fluid systems instructor, U.S. Army Prime Power School. Lt. Col. Paul Olsen is the school's commandant and the commander, 249th Engineer Battalion (Prime Power).

Acronyms and Abbreviations

PWTB Public Works Technical Bulletin

(continued from previous page)

allows a 7,200 gallon working capacity (90 percent full), large enough to receive a 6,500 gallon semitrailer load of fuel.

	Blader	DFSS
Fuel Capacity	X	
Procurement Cost	X	
Life Cycle Cost		X
Ease of Operation		X
Force Protection		X
Ease of Repair		X
Service Life		
Environmental Compliance		X
Local Movement		X

The International Standardization Organization framework and container system is the standard for worldwide movement, and is readily handled by the Army's Palletized Load System. Under this configuration, the largest possible round tank in a standard ISO container, which is 20 feet by 8 feet by 8 feet and can hold about 5,000 gallons of fuel (90 percent full).

While round tanks bring the greatest strength on a pound-for-pound basis, they sacrifice capacity. A rectangular design inside the standard ISO container frame would increase capacity by about 1,500 gallons. The double walling of the tank and the structure of the ISO framework would work jointly to support each other



PWTB addresses environmental considerations for siting ranges

by Heidi Howard and Niels Svendsen

The U.S. Army Corps of Engineers issued a Public Works Technical Bulletin that provides an overview on how range design and the environment can influence the siting of range features on military installations. This PWTB addresses elements commonly found on training ranges that have high potential for environmental degradation.

The bulletin also provides checklists to promote avoidance of many common compliance-related pitfalls associated with sustained use of range design elements. Multiple resources have been identified that provide assistance, e.g., regulations, erosion control and construction site best-management practices.

A computer-aided drafting and design repository of unique range designs is also available in a navigable web page that provides a lessons-learned unique forum for people involved in range design, planning and siting. The repository is found at <http://www.cecer.army.mil/CAD%20Repository/cadindex.html>

PWTB 200-3-49, *Range Repository and Guidance for Planning and Siting: Environmental Considerations for Military Installations* is available on the TECHINFO website, http://www.wbdg.org/ccb/browse_cat.php?o=31&c=215 or http://www.wbdg.org/ccb/ARMYCOE/PWTB/pwtb_200_3_49.pdf.



The new guidance helps ensure that new ranges, like this Multipurpose Training Range at Camp Atterbury, Ind., are sited to minimize environmental impacts. Photo courtesy of U.S. Army Corps of Engineers

Acronyms and Abbreviations	
PWTB	Public Works Technical Bulletin

(continued from previous page)

and wildlife habitat, but also provide a means to passively reduce the availability of soil contaminants that might exist in these locations as well. PWTB 200-1-53 provides an overview of such plant species.

These plants have been shown in scientific literature to have qualities favorable for reducing the availability of specific soil

POC is Heidi Howard, 800-872-2375, ext. 5865; heidi.r.howard@usace.army.mil.

Heidi Howard is a natural resource specialist, and

Niels Svendsen is an agricultural engineer, Engineer Research and Development Center, Construction Engineer Research Laboratory.

contaminants, either through degradation or stabilization. Species with these traits were reduced to include only those species native to the continental United States with wide geographic ranges, broad growth requirements, commercial availability and potential for success when used in land rehabilitation plantings.

Many of these species are already components of widespread range seed mixes.

However, all of the species in this bulletin have the potential to improve training land sustainability.

POC is Ryan Busby, 800-872-2375, ext. 7296; ryan.r.busby@usace.army.mil.

Ryan Busby is an ecologist in the Land and Heritage Conservation Branch, Engineer Research and Development Center, Construction Engineer Research Laboratory.



Impossible but true: civilians live in military housing

by Heather D. Lettow

In the past, many installations suffered large occupancy struggles due to sub-standard housing. Yet, the thought of allowing anyone other than active-duty service members and their Families to live in on-post military housing was beyond the imagination. Today, permitting civilians to live in military housing is a reality that pays dividends.

During the early stages of Family housing privatization, some private partners implemented an option written into the program's community development and management plan called the "housing waterfall." The waterfall allows the partner to offer the opportunity to reside in on-post housing to people other than active-duty military members and their Families if the occupancy levels dip lower than the required level to fund the program.

Private partners, such as Picerne Military Housing, have used the waterfall to assist with overcoming low occupancy rates. At Fort Meade, Md., one of the first four Army installations to privatize family housing, Picerne opened the waterfall in mid-2005 to allow military retirees and federal employees to move onto the installation.

At first, the active-duty military com-

munity was reluctant to accept the idea of allowing nonmilitary families to occupy the homes. An education program with articles in the installation's paper, resident newsletters and briefings helped the community to embrace the idea. It was clearly defined to the community that nonmilitary Families would not be eligible to live in newly-constructed homes, a benefit reserved for active-duty Families.

Retirees and federal employees were ecstatic to take unrenovated homes that the active-duty military had been refusing. For the retirees and federal employees, the idea of living on the installation, at a rate comparable to the off-post market, had them lining up at the door.


The boost in funding from their market-rent homes allowed the program to continue on schedule. In turn, the boost in the number of new and renovated homes made living on the installation more attractive to those active-duty members who were considering living off post.

As occupancy with active-duty Families continues to rise at Fort Meade, the immediate need for opening the waterfall is no longer necessary. One of the great ben-

efits of Family housing privatization and the ability to use the housing waterfall is the ability to discontinue the program of renting to nonmilitary residents when it is no longer needed.

Although the first priority for any privatized housing partner will always be active-duty military Families, the waterfall is a positive program that allows partners the flexibility to continue to keep homes occupied when the need for active-duty Families is not present.

POC is Heather D. Lettow, 410-672-4072, hlettow@picernemh.com.

Heather D. Lettow is communications manager, Picerne Military Housing. 



This renovated housing unit is an example of one of the types of homes that a federal employee or retiree could rent at Fort Meade under the waterfall provision of the community development plan. Photo courtesy of Picerne Military Housing



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This ad is used to attract federal employees and retirees to live on post at Fort Meade. Graphic courtesy of Picerne Military Housing



Fort Carson solar array generates more than power

by Michael J. Pach

Construction of the Army's largest solar array was completed at Fort Carson, Colo., in December. The ground-mounted solar photovoltaic array was built on 12 acres of landfill, and it is estimated that this two-megawatt system will annually produce enough power for 540 Fort Carson homes.

The project began in August 2006 after Xcel Energy accepted a proposal for harnessing solar energy on post.

"This project is the largest solar project on an Army post, the second largest on-site project in the United States and the sixth largest solar project in the United States," said Erik Rothenberg, managing director, 3 Phases Energy Services.

Rothenberg coordinated the creation of Carson Solar 1 LLC, a civilian contractor that leases the land at no cost from Fort Carson, and developed this project in association with Fort Carson and several other civilian contractors, including SunTechnics, Western Area Power Administration, Xcel Energy and Morgan Stanley.

"This is an example of what happens when government, business and the armed forces work in cooperation together in order to serve a mandate given to them by the people," said Rothenberg.

In 2004, Colorado voters became the first in the nation to approve a statewide amendment for renewable energy. This amendment set standards for the state's utility companies to acquire 3 percent of electricity from renewable sources by 2007, 6 percent by 2011 and 10 percent by 2015. In 2007, legislation increased those requirements to 20 percent by 2020.

The Fort Carson effort was managed by Stephanie Carter and Vince Guthrie. Carter's role as the Directorate of Public Works utilities program manager was to prepare the landfill for construction. Guthrie, an industrial engineer with the DPW Opera-

tions and Maintenance Division, coordinated the efforts of all the organizations involved.

The landfill, containing mostly construction debris, is one of the sites covered under Fort Carson's hazardous waste permit. Its use is regulated by Colorado's Public Health Department.

The waste had to be kept in place and could not be touched by the new construction, so a two-foot "cover" of dirt obtained from nearby construction sites was placed on top of the landfill. Special footers had to be designed to fit within the cover and provide enough stability to support the solar panels.

"Based on all of our sustainability efforts, this project tells you we're putting our money where our mouth is, and we're taking a step in the right direction," said Carter. "From my standpoint within the environmental arena, it really shows an ingenuity in reusing land."

Guthrie explained that Xcel is purchasing the renewable energy credits from the project to meet the state's 20-percent requirement for renewable energy while Fort Carson is purchasing the electricity produced from the array at a fixed rate of 5.5 cents per kilowatt hour for the duration of a 17-year contract. If the array is producing 50 percent of its maximum output — 1,000 kilowatt hours — it costs Fort Carson \$55 per hour for the power.

The no-cost lease of the land to Carson Solar I helps keep the cost of the electricity



The 12-acre, 2-megawatt solar array on Fort Carson can generate enough power annually for 540 Fort Carson homes. Photo by Michael J. Pach

down. The solar panels have a 25-year warranty but are expected to produce power for 40 years and save \$500,000 in electricity costs over the life of the contract.

"That isn't a huge savings, but I think it's great that we can figure out a way to make the numbers work and do something good to improve the sustainability of our energy resources," said Guthrie.

The success of this project is based on the ability to repeat it at other places where renewable energy incentives are in place, he said. The Fort Carson model is being used to construct a similar array at the National Renewable Energy Lab in Golden, Colo.

"We've gone from being 'whackos' to realists," said Guthrie. "You've had wild ideas before to make something like this happen. When it's a wild idea, you're a whacko, but when it happens, you're a realist."

A ribbon-cutting ceremony was held Jan. 14 to commemorate the solar array completion. Colorado Governor Bill Ritter Jr.; Maj. Gen. Mark A. Graham, commanding general, Division West, First Army and Fort Carson; and Col. Eugene Smith, garrison commander, were on hand.

"Our long-term energy goal is to sustain all facility mobility systems from

Acronyms and Abbreviations

DPW	Directorate of Public Works
-----	-----------------------------



Fort Irwin teams with Corps to design, build realistic urban training facility

by Debra Valine

Soldiers will begin training on what Fort Irwin, Calif., officials say will one day be the largest Military Operations in Urban Terrain site in the Army inventory. The \$12 million site contains 41 main buildings, including a government complex and a consulate, and another 24 smaller structures such as guard towers — more buildings than a Combined Arms Collective Training Facility typically has. The Fort Irwin project is nonstandard but specific to what the training center is trying to achieve.

Fort Irwin teamed with the U.S. Army Corps of Engineers' Los Angeles District and the Engineering and Support Center, Huntsville, to design and build the MOU site. In October, just eight months after the start of construction, phase one was completed and turned over to the installation. Phase one is just the beginning, National Training Center officials said.

"Partnerships with reserve components and local initiatives will add another couple

hundred buildings," said Tim Reischl, deputy operations officer at Fort Irwin. "When all four phases are complete, we will have nearly 500 buildings. We wanted a very large site to train an Army brigade."

Ten brigades a year go through the NTC at Fort Irwin.

Maj. Marnie Smeenk, currently with Huntsville Center's Range and Training Land Program, worked at the Los Angeles District in 2005. There, she was challenged with building phase one of the MOU site at Fort Irwin.

The project, on the books long before Sept. 11, 2001, and the start of the Global War on Terrorism, had originally been scheduled in the out-years but was moved up to meet an increased training demand.



Employees with RQ Construction Company, Bonsall, Calif., build the *Jabal Military Operations Urban Terrain* training site at Fort Irwin, Calif., using studcast panels versus traditional steel and concrete construction. Photo by Capt. Seth Henson

On advice from the Sacramento District, Smeenk called Mark Fleming, Range and Training Land Program manager at the Huntsville Center. Fleming pulled his team together and sent a letter to the garrison commander outlining what needed to be done and who needed to be involved. Huntsville Center is the Corps' Range Center of Standardization and Mandatory Center of Expertise for Ranges. ➤

Acronyms and Abbreviations

MOU	Military Operations in Urban Terrain
NTC	National Training Center

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renewable sources by 2027," Smith said. "We're on our way. We look forward to continuing our work with our many partners and energy stakeholders that help the Mountain Post, the U.S. Army and the Pikes Peak region become more energy efficient."

Graham praised the project's long-term environmental benefits.

"A lot of times you hear, 'This is a win-win,'" Graham said. "With this project you would say, 'This is a win-win-win.' And when you think about it, it's a win-win-win-win, and I'm not sure when the win stops. It just keeps going. Everyone wins here. The nation wins, and the world wins

with solar energy."

Ritter mentioned that Fort Carson won the *Governor's Renewable Energy Award* for 2007 for its efforts on this project.


"We wanted to acknowledge the work at Fort Carson as visionary work," said Ritter. "[The people of Colorado] really believe that the future of this country will look differently in terms of the way we produce and how we consume energy than it did this year or five or 10 years ago. We believe that we're going to live in a country 25 or 30 or 40 years from now where we will be consuming far more renewable [energy]."

Guthrie believes the efforts of this project will spur other renewable energy programs, such as a solar array for the Army

National Guard on post. He is working with the governor's energy office to determine what partnerships can be developed, and he's hopeful that an ongoing wind-resource assessment on Fort Carson will provide the go-ahead for the installation of wind turbines.

"Before we can change the climate, we have to change the culture," said Guthrie. "That's what these projects are all about. You have to get over the mindset that it's all about dollars and cents. My hope is that [this success] breeds other projects."

POC is Hal K. Alguire, 719-526-3415, hal.alguire@us.army.mil.

Michael J. Pach is on the staff of the Fort Carson Mountaineer. 



Fort Sam Houston begins trauma research center

by Elaine Wilson

Construction of a \$92 million center for Defense Department combat casualty care and trauma research missions began with a groundbreaking ceremony at Fort Sam Houston, Texas, Jan. 11. The 150,000-square-foot Joint Center of Excellence for Battlefield Health and Trauma Research marks the first construction project at the post directed by 2005 Base Realignment and Closure legislation.

“This is not just one new building we’re building here,” said Maj. Gen. George Weightman in his remarks. “This represents a major commitment and acknowledgement of the importance and the impact that trauma research has on all patients.” Weightman is the commander of U.S. Army Medical Research and Materiel Command.

The facility, slated for completion in September 2009, will signify a new era in military medical research, the general said. The research center will enable experts, now scattered throughout the nation, to centralize efforts, which will improve efficiency, reduce duplication and enhance collaboration. By doing so, the Department of Defense will ensure it continues to provide

the best research in an environment that will enable medical experts to extend the boundaries of research.

The center will be collocated with the Institute of Surgical Research, which falls under Weightman’s command, and next to Brooke Army Medical Center. The institute will also benefit from BRAC with a 5,000 square-foot renovation.

In addition, the research center will add 230 people to the 440 already working at the institute, increasing by more than 50 percent the number dedicated to improving the quality of life of wounded warriors.

“Locating this facility here (with the Institute of Surgical Research) at Fort Sam Houston is the absolute logical choice,” Weightman said. He attributed the high survivability rate of today’s war in part to the institute, which steadily has produced life-saving products and technologies.

Innovations include new field dressings and tourniquets, hemoglobin-based oxygen carriers with a two- or three-year shelf life rather than 30 days, new methods for wound closure after a burn injury and five interrelated computerized devices that allow medics to provide quality care to wounded service members at the point of injury.

The focus of the Institute of Surgical Research and the future focus of the new joint center will be on the delivery of immediate care for warriors who suffer life-threatening injuries on the battlefield.

“This is not just pie-in-the-sky research,” Weightman said. “[The institute] has been saving lives and improving function every day since it has been open.”


The combined research efforts of the Institute of Surgical Research and the Joint Center of Excellence for Battlefield Health and Trauma Research will benefit military members and civilians as well.

“While the causes of trauma are different, the responses are similar,” Weightman said. “And the interventions to save lives are remarkably similar. The fruits of this labor will help every civilian in this nation.”

The funding for the project is well spent, Weightman said.

“I can’t think of a better investment of taxpayers’ dollars,” he said.

POC is Randy Holman, 210-295-3911, randy.l.holman@usace.army.mil.

This article is from the American Forces Press Service. Elaine Wilson is with the Fort Sam Houston Public Information Office. 

Acronyms and Abbreviations

BRAC	Base Realignment and Closure
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“Originally, the project was going to take over 12 months to construct,” Smeenck said. “When the proposals came in, they were way over the project budget. So we had to look at what we could take out to be able to award. It was just going to degrade the project too severely.”

To bring the costs within budget, the team had to look for alternative construction methods. One method that looked promising was the studcast panels versus traditional concrete and steel construction. Studcast panels are thin-shell, precast concrete panels made of two inches of lightweight concrete combined with light-


gauge, cold-formed steel framing.

“We went back to the folks who had bid the project and asked for revised proposals allowing the use of alternative construction methods,” Smeenck said. “We were willing to take a look at anything as long as it was structurally sound. Doing that, we were able to award within the programmed amount and with the full scope for the buildings. We got all 41 of our main buildings.”

The design contract was awarded to SEI Group of Huntsville, Ala., in 2005. The construction award went to RQ Construction, Bonsall, Calif., in 2006, who happened to bid the project using studcast panels.

“I think the facility is great,” said Capt. Seth Henson, the Los Angeles District project engineer. “This is the first urban training facility at the NTC. All they had prior to this was 10 villages made up of CONEXes [military shipping containers] and sheds. This is a milestone. They finally have a traditional MOUT site, and it fills a very important training need.”

POC is Mark Fleming, 256-895-1535, mark.a.fleming@usace.army.mil.

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



Going from 'Good to Great' in Career Program 18

by Lt. Gen. Robert L. Van Antwerp

2008 will be the "Year of the People" at the U.S. Army Corps of Engineers, and that mind-set applies tenfold to Career Program 18. Every year should carry that title, but this year will focus on building the bench within CP-18. It's time to really raise the bar to the next level and take this organization from "Good to Great!"

First, we need to increase our commitment to corporate recruitment for both entry-level and mid-level engineers and scientists. Part of this commitment is to further develop our recruiting efforts to improve the diversity of our work force.

We're also re-examining the program's mission, goals and objectives. Last September, Bob Slockbower, the CP-18 functional chief representative, and Kristine Allaman, of the USACE Strategy and Integration Directorate, co-chaired a strategy session, which produced a more focused and descriptive mission statement: **"Recruit, develop and retain a relevant, ready, diverse and technically proficient workforce to meet the needs of the Army and the Nation."**

To support this mission statement, the team developed three goals:

1. Recruit the best talent to serve as technical experts and leaders of the future.
2. Develop a diverse, world-class work force with a reputation for technical and leadership excellence.
3. Create an exciting and challenging career experience that enables lifetime learning and rewards technical and leadership excellence. Retain the best as the employer of choice.



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

More details on the results of this session are posted on the CP-18 web portal at <https://ekopowered.usace.army.mil/cp18/>.

Last time, I mentioned the completion of the revised CP-18 Master Intern Training Plan. The tenets and requirements will be applicable to all CP-18 intern employees throughout the Army, whether they work for USACE, the Installation Management Command or some other Army organization. We are placing the MITP on the CP-18 web portal so that all interns, supervisors and career program managers can readily access it.

A CP-18 Career Program Managers Handbook is in the works. Our intent is to create a one-stop publication that gives all career program managers a guide to their responsibilities and duties, helpful information about career management and a resource guide to opportunities for both employees and managers for training and development. The preliminary draft of the handbook has been reviewed by career program managers. We plan to publish the final draft for comment by the entire CP-18 community soon and hope to issue the handbook by the end of fiscal year 2008.

Also, please mark your calendars now for the 2008 CP-18 Career Program Managers

Workshop. The Workshop is scheduled for July 14-17 in Baltimore.

An area I want to improve this year is the CP-18 Competitive Professional Development Program, funded through the Army Civilian Training Education and Development System. Last year, more than 330 ACTEDS-funded CPD training instances were approved, totaling more than \$904,000.

The CPD program funds executive, management and advanced technical training opportunities to develop future Army leaders. This funding can be used for graduate degrees in advanced technical areas, business, public administration, engineering management and other related areas. CPD funds can also pay for advanced leadership programs. We will be looking at improving the ways we advertise these opportunities and how CP-18 careerists can receive ACTEDS funding to allow them to attend.

After a one-year hiatus, the CP-18 Leadership Development Program is back in full swing. The Class of FY 2008 comprises 13 students from across CP-18 and has started its three-year program of formal training, developmental assignment and mentoring by a senior manager. This program really works. At the end of 2007, more than 50 percent of the program's 141 graduates had been promoted to mid- and senior-level positions.

The other news about the LDP is a change in leadership. Ed Gauvreau, my LDP program manager, has done a superb job guiding and managing this program since 2001. Ed's willingness to mentor and assist LDP candidates at all times resulted in an increase in the graduation rate and has motivated and encouraged many careerists with his unending desire to see them succeed. Ed is assuming increased responsibilities with the USACE Installation Support Community of Practice and working on the strategic aspects of CP-18, and Jeffery Hooghouse of Headquarters, USACE volunteered to accept the CP-18 LDP helm. ➤

Acronyms and Abbreviations

ACTEDS	Army Civilian Training Education and Development System
CP-18	Career Program 18
CPD	Competitive Professional Development
FY	fiscal year
LDP	Leadership Development Program
MITP	Master Intern Training Plan
USACE	U. S. Army Corps of Engineers



Workshop spotlights Career Program 18

by Mary Beth Thompson

Bob Slockbower, the functional chief representative for Career Program 18, spoke about the direction of the career program at the annual U.S. Army Corps of Engineers Career Development Workshop in Baltimore Feb. 13. Leadership development was the subject underlying the workshop's theme "Good to Great."

"What does great look like?" Slockbower asked.

"Deliver today the standard that far exceeds our expectations, and secondly, unrelenting and continuous improvement," he quoted. Without continuous improvement, today's "great" becomes tomorrow's "good."

"That's what we're trying to do within Career Program 18," Slockbower said. The execution falls into three categories: recruiting the most talented people; developing a diverse, world-class workforce; and creating an exciting and challenging career experience.

Slockbower acknowledged that, one year ago, the consensus was that the CP-18 Leadership Development Program had lost its way, but progress has been made since.

"I'm here to announce, if you didn't know it already, the CP-18 program is alive and well," he said. "We have selected this year's set of candidates. We have 13 people in the program."

Slockbower also announced that there is room for more persons in the program.

Rather than the normal annual cycle of looking for personnel who are interested in participating in the program, he is going to go to a semiannual selection process. That schedule will remain in place until the maximum effective program size is achieved.

Slockbower touched on mentoring. He encouraged supervisors and employees alike to be involved.

"Let's be honest," he said. "It takes time, it takes energy, but from my own personal experience, the person who gets mentored gets tremendous benefit from it, just as those who are being mentored. It is a two way street".

Mentors gain insights that they would normally not get. By talking and interacting with the person being mentored, they are able to see the organization through a different lens, he said.

One part of the CP-18 plan for the past year was to refresh the Master Intern Training Plan component of the Army Civilian Training Education and Development System plan. That has been completed and the Master Intern Training Plan is being implemented.

ACTEDS is the outline for how training should be done in each career field. That training plan has been done. This year's main objective is to go back and refresh the remainder of the ACTEDS plan.

"That's going to take time and energy and commitment from all of the communities of practice that are part of CP-18,"



Bob Slockbower speaks at a career development workshop in Baltimore. Photo by John Hoffman

Slockbower said. It will be three times as much work as last year's effort.

"It's an important thing we've got to do for the career program and the Army," he said.

Slockbower encouraged the attendees to think about their own personal development opportunities. He invited everyone to check out the ACTEDS web page, <http://www.pol.army.mil/library/train/catalog>, or the CP-18 page in Engineering Knowledge Online, <https://ekopowered.usace.army.mil/cp18>.

"There are a ton of competitive leadership development opportunities that are available to you," he said. "Start applying for them. You may not be selected the first time, but there will be opportunities out there for all of you."

Slockbower reminded attendees that each employee is responsible for his or her own career.

"No one can manage your career other than yourself," he said. "We can assist; we can facilitate; we can help provide resources; we can provide guidance; but the drive and energy to manage your career ➤

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As an LDP graduate, Jeff brings both a thorough knowledge of the program and a deep passion for career and professional advancement. Jeff is the right person for the right seat on the CP-18 bus!

All of these initiatives focus upon our most valuable resource — our people. People are the backbone of how we meet the Army's mission. Through the career

development process, we can prepare disciplined people through disciplined thought to take disciplined action, and the CP-18 TEAM can move its careerists on the road from Good to Great!

Essayons!

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

Acronyms and Abbreviations

ACTEDS	Army Civilian Training Education and Development System
CP-18	Career Program 18



Career Program 27 preps future housing leaders

by Mary-Jeanne Marken

As the chief of the Army Housing Division and the Career Program 27 functional chief representative, Deborah Reynolds has a charter to build the bench of current and future housing leaders. During her first six months as FCR, Reynolds called a special week-long Career Planning Board meeting to begin revising the CP-27 Army Civilian Training Education and Developmental System Plan.

In August 2007, senior housing managers from the regions and installations, as well as Residential Communities Initiative staff, convened in Leesburg, Va., to rewrite the plan. The first draft was reviewed by the board at a CPB meeting in January in Denver.

Training priorities

Reynolds prioritized the ACTEDS Plan because it is the foundation for career development for all housing employees. It will also be a strategic tool she will use to promulgate career development strategies and standards.

Significant changes have occurred in the housing management career field since privatization. The new plan will provide a comprehensive platform for CP-27 and will be a tangible career planning tool. It will include traditional housing management functional areas and will also address the updated Housing Services Office responsibilities, First Sergeants Barracks Initiative and RCI. Once the plan is established, careerists will be able to map out their annual training requirements, which will be the basis for future training programs.

A preliminary training-needs survey was

conducted in 2007. Feedback indicated uncertainty regarding the appropriate mix of training required. Training surveys will be administered annually to ensure that scarce training dollars are expended appropriately to meet the needs of careerists. The surveys will identify requirements in three major areas that should be included in each employee's individual development plan: housing mission training; housing professional development; and Army leadership courses.

Tuition updates

Tuition for mission-related courses, including the Professional Housing Management Association's annual Professional Development Seminars, will continue to be centrally funded by the Office of the Assistant Chief of Staff for Installation Management. These are housing courses for management of all functional areas of the Army Housing program. An installation or



Three recent CP-27 interns pose with Barbara Sisson (second from right), director of Installation Services, after graduating from the program. The graduates are (left to right): Tony Barr, Megan Purkey and Shenise Foster. Photo by James Swift

region may request that courses be brought on site. The goal is to work in partnership with the regions to develop a schedule of courses each year to meet short-term training requirements.

In addition, OACSIM will work with each region to market the available training to maximize participation. The regional housing chiefs, who are the area career program managers, will work with installations and provide to OACSIM training requirements and nominations so that their housing staffs are equipped with the essential skills to perform the day-to-day housing mission. ➤

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needs to come from inside.”

He emphasized the value of taking developmental assignments. People learn the most when outside of their comfort zones, outside of their “box,” he said. And he stressed the importance of earning

professional credentials, advanced degrees and certifications, which give credibility, especially when dealing with the public.

POC is Bob Slockbower, 469-487-7084, robert.slockbower@usace.army.mil.

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

Acronyms and Abbreviations

ACTEDS	Army Civilian Training Education and Development System
CP-27	Career Program 27
CPB	Career Planning Board
FCR	functional chief representative
FY	fiscal year
OACSIM	Office of the Assistant Chief of Staff for Installation Management
PD	position description
PHMA	Professional Housing Management Association
RCI	Residential Communities Initiative



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Housing professional developmental courses are ACTEDS-funded for tuition, travel and per diem. Such courses include university-level or professional certification courses that develop each student's expertise or knowledge to reach the next level of the career ladder.

These courses must be functional in nature. Included are university courses in subjects such as real estate development, finance and accounting. ACTEDS also funds professional real estate certification courses and other similar professional certification programs that are not centrally funded under mission training.

The OACSIM has earmarked funding for careerists who are accepted into the University of Maryland Masters of Real Estate Development Program. The Office of the Secretary of Defense sponsors the program in partnership with the university and will pay for tuition scholarships. ACTEDS funds may augment with additional scholarships, per diem or travel expenses, as required. ACTEDS dollars are restricted to housing careerists in pay grades GS-9 and above.

Housing competes with other career programs for ACTEDS funds, which are based largely on career program population. Given the huge transformation in the Housing Program and the training needed to keep pace with the changes, it is paramount that CP-27 is competitive for training funding. The Army must be able to quantify all housing career positions as 1173 series. During the transition to privatization, many senior housing positions were reclassified outside of the 1173 series.


Recently, a new housing manager/RCI position description was developed. The new PD combines all housing functions, including RCI, into the installation housing manager PD.

In the past, ambiguity and uncertainty regarding responsibilities for housing/RCI

What's an Army career program?

Career Programs 18 and 27 are two of 23 Army career programs, or career tracks, which comprise specified occupational series and functional fields. Only positions that lead to promotion to the specialist level or higher can be designated as career programs.

Career programs are managed at the Headquarters, Department of Army level to ensure that there are qualified and trained professional personnel to meet the Army's current and future needs. Career programs receive special funding for intern programs and for professional training and development for all careerists.

Each program has a functional chief and a functional chief representative whose responsibility is to build the bench of future leaders, develop career road maps, know and communicate regularly with career program employees and subordinate career program managers, and mentor individuals to assume future leadership positions. 

positions have negatively impacted recruitment and morale. The situation is now expected to improve.

Some housing managers at RCI installations have already taken the initiative to have their positions reclassified as 1173 using the new PD. Re-identifying and eliminating incorrectly coded positions will help CP-27 ensure that the population of housing careerists is properly recognized.

Interns and mentoring

ACTEDS is also the source of the Career Intern Program. Reynolds is working to pair interns with senior housing managers to give them mentoring opportunities that will help prepare them to successfully perform housing jobs at the GS-11 level after graduation. The interns receive training in all functional areas of housing.

Thirteen housing interns were recruited in fiscal year 2006 and six in FY 2007. Housing expects to receive 10 intern allocations in FY 2008. An intern placement plan identifies critical staffing requirements at installations to place interns after graduation.


All housing careerists should also ensure

that the Army Management Staff College's new leadership courses, the Civilian Education System, are integrated into their individual development plans. The four courses are: the Foundation Course, the Basic Course, the Intermediate Course and the Advanced Course. These classes are to be taken at critical junctures in the civilian career to develop leader skills.

Further information and central registration is available at the Army Management Staff College web site, www.amsc.belvoir.army.mil/ces. These courses are centrally funded, including travel and per diem.

Housing careerists have been instrumental to the success of all housing programs at all organizational levels, and they will continue to be important contributors to the Army's mission in the 21st century.

POC is Mary-Jeanne Marken, 703-601-0707, maryjeanne.marken@hqda.army.mil.

Excerpted from from the January/February issue of Defense Communities. Copyright 2008, PHMA. Mary-Jeanne Marken is a housing management specialist, Army Housing Division, OACSIM. 



Interviewing techniques 101

by Mary Beth Thompson

For any organization to go from good to great, it must select the right people and place them in the correct position, according to Freddie Bell, currently on a developmental assignment at Headquarters, U.S. Army Corps of Engineers. Bell, from the Corps' Nashville District, regularly works with his branch chief to hire park rangers.

"The interview is one key component," Bell said. "I have heard stories that it was the interview that separated the candidates, all things being equal up to that point."

Bell, speaking at the annual USACE Career Development Workshop in February, broke down the interview process into its components to help the audience learn to succeed at interviewing.

Personal story

Preparation is crucial, Bell emphasized. First, interviewees should develop their "personal story."

"What are you about as an employee?" he asked. "What are the essential functions of your job, your tasks and your duties? What do you do? Why is it relevant? Why is it important?"

Part of developing your personal story is assessing your core competencies.

"What are you good at — are you a good planner, a good organizer, leader of groups?" he said.

Then, capture trends and issues, Bell advised. Technology, rules, policy, law, customers, products, strategies, initiatives and leadership change. He told interviewees to be prepared to answer what's going on today as well as what could happen in the future.

The next step is to revisit your experiences, both successes and failures, he said. That's when a person learns.

"What were the take-aways from these experiences?" he asked.

Practice is very important. Develop potential responses, write them down and

know them, Bell said.

"If you go in thinking you are going to somehow guess right on the questions, you are set up for failure," he said.

Pregame

To make sure you know the way to the interview location, do a dry run. It will tell you not only how to get there but also how much time is needed. Plan to allow extra time.

The night before, get yourself mentally and physically ready for the interview, he recommended. If you normally walk, run or bike to feel good, do that. Don't do things that aggravate you or put you in a bad state of mind.

Dress code

Bell counseled interviewees to dress professionally in accordance with the industry standard, which can depend to some extent on the job and the location. However, for both men and women, he recommended a solid-colored, conservative suit with a coordinated blouse or shirt; limited jewelry; clean, moderate shoes; and a neat, professional hair-do.

Arrival

"Do not show up late, and, if you know you're going to be late, call," Bell said.

Address everyone you meet outside of the interview, including administrative people, he said. They may be your future teammates, and first impressions count. When you get into the interview room, address everyone there.

When you walk into the interview, what's most important is how you see yourself, Bell said.

"Be prepared. Be confident. Be articulate, and be proud of who you are, what you do, what you stand for, what you've done," he said. "You must sell your brand.



Freddie Bell talks about interviewing. Photo by John Hoffman

No one's a better advocate for you than you."

Interview

Body language delivers a message. It's silent but deadly, Bell said.

"Be attentive. Do not slouch. Look at the panel members," he said. "You are there to convince the panel that you are technically qualified, motivated and will fit in."

In their turn, the panel members want to hear what you have to say, and they want you to do well. The panel will know what qualities, skills, abilities and experience it wants. The questions will be phrased to help the panel members know and understand what they would be getting in you.

There are usually two types of questions, he said. The first type is the traditional question, like why you chose your career or whether you consider yourself a leader. The other type is the behavioral question. These are aimed at finding out how you reacted in the past to certain situations as an indicator of how you would react in the future.

It's important to be alert and listen to the questions. Bell suggested that the interviewee think about what the panel is trying



Construction and demolition waste diversion training

by Elizabeth Chien

The U.S Army Corps of Engineers' Seattle District has developed an electronic training module to assist Corps districts and Army installations in achieving the 50 percent construction and demolition waste diversion required by current Assistant Chief of Staff for Information Management policy. The module is not designed to produce a new process but rather to work within the existing installation system.

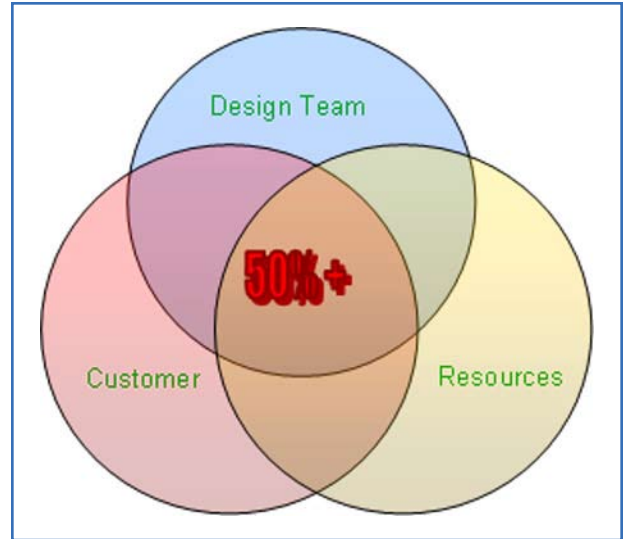
The electronic training module, called *Instructional Guide: Planning, Designing, and Executing Sustainable C&D Waste Management in Army Projects*, can be used by individuals, teams or in an interactive workshop with a facilitator. It has been designed to assist districts, divisions and military installations that are requesting assistance in planning, designing and executing contracts that incorporate C&D waste diversion during building construction, demolition and renovation.

Acronyms and Abbreviations	
C&D	construction and demolition

In addition, the guide provides background information on the Army Waste Diversion Policy, type of construction, policy intent, implementation do's and don'ts, and the planned path forward. It is extremely important that all project team members understand the intent of the policy and how it may be manifested in Army contracts in order to make decisions that will meet the Army's mandate.

This training module also gives valuable insight on intent that must be conveyed at all interactions with potential proposers and customers.

The training module is publicly available on the Corps's Huntsville Facility Reduction Program Best Practices Toolbox at <https://frptoolbox.erd.c.usace.army.mil/frptoolbox/library/docs/206.pdf>.



POC is Elizabeth Chien, 206-764-6718, elizabeth.a.chien@usace.army.mil.

Elizabeth Chien is a project manager and environmental engineer, U.S. Army Corps of Engineers, Seattle District.

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to learn about his or her experience and skills before responding.

This is where your preparation comes into play. You've developed your personal story, he said; now, use it in your answers. Do not just dump out your entire personal story at once. Use your responses to link a part of your story to the questions.

"Be clear and concise," Bell said. "Take your time. Breathe. Think about the question."

It is OK to ask for a question to be repeated, but do not expect the panel to rephrase or to take you where they want you to go, he said. It's also OK to write down two- and three-part questions so that you can be sure you respond to all parts.

Be prepared for a question about where you fell short or where you didn't meet the

goal. Be honest, he advised.

"We have all fallen short, and there is an art to acknowledging where you fell short," he advised. The interviewee can talk about the steps taken to address the problem or what he or she is doing to overcome it.

Wrapping up

In closing, if afforded the opportunity, ask questions about the job, Bell advised.

"I would ask questions that would assist me in being a better employee, that would help me do my job better," he said, "either trends, or issues or maybe what the panel is looking for in a candidate, what are the challenges that I would face."

As for asking about salary, Bell advised against it. He would want to convey that he wants the job, not because of what he would make, but because this is his call-

ing, his career path, where he wants to be. That attitude is lost when the first question that comes to mind is about salary.

Before leaving, thank the panel members and shake everyone's hand. A thank-you letter or e-mail message is a personal choice, he said. It's fine but not required.

His last advice was to be patient, professional and, above all, happy. Don't pester your point of contact, and keep a smile on your face even if the news is not what you wanted to hear. A negative attitude will work against you when you are considered for other positions.

"Smile even if you are dying inside," Bell said.

POC is Freddie Bell, 202-761-4558, frederick.b.bell@usace.army.mil.

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



Ordnance and explosives recognition class set for April

by William F. Eng

A course is being offered for installation Recycling Program managers and Qualified Recycling Program managers where the program includes the recycling of expended small arms brass and gleanings from fire range clearance. The only session of “QRP/Ordnance and Explosives Recognition and Safety” scheduled for fiscal year 2008 is April 8-9 at the U.S. Army Corps of Engineers Learning Center in Huntsville, Ala.

The objectives of the course are to train QRP personnel in the recognition of unsafe and unauthorized material called “Material

Potentially Presenting an Explosive Hazard.” Successful completion of this training is one of the requirements for an Army QRP to directly sell firing range scrap.

The technical content is focused on classroom instruction devoted to military ordnance and explosives identification, explosives and military ordnance safety considerations, and QRP requirements. Course contents include: characteristics of military explosives and chemical agents, ammunition color codes, projected munitions, rockets and guided missiles, placed munitions, thrown munitions, dropped munitions, pyrotechnics and propellant-actuated devices.

Solid waste and pollution prevention program managers at the installation or

higher headquarters who supervise QRP managers and other QRP personnel should also consider taking this course.

A complete training handbook and supportive information may be found through the USACE Learning Center website, <http://ulc.usace.army.mil>. Scroll down to Control Number #444.

POC is Joseph C. Pickett, USACE Learning Center, 256-895-7445, joseph.c.pickett@usace.army.mil.

William F. Eng is the Army Solid Waste and Recycling program manager and the staff action officer for water and wastewater issues, Office of the Assistant Chief of Staff for Installation Management.

Acronyms and Abbreviations	
QRP	Qualified Recycling Program
USACE	U.S. Army Corps of Engineers

Master planning classes, meetings coming up

by Andrea Wohlfeld Kuhn

Register now for the Army Planning Symposium and for Proponent-Sponsored Engineer Corps Training master planning classes. The master planning web site, http://www.baseplanningpractices.net/Planning_of_Military_Installations/Master_Planning_Training.html, contains more detailed descriptions of the following:

Army Planning Symposium – April 22-23 in Las Vegas at the Circus Circus Hotel, immediately followed by the American Planning Association’s Federal Planning Division National Training Conference April 24-25. An e-mail announcement will be released with more details on the symposium. Federal Planning Division information and registration is at www.federalplanning.org.

PROSPECT Course 075, Real Property Master Planning – June 16-20 in Huntsville, Ala.

This course is an introduction for planners and real property specialists. It provides an overview of the planning process, with an emphasis on

general planning principles that are applicable not only to the Army but to all government agencies. Emphasis is placed on facilitating stakeholder participation, managing a real property planning board, site planning charrettes and sustainable development concepts.

PROSPECT Course 952, Advanced Real Property Master Planning – July 14-18 in Huntsville.

Through an intensive, hands-on workshop, students will use a planning charrette technique to develop an area development plan for a real world planning problem at an installation. Participants are required to have a fundamental knowledge of master planning and/or real property management and must have completed Real Property Master Planning, Course 75.

Acronyms and Abbreviations	
PROSPECT	Proponent-Sponsored Engineer Corps Training

PROSPECT Course 948, Real Property Master Planning Visualization Techniques – Aug. 18-22 in Huntsville.

This 32-hour course provides planners a fundamental overview of the planning visualization tools SketchUp and Google Earth, easy-to-use tools to help plan military installations. Students will have hands-on instruction on the use of the software and will produce several basic area development proposals using both SketchUp and Google Earth.

Register for these and other PROSPECT courses at the U.S. Army Corps of Engineers Learning Center web site, <http://pdsc.usace.army.mil>.

POCs are Jerry Zekert, 202-761-7525, jerry.c.zekert@usace.army.mil; and Andrea Kuhn, 202-761-1859, andrea.w.kuhn@usace.army.mil.

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



Joseph F. Calcara, deputy assistant secretary of the Army for installations and housing

Joseph F. Calcara was appointed deputy assistant secretary of the Army for installations and housing March 10. He will serve as the senior career person within the Army Secretariat responsible for Army worldwide installations and housing infrastructure, with a replacement cost estimated at \$251 billion.

Calcara will provide policy and program direction, and handle issues involving administration, congressional, state and local officials for active-Army and Reserve-component facilities. He will oversee the execution of key Army engineering; housing; construction; real property acquisition, management and disposal; and base realignment and closures. Calcara will also represent the secretary in communications with industry, the public and the media on installations and housing programs.

Prior to this appointment, he served as director of Real Estate and chief of the South

Pacific Division Regional Integration Team at Headquarters, U.S. Army Corps of Engineers since March 2006. As director of Real Estate, Calcara was responsible for program execution, policy and technical expertise for eight regional business centers, 41 district offices and their career professionals providing realty acquisition, asset management and property disposal support for 24 million acres of Army-controlled land and improvements.

As chief, South Pacific Division Regional



Joseph F. Calcara
Photo by F.T. Eyre

Integration Team, he managed a multi-functional organization charged with providing Washington-level representation, integrating regional products and services, and establishing and maintaining relationships at the national level for over \$1.5 billion of annual projects in a 10-state area spanning from California to the Rockies.

From 1983 to 2006, Calcara was with the Navy supporting global shore installation management, products and services for real estate; mechanical engineering and design; military construction; and sustainment, restoration and modernization program management. He served with the Naval Facilities Engineering Command at its Headquarters in Washington, D.C., and at Pearl Harbor, Hawaii, San Diego and Philadelphia, and in the Office of the Assistant Secretary of the Navy.

From U.S. Army biographies.



Barbara Sisson, director of Installation Services

by Suzanne M. Harrison

In September 2007, Barbara Sisson joined the Headquarters Department of the Army as the first director of Installation Services for the Office of the Deputy Chief of Staff for Installation Management. With more than 27 years of professional experience, Sisson is adept at leading multidisciplinary staffs that include scientists, engineers and technical specialists.

Roughly half of her career has been spent working in the government sector with the U.S. Departments of Energy, Transportation and Defense. Her remaining service is divided equally between active duty and consulting engineering work in the private sector.

The five divisions under Sisson's leadership are:

- Army Housing;
- Public/Private Initiatives and Competitive Sourcing;
- Environment;

- Soldier and Family Readiness; and
- Logistics Services Office.

A professional engineer herself, she is no stranger to the challenging work that Defense housing, Family services, environmental and public/private partnerships require.

Sisson has served in numerous leadership positions worldwide, most recently as the U.S. Central Command Logistics Directorate chief of staff and deputy engineer. She commanded Naval Mobile Construction Battalion 23, Fort Belvoir, Va.; Contingency Engineering Unit, Atlantic; Third Naval Construction Regiment, Atlanta; and Theater Contingency Engineering Management, U.S. Southern Command, Miami.

In addition, Sisson's active-duty assignments have included tours with the Navy Public Works Center in Norfolk, Va.; Construction Battalions, Atlantic, in Little Creek, Va.; and the Civil Engineer Corps

Officer School in Port Hueneme, Calif., where she was the first female officer instructor and professor of facilities management specializing in public works management.

Sisson's civilian service positions include assignments with Naval Facilities Engineering Command's Military Construction Division and with the Department of Energy's Office of Assistant Secretary for Energy Efficiency and Renewable Energy.

Most recently, she served as the associate administrator for research, demonstra-



Barbara Sisson
Photo courtesy of Defense Communities



Deborah Reynolds, chief of Army Housing

by Mary Beth Thompson

Her mother and grandmother set deep footprints in the sand for Deborah Reynolds to step into and follow. Reynolds is the third generation in her family to work as a military housing professional.

“The funny thing of it is I didn’t know that my grandmother did it until about four years ago,” Reynolds said. “My grandmother, during World War II, ran a Navy housing area in California.” Reynold’s mother enjoyed a longer career, working in housing at five installations.

“So, I was always around it,” she said.

Reynolds not only followed in those footsteps, she has gone beyond to become the chief of Army Housing with worldwide responsibilities. She is in charge of government-owned and -leased Family housing and all unaccompanied personnel housing for the U.S. Army.

She is responsible for the construction, management, policy development, and the planning, programming and budgeting of requirements for Army housing. Installations maintain the structures, but Reynolds’ division programs the requirements and defends the dollars as part of the budget process.

Currently, Reynolds and her staff are building the Program Objective Memorandum for fiscal years 2010-15 and have been heavily involved in FY 2009 budget issues.

“It seems like it’s always about funding,” Reynolds said. The challenge is to gain the resources to sustain the barracks and to provide the correct number of housing professionals at installations to help Soldiers and Families find adequate housing.

Her division also provides off-post housing information to Soldiers and their Families.

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tion and innovation with the U.S. Department of Transportation’s Federal Transit Administration. She has also managed readiness reviews, management assessments and marketing and business devel-

“To me, it’s all about choices,” Reynolds said. “If we can provide the best information to Soldiers and Families so they can make an informed decision — whether that’s to live on post in privatized housing, or on post in government-owned or -leased housing, or to take their housing allowance and go into the local community.”

Providing the best information starts when Soldiers and their families prepare for their next move. The Housing Services Office offers advice, and the Automated Housing Referral Network provides details of the housing situation.

“One of the things that we’ve tried to do through some of our automated programs is to allow the Soldier and Family, before they ever leave the station they are currently at, to go in and see what’s available in the local community, what’s available on the installation, how long the waiting lists are,” Reynolds said. “If they want to go in to look through our Automated Housing Referral Network, they can see what’s available and get the contact information for the landlord.”

These services aim at reducing the amount of time military Families live in hotels or transient quarters.

“If we can reduce that stress level by providing them information that’s current, then I think we’ve done our job in helping



Deborah Reynolds
Photo by Mary Beth Thompson

opment of energy programs for Bechtel National, Inc. and Bechtel Infrastructure.

Reprinted from the January/February issue of Defense Communities. Copyright 2008. Suzanne M. Harrison is the deputy chief, Army Housing Division.

them,” she said.

Reynolds is also the functional chief representative for Career Program 27, the Army’s housing career program. Under her leadership, the Career Planning Board is revamping the housing training program and identifying career progression.

“We take care of Soldiers and Families, but we also need to take care of ourselves and make sure that we get sufficient training, to make sure that we share ideas and network,” she said.

Reynolds, who later earned a master’s degree in public administration, graduated from college with a bachelor’s degree in marketing. She started her federal career as an accountant. Although she liked accounting, Reynolds missed interacting with people. Aware from her mother’s experience that a career in housing would give her that human contact, she took her first housing position, managing lodging at Fort Eustis, Va.

Following in those maternal footsteps, interacting with people, Reynolds found her calling.

She entered the Housing Intern program and trained at Fort Sill, Okla.; Anniston Army Depot, Ala.; Fort Leonard Wood, Mo.; Training and Doctrine Command, and at Headquarters, U.S. Army Corps of Engineers, which ran the program then. Her first permanent assignment was at Fort Myer, Va.

After the Office of the Assistant Chief of Staff for Installation Management was formed, Reynolds moved there to work in the new Army housing headquarters.

“At Army Housing, I worked UPH, Family housing privatization, and then back to UPH as chief, and then chief of Family Housing,” she said. “So, I worked in all areas of housing.”

It’s a prevalent belief that people at headquarters don’t understand the problems faced by those in the field, and vice versa. Reynolds extensive experience at instal- ➤

Acronyms and Abbreviations	
FY	fiscal year
UPH	unaccompanied personnel housing



Suzanne M. Harrison, deputy chief of Army Housing

by Mary Beth Thompson

Suzanne M. Harrison cut her housing teeth in the tundra. After working her way from a temporary GS-3 clerk typist to a GS-11 housing management specialist in just four years at Fort Ord, Calif., Harrison went to Fort Greely, Alaska, as the housing division chief.

“There’s where I learned everything I needed to know about housing,” she said. The Fort Greely housing office was a small shop with few employees who did everything — Family housing, unaccompanied personnel housing, transit lodging, furnishings and even self-help.

“I know how to make screens,” Harrison said with a laugh.

As her career progressed, her housing experience broadened. She became the housing chief at Fort Wainwright, which had significantly more housing units than Fort Greely. From there, Harrison moved to Heidelberg, Germany.

As a staff action officer at U.S. Army Europe, she concentrated on housing policy and the Major Maintenance and Repair Program for Army Family housing in Europe. From Heidelberg, she went to Grafenwoehr, Germany, as the 100th Area Support Group housing chief.

Harrison left Germany for the Wash-

ington, D.C., area, taking a job at the Office of the Assistant Chief of Staff for Installation Management. She has been there for more than eight years. Until about a year ago, she was the chief of UPH for the Army. Now, she is the deputy chief of the Army Housing Division.

That change came about last year when the Installation Services Directorate, which would include housing, was being established at OACSIM. The Housing Division saw an opportunity to restructure.

“We reorganized based on function, not on program,” Harrison said. Deborah Reynolds, chief of Army Housing, asked her to manage the internal organization, and Reynolds would look to the external.

As deputy, Harrison acts as chief when Reynolds is out. She also reviews all actions before they reach Reynolds’ desk.

“What I’m excited about is that within my new position I get to get involved with Family housing again,” she said. “We have so many wonderful things we’re doing for Families.”

Harrison also supervises the Require-



Suzanne M. Harrison
Photo by Mary Beth Thompson

ments Branch, which deals with program funding requirements and inventory issues, and she oversees administration of the division.

“In general, my job is kind of an internal function — keep things running smoothly,” she said.

Harrison, a self-described “Army brat” and former Army wife, adds those two perspectives to the ones she brings to the job from her diverse experience at Army housing locations. She has lived or worked in military housing in Hawaii, Alaska, Europe, California and the nation’s capital.

“I think having a wide variety of background at different sizes of installations with different missions gives me a little insight to know that when we are making certain policy decisions, we really need to get feedback from the field before we implement,” she said.

Harrison enjoys the diversity of her job, and she even likes what many do not like — supervising.

“It’s so fulfilling to watch somebody grow in their skill sets, in their confidence,” Harrison said.

“The other thing that I enjoy is that we really make a difference to Soldiers and Families, because we’re focused on them every day,” she said. “So I know that what I am doing is worthwhile.”

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

Acronyms and Abbreviations	
OACSIM	Office of the Assistant Chief of Staff for Installation Management
UPH	unaccompanied personnel housing

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lations and at headquarters in both Family housing and UPH gives her the ability to see situations from all angles.

“I understand both sides of it — from an installation standpoint and the struggles that housing managers have in coming up with creative ways of saving money to provide the best service they can — to trying to develop and defend the requirements for both Family Housing and UPH from a headquarters standpoint,” she said.

Reynolds has been chief of Army Housing for about a year now. True to her initial call to a housing career, what she enjoys most is getting out to installations and meeting housing professionals, Soldiers and Families.

“When you can get out in the field and talk to people, that’s when they really tell you what’s going on,” Reynolds said.

“A lot of people work for the Army for years as civilians and never really see the direct impact of the work they do,” she

said. “I can go to installations and look at barracks and Family housing, and Soldiers and Families. Because our programs touch every Soldier in the Army, we can see the fruits of our labor of going and defending and fighting for dollars.

“It’s nice to be able to see that what we do does make a difference.”

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



Installation Management Command
2511 Jefferson Davis Highway
Arlington, Virginia 22202-3926

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