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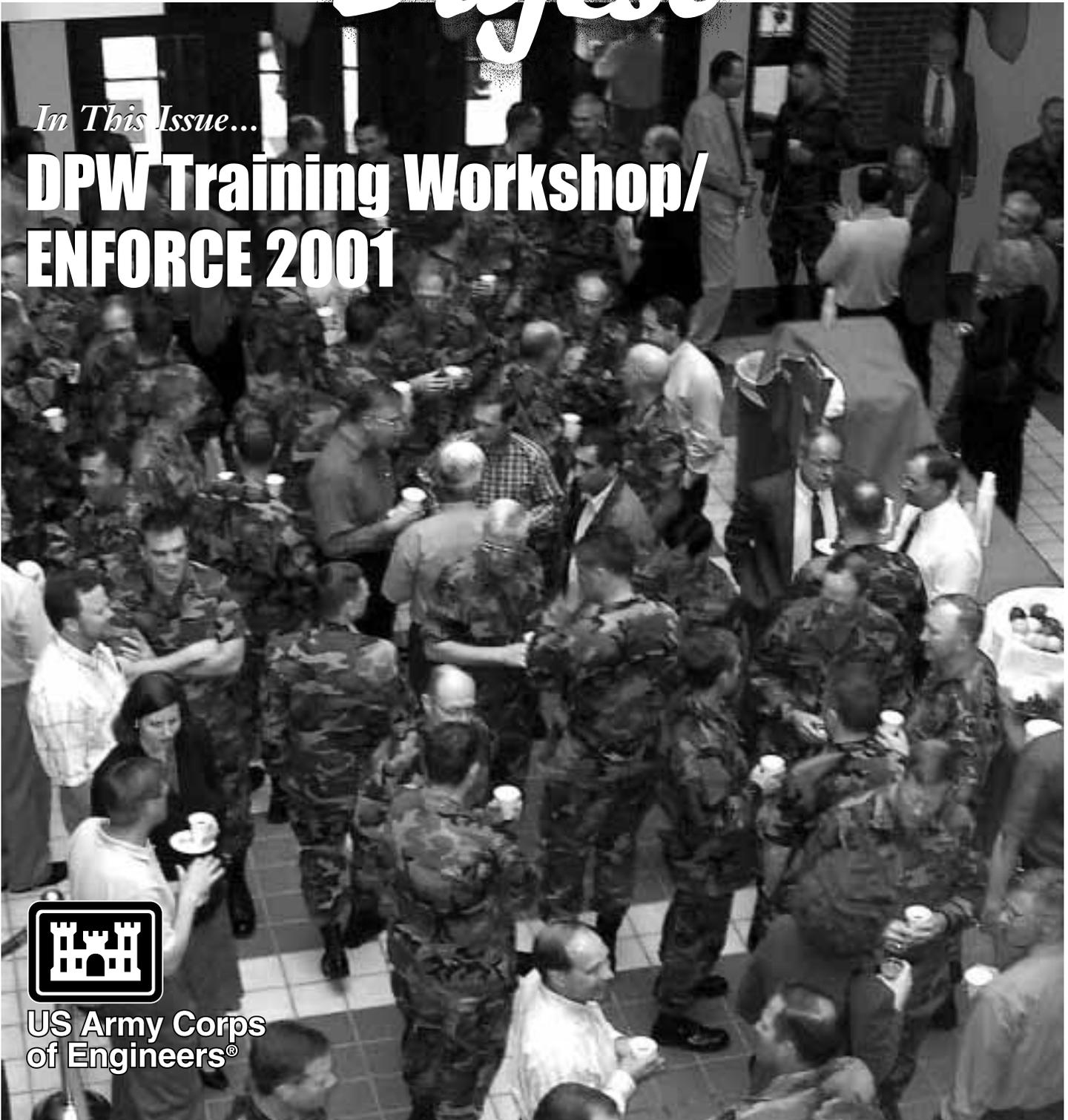
Digest

Volume XIII, No. 4

June/July 2001

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DPW Training Workshop/ ENFORCE 2001



US Army Corps
of Engineers®

Public Works *Digest*

June/July 2001
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US Army Corps of Engineers®

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LETTER FROM THE EDITOR



As promised, this issue of the Public Works Digest concentrates heavily on the topics covered at the 2001 DPW Training Workshop held last May at Fort Leonard Wood in conjunction with ENFORCE. While it would be impossible to cover the many outstanding presentations made there, I think that participants will agree that this Digest gives a good sample of what was discussed.

For the first time, the DPW award winners were announced at a special luncheon held in their honor with Chief of Engineers LTG Robert Flowers, Assistant Chief of Staff for Installation Management MG Robert Van Antwerp and Installation Support Division Chief Kristine Allaman presiding. All the award winners and nominees, an outline of the Chief's talk as well as a summary of guest speaker Senator Bond's speech appear in the first section.

In addition, many of the topics presented at the workshop are featured in the Automation, Installation Successes and Installation Management sections. They are identified by the ✓ symbol. The subjects range from reevaluating current information management systems to Fort Campbell's use of the ISR to the Army Transformation to advice on SSEBs to Fort Hood's fantastic web site—and they are all good reading.

Open to everyone, the traditional Town Hall meeting was held at the end of the DPW Training Workshop. A request was made for the return to a separate DPW workshop similar to the one sponsored by the EHSC/CPW organization for many years. The Chief agreed that the DPWs would benefit from such an arrangement, although he strongly urged continued DPW participation and presence at ENFORCE. Kristine Allaman already has a team from the Installation Support Division working with the ACSIM folks on the logistics of a DPW Training Workshop in the DC area, tentatively scheduled for early December of this year. Look for more information in the next issue of the Digest.

Those of you who could not attend the 2001 ENFORCE Conference will find the briefing slides for not only the DPW Training Workshop, but the Senior Leaders Conference and MACOM Engineers Conference as well at: www.hq.usace.army.mil/isd/ENFORCE/2001/ENFORCE2001/htm

DPWs should take particular note of the interview in the Professional Development section with Ed Gibson, a former Corps employee who now runs a non-profit organization that finds jobs for military and civilian retirees. In addition, Mike Organek has submitted an article with important information on a change to Section 808 of the National Defense Authorization Act. It affects the requirements that new acquisition workers must meet prior to being hired.

To help meet your needs, we have redesigned the Installation Support Division web site (<http://www.hq.usace.army.mil/isd/>). If you need an article from a past issue of the Digest, look under Publications, a button in the left-hand column. The most current Digest will always be highlighted as a separate button on the front page.

The theme for the August/September 2001 Digest will be Sustainable Design and Development. Please don't wait until the last minute to submit your articles.

Until next time...

Alexandra K. Stakhiv

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(202) 761-5778, e-mail: alex.k.stakhiv@hq02.usace.army.mil **PWD**



2000 DPW Award winners improve soldier quality of life

"I am extremely proud of all of you and what you do every day for the soldiers and airmen that serve around the world," said Chief of Engineers LTG Bob Flowers. He was congratulating the winners of the 2000 DPW Awards at the awards luncheon held in their honor during the 2001 DPW Workshop, 7 May, at Fort Leonard Wood..

"You were nominated by individual installations and screened by your MACOMs – an honor in and of itself to be recognized by those whom we serve. And you came out on top."

Calling the DPW "the tip of the spear for the engineer regiment," Flowers said, "When our soldiers and their families see the castle of the engineer regiment, they do not discern between those that are sappers, environmental specialists, design engineers, researchers, utility repairmen, or master planners. All they see is the castle. To them, we are all one body with different faces."

Flowers explained that for most of the Army family, it is the face of their DPW that first comes to mind when they think of

the Engineers. And there's a good reason for that.

Reminding the DPWs that they control the lion's share of the installation's resources – people and dollars, Flowers pointed out that they also provide and improve the homes of our soldiers and their families.

"It is you that makes the environment a safer place to live and work," Flowers said.

"It is you that envisions, plans and programs the future of the installation.

"When the power goes out or the water line breaks, you are there – at all hours of the day and night – making things right again.

"When new housing, barracks, and motor pools are being built, it is you that they see – in the post newspaper, at installation town hall meetings, and at their doorsteps – explaining the way ahead.

Referring to DPWs as ambassadors for the regiment, Flowers asked them to keep up the great work. "As we transform our Army you will be an even more vital link to the future in the towns and cities that are our

Army – the Installations," he concluded. Kristine Allaman, Chief of HQUSACE's Installation Support Division (ISD) announced all the nominees in each category and read the citations for the award winners. "There are 9 DPW awards, 7 individual and 2 corporate," said Allaman. "Nominations for these awards originate at the Army installations and are processed through the MACOMs to ISD. MACOM nominations are then packaged together by ISD and returned to the MACOMs so they can judge one another's nominees. MACOMs do not judge their own nominees."

In this rigorous, competitive process, MACOMs review and rank all nominees, then return the nomination packages to ISD for tabulation of MACOM decisions.

"The highest scoring nominees are the ones we honor today," said Allaman. The Chief of Engineers and the Assistant Chief of Staff for Installation Management, MG Robert Van Antwerp, shared the podium in handing out the plaques, allowing each winner an opportunity to say a few words.

Congratulations to all the winners!

2000 WILLIAM C. GRIBBLE, JR., DPW EXECUTIVE OF THE YEAR

MAJ Joseph Cansler

MAJ Joseph Cansler serves as the Director of Public Works for the 282nd Base Support Battalion in Hohenfels, Germany, part of the 100th Area Support Group. His installation RPMA budget includes \$50 million in direct funds and \$12 million in reimbursable funds, and includes an in-house workforce of 275 employees.

Under MAJ Cansler's leadership, the BSB DPW supported the Combat Maneuver Training Center in its adaptation of training to meet rapidly changing tactics and doctrine. The expansion of the Military Operation in Urban Terrain sites and creation of "mini-Kosovos," realistic training scenarios provided to soldiers, prepared them for assignment to Kosovo. The



MAJ Cansler receives the DPW Executive of the Year award from LTG Flowers and MG Van Antwerp. (Photo by F.T. Eyre)

expansion of maneuver corridors provided family housing for junior enlisted soldiers, increased construction and repair projects and expanded Troop Construction Pro-

gram, protected the environment, enhanced relationships with local communities, and greatly improved the morale and quality of life for soldiers and their families.



Other Nominees:

Birgit Welter, USAREUR
Richard Reynal, TRADOC
COL William Ryan, USARPAC
Ed Whitcraft, FORSCOM



**2000 OPERATIONS AND
MAINTENANCE EXECUTIVE
OF THE YEAR**

Harald Thal

Harald Thal has served as the Chief of Utilities Division, for the 417th Base Support Battalion, Kitzingen, Germany, for five years. Prior to this, he was the Chief of the Mechanical and Sanitation branch for 14 years and an Environmental Engineer, both with this same 417th BSB. Mr. Thal's Utilities Division contains 39 employees and an annual budget of approximately \$27 million.

This award recognizes Mr. Thal's managerial excellence and productivity in the DPW Operations and Maintenance functions at the installation level, and the complex activities and responsibilities involved in planning, programming, and executing engineering Operations, Maintenance, and Repair missions of the DPW. Mr. Thal's exceptional management of personnel, leadership, drive, and creativity have resulted in large savings, increased efficiencies, and improved quality of soldier life in Europe.

Other Nominees:

Peter Bentwitz, USAREUR
Donald Taylor, TRADOC
Ed Uchida, USARPAC
Larry Stillwagon, FORSCOM



**2000 DPW ENGINEERING,
PLANS, AND SERVICES
EXECUTIVE OF THE YEAR**

Glen Prillaman

As the Chief, Real Property Planning Team, DPW, at Fort Bragg for over 7 years, Glen Prillaman manages a workforce of 11 and an annual budget reflecting the construction program of \$120 million. Prior to this, he worked as a Master Planner for 14 plus years.

Mr. Prillaman was recognized for his managerial excellence in the Engineering, Plans, and Services function at installation level. His leadership linked long- and short-range planning initiatives to educate installation customers and surrounding communities on Fort Bragg's planned growth and development, aggressive construction and demolition programs, greatly improving DPW operations and the quality of life for soldiers and their families.

Other Nominees:

Dieter Spillman, USAREUR
Benno Meier, USAREUR
James Furr, TRADOC
Angela Rolufs, TRADOC
Serag Wahba, MDW
Steven Burrow, FORSCOM
John Hyndman, ATEC



**2000 DPW BUSINESS
MANAGEMENT EXECUTIVE
OF THE YEAR**

Riki Iwasaki

Riki Iwasaki is currently the Chief, Work Management Branch, Business Management Division, DPW Hawaii. Prior to this present assignment, Riki served as the DPW Operations Officer, Environmental Engineer, and Construction Management Project Engineer.

This award recognizes Mr. Iwasaki's managerial excellence in the DPW Business Management function at installation level and the complex activities and responsibilities involved in successfully integrating requirements, plans, and programs into effective execution efforts. Under Mr. Iwasaki's leadership, work orders were expedited, customer satisfaction improved, the Facility Manager concept was established, and the quality of life for soldiers and their families greatly improved.

Other Nominees:

Ulrich Arnold, USAREUR
Petra Purnhagen, USAREUR
Nancy Guy, TRADOC
Karen Callaway, FORSCOM
Bonnie Crook, FORSCOM



**2000 DPW HOUSING EXECUTIVE
OF THE YEAR**

Keith Nishioka

As the Assistant Chief, Family Housing Facility Maintenance, DPW Housing Division, Hawaii, Keith Nishioka manages 8,700 family housing units, located on six sub-installations and serving all DoD Services.

Mr. Nishioka was recognized for his managerial excellence in the DPW Housing function at Army installation level, as well as the complex activities and responsibilities involved in planning, programming, and providing adequate housing for unaccompanied and accompanied personnel and their families. Despite a 50-percent reduction in personnel and funds, Mr. Nishioka partnered with Army and DoD activities on project design to achieve maximum amenities. His divestiture program and pilot utilities metering programs will reduce consumption and operating costs.

Other Nominees:

Rudy Leykauf, USAREUR
Clara Greenway, USAREUR
Patricia Burns, TRADOC
Kathy Cooper, TRADOC
Patricia Mikita, USARPAC
Charles Williams, FORSCOM



**2000 DPW SUPPORT EXECUTIVE
OF THE YEAR**

Paul Steucke

Paul Steucke is currently the Chief, Environmental and Natural Resources Division, DPW, at Fort Lewis, where he manages a staff of 69 employees and has an annual budget of \$22 million.

This award recognizes Mr. Steucke for managerial excellence and productivity in the DPW support function at the installation level. Under his leadership, the DPW became the first Army organization to achieve accreditation under the ISO 14000 standards for environmental management. Mr. Steucke's cutting edge initiatives provided outstanding environmental management in a period of dwindling resources.

Other Nominees:





(continued from previous page)

Hans Verswasch, USAREUR
Ken Sims, USAREUR
Christopher Hamilton, TRADOC
William Vaughn, TRADOC
Alvin Char, USARPAC
John Boyd, FORSCOM
Julian Delgado, ATEC



2000 DPW MACOM SUPPORT EXECUTIVE OF THE YEAR

James H. Entrekin

James Entrekin is currently serving as a Stationing Analyst in the Construction Programs element of the HQ USAREUR DCSENGR. (The award was accepted by LTC Kurt Hallatschek, Construction Programs, HQ USAREUR ODSCENGR.)

James Entrekin was recognized for his managerial excellence within the Army Major Command and the complex tasks involved in integrating requirements, plans and programs, project execution and master planning support. His leadership played a key role in major unit relocations and base closures necessary to reduce the military force from 225,000 to 65,000. While minimizing disruptions and reducing costs, Mr. Entrekin's analytical and problem-solving abilities significantly impacted the quality of life.

Other Nominees:

James Edwards, USAREUR
Raju Penmatcha, AMC



2000 INSTALLATION SUPPORT PROGRAM OF THE YEAR

*U.S. Army Corps of Engineers,
Norfolk District*

This award recognizes Corps of Engineers Support to the Installation RPMA mission. Accepting the award were COL Allan B. Carroll, Norfolk District Commander, and James N. Thomasson, Deputy District Engineer and Chief, Programs and Project management Division..

Long recognized for the outstanding support provided to the DPW's operations, maintenance and repair mission, and military construction program of the U.S. Army Transportation Center, Fort Eustis,

Virginia, the Norfolk District has become an indispensable team member of the DPW and a full-partner in the Tidewater Public Works Team, with Forts Eustis, Lee and Monroe. Its exceptional support is credited with the "greatest period of growth in the history of Fort Eustis," which currently has \$117 million in new construction underway.

Innovative contracting procedures have improved the quality of support to the installation, saving Fort Eustis over \$400,000 in design fees on rebuilding the Noncommissioned Officers Academy, which was destroyed by fire. The District's many accomplishments and customer oriented "can-do" attitude have enhanced readiness and greatly improved the quality of life.

Other Nominees:

U.S. Army Corps of Engineers,
Europe District
U.S. Army Corps of Engineers,
Far East District
U.S. Army Corps of Engineers,
Seattle District



2000 DPW SUPPORT CONTRACTOR OF THE YEAR

*DynCorps Technical Services, Inc.,
Fort Belvoir Division*

Accepting this award for the contractor were Jay Ward, Manager, Operations and Maintenance Services (Fort Worth, TX); Bob Lanoue, Division Manager, Fort Belvoir Division; Richard Riordan, Opera-

tions Manager, Fort Belvoir Division; and Rick Nelson, Quality Control Manager, Fort Belvoir Division.

DYN Technical Services, Inc., Fort Belvoir Division, has worked in partnership with Fort Belvoir to provide outstanding real property maintenance and repair support to the installation through the application of innovative ideas and effective business practices for 14 years. Major accomplishments have been achieved in the areas of customer relations and customer satisfaction; fielding a dedicated workforce that displays pride in its work; the overall quality and responsiveness to installation requirements, including numerous innovations to enhance service, improve safety and operational efficiency; and achieving consistent 98 percent scores for customer satisfaction.

DynCorp's achievements since 1984 attest to its outstanding service quality, ingratiating it to the garrison command staff and making the contractor a regular participant in staff meetings and off-site strategic planning conferences. These accomplishments have been incorporated into the Army Management Staff College for training prospective Garrison Commanders. They provide bold testimony to DynCorp's initiative and use of industry experience to obtain best value for the government.

Other Nominees:

Base Operations Services, GMBH (USAREUR)
ITT Federal Services International Corp (USAREUR) **PWD**



COL Allan B. Carroll accepts the Installation Support Program of the Year award. (Photo by F.T. Eyre)



Chief praises DPWs for putting face on Corps castle

by Alexandra K. Stakhiv

LTG Robert Flowers, the 50th Chief of Engineers, was the keynote speaker at the 2001 DPW Workshop held at Fort Leonard Wood on 7-8 May. Highly visible throughout the workshop, he felt it an honor to address the DPWs who had gathered from all parts of the world.

"I like to say that DPWs are at the 'tip of the spear' for the Engineer Regiment," Flowers began. "It's you who puts a face on the Castle at our installations. You do tremendous work in a very challenging environment. And I know that you get lots of advice and counsel, at all levels, in every decision that you make – from the Congress through Army spouses and family members.

"Part of my message today is that all that help is good. We have a 'long row to hoe' to improve our installations in the near term. At the same time we must transform them to support the Army Transformation. We all need to be active listeners!"

Flowers stated that the Army, the Corps, and installation commanders are faced with some pretty daunting challenges. How did we get there? We followed the decades-old ruts that lay behind us, that is using firm, fixed-price contracting without exception, mortgaging the future by divesting of master planning capabilities, believing that private enterprise should come onto Army reservations only long enough to co-sponsor the AUSA Chili Cook Off and then leave.

We are well aware where these following these ruts has led us, he continued. Today's Army installations suffer from aging infrastructure, decreasing funding, and decreasing workforce capabilities, just to name a few.

According to Flowers, the quality of the Army's infrastructure reflects the quality of the nation's infrastructure. In its recently released annual Report Card on America's Infrastructure, The American Society of Civil Engineers published some very low overall grades (see chart at right).

Flowers pointed out the amazing similarities in the nation's grades to our Army's infrastructure. "The average age of our

buildings is 49 years – nearly identical to that of our workforce," he said. "The total plant replacement value across the Army is estimated at about \$216 billion (that was billion with a "B"). The annual Operations and Maintenance requirement is \$20 billion, while the funding stream is only about 50 to 70 percent of that. Our installations lack the investment capital needed to update many of our facilities. For decades, infrastructure has been the bill payer for modernization and contingency deployments."

The challenges posed by our people, "our most precious capital," have to be faced now. Too often we are not providing the training needed by our operations and maintenance personnel in the new technologies for maintaining newer facilities. As our in-house workforce shrinks, the average age of the Army civilian worker is reaching 50 years. Within the next 5 years, almost half of our workers will be eligible for retirement.

"We are also being forced to divest ourselves of critical skill sets that will help us break out of those ruts – installation master planning is a prime example," Flowers added. "How many installation commanders have had to face the excruciating decision not to fill their master planner position? These are tough, tough decisions that will have an impact for years to come."

Calling on the theme for this conference, Engineers Leading Transformation, Flowers stressed the need for finding innovative ways to solve these problems together. He hoped that everyone could see the impossibility of getting to Fort Future if we continue walking in the same proverbial ruts. He encouraged the DPWs to break out of those "comfortable ruts" in order to be successful in Transforming the Army.

As the Transformation process is intri-



LTG Robert Flowers

cate and complex, it is important to face not only the challenges, but the opportunities the Transformation presents to the engineer community.

"Transformation is not just another Army modernization initiative," said Flowers. "Compared to Army-of-Excellence, Division 86, Force XXI and Army After Next, Army Transformation is more comprehensive in scope, better-structured and integrated throughout the Total Army. Timelines and objectives are better defined, yet very ambitious. Consider, that in the next 30 years, the Army expects to fully transform its Legacy Forces – about 70 combat brigades -- to a modernized Objective Force, while continuing to maintain the war-fighting readiness of our operational units."

Accomplishing all this will not be easy, when one considers the unpredictability of politics, military priorities and funding, constant technological advances ➤

Roads	D+
Dams	D
Bridges	C
Schools	D-
Total estimated bill for recapitalization	\$1.3 trillion in the next 5 years



(continued from previous page)

in weapons systems, and their combined impact on Army force structure, doctrine and operations. Flowers equated it to jumping and staying on a moving train.

About two years ago, the US Army Corps of Engineers became actively involved in Transformation at Fort Lewis, Washington. The Seattle District is providing engineering and technical assistance for the two Initial Brigade Combat Teams (BCTs) that are emerging at Fort Lewis. We will apply any lessons learned from facilities and infrastructure support of the Initial Force installations supporting 6-8 "Interim" BCTs. These locations will be announced shortly.

"The Transformation Campaign Plan now calls for the first Objective BCT to be equipped around FY 08," continued Flowers. "While a 30-year Transformation period sounds like a long lead-time to many, we engineers know that the long pole in the tent for any fielding action is installation support -- facility criteria development, planning, programming, design and construction. To ensure that facilities for the objective force are ready in FY08, the Army will need to have facility criteria no later than FY04! That's less than three years!"

Here's the challenge -- how can we effectively integrate and synchronize our respective responsibilities? asked Flowers. How can we be sure we are doing what needs to be done, when it needs to be done? Flowers sees effective planning as a big part of the answer.

"In USACE, I established a Task Force to develop, execute and maintain a Transformation Operations Plan based on the intent of the Transformation Campaign Plan -- aligned with its objectives, phases and major decision points," said Flowers. "I 'pinned the rose' on the Director of Military Programs, General Hawkins, as the USACE Director for Transformation Planning and Execution. He and his staff did yeoman's work to develop a USACE Transformation Synchronization Matrix to harmonize USACE transformation tasks with the Army Secretariat, Staff and other MACOMs."

The Task Force recently established a working group to "partner" with ACSIM

and other ARSTAF and MACOM planners to develop a template for the soon-to-be deployed Initial Brigade Combat teams. The working group working on the concept of Fort Future is now partnering with several Army and private sector organizations to develop the tools and methodologies to assess and describe installation requirements to support the objective force.

The focus of each initiative is to support development of an installation template -- facility criteria and requirements -- that will evolve to fit the requirements of the Initial Force at Lewis, the Interim BCTs wherever they occur, and the Objective Forces throughout the world. Our partnering efforts with ACSIM and other Army elements are essential to ensure USACE keeps pace with the fast-moving Transformation train.

An important lesson learned is that working closely together at all levels produces a "synergistic" relationship, that is the creation of alternatives better than the solutions that any individual could come up with on his own.

Flowers hoped that by now most of the workshop participants knew of his firm belief in the concept of synergy. "We can go farther, do more, think more creatively, and achieve more, when we act as a single body, capitalizing on each other's strengths, than we could ever do on our own or by ourselves. I believe that in group dynamics, group strengths have a natural tendency to overcome individual weaknesses, not the other way around."

The way Flowers sees it, so many of the initiatives to transform how we support our installations represent the exact kinds of initiatives that will be required to make the Army's Transformation a reality.

"I have to tell you about US Army Alaska," he said excitedly. "The soldiers at US Army Alaska, receive the most demanding and rigorous training the Army can provide. Think airborne operations, rapid deployment, cold regions and mountainous terrain. Despite the difficult environment, US Army Alaska's commitment to maintaining its surrounding environment won them the Secretary of the Army Natural Resources Conservation Award for FY 2000."

He explained how US Army Alaska part-

nered with The Nature Conservancy, the US Fish and Wildlife Service, the Department of Fish and Game and the Bureau of Land Management. Together they collected cultural resource data, performed land soil surveys and executed restoration projects and maintained biodiversity.

The Alaska command also built partnering relationships with other federal, state and local agencies in order to pool their expertise and increase public involvement as well as promote public access to installation land. With a grant from the US Fish and Wildlife Service, they restored a stream bank, improved water quality, and enhanced the habitat for salmon. They even got the local boy scouts to help them complete this restoration project.

And finally, in concert with The Nature Conservancy, US Army Alaska implemented a regional ecosystem management project to help Alaska forces accomplish regional goals by looking beyond its borders to manage and protect significant ecosystems.

"Now that's synergy!" said Flowers. "That's the kind of thinking -- win-win, partnering with others, communicating via active listening -- that will be required to get us to Fort Future."

Flowers believes that through synergistic relationships, we can 'cut new ruts' in terms of people, processes, and communications. It is time to stop following along in the trails that were blazed by our predecessors; we must change our procedures, planning, procurement strategies, and relationships. The challenges facing us today -- and those that the Transformation presents -- preclude us from continuing down the same worn-out path.

However, if we are to be the ones to "cut the new ruts," we must hire, train and retain the very best people; find more efficient processes to execute our business; and find better ways of communicating between people, organizations, Congress, and the public.

"Our soldiers deserve to live, work and train in world class facilities and it is up to us all to make that a reality," Flowers concluded.

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



Missouri senator rallies Corps

by Alexandra K. Stakhiv



Senator Kit Bond

We want to continue working closely with the Corps,” said Senator Kit Bond, Republican from Missouri. A guest speaker at ENFORCE 2001, which brought together Engineers from Active and Reserve Components, Corps Senior leaders and Directors of Public Works from Army installations, he explained that a river state like Missouri, with nearly 1,000 Missouri and Mississippi river miles, relies very heavily on the Corps of Engineers. Every day, the Corps provides his communities protection against flooding, low-cost and environmentally-friendly water transportation options, clean hydropower generation, recreational opportunities and environmental stewardship.

Missouri has made a lot of progress in the last century, and in order to continue to do so, Bond said his state must continue to depend on the activities of the Corps. “With foreign competition and a slowing economy,” he said, “I think this is no time to be backing away from fighting for important activities such as river transportation. River transportation allows us to use less fuel, keeps our air cleaner, eliminates congestion and gives our shippers a low-cost alternative, causing all citizens of the United States to prosper.”

Rejecting the plan to end water transportation on the Missouri and eliminate it on the Mississippi, he said he will continue on his “path against those working so

feverishly to undermine the Corps.”

Senator Bond is known for speaking out on the Corps’ behalf, and he believes deeply in the mission of the Corps and its importance to this nation. “Unfortunately, I think the uniformed people of the Corps are too disciplined, too loyal, too proud, and maybe too naïve to stand up for themselves in the face of coordinated personal and political attacks,” he said.

Referring to the negative publicity accorded the Corps in the Washington Post as a blatant assault, he offered some perspective on behalf of himself, his constituents and many other members of Congress.

Senator Bond wrote a letter to the editors of the Washington Post some time ago, “when I was a little hot under the collar,” suggesting that “between Washington, DC, and California, there is a thing called the Midwest for people who rely on the water for efficient transportation of goods. While the Post can dismiss this really critical relationship, those who are interested in the future of our economy can not and do not,” he wrote.

With tongue in cheek, he also told the St. Louis Post Dispatch editors that editorial writers are often patronizing when it comes to river issues. “Perhaps that is because of the massive 500-year levee that protects them and the river that obscures the view of the others who need similar protection.”

Senator Bond thinks it’s fair game to criticize the Administration and Congress for having spent \$50 million in 7 years on a particular river modernization report that is at present insufficient. The senator was most forceful when asking the question, “How many dozens of public hearings and how many scores of meetings and years of economic and environmental reviews and interagency coordination does it take before an agency is considered responsive to the public?” He doubted anyone could answer that question to his satisfaction.

Despite Post articles calling the Corps “out of control,” Senator Bond said he places more stock in seeing the legal chal-

lenges to the Corps rejected by judges who take the time to understand the law and apply it to the facts. He thinks it’s clear that the Corps is diligent in observing the law or else they would be spending more time on the golf course and less time visiting editorial boards and briefing members of Congress urging various changes.

Paraphrasing a conclusion recently put forth by the National Academy of Sciences, he said, “No one can know or predict with confidence the demand for water transport or almost anything else 50 or more years in the future.”

He explained how we ask the Corps to do the impossible and then criticize it for not delivering. That’s the heart of the controversy, he said. In the meantime, as we argue about projecting 50-year policies, our infrastructure crumbles and our foreign competitors try to capture the markets we are going to forfeit when we cannot move the barges that carry our commodities.

Praising COL Mudd, the district commander during the controversy, as “an excellent soldier muzzled by the spirit of the Army he served,” Senator Bond expressed his frustration at not being able to help him. “When a man puts forth the level of effort that this man has, and then finds his reputation maligned by friendly fire, I am very suspicious that the full story has not been told. I don’t yet know how to right a wrong without perpetuating a controversy, but I believe that the process certainly should have been more fair,” he added sadly.

Looking ahead, the former governor of Missouri said the mission of the Corps remains critical, and that the Corps has public support as well as significant support from bipartisan members of Congress.

“Predictable events such as the blackouts in California have reminded those who need reminding that lights don’t come on just because someone throws a switch,” Senator Bond continued. “Someone has to first produce that electricity, and hydropower is a clean source of energy that has generated renewed political support. The recent flooding of the Mis-



Town Hall concludes 2001 DPW Worldwide Workshop

As always, the Town Hall Meeting, open to everyone, was held in the Lincoln Auditorium at the conclusion of the 2001 DPW Worldwide Workshop. Chief of Engineers LTG Bob Flowers presided over the panel, ably assisted by BG Steven Hawkins, Director of Military Programs; Bill Brown, Deputy Director of Military Programs; COL Robert Keyser, (sitting in for MG Robert Van Antwerp, Assistant Chief of Staff for Installation Management); and Kristine Allaman, Chief of the Installation Support Division at Headquarters.

Some of the topics discussed included:

- Need to get a senior NCO, an essential link to enlisted personnel on installations, back on the DPW staff.
- Need for continued strong defense of civilianization of DPW positions.
- TEC Rapid Terrain Visualization—a good tool for evaluating security at installations.
- Need for a separate DPW conference cosponsored with ACSIM, along with continued DPW representation and participation at ENFORCE.
- Need for non-OMA funding for AMC installations to support privatization/facilities reduction programs.
- Consider raising OPA limit for equipment buys.

- How to provide softer landing for personnel adversely affected by A-76 issues.
- Requirements for swing space (temporary housing).

Follow-up to these topics and a few others has been tasked to OACSIM and HQUSACE. POC is Ed Davis, (202) 761-5770, e-mail: ed.j.davis@hq02.usace.army.mil **PWD**



Panel members: Bill Brown, BG Hawkins, LTG Flowers, COL Keyser, Kristine Allaman.

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Mississippi River reminded some who need reminding that flood protection is not just a series of arcane construction projects, but the means to protect the lives and property of a lot of people. These people are very often of lower economic means living near the flood areas.”

Expressing his distress and concern over civil works budget cuts dictated by the Office of Management and Budget (OMB), Senator Bond said, “The Corps of Engineers unofficially estimates that \$1 billion in flood damages was prevented by the existence of the levees along the Mississippi in the most recent spring floods. We now have a president who supports the mission of the Corps. Apparently, he

hasn’t been in office long enough for that news to leak out to the permanent employees or our friends at OMB. They are confused and know the cost of everything and the value of nothing.”

He regretted that we did not yet have the President’s choice for the Assistant Secretary of the Army for Civil Works, stacking the political climate against the budget. Nevertheless, the senator didn’t think the budget was going to stand up in Congress. ((Former Congressman Michael Parker (MS) was recently nominated for this position.)

In recent weeks, he said, members of Congress who had been publicly critical of the Corps were now anxiously sending letters to subcommittee chairmen asking for more funding for Corps programs.

We all know the Corps could do a better job of educating the public on the importance of its mission, he reminded the audience. If you can’t articulate why each program is important, then you can’t expect to win support for it.

Calling him the right man for the job, the senator praised LTG Flowers for tirelessly trying to set things straight in his numerous appearances before Congress. To thunderous applause, he congratulated the Chief for his energy, integrity and leadership of the Corps during a very difficult time.

Senator Bond promised to continue his efforts to restore the support he feels the Corps deserves with the new political leaders and with the Corps’ leaders.

“It is critical now,” he stated, ➤



Making magic at Fort Carson

by COL Peter Topp

By 2004, every family on Fort Carson will live in a new or like new house. Sound incredible? Well it's true.

Fort Carson is the site of the Army's first housing privatization project. Fort Carson Family Housing (FCFH), LLC, a subsidiary of J.A. Jones, Inc., has been Fort Carson's housing privatization contractor for 18 months. The main elements of this 50-year, zero-dollar contract include owning, operating and maintaining all of the existing 1,823 units on Fort Carson and, by 2003, adding 840 new homes. By 2004, they will have renovated all of the existing units. A new community center is also included. That construction represents \$160 million of what would have been conventional MILCON.

The plan does not stop there. All of the existing units will be demolished and replaced starting not later than 2014. All of the new units will receive a complete renovation. The pro forma financial plan fully funds all of the future \$410 million of construction.

The funding model for this contract is different from most government contracts. FCFH receives no appropriated funds, only rent in the form of allotments from residents. After flowing through a series of



New housing units at Fort Carson, site of the Army's first housing privatization project.

cascading accounts, the reinvestment account funds future construction. This model ensures that increases in Basic Allowance for Housing and savings accrued are distributed in a fixed ratio between the

contractor and the reinvestment account with the reinvestment account receiving significantly more.

With the contracting of the housing function, Fort Carson's housing staff was reduced from 17 to 7 government employees. We continue to maintain the housing waiting list and provide housing referral services for soldiers to the local community. Two employees provide construction liaison and coordination. One administrator collects, analyzes and distributes the contractor's reports. For this contract, Fort Carson provides utilities, police and fire protection services.

We slightly modified the conventional construction quality assurance model. Quality control is the role of the construction contractor. Quality assurance remains the responsibility of the owner, FCFH in our case. Each month, we bring in the Omaha District architect, Stan Shirk, who sat on the source selection evaluation board to perform what I coined "quality sur- ➤

(continued from previous page)

"for the Corps to expand interagency coordination with the Departments of Agriculture, Energy, and Transportation." He sees no reason why they shouldn't be assisting the Corps with data collection, policy guidance and public expression of support to ensure that goals of the Administration are met.

Senator Bond also suggested that district and division chiefs visit Congressional offices to hear firsthand how programs are administered.

"I know the Corps agrees there are opportunities to improve the existing process," he continued. "Congress needs to do its part in providing more guidance

when conflicts arise. The process needs to be streamlined. I think we should revisit some of the cost-sharing requirements. We should also be looking to enhance environmental improvement programs and continue the progress now vigorously underway by the Corps to maximize our sensitivity to the environment."

Summing up, Senator Bond again stressed the importance of never losing sight of the Corps' contributions and distinguished service to the nation. Quoting Mark Twain, he said, "It is better to deserve honors and not to have them, than it is to have them and not deserve them. As a politician, I say, why not have both?" **PWD**



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Kitchens like these make soldiers and their families happy to be stationed at Fort Carson.

veillance.” He ensures that we get the elements contained in the proposal.

One of the most impressive aspects of the project has been the quick start and rapid pace of construction. With ground breaking in March 2000, the first unit was delivered in October 2000, three months ahead of schedule. Every month, 21 Army families move into new homes. Equally impressive are the 40 units that are renovated each month.

Because Fort Carson leads the Army in privatization, a large number of distinguished visitors have come to see the new housing. Regardless of rank, they invariably comment that they would gladly live in the housing designated for junior enlisted soldiers’ families.

“The new housing was among the most impressive I’d seen in more than three decades of service,” said Sergeant Major of

the Army Jack Tilley in his testimony to the House Subcommittee on Installations and Facilities. “I would be delighted to live in any of the new quarters I saw, noting that they were occupied by junior enlisted soldiers and junior NCOs.” He also cited the exceptional responsiveness of the FCFH housing maintenance team.

Looking back over the last year and a half, I can identify two essential elements for a successful housing privatization partnership. The first is to have a sound financial plan. Without it, you will get only the frustrations of unfulfilled dreams.

At Fort Carson, we had the advantage of competition compelling the contractors to offer the best deal the market could afford. Absent competition, your deal will be only as good as you negotiate. Hire world-class, experienced financial talent to assist you in this all-important area.

Second, select the right partner. A willing attitude and appreciation for the military culture make all the difference. FCFH has both in abundance. The president, David Clappier, is a West Point graduate who wears a Combat Infantryman Badge that he earned in Viet Nam. He has instant credibility with senior officers. The project director, Ron Hansen, is a retired Corps of Engineers officer. FCFH is committed to making this project successful for our soldiers, for the Army and for themselves.

In summary, this housing privatization venture is the most successful housing project I have seen in my 29 years of commissioned service. Having lived in and around Army housing for fifty years, I see this program as the only viable option to solving our housing crisis. It is important to craft the contracts carefully to ensure success, but when done properly, these partnerships can make magic.

We will gladly share the experiences and lessons learned at Fort Carson with your installation. For more information or to see some contemporary construction photographs, please visit our web site at www.carson.army.mil

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*COL Peter A. Topp is the Director of Public Works at Fort Carson, CO. **PWD***



ISR—Fort Campbell style

by Alexandra K. Stakhiv

Tracy R. Mueller from Fort Campbell, Kentucky, led a lively discussion with DPWs on the Installation Status Report (ISR).

Introducing herself to the audience, she said, “I am not a MACOM, DA or Programming representative, but an installation ISR specialist.” Asking about the level of involvement with the ISR and confirming that the majority of participants were familiar with the Infrastructure piece, she agreed to focus on those issues.

“Tell me what you find frustrating about the ISR,” said Mueller. I want you to be honest. I probably can’t solve your problems, but I think I can get you started by sharing our process here at Fort Campbell.”

Most of the participants expressed interest in the training and quality control techniques used at Fort Campbell.

“It is imperative to train all infrastructure inspectors, environmental assessors and services evaluators,” said Mueller.

Mueller conducts separate training sessions for each module two or three times during a week so that all personnel requiring training have an opportunity to attend. All documentation necessary to complete the tasks are provided in a pre-labeled folder and signed for by the inspector, assessor or evaluator at the close of the training session.

Students are generally allotted two weeks to conduct the surveys. Then, rather than sending or dropping the paperwork off at her office, Mueller distributes a turn-in schedule, where each inspector, assessor or evaluator is required to return to the turn-in session prepared to participate in a documentation scrub. This is where the Fort Campbell quality control is at its best.

“For the Infrastructure module, for example, we have our space utilization personnel, customer service representatives, real property managers, an environmental representative and myself,” explained Mueller.

Each person responsible for turning in the completed folders must then pass through each station of the scrub. The scrub process helps to catch many of the errors in judgement, mistakes in worksheet completion, and misinterpretation of standards. Unfortunately, it takes

two days to finish.

Once all documents are scrubbed and necessary corrections are annotated, each inspector, assessor or evaluator is assigned a computer terminal with the software already loaded (they had hands on experience during the training sessions). They enter their own data on these terminals.

“When they are done,” said Mueller, “they return the folder to me and I sign them out of the obligation. This process generally allows us to control the flow of data and ensure our suspense is met.”

Mueller also shared a few ideas about how to use ISR data. “The #1 Goal from our Strategic Plan is to sustain and modernize the installation infrastructure to improve power projection capabilities by 2010,” she said. “Our objectives are to:

- Insure that a majority of units and activities are out of WWII wood and into permanent/semi-permanent facilities by 2010.(Infrastructure).
- Reduce energy consumption to meet DA Goals. (35% from 1985-2010) (Services).
- Modernize Information Technology (IT) services and transport systems to total digitization by 2010. (Infrastructure & Services).
- Integrate environmental stewardship in all actions to implement the U.S. Army Environmental Strategy into the 21st Century. (Environmental).”

ISR uses include replacement/support capabilities such as replacing deficiency reports in the Mobilization Plan, which emerges in the justification for the Utility Modernization Program, replacing the Inventory & Condition assessments in the Report of Availability to COE, supporting efforts to estimate renovation & repair of specific facility types, and inputting in 1391 requests for project funding that exceeds local authority to revitalize family housing.

As a Checks and Balance Tool, the ISR identifies and facilitates the correction of errors, enables examination of associated systems algorithms, and helps highlight leadership priorities.

In concert with the Range Development Plan, a component of Fort Campbell’s Master Plan, the ISR ensures consistency in reporting

conditions and requesting resources, helps maintain focus, supplements findings, revises standards and improves systems. “If the RDP (Bill Dombrowski Nakata Planning Group) states that we have two Sniper Ranges, but none are modernized and the ISR reports that Sniper Ranges are green—we know we have a disconnect!” explained Mueller. In discovering disconnects, Fort Campbell has have been able to recommend changes to the ISR standards in order to comply with Army directives and intentions.

Fort Campbell also uses ISR Performance Measures in the Quarterly Assessment Brief where possible, such as Business Occupancy Program Rates, Service Order Completion Rates, and Central Issue Facility Zero Balance.

Showing some of the charts and spreadsheets she has developed to track and provide ISR data to the field, Mueller said that the key is to make the data available in various formats so others can understand what they are reading.

“Teach others how to interpret the data for their needs,” she cautioned. “Confer with your customers and see what formats they need and what works best for them, powerpoint or spreadsheets or listings, etc. The more understandable and available the data the more they will want to use it rather than having to collect and format their own documents,” Mueller explained.

Stressing that good ideas are born through cooperation, Mueller also encouraged all personnel involved in ISR to:

- Share ideas with other installations and MACOMS.
- Two heads are better than one - BRAINSTORM!
- Eliminate redundant workload — share your slides, spreadsheets, data formats for others to plug their numbers into.
- Network and create!

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Tracy R. Mueller works in the Strategic Planning Office, Installation Status Reporting, at Fort Campbell, KY. **PWD**



Lessons learned at Fort Bragg

by Glen Prillaman

After spending more than twenty years in master planning and real property at Fort Bragg, I'd like to share some of the lessons we have learned.

The first lesson learned is to nurture a good team in an effective organizational structure.

One of the best things that happened to master planning occurred in the early 1980s at Fort Bragg. When I first came to Bragg, Real Property was in what was then known as the Engineering Resources Management Division, and Master Planning was in the Engineering Division. With this old structure, we had to go through two Division Chiefs to be able to talk and plan.

When master planning and real property were combined, a special synergy developed. We could provide true "cradle-to-grave management of real property."

The new structure also increased productivity. Master planning, construction programming, space management, demolition planning, real property accounting, requirements accounting, and real estate were all under one roof. Real property and master planning professionals began sharing information. Master planners would keep the whole team up-to-date on the master plan and timelines for execution. Real property personnel would develop innovative plans for getting units out of World War II structures creating building footprints.

While the organizational structure helped, true success was due to the talented, hard-working professionals on the Real Property Planning Team who insured that the master plan, space management plans, and demolition plans were and are all strongly linked.

A second lesson learned is acknowledging that the team is far more than just the people at the installation level.

To be successful—team members at all levels have to buy into the overall vision and support the installation's master plan. And this is certainly the case at Fort Bragg. The whole Public Works team supports the master plan. In between repairing bro-

ken water lines and handling the crisis of the moment, maintenance personnel drop in on master planning to provide guidance on what utilities need replacing. Environmental experts help to find that perfect site that allows us to develop and yet protects our endangered species

FORSCOM and ACSIM help keep us focused so we are not planning for things that have no hope of being funded. The South Atlantic Division has worked late into the evening insuring that our 1391s are certified. In addition to their normal roles of designing and constructing projects, the Savannah District, Installation Support Manager, and Area Office personnel understand, embrace and sell the Fort Bragg vision that is documented in our master plan and Installation Design Guide.

A third lesson learned is to start with a good master plan and build on it.

The primary reason for having a good master plan is money. If you don't have a good, well-thought-out master plan, no one is going to give you any money.

The "skeleton" of any good plan is the transportation plan. The "muscle" of the plan is a good, strong land use plan. Development constraints mapping, and environmental overlays are other critical components of the master plan.

One of the chief drivers of the plan is the Installation Design Guide (IDG). Our IDG has created the thread of continuity that has greatly improved the overall appearance of Fort Bragg. But within the standards, the IDG still allows much room for creativity and flexibility. Fort Bragg has several examples of national-level award winning architecture designed under our IDG guidelines.

A fourth lesson learned is understanding what is unique about your post and capitalizing on it in your master plan.

For Fort Bragg, our uniqueness comes from the historic Beaux-Arts planning principles. These principles are clearly articulated in both the Master Plan and the IDG.

When you mention Bragg, the image that comes to mind is the Old Main Post

Historic District that was laid out in the 1920s and '30s. This district is characterized by order, symmetry, buildings grouped around green open spaces, focal points and major axes and cross axes.

These principles are part of our overall architectural theme and have been used in siting Fort Bragg's new Womack Medical Center and the layouts of our brigade barracks complexes. The end result is major building complexes that are a perfect fit for Fort Bragg and that are such fine examples of planning that they will likely endure a hundred years or more in the future. Beaux-Arts planning is what makes Bragg unique. Each installation must capitalize on what gives it that special sense of place.

A fifth lesson learned is the need for maintaining a sufficient staff to do master planning, space management and demolition planning in house so we can respond quickly, when needed, and be competitive for MCA and other dollars.

Over the past twenty years, there have been numerous instances where we survived because we had an in-house staff that could deploy our professional resources on a moment's notice.

Perhaps the best example was in 1992. We were at an impasse with the US Fish and Wildlife Service. Red-cockaded woodpeckers (RCW) had reactivated an abandoned colony site adjacent to where \$50 million in projects were awarded and ready to begin construction. To resolve the issue, we isolated some of our planning staff for several weeks, resited about 40% of the projects in our Master Plan, and worked with our environmental experts to create the Green Belt that would provide a link for the RCW colonies to the east and west of Fort Bragg's urban area. Rather than remain at a stalemate, our in-house staff provided the resources to plan and move forward.

And finally, our last lesson learned is to take off the blinders and work with the surrounding communities on urban encroachment issues.

In the final analysis, the most important thing we do may not be to meet that



Fort Hood's Directorate of Public Works Web Site — 60,000 hits and counting!

by Bill Mallow and Rhonda Michael

How do you get the wide variety of information associated with the DPW business to your customers when there are 50,000 of them?

On February 1, 2000, the Directorate of Public Works, Fort Hood, Texas, rolled out a customer-oriented web site designed to provide DPW customers a way to conduct business and receive information from their desktops at work or from the comfort of their homes.

The web site encompasses a wide variety of information that users normally seek from a DPW by a phone call or trip to the DPW office. As of May 2001, the DPW web site has received nearly 60,000 hits.

The feedback on the web site is extremely positive from all levels. Soldiers with orders for Fort Hood find the ability to obtain information and maps of the local area eases their move process tremendously. Additionally, local Fort Hood users are excited to see a useful tool for daily work activities such as placing work order requests or checking work request status.



Karen Callaway discusses her DPW Workshop presentation on the Fort Hood web site with COL Bob Reardon (L) and Col Michael Pratt.

The DPW web development team spent over 12 months developing the web site concept. One of the primary goals during development was to use only existing data sources to provide the information. The web site uses information from IFS, HOMES, Supply 2000, and other existing data sources within the DPW, but requires

no new data or record keeping.

The focus for the web site development was to be customer-oriented and user friendly with an eye to the future and expandability of the web. It has proven to be a valuable tool in providing improved customer service during the continuous cuts in manpower that we are experi- ➤

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short-term requirement to prepare a "hot" DD1391 or develop a space management plan for a building. If we don't effectively deal with off post encroachment, our installation may not exist one day in the future.

We began our Joint Land Use Study in 1988. Our purpose was to accommodate the growth and development of the region without compromising the military missions of Fort Bragg and Pope Air Force Base. In 1988, there was very little emphasis within the Army on urban encroachment issues. Today, encroachment is recognized at the high-

est levels in DOD as a major threat to our installations.

While we have had several notable accomplishments, the chief ones have been our land purchases. In 1994, we purchased Accident Potential Zone II for Simmons Army Airfield, where a developer had proposed building as many as 87 housing units which would have put 227 people at risk. In 1997, we purchased the 10,580-acre Overhills tract. With that purchase, we now own about 75% of the land surrounding Pope Air Force Base—which is Fort Bragg's lifeline.

A hundred years from now, the Sim-

mons and Overhills purchases will probably be viewed as some of the smartest things we ever did at Bragg. The understanding of the need for these critical purchases and the justification for them came out of our Joint Land Use Study.

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Glen Prillaman is Chief of the Real Property Planning Team at Fort Bragg, NC.

(Editor's Note: Glen Prillaman is the winner of the 2000 DPW Engineering, Plans and Services Executive Award.) **PWD**



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encing in the DPW.

The design of the web that makes it considered so "customer-oriented" is the presentation approach to the information. The largest requests for information in a DPW revolve around work orders and housing so the buttons for those functional areas lead the home page making them most readily accessible to the web visitors. Those two hot items are just the tip of the iceberg. The web page provides information on DPW services, ranging from the cost of a fishing permit to the types of materials recycled on Fort Hood.

The web also serves as a valuable information resource for our DPW staff. Use of the web site internally allows us to reduce both the volume of paper copies circulated and the email traffic and storage. We use the web page as the repository for newsletters, current events announcements, briefing charts, and links to other resources such as Resumix, forms and regulations required for conducting DPW business. Our "Scrapbook" provides a place for digital photos from organizational picnics, farewells, and other social events.

Every page was carefully designed with employees, customers, and visitors in mind. The latest improvement was making it compliant for the visually impaired visitors to the site. A visitor with an optical reader can now "hear" what the pages' links and images contain when they are unable to read them.

One of the biggest challenges now becomes keeping the information current. Our web team continues to meet weekly to discuss more innovative ways of improving the web site and designing better ways to conduct business.

This web site has become the preferred medium for conducting business and disseminating information to our customers and employees. With a positive web development team and a desire to continue improving the site, we expect it to provide even greater options in the future.

The top five pages on the web (based on number of hits) are:

Work Requests: Customers may submit a service order for maintenance. Customers

may also check the status of any work request on line by submitting building number or service order number, or searching by organizational unit. Questions or concerns may be e-mailed directly from the web site to DPW's Customer Services with answers returned within 24 hours.

Housing Information: This page is one of the most comprehensive information links on the site. This portion of the site contains information for soldiers receiving orders to come to Fort Hood from anywhere in the world, information on housing waiting lists, and a listing of properties available for rental throughout the local community. E-mail addresses are provided for specific questions on housing and maps of the different housing areas with floor plans and pictures of the quarters are available. The site even uses a web cam in the waiting room allowing potential customers to see how many other customers are waiting for assistance so they can time their visit for quick processing.

Building Hand Receipt Information:

A link is provided for all building hand receipt holders throughout Fort Hood. This is a useful tool for commanders at all levels showing who is signed for facilities, square footage of facilities, and when the next hand receipt update is due.

On-Line Resources: This link displays all of the interactive features available elsewhere on the web. It allows visitors to look at on-line maps of the local area, aerial photographs of the area, a quick link to work order submissions and status, off post housing, quarters waiting list, and many publications applicable to Fort Hood.

DPW Organization: This link is an expanded view of the Directorate of Public Works organization. It not only shows how the directorate is organized, but provides links to those divisions. Within each division, a visitor can find information on maintenance of facilities, additional housing information, environmental concerns about energy and archeology, fire and emergency services information, and future

plans for the expansion of Fort Hood.

The web is quickly becoming the platform for three-tier programs that can be used by DPW employees. Several web-based programs are under design that will be included over the next couple of years. These programs include a:

Training-based program to track training requirements for DPW employees
Project management program for managers to track projects

Digging permits program to allow Fort Hood units to request and obtain approval for digging throughout the post
Utility outage program to notify organizations of scheduled outages.

To see the DPW website for yourself, please visit us at: www.dpw.hood.army.mil.

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Bill Mallow and Rhonda Michael work on the Systems Team, DPW Business Office, at Fort Hood, TX. **PWD**

Are you on the Digest distribution list?

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How Section 808 of the National Defense Authorization Act for FY 01 applies to the USACE Acquisition workforce

by Mike Organek



Mike Organek

For a decade, acquisition workers had a choice of meeting one out of four requirements to be eligible for jobs in the GS-1102 series.

This is no longer true, due to the most recent changes contained in Section 808 of the National Defense Authorization Act for Fiscal Year 2001. USACE acquisition workers must now meet the following requirement:

“A baccalaureate degree and 24 semester credit hours in business disciplines for the GS-1102 occupational series and for contracting officers above the simplified acquisition threshold. The 24 semester credit hours may be included within the requirements for the baccalaureate degree or may be in addition to the basic undergraduate degree requirement. The credit hours may be either undergraduate or graduate credit hours or a combination of both.”*

**Currently \$100K*

However, it is the Department of Defense (DoD) view that the new requirement applies only to *new* military and civilian employees entering as of October 1, 2000, and not current contract specialists already on-board.

In other words, the change does not affect the current status of acquisition workforce employees within USACE. However, for any promotion, reassignment, or change in contracting officer authority, Section 808 *does apply*.

Within USACE, there are some Administrative Contracting Officers (ACOs) in the 800 series with contracting officer warrant above the simplified acquisition threshold (above \$100K). The provision of Section 808 applies to these ACOs also.

Previously, the terms of Defense Acquisition Workforce Improvement Act (DAWIA) of 1990 mandated that employees in the GS-1102 occupational series

meet any one of the following criteria:

- A baccalaureate degree from an accredited educational institution.
- 24 semester credit hours in the following disciplines: accounting, business, finance, law, contracts, purchasing, economics, industrial management, marketing, quantitative methods, and organization and management.
- Passed an approved examination demonstrating knowledge equivalent to 24 semester credit hours (or the equivalent) of study from an accredited institution of higher education in the subjects listed in the previous option.
- Ten years of acquisition experience gained before October 1, 1991.

In today's work environment, it is almost impossible to consider a person a professional in any discipline unless he or she has the proper education and training. The USACE Principal Assistant Responsible for Contracting (PARC) plans to mold the acquisition workforce into a professional body of talented and motivated individuals who possess the education and skills

necessary to transform our command into the premiere contracting activity not only for DoD, but all Federal agencies. To help achieve that goal, the PARC strongly urges all acquisition workforce members in USACE to strive to meet the requirements and standards as established and described in Section 808.

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Mike Organek works as a contract specialist in the Office of the Principal Assistant Responsible for Contracting at HQUSACE. **PWD**

Calling all engineers!

We all know how hard it is to find the time and money to keep up with continuing education as it pertains to our P.E. (professional engineer) licenses.

Here's a web site that can help you find something to fit your time, availability and budget. Go to : <http://www.educating.net> and search for Professional Engineer Exam refresher courses.

Some of these sites even have Professional Engineer Exam refresher courses.

POC is Charles Racine, (703) 428-7611, e-mail: charles.racine@hqda..army.mil



2001 DPW Train



Dwight Beranek, Kristine Allaman, Satish Sharma and Gary Zettersten share a laugh during a coffee break.



The maneuver Support Center at Fort Leonard Wood, Missouri, was the site of this year's workshop.



BG Steven Hawkins and MG Robert Van Antwerp respond to a question from Hugh Exton.



MAJ Andy Bachus, COL Benjamin Butler and MAJ Roosevelt Samuel unwind after a long day.



Col Steven Perrenot (L) and LTC Ricard Polo (R) congratulate COL Allan Carroll on Norfolk District's award.

ning Workshop



MG Milt Hunter gives last minute instructions to Ed Davis, HQUSACE workshop coordinator.



Mirko Rakigijja (L) discusses the functions of the Huntsville Center of Expertise with Mike Kempner-Streblow.



Old friends (L to R) Mike Rogers, Pete Almquist, Jim Lovo, Dan Duncan and Lloyd Caldwell get together during the icebreaker.



Kudos to the ACSIM Housing Team: (L to R) Mike Ash, Debbie Reynolds and George McKimmie.



Bunny Greenhouse, Gary Anderson and Wil Berrios are senior leaders from HQUSACE.



COL Tom Charlson, COL Gary McMillan and LTC Kurt Ubbelohde reminisce about old times.



Hoge Award for Professional Development goes to Eric C. Halpin

The 2001 Nick Hoge Award for Professional Development, which is co-sponsored by the Secretary of the Army and the Army Civilian Personnel Alumni Association, went to Eric C. Halpin, a professional engineer at Fort Bragg, North Carolina. Halpin's essay was titled "Outsourcing and the Commercialization of Army Values."

The award is named for James "Nick" Hoge, described as "a leader in Army Civilian Personnel Management, who was killed in an automobile accident soon after an incredible career ascension from GS-5 to GS-15 in just 10 years." Dr. Joseph Wesphal, Acting Assistant Secretary of the Army, presented the award to Halpin during a ceremony held at the Pentagon early last month.

Halpin is the Installation Support Manager at Fort Bragg and a member of the Fort Bragg Engineer Team Savannah District, U.S. Army Corps of Engineers and Fort Bragg Public Works Business Center. He has worked at Fort Bragg since 1999.

"Halpin's thesis in the essay examines the transformation of Army Leadership values such as loyalty, duty, and selfless service into the profit oriented principles embodied by an increasingly outsourced workforce," writes the Savannah District Castle. "The paper argues that debate is required to reconcile our stated values with the actual values communicated by outsourcing actions and decisions."

Here's an excerpted sample from the essay:

...the Army recognizes that values are what bind the Total Army Team together. In this regard, the values of loyalty, duty, respect for others, selfless service, honor, integrity, and personal courage have served the Army and the nation well. While many contractors include some of the same values in their corporate statements, the emphasis on individual and financial interests creates a significant philosophical departure from Army values. Following is a comparison of these differences:

- The values of *respect, honor, integrity, and personal courage* are of an interpersonal nature, and reflect how we, as individuals, interact with other individuals. As such, these values are common within most organizations, military, Army civilians, and contractors included. Such values are the principles that allow individuals with differing organizational values, cultures, perspectives, and opinions to interact successfully on a one-on-one basis. It can be argued that civilization depends on these types of principles. If all our professional decisions could be reduced to the personal and individual level, outsourcing as an Army issue would seem to disappear. However, the Sustaining Base of the Army will always require decisions and actions that involve how the individuals and organizations interact with each other and within the greater Army team.
- *Loyalty* – to "bear true faith and allegiance to the United States constitution, the Army, and other soldiers" is a particularly difficult Army value for corporate America to fully embrace because it requires a primary allegiance to a group other than corporations' acknowledged focus: the stockholder, employee, and the corporation. Conventional contracting experience attests that, with few exceptions, financial decisions ultimately force the contractor to choose corporate allegiance over loyalty to the Army. Another factor that impacts the loyalty of a contractor to the government is the length of the contractual relationship. Unlike the long-term relationships enjoyed by defense materiel contractors, Sustaining Base contractors provide common services that are competed regularly, resulting in shorter-term relationships. Knowing this, service



Mr. & Mrs. Eric C. Halpin at the awards ceremony.

contractors are less likely to invest resources to demonstrate their loyalties. The coexistence of conflicting loyalties is divisive to the Army and readily apparent to the soldiers and families that are supported.

- *Duty* – to "fulfill your obligations" or "other duties as assigned" as commonly referred to by civilians, affords Army leadership the flexibility to shape duties of individuals and groups to match the dynamic needs of the military command. The costs incurred by the civilian Sustaining Base for fulfilling these obligations are often not captured in competitive outsourcing as they are rarely predictable or economically logical, but rather reflect Army leadership's desire to simply do the right thing. In contrast, the contractor's duties, by necessity, are defined in contractual and legal terms. Despite the emphasis on partnering approaches, the government-contractor relationship appears to be more litigious than ever. To achieve the same sense of duty in a contracted workforce would not only be burdensome on Army leaders because of the significant



Ed Gibson—the retiree’s best friend

by Alexandra K. Stakhiv

Thinking about retirement? Looking for another job? If you answered yes, then you should contact 21 Delta Search.

21 Delta Search may sound like the title of a good action movie, but that’s what Ed Gibson calls his non-profit organization dedicated to bringing together the right person and the right job. And his service is free. There is no cost whatsoever.

The 21 Delta reflects the functional area designation (21D) given to officers qualified for facilities management, construction and environmental positions, and that’s who Gibson wants to help.

If the name Ed Gibson seems familiar, it’s because he was the Corps’ Chief of Military Personnel from 1979 to 1992. A veteran of World War II, Korea, and two tours in Vietnam, Gibson has made it his life’s work to helping public works personnel transition from civilian and military into retirement jobs.

He’s been doing this for quite some time. Between his two tours in Vietnam in the late 1960s, Gibson worked as the Deputy Chief of Military Personnel at Headquarters USACE and later became the Chief once the position was civilianized. Almost immediately, he started running an off-line service providing support that focussed on officers, enlisted men and civilians who were retiring.

Initially he did this mostly on weekends and evenings. Over the years, it expanded into a full-time job. People started calling him if they were looking for someone with DPW experience or a District engineer or a captain to do a particular job.

“I was frequently asked about civilians in transition by companies wanting to hire them,” said Gibson. “I was concerned that the right job was out there and the right person for that job was out there and they didn’t know how to get together.”

“For example,” continued Gibson, “a company might be looking for a facilities director in California having installation experience. They want a senior-level person to manage and direct their 15 installations/labs all over the country. That’s where I come in and act as a go-between or middleman. I can provide these companies with the resumes I keep on file and make recommendations as well as contact the person(s) I think would qualify to see if they would be interested. I bring them together.”

To make a smart decision, Gibson advised, you need to start two years prior to eligibility for retirement. It’s good to know what’s out there in terms of opportunities, sources, and benefits. For ideas, you can go to www.govtjobs.com for a list of public works related jobs from all around the country.



Ed Gibson

When asked for suggestions on how to prepare, Gibson put taking the time to keep good records of your accomplishments at the top of the list. He also suggested keeping up with people who can help in some way with your transition, including former supervisors and contemporaries who may be in a position to help. Get a professional engineer (PE) license if you don’t already have one. According to Gibson, a PE is fast becoming a prerequisite for the best jobs. And lastly, join and become active in professional organizations such as SAME (Society of

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administrative effort required to continually modify contracts, but practically infeasible to implement.

- *Selfless service* – a key Army value that speaks to the placement of the common good ahead of the personal good - is incompatible with the values of mainstream commercial contracting, and probably our society as well. Due to the financial obligation to themselves, the shareholders and the corporation,

contractors must make decisions based on their own corporate well being and not that of the Army. In contrast, the objectives traditionally shared between the Army and the civilian Sustaining Base help align the organizations in achieving the common good of the soldier. This value is expressed most clearly in the common oaths Army civilian and military members taken upon entering service. Ultimately, selfless service is demonstrated in the organizational relation-

ships enjoyed between the military units and their supporting civilian counterparts. However, continued outsourcing within the Sustaining Base impacts the morale of civilians and jeopardizes the retention of selfless service as a value...

To read the essay in its entirety, please go to the CPOL website at <http://www.cpol.army.mil> or contact Eric C. Halpin at (910) 396-1619 DSN 236 or e-mail: halpine@bragg.army.mil



Register for the DoD Fire and Emergency Services Training Conference

by Bruce A. Park



The sixth DoD Fire and Emergency Services (F&ES) Training Conference and the International Association of Fire Chiefs Conference (IAFC) or Fire-Rescue International 2001 will be held 24-31 August 2001, in New Orleans, Louisiana.

During the conference, the DoD components (Army, Air Force, Navy, Marine Corps, and the Defense Logistics Agency) along with the Coast Guard, and Department of Veterans Affairs will have the opportunity to:

- Meet in general sessions.
- Participate in Fire-Rescue International education sessions.
- Visit the international exhibit floor.

DoD sessions will be held at the DoD hotel, while Fire-Rescue International sessions will be held at the Ernest N. Morial Convention Center. Shuttle buses will take DoD registrants to the Convention Center.

Army will hold its general session on 27 August 2001, at the Hyatt Regency, followed by four concurrent workshops (held

twice) the next morning. Army general session topics include:

- Sixth Annual Federal Fire Fighters Memorial Service.
- Army Awards Presentation.
- HQDA/ACSIM Issues/Directions and Program Review.
- Congressional and Legislative News.
- Fire Information Resources Management System (FIRMS) Update.

- Army National Guard Issues.
- Interschutz 2000 (German Exposition) Report.
- Fire Fighting Apparatus Initiatives.

DoD Day will culminate in a DoD Awards Banquet in the evening. DoD awards will be given for the best fire department, the outstanding military and civilian fire fighter and fire officer, and for heroism. An Army fire fighter from Fort Rucker won the heroism award last year.

Army MACOM sessions will be held on the last day of the conference.

To register via the Internet, go to <http://www.hqda.army.mil/acsimweb/fd/policy/fire/firecur.htm>, click on "Conferences and Training," then the subparagraph titled, "Latest Conference Details/Hotel and Conference Registration," page down to the DoD logo and click "on-line registration." Last day to make reservations is 16 July 2001.

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Bruce A. Park is the Director for Fire and Emergency Services at ACSIM. **PWD**

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American Military Engineers) and APWA (American Public Works Association).

In 1943, at age 17, Gibson joined the Army as a private and retired as a colonel. He continued what he calls his "wonderful ride" as a civilian all the way to a GM 15.

"I know that the success I had was due to the many people who helped me, and now I want to give back by helping others. I enjoy what I do very much," Gibson said proudly.

"Don't forget. Start thinking early, plan and put together a retirement file.

Call or e-mail me if you have any questions or need advice. Think about sources of help, ask questions, go to different places and network!" Gibson concluded.

For more information about 21 Delta Search, please contact Ed Gibson at (703) 780-6037, e-mail: egibson21d@earthlink.net

(Editor's Note: For 2001, SAME selected Gibson as the recipient of its annual Gold Medal Award in recognition of his many selfless contributions. Coincidentally, this prestigious award was instituted in the same year that Gibson was born, 1926.) **PWD**



SPD hosts annual Installation Engineers Conference

by Ron Niemi

The 2001 South Pacific Division annual Installation Engineers Conference was held from 3-5 April in Las Vegas, Nevada. The theme of this year's conference was "Year 2001 - Building Engineer Partnerships in Support of the Force."

With 62 customers and over 130 Corps employees attending, a full house welcomed our keynote speaker, LTG Bob Flowers, the Chief of Engineers, and our luncheon speaker, BG Stevens Hawkins, the Director of Military Programs at Headquarters.

LTG Flowers' presentation addressed several topics related to supporting the customer and noted that the Installation Support program offered by the Corps is helping to bring the Corps closer to the customer. BG Hawkins expanded on the major programs in the Military Programs mission, leaning heavily on installation support, and the Corps' role in the Army Transformation.

The conference general session panels were held for Army MACOMs, Air Force MAJCOMs, Army installations, and Air Force installations and all addressed Corps support concerns and future workload pro-

jections. Participants included MACOM, MAJCOM, and installation Engineers.

The SPD District Engineers Panel, Installation Support Center of Expertise and Energy Program Support Panel, and IDIQ Contracts, Acquisition Planning, Small Business Programs, & Federal Requirements Panel were three additional panels held during the general sessions.

The breakout sessions, held each day, addressed the following subjects:

- Army Transformation Strategic Environmental Assessment
- Fort Future
- What Real Estate Can Do For You
- Sustainable Design & Development
- ROOFER EMS
- Security Engineering/Force Protection
- Using your Contract Tool Box & understanding IDIQ, POCA & MATOC Capabilities
- Range Training/Range Clean-ups
- Warranty Challenges
- Project Closeouts & Warranty Implementation
- Summary Development Plan
- PAVER, Railer & Builder EMS Programs
- HTRW/Environmental Quality
- Lead Hazard management Regulations/Lead Based Paint in Soil
- Charrette Planning/DD Form 1391
- Winning & Succeeding in Design-Build



Ron Niemi

This was an excellent opportunity for both customers and Corps personnel to discuss support issues, and the Golden Nugget Hotel/Casino provided outstanding facilities.

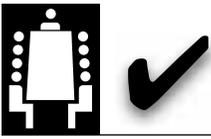
For more information, please contact Ron Niemi, (916) 557-7890, e-mail: niemi@spk.usace.army.mil

Ron Niemi is the Chief of Installation Support at the South Pacific Division. **PWD**



Jim Kelly addresses conference participants on the characteristics of future leaders.

For an electronic copy of the latest Digest, go to <http://www.isd.belvoir.army.mil> For back issues, click on publications.



RCI program—a partnership paying off big for soldiers and their families

by Don Spigelmyer

The primary goal of the Residential Communities Initiative (RCI) program is to assist the Army in meeting the family housing needs of America's soldiers and their families. The Assistant Secretary of the Army (Installations and Environment) provides oversight and direction for this innovative pilot program on behalf of the Secretary of the Army.

The Army's initial family housing privatization program, Capital Venture Initiatives (CVI) was established in 1996. CVI evolved into the RCI program in July 1998. The RCI program streamlines the procurement process and maximizes opportunities for interchange between developers, the local community and the Army in preparing a Community Development and Management Plan. The process leverages private sector innovation, entrepreneurship, experience, expertise and capital.

No single quality-of-life issue is as important as adequate housing for soldiers and their families. Unfortunately, over 60 percent of the Army's family housing requires major repair, renovation or replacement. This equates to a current unfunded revitalization backlog of \$5.5 billion, and that doesn't include the cost of a significant housing deficit.

To meet these challenges and the Department of Defense goal of eliminating

inadequate Army family housing by 2010, the Army must use a combination of traditional Military Construction (MILCON), Basic Allowance for Housing (BAH) increases, and the 1996 Military Housing Privatization Initiative (MHPI) legislation. RCI encourages partnering and use of the best private practices and allows us to negotiate the best deals possible. It is being used only in CONUS at the present time.

Since the MHPI legislation was passed in 1996, the Army has awarded the largest military family housing privatization project within the Department of Defense. This project is located at Fort Carson, Colorado, and the Army is proceeding with three additional pilot locations under the RCI program at Fort Hood, Texas, Fort Lewis, Washington, and Fort Meade, Maryland.

The Army awarded its first housing privatization contract at Fort Carson to the Fort Carson Family Housing Limited Liability Corporation on 30 September 1999. The project is a true success story and great progress is being made with 108 new units completed, 257 new units under construction, and 76 units renovated. The developer will deliver 20 new houses and over 40 renovated houses each month until the initial renovation and construction phases of the project are complete.

This new housing will significantly raise



Don Spigelmyer

the number of soldiers living on post. Housing costs in the Fort Carson surrounding area have been on the rise in the last decade due to urban sprawl. As a result, many of the houses, apartments and condominiums off post are considered out-of-reach for our soldiers and their families.

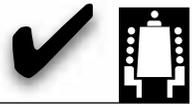
The agreement calls for the developer to operate and maintain the total inventory on Fort Carson for 50 years. After that period of time, all the houses and land will come back to the Army.

The Fort Hood project was awarded on 28 June 2000 to a development partner to jointly prepare with the Army a Community Development Management Plan (CDMP) which outlines in detail all aspects of the project, including financing, construction, revitalization, maintenance, and operation of the units. The project includes the operation, maintenance, and revitalization (replacement and/or renovation) of 5,622 existing units and the construction of 290 additional units. The Fort Hood CDMP was submitted to Congress in April 2001, and upon approval, the notice to proceed will be issued in July 2001.

The Fort Lewis project was awarded on 29 August 2000, and the CDMP is currently under development. The project includes the operation, maintenance, and revitalization (replacement and/or replacement of 3,589 existing units and con-



Housing construction at Fort Carson, where 108 new units have already been completed.



Army Transformation and the installation of the future

by Steve Reynolds

The Army is in the process of radically changing itself to respond to the security needs our nation faces as we move into the 21st century. As you know, this effort is called Army Transformation. Those of us in the engineering community must ensure that necessary changes to Army installations are planned and implemented in parallel with changes to force structure, doctrine, and equipment — otherwise Army Transformation will not succeed.

In concert with the Office of the Assistant Chief of Staff for Installation Management (ACSIM), the U.S. Army Corps of Engineers has begun to take a very hard look at what installations should look like to support Army Transformation.

ACSIM is the proponent for the Installation Line of Operation in the Army Transformation Campaign Plan. USACE is supporting ACSIM with an Installations Working Group to coordinate our installation planning to support Transformation objectives.

To address the most immediate installation change requirements, ACSIM led the development of a template to establish "Green Grass" installation requirements for the Interim Brigade Combat Team and Combat Service Support Company. The template addresses facilities, base operations, installation services and environmental requirements. As Initial and Interim

Brigade Combat Team stationing decisions are made, existing installation conditions will be compared to this template to determine unfulfilled requirements.

As we learn more about the Interim Brigade Combat Team and its requirements, ACSIM will adjust the template. In parallel with Interim Brigade Combat Team efforts, we are beginning to investigate the long-term requirements needed to transition the current installation structure into installations fully supporting the Objective Brigade Combat Teams.

The work of the team addressing the future long-term installation needs is called "Fort Future." The efforts of the Fort Future team continues to be an integrated part of the overall USACE Transformation Task Force that is coordinating all USACE transformation activities in partnership with the ACSIM and other elements of the Army Staff.

Here are four specific areas we are examining:

Strategy: Senior level exercises used to play out installation transformation timelines to identify impediments and devise policy and procedure solutions that are responsive to the Army Transformation milestones.

Tools: Research innovative systems to



Steve Reynolds

facilitate full spectrum of installation/facility planning, from strategic to tactical life cycle planning and management visualization/simulation systems.

Public Works: Business systems to assist Garrison Commanders and DPWs as they attempt to manage the full spectrum of installation operations on the Army's transformed installations.

Master Plans: Programmatic master planning and adaptable facilities templates that develop guiding concepts for implementing changes on installations as they prepare to receive transformed units (long-term decisions for the Objective Force, but also smarter near-term decisions for the Initial and Interim Forces).

This effort is a distinct line of action in the Engineer Annex that supports the Army's Transformation Campaign Plan. It will help to integrate installation change requirements with the key decisions on equipment, training, personnel and operations. This will insure that installation requirements are integrated into the total Army Transformation effort starting now at the beginning of the process, rather than being added as an afterthought near the end.

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Steve Reynolds is the Chief of the Real Property and Planning Branch of the Installation Support Division at HQUSACE. **PWD**

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struction of 366 additional units. We estimate that the CDMP will be submitted to Congress in May or June 2001 and the notice to proceed will be issued in July 2001.

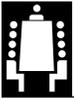
The Fort Meade project was awarded on March 6, 2001, and the CDMP is currently under development. It includes the operation, maintenance, and revitalization and/or replacement of 2,862 existing units and the construction of 308 additional units. We estimate that this CDMP will be submitted to Congress for approval in November 2001 and the notice to proceed will be issued

in January 2002.

These four projects will complete the pilot stage of the RCI program. The Army plans to privatize a minimum of 16 additional sites in the U.S. in the future. For more information on the program, please visit our website at rci.army.mil.

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Don Spigelmyer is the Deputy Director, RCI, in the Office of the Assistant Secretary of the Army (Installations and Environment). **PWD**



Army Strategic Mobility Program is helping Army to transform

by MAJ John K. Collison

The Army Strategic Mobility Program (ASMP) addresses infrastructure requirements to facilitate movement of personnel and equipment from CONUS bases to their supporting CONUS Aerial/Sea Ports of Embarkation (APOE/SPOE).

The ASMP was developed in FY 90-91 as a result of the Mobility Requirements Study and revised in FY 95 to facilitate the Army's Legacy Force mobility requirements. The ASMP program is scheduled for completion in FY03.

In 1999, the Chief of Staff of the Army, delineated new goals for Army Strategic Mobility within the Army Vision. These new goals translate into updated requirements for installation power projection infrastructure. These requirements will be captured within a follow-on program currently known as Army Power Projection Program.

In October 2000, the Deputy Chief of Staff for Logistics inaugurated the Joint Infrastructure Work Group (JIWG) to determine what those updated requirements would be.

The JIWG is a standing sub-committee of the Army Power Projection Council of Colonels (P2CoC). The P2CoC, co-chaired by ODCSLOG and ODCSOPS, leads, guides, and directs all Department of the Army programs, initiatives, and acquisitions related to Army Force Projection. The JIWG's charter is to identify and assess the current power projection infrastructure of selected installations then formulate and provide recommendations to the P2CoC to improve the capability to deploy Interim and Objective Force units.

The JIWG also includes representation and coordination with the Air Force Air Staff. This ensures that deployment capabilities are assessed at both the Army Installation and the APOE that supports the installation. Functional participants in these assessments have included the U.S. Army Deployment Process Modernization Office, the Office of the Assistant Chief of Staff for Installation Management, the United States Transportation Command, Military Traffic Management Command –

Transportation Engineering Agency, Air Mobility Command, Army Materiel Command and Forces Command.

A typical installation visit consists of an initial briefing by the JIWG followed by a briefing from the installation staff on unit deployment and outload procedures. These briefings set the stage for the members of the JIWG to better understand a specific installation's outload procedures and capabilities.

The JIWG then tours each deployment node on an installation, as well as their supporting APOE, and assesses their existing power projection capabilities. At the end of each visit, the JIWG provides an out briefing to the installation chain of command that specifies any due-outs from the JIWG or the installation, follow-up actions necessary, and any draft recommendations for improvements.

The JIWG subsequently refines their initial assessments, develops cost estimates for any recommended projects, and presents these and any procedural recommen-

dations to the P2CoC for validation and ultimately presented to a General Officer Steering Committee.

To date, the JIWG has visited eight installations and their supporting APOEs. Recommendations from these assessments have resulted in the identification of additional unfunded requirements for installation power projection infrastructure in support of the Army's Vision and Transformation. Emerging technologies, force structure changes, and modernized equipment all affect installation infrastructure. Ultimately, the work of the JIWG and the P2CoC will lay the groundwork for the Army's Power Projection Program to address the power projection infrastructure for Army Transformation.

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MAJ John K. Collison works on the Program Analysis Team, Plans & Operations Office, OACSIM. **PWD**

Utility privatization progresses

by Rich Dubicki

The Army is tasked to meet three milestones as part of OSD's program to privatize as many of its utility systems as possible. The only exceptions are those systems which are exempted for security reasons, or those for which privatization is uneconomical

We met the first goal last September 2000 by making a determination for all systems whether or not to pursue privatization.

The next milestone comes at the end of September 2001. At that time, we must have issued Requests for Proposal for all of the 252 utility systems not yet privatized or exempted.

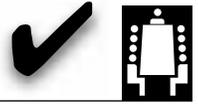
The third milestone requires all utility privatization contracts be awarded by 30 September 2003. We are leading the OSD charge in this endeavor for the Army has

already awarded 19 contracts. We'll learn as we go on this new challenge and pass any lessons learned on to you in future *Public Works Digest* articles.

If you have not already heard, a recent change to the Federal Acquisition Regulations allows the Army to let utility privatization contracts for periods up to 50 years. This change was designed to make ownership of DOD utilities more attractive to commercial providers. For your reference, you can find this new authority in DFDVS 241.103.

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Rich Dubicki is a general engineer in the Facilities Policy Division, Facilities and Housing Directorate, OACSIM. **PWD**



Effective SSEB planning ensures FAR compliance

by Ed Irish

Potential Source Selection Evaluation Board members who will be evaluating proposals for Directorate of Public Works (DPW) services may be interested in sharing my experience.

The source selection process is a systematic approach to select the offer that best meets stated requirements of the Performance Work Statement (PWS) at an affordable cost. It is a structured evaluation and it includes scoring procedures. The process is intended to be impartial, fair and comprehensive.

The Source Selection Evaluation Board (SSEB) is only one element of the cost competition process under A-76. Other elements are the development of the Performance Work Statement, the Most Efficient Organization and the Technical Performance Plan (TPP). The installation DPW develops the TPP under a best value competition. The SSEB reviews the TPP as well as the proposals submitted by interested contractors.

The purpose of the SSEB is to provide the Source Selection Authority with meaningful findings, establish the official record, protect confidential and proprietary information, and ensure compliance with the Federal Acquisition Regulations.

There are two different types of contracts, fixed price and cost plus award fee. A fixed priced contract is appropriate when services are objectively defined; risk of performance is manageable; and services are routine, frequently acquired, and require no more than a minimal acceptable level of performance. This type of contract requires performance-based statements of work, measurable performance standards as well as surveillance plans.

A cost plus award fee contract is appropriate when services are defined in general terms, risk of performance is not reasonably manageable, and work is complex or unique with quality of performance being paramount. The incentives for performance ensure that contractors are rewarded for good performance, while quality assurance deduction schedules discourage unsat-

isfactory performance.

These contracts also require performance-based statements of work, measurable performance standards and surveillance plans. However, under these contracts, the installation reimburses all costs incurred.

The Source Selection Team is composed of the Source Selection Authority, the Source Selection Advisory Council, the Source Selection Evaluation Board, the Contracting Officer and other advisors including personnel from the legal department.

The responsibilities of the SSEB Chairman include:

- Ensuring comprehensive, impartial, equitable evaluation of proposals.
- Ensuring SSEB members understand criteria and standard of evaluation.
- Requiring adherence to the provisions of the Source Selection Plan.
- Convening SSEB and scheduling meetings.
- Assigning work to SSEB members.
- Managing work to achieve established milestones.
- Assuring security and protection of sensitive information.
- Providing status reports to the Source Selection Authority.
- Preparing for discussions with contractors and assist contracting officer as required.
- Recommending solutions to achieve milestones if there is danger of slippage.
- Preparing report of lessons learned.
- Developing comprehensive summaries.

The responsibilities of the SSEB members include:

- Providing comprehensive, fair, impartial evaluation of proposals.
- Rating and score each proposal in relation to the standards in the Requests for Proposal.
- Preparing and submitting written docu-



Ed Irish

mentation substantiating the evaluation.

- Documenting findings.
- Developing negotiation items.
- Preparing the evaluation report.
- Providing technical assistance to Source Selection Advisory Council.

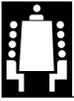
My experience on SSEBs has shown me that the most critical element of the evaluation of both the offerors' proposals and the TPP is the proposed staffing. Their work is difficult because there are very few standards that can be applied to this type work. It is especially difficult if the solicitation does not require the offeror to provide any detailed rationale regarding the basis for this staffing.

A good tool in this evaluation is the Independent Government Cost Estimate, although, at times, it can be unreliable and misleading.

The SSEB must be very diligent in reviewing and adjusting the staffing in this area as they develop the Most Probable Cost of a proposal.

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Ed Irish is the Installation Support Program Manager for the South Atlantic Division. **PWD**



ISCs are also known as PM-Forwards or MACOM Advocates in other Corps organizations. Despite the different names, these individuals provide similar support to installations and MACOM engineers.

Corps' Fort Worth District provides increased customer service with installation support coordinators

by Anita Horky

What better way to understand and communicate with your customer than to place one of your employees in that customer's office? That's the concept behind the installation support coordinator (ISC) position. The Army Corps of Engineers' Fort Worth District currently has ISCs working at three Army installations in Texas. The district employees work side-by-side with their Army customers in the installation public works offices.

"Having an ISC at the installation places our capability for support where it is needed — close to the customer," said Steve Zediak, the ISC at Fort Bliss who works out of the installation Directorate of Public Works and Logistics. "It creates a win-win situation for both the installation and the Corps. The Corps is able to provide the service/support needed, and the installation gains also. The ISC has helped foster teamwork and build relationships between all parties that are involved in the various aspects of installation management."

Every day is different for the ISC. On an average day, he or she can be found visiting construction sites, training areas or command headquarters; meeting with contractors, installation staff or Corps personnel; and making and returning lots of phone calls in between.

The ISC is a facilitator, adviser, consultant, customer satisfaction advocate, and serves as the on-site coordinator between the district and installation. Because the ISC is so closely involved in the daily work processes, procedures, and challenges of the installation public works office, he or she can identify additional opportunities for the district to provide services to the installation.

The ISC role centers around communication. For example, when the installation director of public works has a question about how the Corps can help in a specific situation, the face-to-face answer is just down the hallway.

"Steve works right in my building with the (Corps') Area Office being across post,"

explained COL Dale Carr, director of Fort Bliss Public Works and Logistics. "Steve attends my staff calls and all important meetings that may have an impact on the Corps of Engineers. He is a fount of information and is a definite team player desiring to get the best value for the customer."

"There's an old saying, 'You can never really know until you have walked in the other fellow's shoes,' said Zediak, who was called "that two-headed Corps guy" by a previous director of public works. "This particularly applies to the ISC. There are challenges to working on both sides of the fence but, for the most part, the results have been very positive."

"Having an ISC on my team is a real benefit as he is my conduit to the Corps," Carr said. "So when the commanding general needs information or he needs something corrected, he hits me and I distribute the workload. Sometimes the issues stretches over the responsibility of my in-house workforce as well as the Corps. Steve is not bashful to ensure that all is properly coordinated to get the job done quickly and correctly the first time around."

Mike Mocek, deputy district engineer for Fort Worth District, said, "Through the ISC positions, we're getting to know our customer organizations and people much better than ever before. Knowing them helps us to understand their needs. Understanding their needs helps us deliver projects that best meet those needs."

Those customer needs may be current or in the future. By working closely with the installation, the ISC can better see the future of the installation and how the Corps can fit into that future. To that end, Zediak attends the Fort Bliss Installation Planning Board and Real Property Master Plan meetings where he learns about upcoming plans and programs necessary to support the mission of the installation.

Fort Worth District began the ISC program at Fort Hood, Texas, in 1996. The program was immediately successful, and



Steve Zediak, installation support coordinator for Fort Bliss, and Roy Bethel, the post's deputy director for Engineering, DPWL, discuss the update to the installation's master plan.

now the district has ISCs at Forts Hood, Bliss and Sam Houston. While the ISC program has been successful, it's not a cookie cutter program.

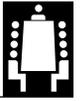
"The intent is to understand and communicate better with our customers," Mocek said. "They are all different, so we must make the individual ISCs very situational so that we might best serve the needs of each customer."

The ISCs are free to the installations, paid for with installation support funds from Corps headquarters and supplemented by the district. "All of our supported customers (that) we talk to can't say enough good about this program," said William Kidd, chief of the district's Military Branch, Programs and Project Management Division. "In fact, some have indicated they would fund the ISC if the Corps did not."

"I think this is a good program and should definitely be continued," Carr said. "The ISC has the time and resources to do the required coordination to get the customer a quality product."

For more information about the installation support coordinator program, please contact William Kidd, Fort Worth District Programs and Project Management Division, 817-978-3580, william.t.kidd@swf.usace.army.mil.

Anity Horky is a public affairs specialist in the Public Affairs Office of the Fort Worth District. PWD



Evaluating Army airfields

by Robert W. Grau

When was the last time your installation's airfield was evaluated?

In 1982, the Department of the Army initiated an Army airfield pavement evaluation program to determine and evaluate the physical properties, load-carrying capacity and general condition of pavements at major U.S. Army airfields in 1982.

At that time, most of the Army's airfields were 40 to 50 years old and were last evaluated in the 1960s. The pavements, which were designed for aircraft of the World War II or Korean War era originally, are now required to withstand much larger and heavier aircraft.

Currently, guidance for this program is provided in Army Regulation (AR) 420-72, "Transportation Infrastructure and Dams." AR 420-72 requires that a pavement condition survey and a structural evaluation including nondestructive testing be scheduled on a recurring 5-year cycle for the critical Category 1 airfields. Structural evaluations and condition surveys are required on all other Category 1 airfields and instrumented heliports/helipads on recurring 8- and 4-year cycles, respectively. Also, Section 2-8.b. of AR 420-72 states that installations and MACOMs shall program for re-inspections and this should be funded as part of the annual recurring requirement.

Guidance in AR 95-2, "Air Traffic Control, Airspace, Airfields, Flight Activities, and Navigational Aids," Section 10-5, Airfield and NAVAID engineering surveys, states that these surveys which include both structural evaluations and condition surveys of the airfield pavements will be scheduled on a recurring 5-year cycle. AR 95-2 also states that funding of an airfield survey is the responsibility of the installation on which the airfield is located.

The Office of the Assistant Chief of Staff for Installation Management (ACSIM) Memorandum of Agreement with the Corps of Engineers specifies that the performance of these surveys is the responsibility of the U.S. Army Engineer Research and Development Center (ERDC), Geotechni-

Maintenance, Army (O&MA) dollars through the CPW; however, in FY 97 the central funding was discontinued. In FY 96, a 10-year schedule cycle was developed for evaluating the 49 airfields now included in the AAF evaluation program. This schedule required an annual funding level of approxi-

mately \$500K for 12 to 14 airfield investigations. However, in FY 96 the CPW's central funding for AAF evaluations was cut to \$131K, and in FY 97 to \$41K

Since FY 98, the responsible installation, MACOM, or COE District has provided funds for updating the load-carrying capacity and maintenance and repair recommendations for 10 AAFs. With no plan or scheduling of funds by each particular AAF, a backlog has again resulted in the number of AAF's requiring evaluation. Critical Category 1 AAFs include: Biggs, Campbell, Hunter, Lawson, Libby, Los Alamitos, Polk, Robert Gray, and Wheeler-Sack, the remaining 40 AAFs are either Category 1 AAFs or instrumented heliports/helipads.

If the current evaluation for your AAF is not in concurrence with AR 95-2, you need to make plans for updating by scheduling the required field-testing and report preparation with APB. The cost of an airfield evaluation (\$40-60K) is depend-

ent upon size and location. Condition surveys, which do not include a structural evaluation (load-carrying capacity) average about \$25K per airfield.

For more information regarding testing and scheduling airfield pavement evaluations, please contact Bob Grau, (601) 634-2115 DSN 446, e-mail: robert.w.grau@erd.usace.army.mil

*Robert W. Grau is the AAF Pavement Evaluation Manager for ERDC. **PWD***



Libby AAF, Fort Huachuca, after reconstruction in 1995.

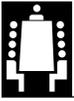


Pavement failures at Campbell AAF, Fort Campbell, caused by heavy aircraft supporting Desert Storm/Desert Shield deployment.

cal and Structures Laboratory (GSL), Airfields and Pavements Branch (APB), located at the Waterways Experiment Station (WES), in Vicksburg, Mississippi.

As of March 2001, 74 Army airfields have been evaluated at least once and many of them have been evaluated four times. As a result of base closures, only 49 Army airfields are now included under this program.

The AAF program is no longer centrally funded. From FY 81 to FY 96 this program was centrally funded with Operation &



Cost-effective management of asbestos containing material and lead based paint in remodeling and demolition projects

by Mark J. Fisher

The presence of asbestos containing material (ACM) and lead based paint (LBP) in Army buildings should not come as a surprise to installation building managers. Buildings constructed before 1981 will likely have components in or on them that have to be considered ACM. It is also very likely that buildings built before 1978 will have at least some surfaces painted with LBP.

Occupational Safety and Health Administration (OSHA) and Environmental Protection Agency (EPA) regulations necessitate the hiring of trained, certified, and specialized personnel to implement handling, cleanup, and debris disposal procedures when remodeling or demolition activities impact these materials.

ACM and LBP are regulated because they are hazardous to human health. When inhaled, asbestos fibers cause diseases of the lung cancer. Lead affects many physiological systems, but is best known for its detrimental effects on the nervous system, especially to children under the age of six.

The health liabilities associated with these two materials and the complex nature of OSHA and EPA regulations can be overwhelming to building managers, leading to overly conservative application of handling, cleanup and disposal requirements. Following are four points to follow on the appropriate application of OSHA and EPA regulations so that ACM and LBP are handled, cleaned up and disposed in a cost effective manner when buildings are remodeled or demolished.

1. Determine if ACM and LBP are present in affected buildings.

If either material is present, determine how much will be impacted by construction activities. A good place to start looking is in the facility-wide Installation Asbestos Management Program and Installation Lead Hazard Management Program which should have been developed in accordance with Public Works Technical Bulletins 420-70-8 and 420-70-2, respectively. These completed surveys should alert building managers to the presence of ACM or LBP in buildings where

remodeling work or demolition is to be performed.

Most likely, however, building managers will have to take the additional step of performing confirmation inspections themselves or hiring an ACM and/or LBP survey contractor to inspect the buildings during planning and design to determine actual presence, locations, and quantities of ACM or LBP that will be impacted by a specific project.

[The U.S. Army Corps of Engineers will soon publish Engineering Pamphlet (EP) 1110-1-30, Pre-design Lead/Asbestos Survey Standard Scope of Work, that can be used as a contract vehicle (or to define in-house inspection requirements) during pre-design planning to obtain detailed data regarding ACM and/or LBP presence, locations, and quantities in building areas to be impacted by projects. Data obtained from pre-design surveys is to be fed into the design process to more accurately define the work, which should reduce the number and cost of change conditions during actual construction.]

2. Seek out qualified people to consult about management of ACM and LBP in buildings.

A qualified person must have thorough knowledge of the OSHA standards for asbestos and lead in the construction industry, as well as EPA regulations covering asbestos and lead based paint abatement and disposal. OSHA's construction regulations can be found in 29 CFR 1926.1101 (asbestos) and 29 CFR 1926.62 (lead). EPA's regulations can be found in 40 CFR 763 and 40 CFR 61 (asbestos) and 40 CFR 745 (lead based paint), and state specific regulations for each hazardous material.

3. Know and understand the OSHA-defined class of ACM removal work associated with the remodeling or demolition project.

The complicated and confusing nature of regulations covering control and containment requirements for "class-specific" asbestos removal work tend to lead to very conservative (and often times, unnecessary)

control, containment and cleanup actions. Such overly conservative application of these requirements will burden remodeling or demolition project funding sources because they are expensive and time consuming to implement.

4. Understand what the building will be used for after remodeling is complete.

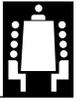
This is especially important when remodeling activities impact LBP. EPA regulations concerning LBP and all the precautions taken to control and cleanup lead based paint are based upon protection of young children. Contractor qualifications and steps taken to control and cleanup LBP are drastically reduced if the building will not be child-occupied after remodeling is complete.

In summary, it is critical that ACM and LBP removal and management procedures are properly assessed and applied for remodeling and demolition projects. Inadequate planning and unnecessary design will invariably lead to overly conservative specification of control, containment and cleanup requirements; and worse yet, may cause construction delays and expensive construction modifications.

In order to support installation project planners and designers, the U.S. Army Corps of Engineers (USACE) has developed several asbestos and lead technical engineering contract vehicles (guide specifications and standard scopes of work (SOWs)). Two guide specifications, Corps of Engineer Guide Specification (CEGS) 13280 -Asbestos Abatement and CEGS 13281- Lead Hazard Control Activities, were written to make it easy for qualified consultants to edit and specify appropriate ACM and LBP handling, management and cleanup requirements on a project specific basis. They can be found at <http://www.hnd.usace.army.mil/techinfo/> under publications.

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Mark J. Fisher is an Industrial Hygienist with the Corps' Hazardous, Toxic and Radioactive Waste Center of Expertise. **PWD**



New NTV Tracking System application saves time and better utilizes resources

by Gary H. Goulden and Glenn R. Moore

The US Army Forces Command (FORSCOM) recently fielded a new web-based Non-Tactical Vehicle (NTV) Tracking Software application that improved Army-owned (non-tactical) vehicle inventory management, life cycle forecasting and transaction based record keeping. The fielding culminated a 13-month analytical effort that sought input from the Army Chief of Staff for Installation Management (ACSIM), Tank and Automotive Command (TACOM), numerous MACOM functional representatives, installation DIS/DPW/DHPW vehicle managers and a FORSCOM DCSC4 Systems Analyst/Programmer.

Army Regulation 58-1 (Management, Acquisition and Use of Motor Vehicles) requires the Army to manage and have available for audit, vehicle fleet inventory information and forecast replacement requirements. The new automated transaction process ultimately supports funding efforts to meet installation vehicle procurement requirements.

Previously, information flow was predominantly a manual process to which limited automation was applied. The procedure was inefficient and did not provide timely analytical information. Inventory management and life cycle projections were laborious and required coordination between several external agencies including FORSCOM, DPW and DOL Property Book Officers and the vehicle owner(s).

Installation NTV managers consolidated their fleet inventory using spreadsheet or word processing software. Gary Goulden, FORSCOM NTV Manager, received the installation vehicle inventory reports and replacement requirements via telephone, facsimile, email and memoranda. He combined this information into the consolidated "MACOM" version and often required numeric conversions and manual calculations to report FORSCOM's requirements to TACOM.

Due to the manually intensive decentralized reporting process, TACOM often

established a lengthy front-loaded suspense to the field to ensure enough time was allotted to accomplish MACOM and TACOM data consolidation efforts. Upon receipt from each MACOM, TACOM representatives consolidated the various media into one "Army-wide" report.

The application's implementation resulted in several business process improvements. Man-hour cost savings and real-time data availability represent two key end results of the new application. Previously, often "one-deep" representatives spent numerous hours and days to inventory, collate, and submit inventory information.

Transaction processing (entering new and deleting turned-in vehicles) now belongs to the vehicle owner – the installation. Once entered, vehicle information is stored in a database. Real-time analytical vehicle information is available any time, any place. "Data calls" to the field, to obtain the latest inventory information, are now "overcome-able-events."

The FORSCOM NTV application tracks non-tactical vehicles in four different categories (Firetrucks, Special Purpose, Non-Centrally Managed, and General Purpose). It implements various web input methods to reduce typing and several business rules that ensure data accuracy and data integrity. List boxes are filled by a database query that matches the specific vehicle category being added. This method reduces data input typing mistakes and eliminates vehicle category coding errors. Further, the application requires users to enter certain key data elements to establish a record. Enforcing this rule ensures accurate record keeping by eliminating incomplete inventory information. The application computes life cycle replacement requirements (according to LIN and vehicle manufactured year) for the current fiscal year and each following year up to eight out years.

Comments received from installation users are positive. "Gee, it's so user friendly!" "This new application will save me lots of time." "This is great, I can now go on



Inventory management of vehicles like these is simplified with the NTV Tracking System.



vacation in August instead of processing information for the (RSC) 1577 report."

The application is currently being used at 14 FORSCOM installations and the FORSCOM headquarters. Based on FORSCOM's success, the application is being considered for Army-wide implementation.

Implementing the web-based NTV application at FORSCOM resulted in business process improvements for all concerned. The application better utilizes personnel resources without placing an additional workload on the field while providing improved NTV fleet visibility and life cycle projections.

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Gary H. Goulden is a Logistics Management Specialist who serves as the FORSCOM Non-Tactical Vehicle Manager at Fort McPherson, GA; and Glen Moore is a Computer Specialist in the Command Data Support Division, FORSCOM. **PWD**



Public works automation— making bold moves into the future

by Tony Vajda

General business trends occurring in the Directorates of Public Works (DPWs) and other Army agencies are driving the need for change in business process and automation support related to Army installation public works.

Most DPWs have experienced a steady decline in federal personnel and accompanied loss of institutional knowledge during the last several years. This is, in part, a result of Federal policy and guidance set forth by the Office of Management and Budget (OMB) circular No. A-76, "Performance of Commercial Activities." This trend is likely to continue as more DPW recurring commercial activities are operated via contract.

As the need for improved capabilities for decision support and business process improvement increases, corporate knowledge will become increasingly important. Although the structure of public works organizations will vary dramatically in the future, the types of public works services should remain the same. As more DPW operations are outsourced, the nature of work for many DPW employees will likely change with more contract management, real property accountability, utilities and database management.

With the change in the workforce from in-house to contract, we will need to re-evaluate the current information management systems from the bottom up as to what they are used for and why. We will need to change reporting requirements to:

- **Provide the minimal amount of information required to meet public law.**
- **Support decision making.**
- **Provide quantitative, defensible methods for setting and managing budgets.**
- **Link the facilities discipline to support the strategic mission.**
- **Ensure that the government is getting a return on investment.**

These changes will provide DPWs with an information system that generates prod-

ucts and services that are timely, reliable, relevant and tailored to each user's needs. The products will come from systems that are not only secure and redundant, but also transportable, adaptable and capable of handling vast amounts of data. The systems will be intuitive enough for DPWs, garrison commanders, DA Staff, and craft workers or technicians to use.

Installations will have a multitude of service contracts with commercial services providers such as Roto Rooter, Sears (Service Center), EDS, Honeywell, Siemens, Orkin, Terminex, IBM and Oracle. Maintenance and repair and service requests for everything will go through a single automated system that will direct the caller to the appropriate service area.

DPW systems operations for Legacy systems will be consolidated at regional sites or at one central processing center. This will reduce the requirement for systems and database administrators. Cost-effective connections between the DPW and its database, located at the central processing center, will come via the Internet. Placing property database management, master planning and CADD/GIS support at the regional support locations will gain significant economies of scale.

Databases containing extremely similar data used by different organizations will be considered for consolidation. Distributed spatial information and related enterprise data in decision support applications will be available over the Internet.

It is now possible to develop targeted end-user applications using systems that leverage the Army's investment. This is done by maximizing the benefits of integrating spatial data into an enterprise-level repository for decision support. This common repository will offer a portal through which HQDA, MACOMs and installations will be able to extract useful planning information about Army installations.

To provide reliable, cost-effective facility management software for the Army installations of the future, commercial off-



Tony Vajda

the-shelf (COTS) software will be used wherever possible. Private industry is currently moving towards a grouping of COTS that assist in Enterprise Resource Planning (ERP). ERP encompasses all decisions related to an organization, including personnel management, financial management and facilities management.

An enterprise-wide service contract environment providing system integration will allow easy movement of information between contractor off-the-shelf systems and existing government systems. Using an enterprise integrated business technology solution with a single point of accountability, there will be no finger pointing. No one will be able to say, "it's the other guy" when it comes to responding to ad-hoc needs.

Requirements for communications will include a virtual network with near instant connectivity to almost any user in almost any place. Traditional narrowband (voice) and wideband (data) internetworking will be joined by "broadband." Broadbands will be needed for image transfer, videophone and high-definition video teleconferencing.

We will follow in this direction to bring real-time information into the hands of decision makers. We will automatically update the information in system displays such as the Geographic Infor-



Creating a centrally-managed repository for installation data

by Miriam Ray

In conjunction with the Assistant Chief of Staff for Installation Management (ACSIM), the Executive Information Systems team is currently working on a project called the Geographic Information System-Repository (GIS-R). A spatially enhanced decision support system, GIS-R will cut across functional areas and provide a comprehensive picture of an installation.

The long-term goal of this GIS effort is to create a centrally managed repository for installation data, which currently is maintained in several different locations not necessarily integrated.

By selecting a limited set of geographic data templates, storing them in a more widely accessible data repository, and centrally serving them in a web-enabled application, the GIS-R will ensure consistent data. It will also provide one auditable source for use when presenting data within or outside the Army. By integrating these various layers, facilities managers can turn to one data source for a complete graphical view of their installation.

This tool will support installation and MACOM managers, plus planners and policy makers at HQDA. It will be available through the HQ and Installation Executive Information Systems as well as through a stand-alone, web-based application with differing levels of detailed data

and applied security.

How will this happen? We will convert spatial information provided by the installations in their native formats into the Army "standard" template. Then we will integrate maps and data with data from the Integrated Facilities System and other existing data sources and legacy systems to provide this comprehensive installation picture.

For instance, a graphical picture of installation boundaries, roads, and buildings can be combined with Real Property Inventory and Installation Status Report condition codes data as one layer. Additional layers, such as training areas, wetlands, communication lines, etc., will be added in this second phase of prototyping.

The prototype will include five installations: Fort Bragg, Fort Meade, Camp Mabry, Fort Benning, and Darmstadt, Germany. Additional installations will be selected beginning in FY02.

As a result of this prototype, we will create a data model and mapping templates that can be used by installations just beginning a GIS effort or wanting to have potential GIS-R upward reporting requirements in place.

By defining and collecting a limited set of geographic data templates and storing them in a more-widely accessible data repository, Army installations, MACOMs



Joe Manno assists Miriam Ray with her presentation on the GIS-R.

and HQDA, will be able to control what data is available for viewing. This will also allow for a consistent application as well as the planning and monitoring of periodic updates. Finally, HQDA can provide one auditable source for use when

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mation System Repository or Executive Information System.

Communications networks will require smart automated management systems that can recognize their customers, perform security checks on authorized access levels and know where to connect to retrieve the requested data. We will use new technologies such as smart cards and biometric devices to insure data security on a need-to-know basis.

The goal is to create a seamless, end-

to-end process where dynamic interfaces coexist among mission planners, collection resources, producers, users, experts and databases.

To ensure optimization and maximum use of these technologies, a significant paradigm shift in organizational cultures and partnerships must occur. The shift must knock down stovepipes within and across sectors, transforming archaic command and control vertical structures into new lateral and integrated partnerships.

Accomplishing this paradigm shift calls

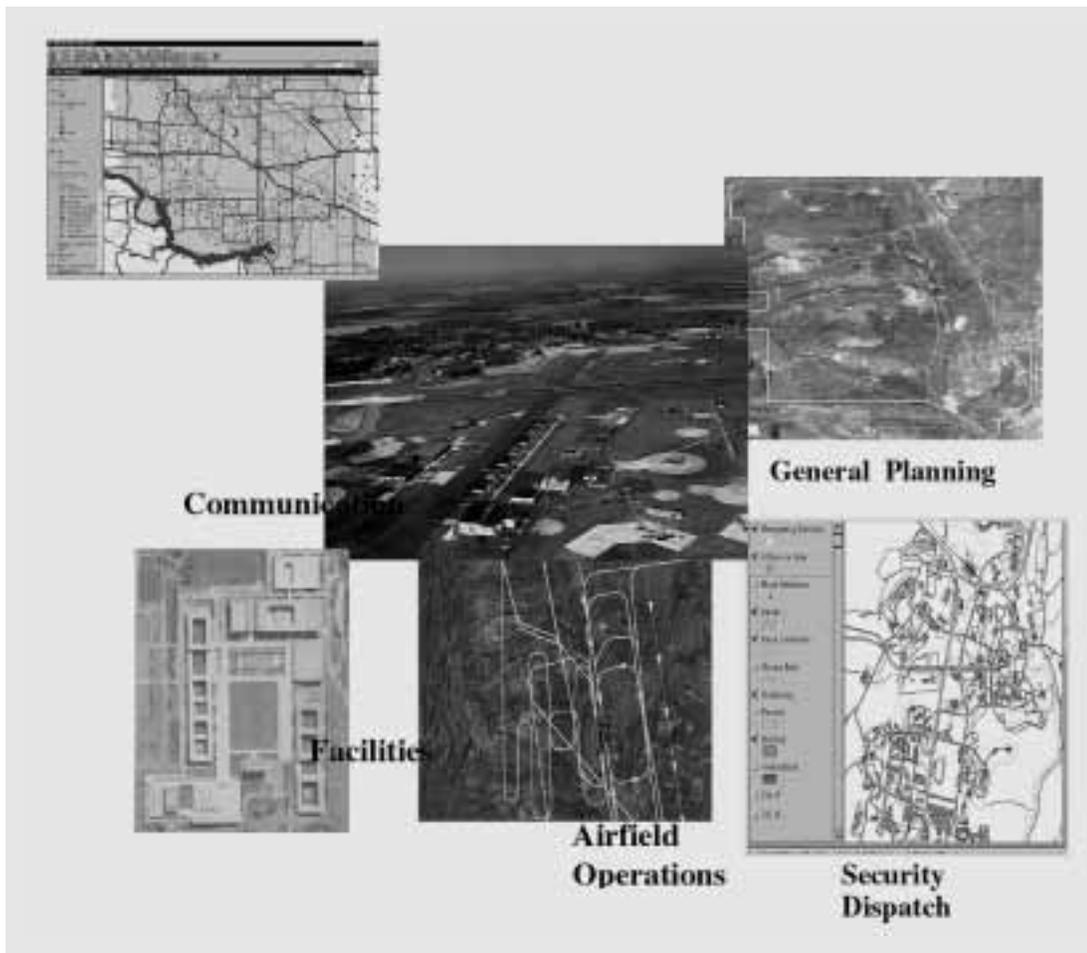
for new leadership practices and modern management techniques. Improved education in how organizations and people cooperate, interact, and function is also a must. Remember, success depends on leaders who dare to be bold today.

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Tony Vajda is the program manager for IFS in ISD's Business Systems Branch at HQUSACE. **PWD**



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The key to GIS-R is integration of the multiple data sets into one common environment that is easily accessible.

presenting data outside the Army.

Over the past 5-10 years, MACOMs and installations have invested in a variety of GIS systems and the spatial data layers needed to support them. This data has been developed and gathered to enable the installation to more efficiently perform tasks such as master planning, environmental assessments and studies, Base Realignment and Closure activities, MILCON programming, Range Operations, Emergency Response and Management, Maintenance, and Scheduling, Real Estate management, and a host of other installation functions. Many of these systems are not integrated at the Enterprise level across the installation.

For the most part, the methodology used by an individual installation has been left up to that installation or guided by the owning MACOM. The establishment of the CADD and GIS spatial data standards

(SDS) help to ensure that the different GIS platforms are able to exchange data without losing critical information in the translation of data from one system to another. This effort does not eliminate differences in data storage formats between platforms but is a major step in ensuring that data contained in each system is consistent in content. The GIS-R initiative will help installations work toward SDS compliancy so that in the future data can be seamlessly shared at all levels.

This common repository for geographic information from across the entire installation using the SDS will offer a portal through which HQDA, MACOMs and installations are able to extract useful planning information about Army installations. The views or features are to be guided established standard data templates.

Who controls the data? MACOMs and installations have traditionally wanted to

retain control of their data...and they should. Only data necessary to fill a limited set of approved templates or data views would need to be maintained by the installations and transferred to the common repository or spatial data warehouse on periodic basis.

Other more extensive spatial data from the installation would continue to be used and maintained by the installation (or MACOM). This procedure would help prevent the intentional or unintentional use of installation specific data that requires interpretation prior to use.

For additional information, please contact Miriam Ray at (757) 220-1061 or Jerilyn King (202) 761-5850.

*Miriam Ray is the project manager for the Installation Executive Information System in ISD's RPMA Work Management Systems Support Branch. **PWD***

Chief's Philosophy

- Every USACE soldier and civilian has four individual responsibilities:
 1. Know your job.
 2. Be situationally aware.
 3. Be healthy.
 4. Treat every individual with dignity and respect.
- Leaders set the example.
- Think through problems and let me know what **YOU** would do if **YOU** were the CG.
- **DON'T COMPLAIN!** Keep a sense of humor, enjoy your families, and have fun.



Chief's Permission Slip

Ask yourself:

1. Is it good for my customer?
2. Is it legal and ethical?
3. Is it something I am willing to be accountable for?

If so, don't ask for permission. You already have it.

Just do it!



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Public Works *Digest*



2001 DPW Training Workshop
