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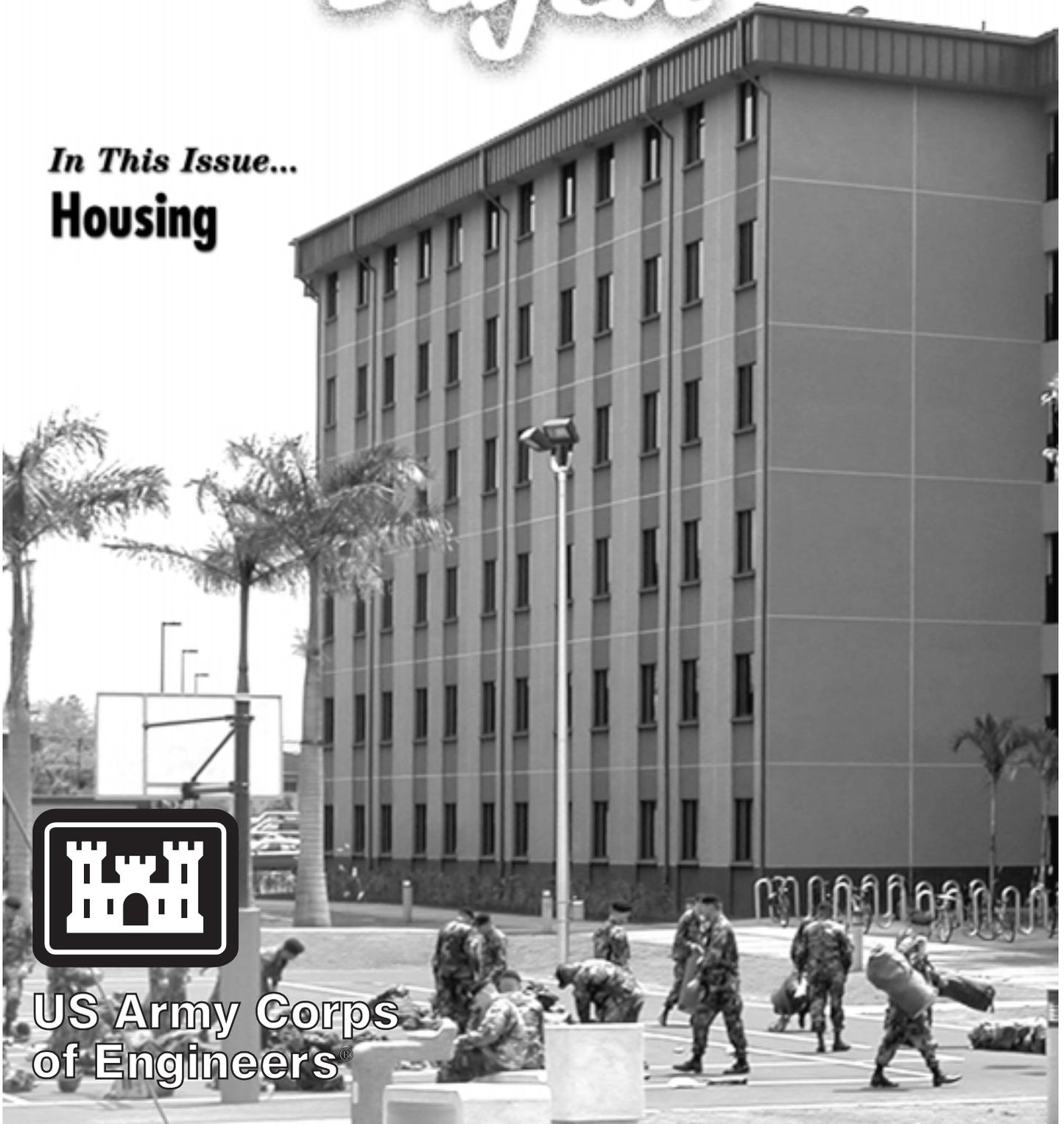
March/April 2002

In This Issue...

Housing



US Army Corps
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US Army Corps of Engineers®

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New housing for single soldiers at
Schofield Barracks, HI

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LETTER FROM THE EDITOR



Readiness as it relates to our Armed Forces is just as important today as it was yesterday, perhaps even more so, in light of recent events. Army readiness depends on a combination of many things, not the least of which is the management of our Army installations.

During the Cold War, we developed world-class systems to manage the training of our soldiers, but we somehow failed to adequately recognize the shortcomings of the housing we were providing them. We have come a long way and plan to go much further to correct that, but much of what we are doing is still a temporary fix as we continue to underfund the maintenance and repair that is necessary to adequately take care of our aging installation real property inventory.

This issue of the Public Works Digest focuses on Housing master plans, initiatives, policies and installation successes. Over the last ten years, we have undertaken a very broad effort to improve the living conditions and quality of life for our single soldiers as well as our married soldiers and their families. The Barracks Upgrade Program (BUP) is one element of that and greater use of design-build will certainly advance the award of many barracks projects as George Mino points out in his article on page 10.

The Residential Communities Initiative (RCI) is now well underway and will provide high quality housing for our soldiers with families through privatization. Be sure to read Don Spigelmyer's update on page 8 on the status of the RCI at Forts Carson, Hood, Lewis and Meade.

You will be happy to learn that regulatory project-by-project reviews will no longer be required on Capehart-Wherry era housing; instead, the Army is doing a one-time compliance action for historic preservation on over 19,000 buildings. David Guldenzopf explains how this centrally-funded compliance approach will eliminate delays in upgrading family housing and avoid millions in future installation compliance costs.

The Housing section also covers the annual Professional Housing Managers Association (PHMA) Conference held in Dallas, Texas, Army Day, the PHMA Senior Enlisted Panel, and the winners of the Army Outstanding Housing Manager Awards.

Other articles include an explanation of how the Housing Information Technology Team assists the Housing community by Peter Gentieu and Pete Pallesen and an update on utilities privatization by John Nerger and Bill Eng. Housing privatization is amply covered by Lou Bain, Fort Lewis' housing manager, with his lessons learned, while Fort Detrick begins the Housing privatization process, hoping to gain some 163 new housing units through the program. The Installation Successes section also contains several articles depicting innovative recycling programs at Forts Bragg and Detrick.

Last, don't forget to read my overview in the Professional Development section of the 6th Annual USACE Workshop held last February 14 at the Baltimore Convention Center. Workshop emphasis was on knowing where your organization is going and doing what it takes to go along with it. Many of the Corps' senior leaders, including LTG Bob Flowers, Chief of Engineers, were on hand to tell future and present Corps managers about their personal experiences and answer career-related questions in an informal setting.

Until next time...

Alexandra K. Stakhiv

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

P.S. The annual DPW Awards were announced just as we prepared to go to press. Check the inside back page for a complete listing.



Housing professionals celebrate Army Day

by Rodney Brown

The Army began its service workshops for the Professional Housing Management Association's (PHMA) Professional Development Seminar XIV in Dallas, Texas, on 7 February 2002 with the playing of "The Pentagon Memorial," paying tribute to Pentagon and Army casualties from the September 11, 2001 terrorist attacks. Lee Greenwood's song "I am Proud to Be An American" accompanied the presentation.

In his opening remarks, Mr. George F. McKimmie, Chief of the Army Housing Division, under the Assistant Chief of Staff for Installation Management (ACSIM), welcomed everyone and began Army Day by presenting the Army Chief of Staff for Installations (ACSIM) coins to this year's Army Outstanding Housing Award winners.

Army Outstanding Senior Housing Managers:

Ms. Suzanne Harrison, Senior Housing Management Specialist, HQDA, Office of the Assistant Chief of Staff for Installation Management, Army Housing Barracks Team

Mr. Clair Murray, Chief of the Housing Division, Fort McCoy, Wisconsin

Army Outstanding Mid-level Housing Manager:

Ms. Barbara Sincere, Housing Management Specialist, Headquarters United States Army European Command

Saying that our work is very important and that we are always learning how to do our jobs better, McKimmie reinforced to the participants that the leadership of the Army is committed to making sure that the housing needs of soldiers and families are a top priority. The Army leadership has decided to maintain readiness over facilities and there is a tie in between facilities and readiness, he said.



Clair Murray, Chief, Housing Division, Fort McCoy receiving Outstanding Senior Housing Manager Award.

General Shinseki, Chief of Staff, Army, is committed to eliminating inadequate housing and reducing the deficit, McKimmie continued. "We are doing our best to provide adequate housing for unaccompanied soldiers as well as our married soldiers and families. America today enjoys a lifestyle that is the envy of the world; and hopefully, our soldiers and families can enjoy that lifestyle also," he said.

The Army continues to meet today's challenges. The ACSIM is beginning to stand up a new Transformation of Installation Management Program that will result in new regional alignments where garrison commanders will work for Regional Directors. This approach will ensure standard and equitable delivery of services from installation to installation. The Secretary of the Army has approved the concept and implementation date is targeted for 1 October 2002.

McKimmie provided an overview of the briefing on Army Infrastructure and Installations that MG Van Antwerp made to the Secretary of the Army earlier this year.

He discussed the challenges and initiatives facing Army installations in facilities, housing, environment and services.

Other highlights of Army Day included the Headquarters Department of Army update on the status of the Army's Family Housing Master Plan by Mr. Thomas Kraeer, and the Army's Residential Communities Initiative (RCI) by Ms. Joyce Van Slyke.

Mr. Robert Erwin, DPW RCI Team, Fort Hood, and Mr. Jim Evans, Fort Hood RCI contractor, presented the installation's vision for their RCI privatization agenda. Fort Hood is looking forward to RCI as a way to increase family housing units, and repair/renovate over 5,000 units. The post has done extensive preparation to ensure that RCI housing areas are in the right place and complement existing neighborhoods and facilities. The bottom line is Fort Hood wants to continue to improve quality of life for their soldiers and families.

Ms. Deborah Reynolds, HQDA, Unaccompanied Personnel Housing Team Chief, presented the Army's UPH Modernization Strategy. She discussed adequacy standards, new construction of barracks and renovation projects.

Mr. Mike Ash presented Army Housing Facilities Update and the changes in reporting and cost thresholds for General Officer's Quarters.

Mr. Peter Gentieu gave an update and the status of Army Housing Automation Systems. In his demonstration, he used Excel data from various systems and formats to collect and provide reports and useful management information.

Ms. Dale Shaw told the audience that Career Field/Program 29 for Base Operations Managers, also referred to as Deputies to the Garrison Commander, is moving forward and that they are working on developing competencies and professional education and training programs. Housing professionals will be included ►



Army's 2001 Outstanding Housing Managers

by Deborah Reynolds

Each year during the Professional Housing Managers Association (PHMA) conference, each Service recognizes the outstanding senior, mid-level and employee of the year for Housing professionals. Installation Commanders, DPWs, Housing Managers, or employees of a nominee submit the nomination packages.

For 2001, the Army had three outstanding housing winners. A plaque was presented to each award winner at the PHMA award's banquet held in Dallas, Texas, on February 7, 2002. Over 1000 people from the Army, Air Force, Navy, Marine Corps, Coast Guard, and the private sector attended the banquet.

The Army had two Outstanding Senior Housing Manager Awardees, Ms. Suzanne Harrison, HQDA, OACSIM, Army Housing; and Mr. Clair Murray, Chief, Housing Division, Fort McCoy, Wisconsin. BG (Ret) Robert L. Herndon, President, PHMA, presented each winner with a plaque.

The Outstanding Mid-Level Housing Manager of the Year was Ms. Barbara Sincere, Housing Management Specialist, Headquarters, United States Army, Europe.

Ms. Harrison was recognized for her work as a Senior Housing Management Specialist for her dedicated and exceptional

work in developing the Army's Barracks master plan. This involved pulling installation data from various sources on over 200,000 barracks spaces. She spent countless hours with MACOM and installation personnel to ensure the data was correct. This plan is critical to the Army and is used to plan, program, and budget both Operations and Maintenance and Military Construction projects for the Army. In conjunction with installations and MACOMs, she used the master plan to validate all barracks buildings that are adequate, need renovation, or are excess to the Army and identified when they would be renovated, replaced, or demolished as excess. Working tirelessly, she developed a solid plan that ensures all single soldiers will have quality housing.

Mr. Murray was recognized as a "consummate professional," regularly going out of his way to assist soldiers and families with their housing needs. His housing expertise was recognized when he was asked by the United States Army Reserve Command to assist in establishing a housing office for the Moffett Housing in California. During the two-year process, he met with people on the ground and provided guidance on how to work a contract to manage and maintain housing. Concurrently, he



Suzanne Harrison, HQDA UPH Team, receives Outstanding Senior Housing Manager Award.

worked very hard to ensure soldiers and family members at Fort McCoy received the same level of dedicated service. He also set up and conducted training on processing funds from reimbursable users of housing, and continues to provide Fort McCoy housing oversight and assistance to on-site Fort Moffett personnel.

Ms. Sincere was unable to attend the conference and Ms. Birgitt Seymour ➤

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under the umbrella of installation management career fields, and competition for these executive positions.

Mr. Rodney Brown discussed the Housing Career Program, professional development and training opportunities for housing careerists. Courses available from the University of Maryland for Family Housing Privatization, MHLI and The Navy Family Housing Institute (FHMI) cooperative agreements were also covered.

Ms. Chris Robinson of Runzheimer International briefed the audience on the Department of Defense Basic Allowance for Housing (BAH) 2002 Data Submission Process. This is a very important issue as it affects soldier's housing allowances to pay for the cost of housing when living off post as well as families living in housing at installations that have privatized. Mr. Erwin, Fort Hood, commented that an earlier BAH rate that had been rescinded resulted in an increase of \$15 million for soldiers in the Fort Hood geographical area.

The presentations given during PHMA's Army Day are available at the Army Housing web site (www.hqda.army.mil/acsim/fd).

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Senior Enlisted Panel reinforces commitment to soldier quality of life

by Rodney Brown

The Professional Housing Managers Association's Professional Development Seminar XIV (PDSXIV) in Dallas, Texas, hosted a Senior Enlisted Panel Program on 5 February 2002. This tremendously popular program features the top senior enlisted service member from each of the military departments and the Coast Guard. Each speaker is provided an opportunity to address the issues that are current hot topics within their respective Services. This year, the program was one of the best ever.

Mr. John R. Perrygo, Deputy Director of Housing at the Naval Facilities Engineering Command, hosted the panel. We were very fortunate to get the Services' top senior enlisted at this time, since they were all preparing to brief Congress in the next couple of days. Nevertheless, they flew out at O'



From left to right SMA Tiley, US Army; SGM Markiewicz, US Marine Corps; Master Chief Petty Officer Herdt, US Navy; CMSG Finch, US Air Force; MCPON Patton, US Coast Guard.

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accepted the award on her behalf. Recognized for her professional dedication to resolving housing issues for headquarters and installation personnel in the Europe, Ms. Sincere thoroughly researched all issues, analyzed alternatives and provided solutions focusing on what's best for the Army and the soldier. Devoted to soldiers and families, she continues to maintain the highest level of customer service to soldiers and their families. She can be tough when she has to be and still maintain professionalism and tact.

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dark thirty on a cold, windy, snowy, morning from Washington, DC, to visit with us and speak to our PHMA members.

Our Senior Enlisted Panel had a combined total of more than 150 years of service. They mentioned that they were all very close to retirement but sincerely appreciated the opportunity to serve their country, their Service and their military enlisted soldiers, sailors, marines, airmen and Coast Guard personnel. The panel consisted of Sergeant Major Markiewicz, Marine Corps; Master Chief Petty Officer James L. Herdt, Navy; Master Chief Patton, Coast Guard; Chief Master Sergeant Jim Finch, Air Force; and Sergeant Major Jack L. Tilley, Army.

The panel presented its view of Military Housing, but there was some striking commonality in their presentations and comments. They were highly appreciative of the President, the current Administration and of the Congress for the best increase in pay and entitlements in the past twenty years. They said we should all write to our Congressmen and thank them on behalf of

our country's military service members.

This is probably the first time in our military history that service members have had a need for financial planning and investment counseling. For too many years, surviving from paycheck to paycheck was the first priority. Now they have to figure out the best way to save for retirement and to pay for their children's education.

The events of September 11, 2001 have convinced them that we still have a need for military housing, security issues are not going to diminish, and families want to feel safe and protected when their spouses are deployed, panel members said.

Each expressed his gratitude to those of us working in the housing profession. Some even said that they had not always appreciated the jobs that we do and they may have had some less than satisfactory encounters with the Housing Office in the past, but their current positions convinced them that we work hard at providing the best family and unaccompanied ►



Recent changes in Army family housing funding rules

by Michael B. Ash

The recently enacted National Defense Authorization Act made several changes on the use of funds for the improvement of military family housing units.

The Department of the Army, Office of the General Counsel, issued an opinion that the Floyd D. Spence National Defense Authorization Act, Section 2802, placed no requirement to fund communications equipment required by an occupant to perform his or her mission on the Army Family Housing account.

Current Department of Defense's policy is outlined in a memorandum from the Under Secretary of Defense, dated 12 January 2000, subject: Funding General and Flag Officers' Quarters (GFOQ). This memorandum states that any work associated with the installation, maintenance, or repair of communication equipment required by the occupants to perform their mission will be funded from other than the Army Family Housing Operations (AFHO) account (P1900).

In addition, guidance has been provided by the Office of the Secretary of Defense

regarding the appropriations to be used for family housing temporarily diverted for other uses. Unless a unit is permanently taken out of service and removed from the Army family housing property records, it remains as family housing regardless of its temporary use. Therefore, the cost of maintenance and repair of all family housing, including temporarily diverted units that remain on the property records as family housing, will be funded with appropriations provided for that purpose in the Military Construction Appropriations Acts.

However, if diverted to unaccompanied housing or any other use, any government provided operating costs, including utilities, services, and furnishings will be funded from the Operations and Maintenance, Army (OMA) Account.

With the signing of the Military Construction Appropriations Acts of 2002 (Public Law 107-64), the limitation for the maintenance and repair (M&R) of General and Flag Officer Quarters (GFOQ) was increased from \$25,000 to \$35,000 per GFOQ per fiscal year.

The effective date for the new limitation is 1 October 2001. This new limitation does not increase the thresholds of those projects approved or are under execution prior to 1 October 2001.

Major Commands are authorized to expend up to \$60,000 per unit for the operations, maintenance and repairs of GFOQs provided the cost of maintenance and repairs does not exceed \$35,000 per dwelling unit per fiscal year. This authority may not be delegated to the installation.

Installations are authorized to expend up to \$35,000 for the operations, maintenance and repairs of GFOQs provided the cost of maintenance and repairs does not exceed \$25,000 per dwelling unit per fiscal year.

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housing possible and we are good stewards of our resources.

All panel members agreed that as professionals, they could put up with the demands of the military but it was their spouses who decided if housing met the standard or not. If their spouse was happy, they were happy, they said.

The panel had their own take on Privatization, and that was "We should always provide the best quality housing possible." Management of housing, regardless if by government or contractor, should be seamless to our families and service members. We cannot give up command and control. We must work with our housing partners to ensure the best quality and

customer service are provided. We need to move out slowly, and look at each site for economics, feasibility and geographic considerations, they said.

In more specific comments, SMA Tilley stressed communicating with our soldiers, telling them what is going on and explaining new programs. The Coast Guard's Master Chief Patton said we need to teach our enlisted folks responsibility because this was not something they came into the Service possessing.

MCPON Herdt said we needed to fix the way we house single and unaccompanied sailors assigned to ships when not at sea. It is not right for them to berth on vessels when in port, he said. Nevertheless, he understands that this would be a significant change for the Navy

and expensive to implement, but we need to start looking for ways to fix that.

All panel members agreed that the Basic Allowance for Housing is critical to allow service members to reside off post and to provide incentives for private investments and privatization efforts. Their common theme was that we need to continue to reduce out-of-pocket expenses for members who reside off post and provide the best housing that our country can afford so that our servicemen can enjoy the standards of living and quality of life to which all Americans are entitled.

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The Army's Residential Communities Initiative (RCI)

by Don Spigelmyer

The Army continues its aggressive privatization program—the Residential Communities Initiative (RCI)—to utilize the Military Housing Privatization Initiative (MHPI) Act the Congress granted in 1996 and recently extended until December 2004. These authorities allow the Military Services to leverage appropriated housing funds and assets to attract private-sector capital and expertise to operate, manage, maintain, and build housing.

RCI is an innovative program developed and managed under the oversight and direction of the Assistant Secretary of the Army (Installations and Environment) on behalf of the Secretary of the Army. The Army's current RCI program includes four pilot projects consisting of approximately 15,700 family housing units. An additional 20 projects are planned between 2002 and 2003, pending OSD and Congressional approval, bringing the total RCI program to over 62,500 houses.

The status of the pilot program sites is as follows:

Fort Carson. The Army awarded its first housing privatization contract at Fort Carson on September 30, 1999. The project included the operation, maintenance, and revitalization (replacement or renovation) of 1,823 existing units and the construction of 840 additional units. The project is a true success story. As of December 2001, over 250 units have been constructed and over 100 renovated. The developer is delivering 20 new houses and over 40 renovated houses each month until the renovation and construction is complete. The contract calls for the developer to operate and maintain the total inventory for the 50-year term of the contract.

Fort Hood. On June 28, 2000, the Fort Hood project was awarded to a development partner to prepare, jointly with the Army, a Community Development and Management Plan (CDMP) which outlines all aspects of

the project in detail. The project includes the financing, operation, maintenance, and replacement or renovation of 5,622 existing units and the construction of 290 additional units. This is the largest housing construction and renovation project in the history of the Military Services. During the life of the project, over 4,000 of the existing houses will be demolished and replaced with new units. Congress concurred with the CDMP, and the transfer of operations occurred on 1 October 2001.

Fort Lewis. On August 29, 2000, the Fort Lewis project was awarded and the CDMP was submitted to the Army on May 10, 2001 for coordination with Department of the Army, Office of the Secretary of Defense and the Office of Management and Budget. The project includes the operation, maintenance, and revitalization or replacement of 3,637 existing units and construction of 345 additional units. The developer will revitalize or replace 3,218 (including 300 historical quarters) of the 3,637 homes and construct up to 345 units for soldiers to build out the deficit during the first 10 years of the 50-year project. During years 11-50 of the project, the developer will replace an additional 2,547 homes and renovate every home every 20 years. During the life of the project, all existing housing units will be replaced. The 45-day Congressional Notification period started on October 26 and ended on December 9. Transfer of operations should occur in March 2002.

Fort Meade. The Fort Meade project was awarded on March 6, 2000. The project includes the operation, maintenance, and revitalization or replacement of 2,862 existing units and the construction of 308 additional units. In essence, Fort Meade will demolish and rebuild all of its housing com-



Artist's rendering of the Fort Lewis project

munities, with the exception of historic villages. Because of its proximity to the Nation's Capital and the entire D.C. Metropolitan area, Fort Meade will become a showcase for The Army's RCI program. It will enable Congressional, DoD and other leaders to visit the site and observe the progression of an RCI development. It is estimated that the CDMP will be submitted to Congress for approval in December 2001. The transfer of operations should occur in March 2002.

Future Projects. The Army has streamlined its procurement approach by going to a two-step Request For Qualifications (RFQ). Seven competitive groups have been formed to apply a two-step RFQ approach to 20 additional privatization projects. These competitive groups are shown below. The dates in parentheses reflect the targeted date for release of the RFQ Step One. In Step One, a Selection Board will determine a list of developers qualified to bid on individual projects in each grouping. For example, if a developer is qualified in Step One for Group 1, they may then bid on one or all of the four projects in that grouping during Step Two. In Step Two, there will be a separate solicitation for each separate Installation in the respective group. Only those developers that were qualified in Step One may participate in the Step Two solicitations.

Group 1 (October 2001)—4 projects (Forts Bragg, Campbell, Stewart/Hunter Army Air Field, and Polk). ➤



Bringing in the new to preserve the old

by Deborah Falkowski

One mission of the Army Housing Division is to ensure that adequate housing is available to the senior leaders of the Army, where they can conduct military duties, as well as have comfortable residences for themselves and their families. To that end, renovation projects are underway to improve the conditions of many of our historical residences to modernize the facilities for the comfort of the residents without changing the historical appearance and ambiance.

The United States Naval Academy Historic Properties coordinated a tour on January 14, 2002, of historic General and Flag Officer's Quarters (GFOQ) at Fort McNair and Fort Myer that are being considered for renovation, quarters presently undergoing renovation, and quarters that have been renovated. The tour was organized to bring together experts in the various areas of the housing, engineering and construction fields to participate in an exchange of ideas concerning the most efficient and cost effective heating and cooling system to use in the renovation of these quarters.

Included in the tour were representatives of the National Association of Home Builders (NAHB); the Military District of Washington (MDW) and its installations; the Historic Specialist from the United States

Naval Academy, Annapolis, Maryland; Columbia Enterprises, Inc., and Reed Heating & A/C, Inc.

The reason for the tour was to evaluate the possibility of using a new heating and cooling system rather than the old system. The traditional low velocity (large duct) system (LVS) presently used is large and bulky. Installing this system would mean destroying ceilings in order to fit the system in place.

An alternative would be the high velocity heating and cooling system (HVS), which would be less structurally invasive to install. Replacing the old decaying heating and cooling systems with the HVS would facilitate less damage being done to the structure, meeting strict specifications by the USNA Historical Preservation Society to keep an authentic cosmetic appearance.

One criticism of the HVS is that the system would make too much noise and the forced air coming from the vents would be too powerful. This was proven not to be the case when the tour group visited a home under renovation located in Georgetown. The system was activated and the noise was minimal and the airflows were similar to that of the older systems.

The group was impressed with the output of the HVS and agreed that it would be



Historic landmark at the U.S. Military Academy at West Point.

economically advantageous to use the HVS system rather than the more expensive LVS. In fact, the HVS would cost 50 percent less than conventional systems.

The preservation and revitalization of aging historical properties enhances the beauty of our communities, reinforces our identity, and expresses our rich cultural heritage. Americans need and value the closeness of being united with their community that can be accomplished through historical preservation efforts. Our goal is to work diligently to find economical ways to improve the comfort and efficiency of historic GFOQs, while maintaining the original appearance of the structure.

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Group 2 (December 2001)—2 projects (Presidio of Monterey and Fort Irwin/Moffett Federal Airfield/Camp Parks).

Group 3 (January 2002)—4 projects (Fort Hamilton, Picatinny Arsenal, Fort Detrick, and Walter Reed Army Medical Center).

Group 4 (January 2002)—2 projects (Forts Belvoir and Eustis/Story).

Group 5 (August 2002)—1 project (Fort Shafter/Schofield Barracks).

Group 6 (April 2003)—3 projects (Forts Sam Houston, Bliss, and Leonard Wood)

Group 7 (April 2003)—4 projects (Forts Gordon, Benning, Rucker, and Redstone Arsenal).

Privatization of our family housing inventory remains a key factor in helping the Army achieve its goal to provide adequate housing and improve the well-being of Soldiers and their families. By effectively utilizing the privatization authorities, traditional Military Construction, and Basic Allowance for Housing (BAH)

increases, the Army is committing sufficient resources to eliminate all inadequate Army family housing by 2007.

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Design-build acquisition for barracks

by George Mino

Significant benefits can be realized through the use of design-build contracts for barracks. These include incorporation of industry innovation and best practices, reduction of design costs, assurance of designing within budget, and cost control during construction.

Design-build is routinely used in commercial industry, and both the Navy and Air Force have used this strategy extensively for their military construction (MILCON) programs. For example, the Navy bachelor housing design guide states that design-build is the preferred acquisition method for bachelor housing. In the Army, practically all Morale, Welfare and Recreation construction projects are procured using design-build procedures. While the Army has not used design-build very much for barracks up until now, its use will increase in the Army's FY 2003 MILCON program. This includes five barracks projects slated for design-build.

Also, as barracks start becoming more like residential apartments, design-build will be a logical acquisition method based on its unquestioned success for Army Family Housing projects. Greater use of design-build was also echoed by a recent Army facility study performed for the Army Secretariat by the Logistics Management Institute.

Industry Standards

The Navy has concluded that their overuse of prescriptive standards (Federal and military) has constrained their design-build acquisitions. The Army can easily overcome this problem by moving the barracks program toward industry standards both from a technical and functional perspective.

The most important technical criteria change is the new freedom to use any type of construction allowed by the Uniform Building Code. From a functional standpoint, the DoD and Army Leadership have approved more flexible barracks module cri-

teria. With both of these tools, the Army will be able to issue true performance based design-build Requests for Proposal (RFPs). This will allow offerors to propose types of housing that they build for the private sector, which would maximize value and innovation for the Army.

Cost Growth

Design-build has the inherent potential for lower cost growth than the traditional design-bid-build approach because the contractor does the design and construction, and he alone is responsible for correcting design deficiencies and construction mistakes. The only drawback is that user requested changes during the design stage could be as costly as if made during construction. Therefore, it is critical that the RFP include all essential functional and technical requirements.

With greater use of design-build, we should avoid costly construction modifications and claims due to design deficiencies.

Earlier Awards

We anticipate that greater use of design-build will advance awards of many barracks projects. To do this, we'll need authority to issue the RFP before enactment of the project authorization and appropriation, but we don't expect this to be a problem. Awarding late in the fiscal year is to be avoided because bids are generally lower during the winter. Furthermore, not awarding a large project in its appropriation year can result in a budget reduction in the next Army MILCON budget request.

Awarding within Budget

In design-bid-build, if the designer estimates market conditions incorrectly, we can be faced with a decision to either award over budget or redesign. On the other hand, design-build inherently provides greater assurance and flexibility to award within budget. For example, with performance-based criteria, if a certain building system

is not economical in a particular region, the offerors will likely propose alternatives to stay within budget. Also, scope reductions and/or technical changes are always an option to get a project within budget. Design-build may also make it easier to incorporate sustainable design measures without exceeding the budget.

Metrification

It is administration policy that 100% design solicitations be prepared as a hard metric design, i.e., building dimensions based on metric components (such as masonry, drywall, lighting fixtures). Recent studies have shown that hard metric designs could increase the cost of the project by as much as 2%. Anecdotal reports from contractors confirm that metrification does add some cost, but it varies depending on many factors.

The advantage of design-build is that we can give the contractors the option of designing and building the project in either English or metric units. This ensures that the marketplace will determine the most cost-effective and practical design approach.

Industry Suggestions

- In meetings with the Army, the Associated General Contractors of America has offered the following suggestions to improve the design-build process:
- Use the Uniform Building Code and avoid references to federal and military specifications and criteria.
- Minimize drawings and specifications in the RFP. Allow contractors to do more design to get more value engineering out of the project.
- Identify "sacred cows" very clearly in the RFP to allow contractors to focus on important issues.
- Reduce proposal preparation costs to increase competition. Only ask for ►



Army Barracks Master Plan—improving housing for single soldiers

by Suzanne Harrison

To articulate the Army's plan to modernize the permanent party unaccompanied personnel housing for enlisted soldiers in the grades of E1-E6, the Assistant Chief of Staff for Installation Management (ACSIM) prepared a 2002 Army Barracks Master Plan (BMP) in coordination with the Army Major Commands. This plan demonstrates how the Army intends to meet the Secretary of Defense's goal to eliminate all gang latrine barracks by fiscal year 2008.

The Army's most important facility quality of life initiative is to improve housing for single soldiers. The Army's investment requirement to eliminate all gang latrine barracks and modernize to the Department of Defense's 1+1 standard is estimated at over \$9 billion. By using a combination of traditional military construction and operation and maintenance support provided through the centrally managed Barracks Upgrade Program (BUP), the Army will reach their 2008 goal.

The key elements of the Army's plan are:

- Prioritization of revitalization by fixing worst first.
- Identification of annual investments of military construction funding for installations with a significant deficit construction requirement for each fiscal year through 2008.
- Programming of sufficient funds to eliminate all gang latrine barracks in United States, Europe and Korea by 2008.

The Army BMP supports an end state inventory for 138,300 soldiers worldwide.

The Army's challenge in this plan is to restore the centrally managed BUP and protect funding to meet the 2008 buyout goal. With the Congressional redirection of \$157M of BUP funding in fiscal year 2002, the current and anticipated appropriated

funding levels are not sufficient to revitalize the existing barracks inventory and deficit construction by 2008. With restoration of this \$157M in fiscal year 2003 or 2004, the Barracks program will be fully funded and back on track to meet the 2008 goal.

The Army recognizes that the military, social and economic conditions that influence this plan are constantly changing. Accordingly, the Army will update the BMP annually, which will allow for the incorporation of changes in conditions and the update of investment strategies, costs, and priorities.

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the bare minimum information by which to make a selection.

- Use two-step solicitation with the 1st step being a Request for Qualifications (RFQ) to ensure that no more than five contractors are asked to submit proposals.
- Keep the RFPs on track with a USACE standardized schedule. Keep schedule short and don't slip it. Proposal time can be as short as 45 days.
- All RFPs should be in CSI format.
- Ensure proposal submission requirements are consistent with evaluation criteria.
- Ensure warranties are well-defined, especially extended ones.
- Make the Proposal and RFP the contract; not the plans and specs.

Evaluation Criteria

Our review of several design-build RFPs indicated that too many of the evaluation points were awarded for items that realistically show little variation among proposals. For example, why offer any points for the electrical system as long as there is code compliance. For barracks projects, consideration should be given to awarding most of the points for functional efficiency (how well the design works for the occupants); type of amenities (stoves versus cook tops, number of shade structures in courtyard); quality of construction durability of finishes, extended warranties, service contracts); and Sustainable Design. Bonus points could also be awarded for additional building area if we can allow up to a 5% scope variation (similar to Army Family Housing) to accommodate offerors' standard designs.

Design-build can provide an effective partnership with industry that will allow

the Army to make more productive use of scarce budget resources. The use of design-build needs to be increased for the Army to get control of project costs and meet aggressive goals to replace aging facilities on a more frequent basis (the current recapitalization rate is over 100 years).

With the Army's growing embrace of business operations, the inherent benefits of design-build make it incumbent for the Army to make the organizational, managerial, technical, and cultural changes to increase the use of design-build for barracks construction.

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Programmatic approach to Capehart-Wherry reviews

by David Guldenzopf

Most installations with family housing built in the decades after World War II will save time and effort on required historic preservation reviews due to a blanket programmatic review action being established by the Army.

The U.S. Army Environmental Center (USAEC) has been leading an effort on behalf of the Assistant Chief of Staff for Installation Management (ACSIM) and the Director of Environmental Programs (DEP), to implement a one-time Army-wide programmatic National Historic Preservation Act (NHPA) compliance action for over 19,000 Capehart and Wherry Era Army family housing buildings.

Section 106 of NHPA requires an extensive review process before renovation, rehabilitation, privatization, or demolition of any building 50 years old or older can occur. This review process, specified under Title 36 of the U.S. Code of Federal Regulations Part 800 (36 CFR Part 800), "Protection of Historic Properties," can be time-consuming and expensive for installations.

Military housing built between 1949 and 1962 is referred to as Capehart and Wherry Era housing for the two United States Senators who sponsored construction programs to solve the need for military family

housing. There are, according to the Integrated Facilities System (IFS) database, currently 19,036 Capehart and Wherry-Era buildings in the Army's real property inventory, which account for 52 percent of all the Army's family housing stock in the United States. The Army has Capehart-Wherry buildings at 57 installations distributed among 11 different Major Commands.

Currently, 1,904 Capehart-Wherry buildings are over 50 years old. In five years, there will be 5,423 over the 50-year mark, and within the next ten years, all 19,036 will cross the 50-year threshold.

This will create a major installation NHPA compliance requirement for actions such as maintenance and repair, rehabilitation, renovation, and transfer, sale or lease under the Residential Communities Initiative. This regulatory review procedure can be very time-consuming and expensive, and could present a significant, near term regulatory burden to installation commanders.

In response, USAEC is implementing a one-time programmatic compliance action covering maintenance and repair, rehabilitation, renovation, demolition, transfer, lease and sale for all Capehart and Wherry Era family housing, an option allowed under 36



CFR Part 800. This Army-wide action will cover this entire class of Army properties, relieving installations from any additional Section 106 compliance requirements for all Capehart-Wherry housing.

The Army published its "Notice of Availability of the Environmental Assessment for the Programmatic Treatment of Capehart and Wherry Era Housing" January 18, 2002, in the Federal Register (FR Vol.67, No.13, 2644).

Coordination with the Advisory Council on Historic Preservation, the National Conference of State Historic Preservation Officers and the National Trust for Historic Preservation, among others was initiated early on in the formulation of this action. Additionally, USAEC sponsored a one-day symposium of recognized national experts in historic preservation to help delineate the issue and programmatic treatment measures leading up to the Federal Register publication.

It is interesting to note the similarities between the Capehart-Wherry housing programs and the Army's current family housing privatization program – the Residential Communities Initiative.

Due to changing Army demographics and the increasing numbers of soldiers with families, the post World War II period found the military in dire need of family housing.





Army Family Housing Master Plan (FHMP)—the way ahead

by Danny Brannon

The current Army Family Housing Master Plan (FHMP) 2001, Amended (October 01) is a well-considered, fully-funded plan to meet the Defense Planning Guidance (DPG) to eliminate all inadequate family housing by 2007.

Each year, the Army revises its FHMP to reflect changes in the military, social and economic landscape, making it a living document. Our FHMPs will react to stationing changes, base realignment and closures (BRAC), and the ebb and flow of private sector housing markets outside our installations. It seems each year more installations add themselves to the list of candidate Residential Communities Initiative (RCI) sites. We can expect this trend to continue.

The next FHMP also must take us past the boom years of intense construction and frantic privatization that ends with FY07.

For the last two years, the Army has used the FHMP as a guide to assembling the family housing program and budget. The FHMP details the funding of management, maintenance and repair, utilities, leasing, privatization, and family housing construction and revitalization.

Now, more than ever, the FHMP is driving the family housing program. For the first time this year, the FHMP will line up with the program milestones, so that each edition of the program is supported by a version of the maturing FHMP. There will be a version of the FHMP that supports each of the three major program and budget milestones, the final one being the President's Budget.

Another improvement we can expect soon is to correctly align the FHMP inventories of owned and leased units with the

inventories reported by the installations. This sounds like an easy task, unless you consider that the inventories consist of more than 100,000 owned and at 14,000 leased units at more than 100 installations and another 100 separate leasing sites worldwide.

Soon, we'll be driving the budget with the inventories that our installations report. It will be more important than ever that installations ensure that their reported inventories are as accurate as possible.

Another significant change in the way ahead will become apparent as the Army finishes more individualized Installation Family Housing Master Plans (I-FHMP). We already have a plan for each installation in U.S. Army, Europe and eight installations in U.S. Army, Korea. On the other hand, we've just scratched the surface with installations in the United States.

Each I-FHMP will be developed in two phases—a Housing Market Analysis (HMA) to determine on-post family housing needs and a detailed housing plan worked out with the installation. These installation plans will provide a solid foundation for supporting the overall Army FHMP and will give installation commanders a specific plan to improve their family housing.

Remember, our overarching goal remains to provide adequate housing and improve the well-being of soldiers and their families. The Army's FHMP has become one more essential building block to achieve this very worthwhile goal.

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Senator Wherry's program, implemented between 1949 and 1955, allowed developers to construct and maintain family housing on DoD lands using FHA-insured mortgages. Senator Capehart's program, implemented from 1955 to 1962, called for DoD to purchase housing constructed by developers. The Army was the primary beneficiary in the DoD of these two innovative housing programs.

Today, the Army again faces a major family housing crisis, this time due to aging infrastructure. The Army Family Housing Master Plan indicates that 70 percent of the Army's family housing stock is considered inadequate, and this is having a significant effect on our soldiers' quality of life. The Capehart-Wherry programmatic compliance approach is a regulatory alternative that will eliminate delays in upgrading family housing by removing the regulatory project-by-project

review at each installation that would otherwise be required.

This action also implements the Army's Historic Quarters Cost Reduction Strategy - Inventory Reduction Plan by reducing the total number of quarters subject to NHPA requirements. This programmatic approach is being centrally funded and managed by the ACSIM, avoiding several million dollars in estimated future installation compliance costs, while obtaining an economy of scale in mitigation costs.

*For more information, please visit the Advisory Council on Historic Preservation's web site:
www.achp.gov/army.*

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Assuring quality barracks furnishings

by Alicia Allen

Quality furnishings are an important part of quality barracks for soldiers. Huntsville Center, U.S. Army Corps of Engineers, has an established quality assurance program for furnishings. GSA uses a jointly-developed furnishings specification, tailored to the specific requirements of the Army. This specification, along with an accompanying quality assurance checklist, helps insure that barracks furnishings will meet soldiers' needs for a long time to come.

Quality assurance reviews performed over the last two fiscal years, by both Huntsville Center and installation personnel, have proven that our vendors are consistently providing the quality furnishings the Army requires.

When placing an order for furnishings, the government is making an investment that must be protected. Unlike buying routine supplies, furnishings are complex items, with a multitude of parts, each of which can be of varying quality. It isn't enough to pick a part number from a catalog and assume you will get the product you want. A vendor's product may change at any time, so it is prudent to place a call to those vendors that you are considering to ensure you have the latest catalog.

You need a basic understanding of the case goods terminology. Oak furniture, solid wood, does not mean furniture built from oak planks. It can mean oak veneer covering a plywood or other wood substrate. Solid maple or solid oak does mean the furniture must be constructed of planks of the wood type specified. However, a solid oak construction may not always be the best choice. For example, a high humidity environment is more damaging to a solid oak product than to an oak veneer on plywood substrate, as the latter construction evens out the swelling tendencies of the finished case good item.

When preparing the best value documentation, per FAR Part 15.101 and FAR Part 8.4, for the selection of your furnishings, be specific in the best value criteria you have selected. For example, special features noted from the catalogs should be identified in the documentation. Documented past performance, both positive and negative, for vendors under consideration should be included. Delivery time should be identified as the critical factor, if in fact this is the case.

Also, if you have an active repair program or you are replacing only a few rooms of furnishings in a previously furnished building or have other special requirements, these things should be identified in the best value documentation.

After the selection is made, take the time to talk with the vendor's representative for your installation to clarify the contract requirements and to communicate your expectations for contract performance, especially the furnishings installation requirements. Although quality assurance for commercial items is primarily conducted through the contractor's existing system, per FAR 12.208, the vendor must be made aware that you may perform additional quality assurance.

We have developed a checklist to help evaluate contract compliance. The checklist includes key requirements from the best value analysis as well as common trouble spots. Common non-compliance areas include:

- Smaller dimensions than identified in the catalog.

- Poor quality hardware (including hinges and drawer glides that are not sturdy or have evidence of poor plating, if applicable).
- Uneven finishes.
- Poor drawer and door alignment.
- Fabric substitutions (which may indicate a quality decrease as well as a color change).

Most problems will be consistent throughout the order.

With a little effort in implementing the suggestions above, you can greatly minimize non-conforming furniture and help improve quality of life for soldiers and DPWs!

For assistance with your furniture program, please contact Alicia Allen, (256) 895-1552, e-mail: alicia.f.allen@usace.army.mil

*Alicia Allen is the Furnishings Program Manager in the Installation Support Directorate at Huntsville. **PWD***



Living quarters for E5s and above at Camp Humphries, Korea.



Army installation seismic mitigation support

by Larry Black

The seismic safety policy for existing facilities on Army installations is established in Paragraph 2-12 of AR 420-70. The minimum performance objective for Army facilities is Substantial Life-Safety. To ensure compliance, seismic evaluations and mitigation of unacceptable seismic risks shall be performed on all sustainment, restoration, and modernization (SRM) projects. Higher levels of seismic protection for mission essential facilities will be considered in the evaluation.

Installations with exceptionally high seismic risks in existing buildings have established mitigation plans and are reporting the status of mitigation actions to Assistant Chief of Staff for Installation Management (ACSIM) Facilities Policy Division (DAIM-FDF).

Assistance with seismic evaluation and mitigation on installations is available from the following sources.

Larry Black is the Department of Army proponent for Seismic Mitigation at the Facilities Policy Division, ACSIM, (703) 428-6173 DSN 328, or e-mail: larry.black@hqda.army.mil

Technical structural seismic assistance or help with the seismic part of DD Form 1391 development is available from Steve Sweeney, at the Engineer Research and Development Center Construction Engineering Research Laboratory (CERL) in Champaign, Illinois, (800) USA-CERL, ext 6793, (217) 373-6793, e-mail: steven.c.sweeney@erdc.usace.army.mil.

Steve maintains the database of the existing CONUS Army building seismic evaluations. This information can help determine whether seismic upgrading is required for existing buildings. Steve can also assist with programming level seismic cost estimates. When contacting him, have as much information about the facility as possible, such as the building number, type, size, future occupancy/usage, date constructed, and structural system.

Contract support is available for Army installations through an existing AE, IDIQ contract with URS Greiner for all aspects of seismic evaluation and design. This contract is managed by USACE's Huntsville Center. This includes screening, evaluation, analysis, design, cost estimating, prioritization, mitigation and rehabilitation of facilities, including non-structural components, geologic hazards and lifelines. These services are available for the award period ending in June 2003. The contract POC is Doug Wilson, (256) 895-1533, e-mail: douglas.h.wilson@hnd01.usace.army.mil

In addition, workshops on the aspects of seismic analysis and design are available from Federal Emergency Management Agency (FEMA) and the Corps of Engineers. The FEMA Advanced Earthquake Design class, 29 July – 2 August, will be conducted at the Emergency Management Institute. For more information, see the following web site:

<http://training.fema.gov/EMIWeb/rclist2002.htm>

A basic seismic design class is also available at USACE's CERL. If you are interested, please contact Jack Hayes at CERL, (800) USA-CERL, ext 7248, (217) 373-7248, e-mail: john.r.hayes@erdc.usace.army.mil; or the Registrar, USACE Professional Development Support Center, Huntsville, at (256) 895-7421.

For your reference, the Facilities Engineering Buildings and Structures AR 420-70 seismic requirements are at the following web site:

<http://www.hqda.army.mil/acsimweb/fd/policy/ar420-70/index.htm>

Guidance for the seismic evaluation of existing facilities is given in TM 5-809-10-2. Buildings will have a seismic evaluation performed when:

- (1) A change in the building's use causes a change in the occupancy category, as defined in TM 5-809-10, to a category of greater importance.

- (2) A project is planned which causes the capacity of the structural system or components to be reduced to 90 percent or less of original stability and strength.
- (3) A project will significantly extend the facility's useful life or will significantly increase the facility's value and the cost exceeds 50 percent of the current replacement value.
- (4) A facility is damaged or is deemed to be an exceptionally high risk to occupants or to the public.

Existing facilities are exempt from seismic evaluation if:

- (1) The original design was done according to the provisions of the 1982 or later edition of TM 5-809-10, or the 1988 or later edition of TM 5-809-1.
- (2) Replacement is scheduled within 5 years.
- (3) The facility is intended only for minimal human occupancy and occupied by persons for a total of less than 2 hours a day.
- (4) The facility is a one or two family dwelling, two stories or less, located in zone 1 or 2, as shown in TM 5-809-10.
- (5) The gross area is less than 3000 square feet (275 square meters).

If the seismic evaluation determines that the facility does not meet Substantial Life-Safety or higher performance standards, as appropriate, unacceptable seismic risks will be mitigated. Rehabilitation will be performed in accordance with TM 5-809-10.

New facilities and additions or extension of existing facilities will be designed to provide the level of seismic protection required by TM 5-809-10 or TM 5-809-10-1.

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Housing Information Technology Team leverages web power to achieve goals

by Peter Gentieu and Pete Pallesen

The four-fold mission of the Army Housing Information Technology (HIT) Team is to provide the Army Housing management community with:

- Automated support for the day-to-day Army Housing operational functions at the installation level;
- Executive information system support for both Major Command (MACOM) and Headquarters, Department of the Army (HQDA) level decision making, resource allocation, and asset management;
- Training and development of both managers and operators on the systems and applications in use; and
- Support for evolving initiatives, including the Residential Communities Initiative, and adapting new technology to meet the ever-changing needs of military housing.

While each of these mission objectives responds to the needs of different constituencies, the internet is becoming the common ground in developing technical solutions for them. The HIT Team is planning to leverage the power, convenience, and growing presence of the world-wide web to help meet these challenging requirements.

Current Use Of The WWW

The HIT Team recognized the internet's capability as a repository of information. For several years, the team has maintained a web site which contains a directory of Army Installation Housing Managers, training schedules, user manuals for the Housing Operations Management System (HOMES), and governing Army regulations. The entire web site has recently been moved and given a complete facelift. It now resides at <http://housing.army.mil>.

One of the newer features of the refurbished web site is the HIT Team's Learning Center. It will be the place for all kinds of training information focused on the needs of installation level software and web site users, including software user manuals, current tips of interest to users, and lessons learned.

The Business Occupancy Program (BOP) web is one of the more interactive components of the HIT Team's web site. Soldiers living in off-post housing receive a Basic Allowance for Housing (BAH). Soldiers who occupy on-post housing forfeit BAH.

The BOP web is the main reporting system for Army Family Housing (AFH) and gathers data based on occupancy of family housing units and the associated dollars forfeited as BAH. Army Housing asset managers and Army financial managers closely track occupancy statistics to ascertain the cost-effectiveness of expended funds and to identify occupancy problem areas.

A primary BOP goal is to focus limited Army Family Housing resources on occupied quarters and provide an incentive to get rid of unneeded and uneconomical units. BOP reports also track the entire AFH inventory including owned and leased housing and mobile home spaces.

For the vast majority of reporting installations, BOP reports are automatically gathered and posted monthly to the BOP web. These reports are then available for use by installation, MACOM, and HQDA housing managers. BOP data may also be edited directly on the BOP Web site by installations.

Another mission critical requirement for the HIT Team is to support the information flow needed to manage over 300 General and Flag Officer Quarters (GFOQs) in the Army's housing inventory.

There is a statutory requirement that a detailed Six-Year Plan be submitted annually to Congress for each of these housing assets. The HIT Team has deployed a password-protected GFOQ web site that allows each installation to enter its information directly. Once entered, it is automatically made available for MACOM review. Once MACOM approval has been obtained, the data is reviewed by HQDA housing officials. From this, the required reports are prepared for submission to Congress.

These capabilities have eliminated the need for massive amounts of paper traffic between offices, and ensure the timely submission and review of this information. The GFOQ web site also allows housing managers ready access to appropriate installation, MACOM, and Army-wide GFOQ reports they need to see and use.

Given the enormity of managing over 100,000 on-post dwelling units and over 10,000 leased quarters, it would be easy to forget that the ultimate customers of these services are soldiers and their families. It is for this all-important constituency that direct web access to PCSHouse Express was created.

PCSHouse Express conveniently provides the basic information an Army family needs to begin planning once they have been notified about a permanent change of station (PCS) move. Such information includes links to:

- The new installation's web site and to nearby civilian communities web sites.
- Basic installation information of interest to families, including hours and phone numbers of on-post services, average waiting time in months for on-post family housing, local basic allowance for housing rates, a profile of typical off-post housing in the area
- The installation's housing office. ➤



DIRNET maintains, stores construction directives

The Directive Network (DIRNET) System provides the U.S. Army Corps of Engineers with an integrated suite of web-based, browser-accessed tools to create, process, route, disseminate, report, maintain and store design and construction project work directives.

Using a secure mainframe database server, DIRNET is available over the web (WebDIRNET), on the PAX portal environment, with user ID and password control. DIRNET is an original source of design and construction work directive data for the MCA, AFH, BCA, NAF, BUP, PIK, ECIP (Army), DBOF (Army) and DERF (Army),

TriCare Medical (DoDMed), and "Support for Others" programs.

As a major module of CAPCES, DIRNET has a direct data interface with CAPCES with two classifications of users, "Sender" and "Receiver." DIRNET provides numerous supportive processes for Senders, such as copy, edit, view, review, release, history, and individualized standard paragraphs. Through the PAX portal, the system provides a web browser interface via NIPRNET and the internet.

DIRNET can provide program managers with easy-to-use web-based, browser-

accessed functional tools in support of design and construction work directives for work accomplished at the portable virtual desktop. DIRNET is available on the Army portal under the Army Knowledge Management (AKM) and Army Knowledge Online (AKO) initiatives.

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To ensure universal accessibility, PCSHouse Express is on a commercial web hosting service at <http://www.pchouseexpress.com>, rather than on a ".mil" site.

Future Uses Of The WWW

Deployment of functions to the web has not only received positive responses, but also requests for additional capabilities. In response to these growing demands, the HIT Team is exploring and implementing further uses of web capabilities.

The internet will facilitate the ability of each installation to submit GFOQ Cost Reports. There is a statutory requirement that each installation prepare a semi-annual cost report on the operations and maintenance expenses for each GFOQ dwelling, submit it for MACOM review and approval, forward it to Army housing asset managers, and ultimately to Congress. This rigorous requirement will be made easier when it can be done through the GFOQ Cost Report web site.

As with the GFOQ Six-Year Plan web site, the Cost Report web site will be pass

word-protected and provide summary reports.

Training installation managers and staff members on Army housing policies and on the use of HOMES software has traditionally been delivered in a classroom environment. This has required that students either travel to Fort Belvoir, Virginia, or that one or more HOMES instructors be dispatched to an installation.

The HIT team is developing web-delivered training modules that HOMES students can take at their own pace on their own schedule. In the first phase of this project, modules that teach basic HOMES skills will be developed. Future plans include converting most of the HOMES training courses to the web.

These web-based learning modules may be supplemented with conference calls and webcasts (instructor-led broadcasts over web facilities) and will incorporate more sophisticated student registration and other learning management functions, such as tracking results, and using successfully completed pre-tests to exempt students from taking specific modules.

Finally, the HIT Team is planning to replace the current client-server version of

HOMES software with a web-based system. This multi-year project is in its beginning phases and will ultimately result in a more powerful system that will be easier to access and more economical to deploy and maintain.

George McKimmie, Chief of the Army Housing Division, has stated: "The true basic power projection platform is a soldier's home...improving current (housing) conditions contributes directly to their effectiveness and morale." The HIT Team's mission is to give the Army housing management community the best possible information systems that they need to perform their critical quality-of-life mission: housing the world's finest soldiers and their families. With its power and convenience, the World Wide Web is the key to leveraging automation capabilities and meeting the diverse requirements of military housing management.

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New procedures create more accurate estimates

by James Nichols

With the expectation that the majority of new military construction projects (between 50 percent and 75 percent) are being performed using design-build procedures, cost engineering throughout the U.S. Army Corps of Engineers is changing the way it looks at construction cost estimates.

In the past, it was important to prepare budgetary estimates, but it was equally important that final bid opening estimates be prepared in order to make sure that the contractor's bids were fair and reasonable. Now, with the use of design-build contracts, it is quite important that budgetary estimates be inspected for accuracy.

The Tri-Service Automated Cost Engineering Systems (TRACES) team, (Automated Systems Branch) in support of the Army, Navy, and Air Force cost engineers, is working to put the emphasis where it needs to be for these more accurate budgetary estimates. The TRACES team now has a contract in place for the continued use, maintenance, and update of a parametric cost estimating system being adopted by the Tri-Service Cost Engineering community. The Parametric Construction Cost Estimating System (PACES), a commercially available product, is being used by cost engineers in the preparation of construction cost estimates based upon parametric models.

You may ask, what is parametric estimating? To put it quite simply, parametric estimating is a tool for preparing detailed construction cost estimates based upon minimal information being available concerning the project.

The parametric estimates are based upon standard design models, developed over the past 10 to 15 years. These models identify standard design practices and can be used to define the specific functional space area of the proposed building, such as office space, rest rooms, classroom, and storage areas. The models even take into

consideration insulation requirements and "beefing up" of structural members in support of seismic requirements. Current models are being revised to include requirements for force protection.

Cost engineers throughout the U.S. Army Corps of Engineers are beginning to use PACES software as a tool for preparing budgetary estimates in support of the design team. Design teams meet with the end customer in design charrette meetings and prepare the design brochure, upon which the proposed project is based. Based on the site visit and the understanding of the requirements of the end user and working along with the design team, the cost engineer can customize the parametric estimate and prepare a detailed cost estimate for the construction of the proposed facility.

These estimates, after going through a review and revision process, generally become the basis for the budgets as submitted to Congress through the DD1391 and ENG3086 process. Using this procedure, the cost engineer, working along with the design team, can prepare a construction cost estimate that compliments the design brochure.

Another important piece of the budgetary process the TRACES team assisted in developing is PC-Cost. Developed by the Programming, Administration and Execution System Team, this is a tool specifically developed for the preparation and updating of budgetary costs within the DD1391 or ENG3086 system.

PC-Cost is a PC-based system that interfaces with DD1391 and ENG3086 by allowing the user to prepare budgetary cost estimates and then upload them to the mainframe system where the DD1391 and ENG3086 system resides. It provides the capability to prepare budgetary cost estimates based on unit costs derived from historical information on similar projects that have been constructed within the recent

past. PC-Cost also provides the means to upload PACES construction cost estimates to the DD1391 and ENG3086 processor.

As the Corps of Engineers begins preparing budgetary estimates for design-build projects, the TRACES team is providing the software, models, technical support, and training on PACES to cost engineers.

For FY02, plans are to continue updating PACES models to ensure that current construction practices are employed within the models. Training on PACES will be an important part of the efforts being performed by the TRACES team. Interfaces between the PACES and micro-computer automated cost estimating 32 bit systems will be prepared so that the parametric cost estimates may be used as the starting point for even more detailed construction cost estimates.

It is the TRACES team's goal to continue to provide the cost engineering community with the best tools available to help them perform their job quickly, efficiently, and accurately.

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Coming Soon

Look for the May/June issue of the *Public Works Digest* on the Environment



PAX takes another leap

by Bill Crambo

PAX (Program Administration and Execution System) took a bold leap when it moved from a commercial contract to a government mega center for its communications, computing and processing support services.

After three years of growing interest, discussions, testing and analysis, the PAX team made a recommendation on 13 December 2001 to the Office of the Assistant Chief of Staff for Installation Management to move PAX to the Defense Information Systems Agency's (DISA) mega-

center in Mechanicsburg, Pennsylvania. On 4 March 2002, PAX initiated all of its services at DISA after months of mock production moves and testing.

PAX had operated on commercial platforms since its inception in the late 1970s, so the decision for moving was not easily or hastily made. Numerous factors were considered, including available NIPRNET (Non-Secure Internet Protocol Router Network) communications, a .mil address, cost of the solicitation process, security, quality of service, cost of service and ability to provide related support services.

The long-standing relationship that PAX had with commercially procured teleprocessing services gave rise to the question whether it was even possible to move to a government operation. Great credit has to be given to the DISA, Mechanicsburg, staff for their outstanding hands-on, personal involvement in working out all financial, technical, and procedural aspects of the move. Without the strong dedication of the DISA staff to get everything done right, on time, and within budget, the move would not have been possible. Critical to our decision was the need for the quality of service that our customer users demand from us. DISA proved the move was possible.

At every step of the way toward a decision to move or not to move, the PAX team's

biggest concern was the customer user's experience while using PAX applications. A highly favorable experience and positive impact was the only acceptable outcome.

The first production test load of PAX onto the DISA computer went so well with such positive comments that some people wondered if "Murphy's Law" was yet to strike. As the weeks passed, testing went even better, with more unexpected surprises. If you haven't used PAX's primary applications (the DD Form 1391 Processor, CAPCES, DIRNET (Directive Network) or the new Congressional View) lately, you might be surprised too. When a major transition takes place, normally the best outcome is an effect that isn't noticed. In spite of hype, it is rare that the effect to the customer users is one of improvement and positive impressions. The PAX team is confident that all users will agree that the move to DISA was not only possible, but also a good decision at the right time.

Good surprises are nice to get. Programmers and systems people often get excited about things that only other Information Technology professionals can appreciate. The PAX team's first impression after the production test load onto DISA's computer was, "This is fast." The many teleconferences held during the transition did not indicate any expectation for remarkably faster communications or computer response times. When experienced, everyone on the team felt compelled to look at the results more closely.

For some people, the response time was about the same as before. However, most were seeing much faster response times. Some of the reason centers on use of NIPRNET. There are other technical aspects regarding firewalls, internet and network connections at DISA, but the end result is better communications from military work sites to the PAX system at DISA.

Everything seems to need a downside, and our downside has been uncovered, too.

While working on PAX from a non-military location on days when above average hacking attacks are taking place (more often than we might imagine), the internet to NIPRNET gateways (connections) are slowed down and sometimes shut down. The PAX team has considered alternatives if these situations occur and is ready to help customer users as needed.

PAX did indeed take a leap—a leap among many during the last few years when we witnessed PAX provided with modern communications, updated with current web accessible interfaces, outfitted with today's technologies, and introduced to new features. Now, PAX is running on a government state-of-the-art computing center. If you haven't looked at PAX recently, please do so—you'll be surprised.

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CAPCES can provide construction project information during planning, programming and budgeting

by Bill Crambo

The Construction Appropriations Programming Control and Execution System (CAPCES) provides the Army with an integrated suite of web-based, browser-accessed tools and databases to formulate, develop, report, modify, maintain, archive, and store military construction (MILCON) project information that supports budget activities. This is the only automated source of project information for various construction programs during the planning, programming and budgeting phases of the PPBES process.

From project inception through the full life cycle of each project, CAPCES allows users to manage and track MILCON programs. The system uses direct and indirect interfaces to other systems for data transfer. Through the PAX portal, CAPCES provides a web browser interface via NIPRNET and the internet.

CAPCES also provides program managers with easy to use, commercial-off-the-shelf (COTS) web-based self-service and ad-hoc reporting tools, in an open environment, for real-time, accurate program/project information in support of an individual's functional tasks. Program managers get the automation tools they need with CAPCES to support production of accurate MILCON budget books and budget displays.

Using the automated process, linking CAPCES and the DD Form 1391 Processor with real-time updates by the many offices involved with project/program formulation, the final step of printing the budget books has been reduced from days to hours.

Over the years (1978 to present), CAPCES' automated database capabilities and dependability have been instrumental in the effective management of the MCA

program (and other programs). As with all automation, it also inspired an increased demand for accurate, highly detailed reports and information. The system's commercial-off-the-shelf software has been able to meet those demands and more, with very little additional investment.

Current plans include new reports for the Transformation of Installation Management structure, implementation of web-based, easy-to-use commercial software for tabulation, graphs, and picture and map linkage to reports. CAPCES is available on the ACSIM's portal under the Army Knowledge management (AKM) and Army Knowledge Online (AKO) initiatives.

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PWD

CV helps staffers, program managers

by Bill Crambo

With Congressional View (CV), staffers and program managers can get easy-to-use web-based, browser accessed copies of DD Form 1391s that have been submitted to Congress. CV uses a secure mainframe database server, available over the web, on the PAX portal environment, with user ID and password control. CV is a repository of the DD Form 1391 PDF files for easy and quick access of Congressional Add and President's Budget DD Form 1391s.

CV was requested in January 2002 by Congressional committee staffers. In support of Army initiatives, CV was created in a fully web-based, browser-accessed environment for a portable and virtual desktop.

Current plans are to adjust to any requests from Congressional staffers and program managers in ASA(FM), ASA(IE), and ASC(IM) and to integrate with the Army Knowledge Management initiative and the Army portal.

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PWD

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Privatizing Army utilities— post 9/11

by John B. Nerger and William F. Eng

Is the argument that privatizing an installation's utilities lets military commanders focus on their core mission still valid in the aftermath of September 11, 2001?

The Army has always been out in front of the rest of the Department of Defense (DoD) in privatizing government-owned and operated utility systems. But what effect will the tragic events of September 11 have on the program now? Aren't the security concerns so much greater than the economics benefits of privatization? Is it wise to entrust the Army's critical utility infrastructure to private-sector contractors or even to municipalities, whose workforce might not be subject to the same level of scrutiny and background checks that a federal employee normally undergoes? After reading this article on Army utilities privatization initiatives, will you conclude that privatization makes as much sense today as it did before the September 11th attacks?

World Wars I and II saw Army installations springing up all over the country. The supporting infrastructure for these instant military camps — the water supply and treatment works, sanitary sewers and disposal facilities, and electrical systems — were newly built or existing utility providers expanded or enlarged their systems and made connections to accommodate the newcomers. Directorates of Public Works, known as Post or Facilities Engineers in those days, were fully staffed to operate and maintain brand new, but low tech utility systems on a 24-hours a day, 7-days a week, 365-days a year basis.

Why privatize? After WWII and the Korean War, demobilization and post-Cold War down-sizing left the Army with a significant infrastructure inventory that we have been struggling to reduce or renovate and modernize. In the post-Soviet era, defense spending rapidly dwindled. Major cuts were taken in Force Structure and Base Operations support. So, installation re-

investments suffered from the uncertainty over each installation's future and the imperative to ensure no risks were taken with the operational readiness of our war-fighting forces. Operations and maintenance budgets became the proverbial "bill payers" and funds intended for facility improvements migrated to training, national contingencies and other emergencies. Maintenance and repair backlogs just grew and grew.

Maintenance and repair funding for the decade ending in 1995 steadily declined an average of 4.2% per year. The backlog grew 250% over the same period. The Army had a real problem on its hands, but the solution seemed beyond financial reach and wasn't going away. The Army wasn't able to articulate its rapidly deteriorating infrastructure in a compelling enough way to earn higher funding priorities and the attention of Congress.

A condition assessment tool, the Installation Status Report or ISR, was developed and put to use. ISR is self-assessing, simple to use, and easy to understand. It portrays graphically, using a condition rating scale and color code, the quality and sufficiency of installation infrastructure and delivery of community services. It also calculates the costs to bring facilities up to acceptable new or nearly new levels. This tool gave the Army a graphic, easy to understand way to chart the inadequacy of its infrastructure. Using this tool, installation utilities were rated as "fair" to "poor" Army-wide. The cost of a long-term program to fix utility systems would consume the entire Army's Military Construction program for many years and was estimated to be between \$3 and 4 billion.

A paradigm shift soon occurred. The Army issued policy in 1991 to steer installations towards greater contracting out of its utility services, such as water supply, waste-



John Nerger



William Eng

water disposal, refuse collection and landfill disposal, and no longer perform them in-house.

With the creation in 1993 of the Office of the Assistant Chief of Staff for Installation Management (OACSIM), an Army staff office became responsible for most installation management functions. From this office flowed a progression of policy guidance and efficiency programs, including the A-76 - Commercial Activities Program; Base Realignment and Closure; and the utilities privatization initiative. In the absence of a Department of Defense (DoD) program or statutory authority to privatize utility systems, each one of the early Army privatization initiatives was truly a "trail blazer."

These early privatization successes include:

- **Fort Leonard Wood, Missouri.** Privatized in 1993 to Omega Pipeline Company, which converted the liquid propane gas system to a new natural gas system.
- **Twin Cities Army Ammunition Plant, Minnesota.** Privatized the natural gas & electric distribution systems in 1995 to Northern States Power Company.
- **Fort Belvoir, Virginia.** Privatized the natural gas system in 1994 to Washington Gas Light Company, which installed all new gas lines meeting industry standards. ➤



- Fort Dix, New Jersey. Privatized the natural gas system to Public Service Electric & Gas in 1995; the electric system to Central Jersey Power & Light Company in 1996.

The Chief of Staff of the Army (CSA) issued a memorandum in May 1997 declaring that 21st Century Army Installations require reliable, safe, efficient, and environmentally compliant utility services, but that owning and operating utilities are not Army core functions. The Chief of Staff encouraged installations to obtain such services from local or private utility companies.

The Department of Defense Reform Initiative Program capitalized on the Army's earlier successes and issued a directive (Number 9, in December 1997) that the Military Services must privatize government-owned utility systems, first by January 1, 2000. Directive #49 issued in December 1998 provided new guidance and set a goal to privatize all utility systems where economical, by September 30, 2003.

Key players in the Army program in addition to the Army Major Commands (MACOMs) and Army installations are the Defense Energy Support Center (DESC) and the U.S. Army Corps of Engineers (USACE). The DESC was established within the Defense Logistics Agency to assist the Services in procuring energy and in privatizing utilities. DESC has been providing a complete package of services to installations. USACE provides technical utility privatization services through its Engineering and Support Center at Huntsville, Alabama, as well as the various Corps of Engineer Districts, such as at Baltimore and Fort Worth.

Army accomplishments since the issuance of DRID #49 include the completion of 52 actions, of which 24 systems were privatized and 28 systems exempted, as not being economical. Here are a few typical examples:

- Aberdeen Proving Ground (APG), MD: a competitive contract privatized the water/wastewater plants and systems to the City of Aberdeen in 1999. Privatizing the wastewater treatment

plant avoided the need for the APG to upgrade the Army plant to comply with biological nitrogen reduction mandates.

- Military District of Washington (MDW) a competitive contract privatized all the utility systems at Fort Hamilton, New York to a non-regulated provider in 1999. The contractor has nearly completed major replacement / renovation work required under the contract and is operating the systems in compliance with required permits
- The National Capital Region, MDW received proposals on 13 systems at 5 installations, located in 2 states and the District of Columbia. These proposals are currently under evaluation.

The recent change in the Administration brings new leadership to the Army with a keen interest in the utilities privatization program and a desire to see it reinvigorated and aggressively pursued at all levels. New initiatives include:

- Industry & MACOM Forum in August 2001: One of the early initiatives of the new Assistant Secretary of The Army (Installations and Environment) was to conduct a joint Industry/Army forum to find ways to improve, streamline, reinvigorate the program to take into account industry needs, expectations and financial investments. Utility industry interest in the Army program continues to be high.
- Strategic Action Plan: The Forum produced a multifaceted Action Plan that includes refinement of the standard contract template; creation of incentives and mitigation of risks for our privatization partners; examination of criteria for determination of best value; acceleration of the source selection process and development of procurement strategies.
- Transition to a new economic analysis model developed by the Office of the Secretary of Defense. The model will cut down the time needed to evaluate proposals and will allow the Army to

compare several proposals simultaneously.

By the end of calendar year 2001, the Army will have completed action on 52 of 320 systems. Our goal remains to privatize all systems by September 30, 2003.

We began with the question: "Does privatizing Army utilities still make sense in the aftermath of September 11, 2001?" In spite of the tragic events of that day, and the heightened awareness of threats to our national security, the fact remains that Army utility systems need vast improvements that are not affordable relying on traditional funding methods.

The new Army civilian leadership reiterated in a recent memorandum to the Major Army Commanders the former CSA's message that "...the Army must focus on its core competency of war fighting and pass to public and private entities non-core activities such as the ownership and operations of utility systems." The reality is that the Army purchases 99 percent of its electricity and most of its potable water from off-post utilities, which are responsible for delivery up to our fence line. We also buy all of our natural gas from local utility companies. The utilities industry has as much, if not a greater, vested interest in maintaining the security, operability and reliability of these systems as the Army does.

Privatizing Army utility systems made sense before September 11, 2001 and makes even more sense today. By partnering with the industry during these times, we secure the nation against our common enemy, fear and isolation and improve the reliability of the infrastructure that sustains the forces living and working at our installations.

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Huntsville's Energy Savings Performance Contracting (ESPC) Program

by Bobby Starling

The ESPC Program is a unique government/contractor partnership. ESPC contractors provide contractor-funded infrastructure improvements to government facilities in return for a share of the resulting utilities and energy savings.



ESPC-funded cooling towers at Fort Bragg.

Examples of ESPC projects include boiler decentralization, lighting, HVAC, and electric motor and drive replacement. This is a win-win program. The government receives state-of-the-art infrastructure upgrades. Contractors receive long-term and fair returns for their investment.

Huntsville Center's ESPC program and contracts are available to all government agencies, and cover all 50 states, the District of Columbia, and Puerto Rico. We are currently using ESPC at many Army

installations. In addition, we have implemented ESPC at Navy, Air Force, Marine Corps, National Guard, Army Reserve and Veterans Administration installations.

The ESPC Team has fostered an attitude of trust between the government and the ESPC contractors. This high degree of trust ensures a true partnership for the benefit of all parties.

Huntsville has developed a competent team of 17 employees working in a matrix-managed organization. This team includes professionals with the following skills: program managers; mechanical, electrical and cost engineers; contracting officers; and lawyers.

Huntsville Center partners with U.S. Army Corps of Engineers Districts across the United States to achieve synergistic leveraging in the implementation of the ESPC program. Local District participation ensures unique customer requirements are properly addressed by personnel familiar with the installation.

Huntsville's ESPC program has resulted in \$378 million of contractor-funded infrastructure upgrades. In addition, the govern-



A sectional boiler at Simmons Army Airfield, Fort Bragg.

ment share of energy savings is \$117 million.

While these investments and dollar savings are significant, the associated environmental benefits are also worth noting. Annual emissions by our ESPC partners have been reduced by over 75 tons of nitrogen oxides, 150 tons of sulfur oxides, 140,000 tons of carbon dioxide and over one million metric tons carbon equivalent of green house gas emissions.

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Bobby Starling is the Chief, Facilities Support Division at USACE's Huntsville Center **PWD**

Utility privatization monthly bulletin now on web

Things are moving right along with the Army's Utility Privatization Program. As of 1 March 2002, we now have privatized 26 utility systems since Defense Reform Initiative #49 was first published in December of 1998.

Despite some easing of the original milestones, the Army has decided to stick to its original goal. We started the program back in 1991 and want to stay with the established goal of completion by the end of FY 03.

To make that happen, we need to do a better job of keeping everyone in the DPWs informed. Starting in March, OACSIM will publish a short News Bulletin on the Utility Privatization Program's progress. It will come out monthly on the OACSIM web site.

A related feature will be a user's online Bulletin Board designed to enable you to ask questions concerning the program and get a fully coordinated reply. Also

included will be a list of Frequently Asked Questions, which hopefully will forestall many of your queries about utility privatization. Look for our monthly Bulletins.

If you have any questions, please contact OACSIM POCs Satish Sharma, Chief, Utilities Privatization Branch, at (703) 428-7001, or Richard Dubicki, General Engineer, at (703) 428-7617. **PWD**



Army's Chief of Engineers pledges a more responsive Corps

by Clare Perry

With a promise to promote synergy, efficiency and cost-effectiveness, the Corps' top leader, LTG Bob Flowers, told Western Military Partnering Conference participants last month that "this is where we get better at what we do."

Speaking to a crowd of several hundred, with some 15 MAJCOMs and MACOMs represented, Flowers promised that the only impact of the Corps' new software and business processes will be a positive one. "If what we're doing doesn't help you, we don't need to be doing it," he said.

A biennial review of military construction programs, sponsored by five of the Corps' eight regional divisions, provided a report card of sorts for tracking customer satisfaction and areas for improvement. Two years ago, DPWs, engineering directors, and a myriad of representatives from Army and Air Force major commands told Corps program chiefs to cut costs, eliminate delays and delivery quality at military facilities.

The frank dialogue paid off. Customers and partners at this year's conference lauded the Corps for improvements in constraining cost growth, minimizing close-out times, placing project managers (PM forwards) at installation sites, and using charettes in the design-build process.

"I've always been impressed with the Corps," said MG Earnest O. Robbins II, Air Force Civil Engineer, HQUSAF. "Our commonality and connectivity should pay big dividends."

However, Robbins stressed that design and construction agents need to be involved early on to ensure a coherent and cohesive team approach. "We don't need any lone ranger actions by the base or the agent and we can't afford bureaucratic orbiting by a committee, either," he said.

The Corps needs to understand and use the customer's execution metrics to measure success across the entire spectrum of a

project – planning, design, award, construction and closeout. Or, more simply, said Robbins, "get in, get done, and get out." The Air Force needs all of the President's budget projects 100 percent designed by September of the previous year and all such projects awarded in the year of appropriation.

To recognize design and construction agents for outstanding performance and individual commands for best cradle to grave program execution, an Air Force "DirtKicker Award" has been inaugurated. "It will certainly drive who wins major awards from the Air Force in the future," Robbins said.

Jim Sack, conference organizer and chief of Military Programs for the Corps Northwestern Division, said one of the key messages heard from partners is that proper programming of projects and quality 1391 documents are the most important step in project success. "While the Air Force does this relatively well, the Army process is somewhat broken," said Sack. "We must find ways to better fund master planning and planning charettes and to ensure project cost estimates match the desired scope." It will be up to ACSIM and HQUSACE to solve the resource problem, he said.

Key players from six MACOMs addressed situations they'd like to see continued or remedied. Air Combat Command's Dennis Firman likened playing par golf with project duration. "For projects over \$5 million, par is 18 months; anything under is 365 days," he said. His goal is to get project backlog down to zero by the end of the year.

Norm Carron, Air Mobility Command, reminded listeners that "when you live your life with Congressional inserts, it forces you to expedite acquisition strategy - - it's time and dime." There is a need for a 1391 process for Congressional insert projects that allows for an acceptable amount of risk to prepare potential projects for rapid

insert and for planning and design funds to make it happen. Carron said that he favors the design-build process – a "one team, one theme" effort - because of its efficiencies and ability to minimize cost and time growth. He'd like to see more emphasis put on identifying contractors not responsive to warranty issues and assigning ratings in the areas of quality assurance, safety, subcontractor management, warranty performance, and close-outs.

Hugh Mason, Army Space Command, is looking for two main points of contact for his projects - - an installation master planner and a single Corps contact to serve as part of a small team in fully identifying facility requirements. "I'm a strong advocate for charettes up front, before a piece of land is even identified," he said. He'd like to see more attention given to sustainable development throughout the process.

TRADOC engineer COL Bob Reardon, Jr., stressed that quality in MILCON projects was paramount, with schedule taking second place. Although he characterized the project management system as working very well between the DPWs and Corps districts, Reardon wants to see the Corps become a major player in fixed price remediation contracts and give more weight to the "environmental piece."

Dave Nichols, Air Force Materials Command, thinks that in the current budget climate little can be done in the way of sustainable development. AFMC's concern is in streamlining the RFP process to reflect more commercial standards and specifications and to keep the lid on cost estimates. "Lots of contractors are turned off because they don't know what's in the RFP or how we're going to enforce it," he said.

Nichols believes bid participation can be enhanced by using a two-step design-build process and prefers using award fees to keep contractors on schedule rather than liquidated damages. "There's a tendency ►



to coddle contractors until things go south. We need you to be more proactive in claims avoidance.”

Following the MACOM presentation, a panel of Air Force installation chiefs spoke to the current state of facilities and how the Corps could help in that arena.

“At Edwards AFB, buildings are starting to collapse,” said COL Jim Judkins, base civil engineer. “Constrained topline funding forces risk-taking with our infrastructure.” The Corps can add value by taking project requirements and executing them with minimal oversight so that Air Force personnel can focus on other change initiatives. Meeting with base project managers and base civil engineers on a regular basis is crucial to closing the gap in communications in the MILCON process, Judkins added.

The communications gap has been bridged at Ellsworth AFB, according to Glenn Meyer, deputy base civil engineer. “While we have some of the same issues, having a local Corps office right in our engineering building has really helped us,” he said. “There’s been a big turnaround – the Corps listens to our concerns and helps us solve problems.” But with increased environmental inspections from EPA and the states, he’s hoping for additional Corps personnel for project oversight to avoid unforeseen site conditions, scheduling delays and other problems that appear as projects ramp up.

A robust Corps presence on base with a resident engineer and PM forwards has worked well at Beale AFB, said COL Tom Laffey, base civil engineer. “Where we have the construction PM forwards, we enjoy a tremendous amount of synergy,” Laffey said. “We work hand in hand and the process works like clockwork with no problems.”

Russ Henderer, Air Force Academy’s Engineering Flight Chief, applauded the change in Corps response over the years. “Our projects are back to being on time or ahead of schedule with cost growth kept below four percent,” he said. In partnership with the Corps, the Academy has embraced cradle to grave project management, beginning with a project management process and buy-in from all the players. “We know



what’s expected from everybody and who has what authority,” said Henderer. “In weekly line item reviews with the Corps problems are solved and issues turned around quickly.”

A similar refrain was voiced by Army installation managers, who echoed the need for improved project specific Project Management Plans with appropriate funding and schedules to assure achievement.

“Give us quality service on time and at a reasonable cost and we will automatically come to you,” said Jerry Sechser, DPW, Rock Island Arsenal. “The PM forward is one of the best ideas the Corps has had in decades and I’m willing to pay for it as long as I get the service I need.”

Fort Carson Director of Public Works, COL Peter A. Topp, observed that Corps PM forwards tackle problems at the early phases, allowing DPWs to concentrate on periodic quality checks. He also credits the use of charettes with turning around a number of foundering programs. “Charettes need to become doctrine,” Topp said. “Customers should be forced to justify why they don’t use them.”

Needed now are timely design directives so that Army projects can be ready to award early, just like Air Force projects, he said.

“Customers go where they get the best value,” Topp summarized. “If the Corps delivers best value, that’s where we go.”

In a video teleconference, Assistant Chief of Staff for Installation Management, MG Robert Van Antwerp, Jr., emphasized that Corps support under the new TIM (Transformation of Installation Management) will have a negligible effect on relationships at the installation level. Rather, the change will be at the regional level where commanders can buy additional support where it makes sense.

Given the reality of another round of base realignment and closures, Van Antwerp said that probably won’t happen until 2005 and will require a lot of give and take with Congress.

“In ’03, we’ll set up a task force in the Army to develop criteria, analyze future force needs of the Army, and let the mission drive the installation support needs and requirements,” he said. The next step would be to come up with a closure list and make recommendations to the BRAC commission, the President and Congress. “A BRAC is needed to properly align the force for the future and get out of unneeded facilities,” Van Antwerp said, adding that Army’s current excess facilities are in the neighborhood of 15 - 20 percent.

Director of Military Programs, BG Carl A. Strock, told conference attendees that FY03 may not see the same level of funding as the current year, with its spike in MILCON. However, Strock said the Army’s decision to move to TIM should help reduce



Setting the bar for contractor quality control

by Ed Hutcheson

How much government inspection is too much? Who is responsible for quality control? How good does quality control have to be? Can quality control be measured? Is partnering with the contractor the answer?

In service contracting, the simple answer to these questions is that the government should do as little inspection as possible—after all, we know it is the contractor who is responsible for quality control. The control of quality by the contractor has to be good, but only as good as specified in the contract.

Contractor quality control can be measured, but the means of doing so is not generally well understood. Partnering is not the answer, but it may help. Certainly, it is true that partnering is a cornerstone in the new DoD approach to service contracting.

Partnering, whether formal or informal, involves an on-going effort to evaluate the contractor's quality control program. The focus in this evaluation is on "insight" rather than "oversight," and on problem prevention rather than problem identification and corrective actions.

Changes occur in the service delivery environment continuously, which necessarily impact on the contractor's ability to control quality. A contractor with a successful past performance record will routinely

account for such changes in the continuing effort to control quality.

The government must be assured of contractor success in this effort and must insist on maintenance of the system in an acceptable manner at all times. To do this, the government measures the contractor's control of quality by establishing a performance threshold or acceptable quality level for each required service. Service output over an observation period, generally a month in service contracting, that does not meet the established performance threshold means simply that the contractor's control of quality for that service, during that period, is unsatisfactory.

Performance thresholds are established by the government to satisfy its minimum needs. The performance threshold for a required service is defined as a statement of the overall level of quality required. It may be expressed, for example, as the maximum number of defective units of service allowed for performance to be overall satisfactory, the allowable defect rate within a satisfactory level of performance, or the required operational availability as a percentage of time. It may also be expressed as a narrative description of the overall level of performance expected from service delivery over an extended period of time.

These definitions involving "allowable" defects do not mean that the government knowingly accepts defective work. Re-performance of defective work is generally required; or in fixed price contracts, the payment must be reduced to reflect any loss in value accepted. The performance threshold is used only as a measure for the quality control program.

Perfect performance is not necessary, nor is it affordable. Performance thresholds are therefore chosen carefully to reflect a trade-off between satisfying the mission function and cost.

The performance threshold for critical services is generally high, in the 97 to 99

percent range. A performance threshold of 100 percent means that any nonconforming unit of service during an observation period makes the quality control program unsatisfactory for that entire period. There are few requirements in service contracting where a 100 percent performance threshold is justified. For noncritical requirements, the performance threshold is in the 85 to 90 percent range. For all other requirements, the performance threshold is in the 94 to 97 percent range.

The evaluation of contractor quality control is a two-step process. First, for a required service, each unit of service delivery is evaluated as being satisfactory or unsatisfactory. For a unit to be satisfactory it must be in substantial compliance with all applicable performance standards and the overall performance objective. Where specific performance standards are not identified, the contractor must warrant that the service output will be suitable for its intended purpose based upon acceptable commercial practices. The performance objective for a unit of service is a summary statement of the performance standards that apply.

A satisfactory unit of service must be suitable for use at the time it is offered for acceptance. It may contain non-conformances; however, their number and nature should not render it unsuitable for its intended use.

Generally, if re-performance is required, then the unit is unsatisfactory and the quality assurance record should reflect that the unit was unsatisfactory on the original inspection. After re-performance and re-inspection, the unit will eventually be satisfactory; however, only the original "unsatisfactory" inspection finding is used in evaluating the overall control of quality for that required service for that observation period.

In the second step of the evaluation, performance is assessed for the entire observation period. As with the ►

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shortfalls and improve redistributions between installations. "The challenge may be the ability to execute additional dollars," said Strock.

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Clare Perry is a public affairs specialist in the Northwestern Division, Public Affairs Office. PWD



WHAT IS PREP?

by Ron Mundt

PREP, the Power Reliability Enhancement Program, is part of the U.S. Army Corps of Engineers Special Missions Office, located in Building 316, at Fort Belvoir, Virginia. Our responsibilities include evaluating "C4ISR" sites (Command, Control, Communication, Computers, Intelligence, Surveillance, Reconnaissance sites) in the area of critical utility systems and supporting the 249th Engineer Battalion.

Some of the customers that we support are NMCS, DISA, INSCOM, ASC, Corps, Divisions/Districts and other DOD services, activities and agencies. The program management and execution of the DOD/Joint

Chiefs of Staff Power Reliability Enhancement Program for critical facilities is also our responsibility.

In addition, we can provide engineering support to installations, upon request, in the area of power systems (electrical and mechanical). This must be done on a reimbursable basis through the local District. Here are a few of the services we offer:

- Power Quality Evaluation Site Surveys.
- Utilities Systems Evaluation Surveys (i.e. electrical power systems-high and low voltages, mechanical chiller and boiler systems).

- Design Reviews.
- Procurement of specialized A/E services.
- SOW development, and equipment development and applied research.

If you have any questions, please call us at (703) 704-2773/2763 DSN 654 or contact Angie Stoyas at angie.p.stoyas@smo01.usace.army.mil.

*Ron Mundt is an electrical engineer in the Special Missions Office of the Military Programs Directorate. **PWD***

George Braun retiring

George F. Braun, long-time deputy director of the U.S. Army Engineering and Housing Support Center (EHSC) and the Center for Public Works (CPW), and currently deputy chief of the Installation Support Division (ISD) at Headquarters, is retiring at the end of June 2002. George has been in the installation business for almost 30 years, and we are sure that many of you would like to say farewell and express your best wishes for a happy retirement.

For more information about George's retirement luncheon tentatively scheduled for June 27, 2002, please contact Jackyee Campbell at (202) 761-5764 DSN or e-mail: jackyee.campbell@hq02.usace.army.mil

*If you would like to contact George personally, you may email him at george.f.braun@hq02.usace.army.mil or call him at 202-761-5765 **PWD***



George Braun

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substantial compliance criteria for a unit of service, perfect performance is not required; however, for the contractor's quality control program to be considered as satisfactory, the overall level of performance for the entire observation period should meet the established performance threshold. A metric is established for each required service and recorded each month to show compliance with the applicable performance threshold.

Periodically, the Contracting Officer should review the overall results of these

metrics with the contractor and indicate how these evaluations will reflect on the contractor's past performance assessment.

Partnering requires both parties to the contract to do everything necessary to insure success while maintaining the integrity of the procurement system. Partnering with a marginal or unsatisfactory contractor is not possible. When a contractor fails to perform at a satisfactory level, the government must revert to the traditional oversight method of quality assurance. Partnering is not the answer but it may facilitate achieving contracting goals.

Measuring contractor quality control is an essential part of service contracting. Contractors who do well will receive favorable past performance evaluations and those with "unsatisfactory" records will be less likely to get new contracts.

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James E. (Ed) Hutcheson is a contractor with MSC Associates, Inc. in Oakton, VA.

PWD



Funding for federally-owned roads, bridges

by Larry Black

The Emergency Relief for Federally Funded (ERFO) Roads Program funds repair to Army installation roads damaged by natural disasters or catastrophic failures. We estimate over 80% of Army CONUS installations roads are open to the public and eligible for ERFO roads program funding when damaged by natural disasters or catastrophic failures. Army policy considers all installation roads open to public travel unless they are located in high security, permanently restricted areas of an installation all of the time.

Even with recent security requirements, most roads remain open because they met the criteria to be available for public use, except during scheduled periods, extreme weather, or emergency conditions, and are passable by four-wheel standard passenger cars.

Examples of natural disasters include floods, hurricanes, earthquakes, tornadoes, tidal waves, severe storms, or landslides. An example of a catastrophic failure is a road being destroyed or wiped out as a result of a landslide. Serious damage is heavy, major, or unusual damage to a road that severely impacts the safety, capacity, or usefulness of the road or results in road closures.

ERFO funding is authorized under Title 23, United States Code (USC), Section 125. The Federal Highway Administration (FHWA), Federal Lands Highway Office (FLHO), administers the ERFO program. It is intended to supplement the commitment of resources by other federal agencies to help pay unusually heavy expenses resulting from extraordinary conditions. This includes unexpected repairs of roadways that have been seriously damaged due to natural disasters, over a wide area, or catastrophic failures.

Military installation roads are considered to be public land highways and, therefore, eligible for ERFO funding. Other reasons for eligibility include ownership by the Department of Defense (DOD), main

tainance by the installations, and being open to public travel.

Additionally, DOD has the authority to construct installation facilities (such as roads) under 10 USC 2802. The Military Traffic Management Command Transportation Engineering Agency (MTMC-TEA) established DOD's eligibility for the ERFO program in May 1988 with the FHWA.

The ERFO program provides emergency relief funds from the Highway Trust Fund. The federal share under the ERFO program is 100% of total costs. The combined damages for an individual disaster for all federal agencies must exceed \$500,000 unless serious damage beyond the scope of normal heavy maintenance or routine emergency repair can be demonstrated.

If the combined damage does not meet the threshold, the federal agencies are expected to fund the repair costs using emergency or routine procedures. Catastrophic failures resulting in damage less than \$500,000 are not normally eligible for ERFO funding.

Should disasters require funding, the FHWA has programmed \$15 million to be available in both FY 02 and 03 for repairs to roads and bridges.

The installation Director of Public Works is the local proponent for this program, with the MTMC-TEA providing technical support. When disasters cause damage, the installations shall notify the HQDA proponent in the ACSIM's Facilities Policy Division. Army POC for ERFO is Larry Black (703) 428-6173, larry.black@hqda.army.mil

Matching Bridge Inspection funding is available for Army-owned bridges on installation roads open to the public in the 50 states and U.S. territories. Army policy considers all installation roads open to public travel, even with high-security entrance control, unless they are located in high security permanently restricted areas of the installation all of the time.

Over 80% of all the Army roads are open and are available for public use, except during scheduled periods, extreme weather, or emergency conditions; and passable by four-wheel standard passenger cars.

The matching funding is made available to installations from the Federal Highway Administration (FHWA) and should equally match the installation programmed funds for bridge inspection. The purpose is to help ensure the safety of bridges on public roads under jurisdiction of the U.S. Government.

The ACSIM signed a Program Agreement with FHWA on 3 June 1999 to establish the funding process. Title 23, United States Code, Section 151 authorizes the agreement for the National Bridge Inspection Standards (NIBS). AR 420-72, "Transportation Infrastructure and Dams," includes the agreement and supporting Army policy.

The matching Bridge Inspection program provides funds from the FHWA to the ACSIM for distribution. The funds are distributed to the MACOMs for installations that have established bridge inspection plans and have programmed the 50% matching funding.

In FY 00, the first year of the program, the Army and FHWA funded \$920,000 of bridge inspections. In FY 01, they funded \$900,000. Together the Army and FHWA have \$1,500,000 programmed for availability in FY 02 and FY 03 for Army installation bridge inspections. By law, the Army's 904 bridges require inspections every other year.

The installation Director of Public Works is the local proponent for this program, with the MTMC-TEA providing technical support.

In the first quarter of the year, each MACOM or region shall forward the installation bridge inspection plan and confirm matching funding is available to HQDA proponent, Larry Black, (703) 428-6173, larry.black@hqda.army.mil **PWD**



Fort Bragg takes recycling to the curb

by Lynda Phau

Fort Bragg, North Carolina, residents have the opportunity to save thousands of trees, conserve enough energy to power a small city, cut manufacturing pollution, and conserve natural resources every week through participation in the curbside recycling program.

Taking the lead to reduce and eventually eliminate landfill wastes, Fort Bragg is the only community in the Sandhills region to offer curbside recycling to residents.

"Curbside recycling is really the first step in terms of incorporating the installation into a much broader recycling effort," said COL Tad Davis, Fort Bragg's Garrison Commander.

Davis expects all residents in family housing to participate in the recycling program and to make an effort to maximize the number of items that can be recycled instead of thrown away.

"The bottom line is that we need assistance of each and every resident to do their part if we're going to be successful," Davis said. "A lot of resources went into this program for all the right reasons, but it will be only as successful as residents of Fort Bragg are willing to make it."



Items from curbside recycling bins are separated at the time of pickup, making it even easier for housing residents to recycle.

Participation and ultimate success of the Fort Bragg curbside recycling program rests on the individual responsibility to preserve our resources for our children and future generations.

"Recycling is something each and every one of us can do, and do easily, to reduce the demands we place on our natural resources," said Kristina Wilson, pollution prevention program manager for Fort Bragg. "This is truly a scenario where the power of one can grow exponentially."

Housing area residents are issued tan recycle bins for curbside collection along with a list of acceptable recycled materials. Residents can place aluminum cans, magazines, newspapers, plastic bottles and corrugated cardboard in the bins and place the bin at the curb on their regularly assigned refuse pickup day. Recyclable items do not have to be sorted within the bin.

The curbside recycling program has been closely monitored to identify problems and respond quickly.

"The biggest confusion is about corrugated cardboard," said Marty Clark, family-housing refuse contracting officer's representative on Fort Bragg. "We are seeing a lot of plastic and newspaper. People are trying. We just need to keep educating everyone."

Bill Squire, Fort Bragg's solid waste program manager, says curbside recycling helps Fort Bragg residents "close the loop."

"Recycling keeps it out of the landfill and new products



Corrugated cardboard boxes is just one of many items recycled through the Fort Bragg Curbside Recycling program.

can be made from what would have been trash," Squire said. "Residents need to be careful not to place non-recyclable items in the recycle bins. It makes our costs go up and reduces the value of all the items collected."

Although curbside recycling is not currently mandatory on Fort Bragg, planners hope the effort to conserve resources will be successful without enforcement.

Participation in the curbside recycling program continues to rise. Planners are confident that with continued education and publicity, participation will increase toward the 100% goal as residents develop good habits. Methods to acknowledge those households where recycling is part of every day life is also being studied.

POC is Lynda Phau, (910) 396-3341, ext. 357

Lynda Phau is the Environmental Resource Coordinator at Fort Bragg, NC. (Kristina Wilson and Kate Foster contributed to this article.) PWD



Fort Lewis family housing privatization—preparation is key

by Lou Bain

I've been working on some form of family housing privatization for the past six years. You would think I would have been ready for Privatization. I wasn't. I'm not going to bore you with the details of how wonderful our Fort Lewis project is, and it really is. What I think would be of most use to you would be some idea of where to start.

Privatization is not an overnight fix. The best projects will come from those of you with the ability to work through the proper project due diligence or preparation phase. I've attempted to break it down for you in a few logical steps.

Let's start with team development. Your team should have two parts. A full-time core staff and numerous functional experts on an ad hoc basis. The core staff should be in place (full-time devoted to privatization) approximately 12 months prior to the release of your solicitation. Your ad hoc functional experts should start meeting as a team about six months before solicitation. The following skill sets are critical to your core staff: senior housing management; realty specialist; general engineer; and facility management. Don't forget your administrative support—big job.

You will need to call someplace "home," because during the privatization, your office will be your home. I believe the nucleus of this home will be the conference

room. You will need a room big enough to accommodate team members for the government, private sector, consultants, visitors and lawyers, lawyers and more lawyers. Don't make a mistake by sizing the room too small. Remember you will need table space, computer space, etc.

We had as many as 40 in our conference room at one time, but our conference table only accommodated about 20. Spend a little more than usual on chairs. Even a good chair gets pretty hard after 12 hours, and a small room seems smaller.

Don't forget the communications package for your new home. You will need lots of phone and data lines.

The location of your home is also important. You might want to be close to an installation/base gate with ample parking and exterior lighting for the late nights. It is not unreasonable for you to be located off-base in leased facilities, considering all the additional security these days. You will be dealing with the private sector a great deal of the time. Equipment should consist of the normal office stuff as well as a shredder, CD burner, color printers and digital cameras.

There is formal training you can use to build a foundation of knowledge about residential real estate development. One of the reasons you want to staff your core office so soon is to get some training before they have to go "live"



Eagleview II duplex and single units at Fort Lewis.

with the private sector. The University of Maryland has a course on privatization and the National Development Council has a series of courses on Housing Development Finance. A Contracting Officer's Representative (COR) course would be very useful and don't forget you can gain a great deal of knowledge by visiting those of us who have already been through privatization.

Ok, you have your team in place, the office is ready to go, and a training plan has been established. Now what? You already "know what condition your condition is in," but what do you want your housing stock to look like in 50 years? You need to create a "vision" for the next 50 years.

I don't know what you have as housing stock, but I had military housing areas at Fort Lewis. Get the picture? Is that what you want, or, better yet, is that what your customer will want for the next 50 years? I suspect not.

Our housing areas were lacking those amenities that make housing a community. Do yours? What are the best ideas in housing communities surrounding your base? Maybe they should be incorporated into your vision for the future.

Another important aspect of the vision is to get customer "buy-in." I recommend a series of focus groups or sensing ►



Proposed Beachwood and Eagleview areas at Fort Lewis.



Army and private developers meet on building new communities and homes for Army installations

by Ann Duble

Fort Detrick will take part in a program to privatize family housing. The Army is inviting private developers to refurbish, rebuild, and replace military housing at Fort Detrick, Maryland, Fort Hamilton, New York, Fort Belvoir, Virginia., Fort Monroe, Virginia., Forts Eustis and Story, Virginia., Walter Reed Army Medical Center, Washington, D.C., and Picatinny Arsenal, New Jersey, as part of the Army's Residential Communities Initiative.

Fort Detrick currently has 155 sets of family quarters to serve its nearly 1,200 service members and their families. They were built between 1950 and 1958, and most have been refurbished throughout the years.

One of the housing units, the Nallin Farm House, was built in the 1780s and is listed on the National Historic Preservation List. Another 36 units are expected to be constructed beginning in 2002.

Officials at Fort Detrick hope to gain approximately 163 new housing units by the end of the program and improve the quality of life for the military families assigned to the installation.

Assistant Secretary of the Army for Installations and Environment, Dr. Mario Fiori, hosted an industry forum on the residential initiative on January 18, 2002, at the Wyndham Hotel in Baltimore for potential developers to learn more about the specific projects at each installation.

Under the Residential Communities Initiative, the Army offers developers a long-term interest in both land and family housing assets through lease agreements or property conveyance. These private firms become the master community developers for the Army and the primary source of financial return for them will be revenue from soldiers' housing allowances, which will be paid as rent.

For more information, please contact the Fort Detrick Public Affairs Office at 301-619-2018.

*Ann Duble is a public affairs specialist at Fort Detrick, MD. **PWD***

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sessions with your customers, service providers, and other stakeholders (government and private) to help determine your vision. Now you are beginning to build a strong foundation.

Most of us old housing folks have been involved with conducting a housing market analysis, or HMA. We have used HMAs as a tool to determine housing requirements for years. You want to be more involved than ever before in this process. Why? Not only can the HMA be used to find out how much community housing support is available, but it is a very useful tool in privatization. Your HMA will address in detail housing costs in the surrounding communities. These costs can be used as a benchmark for costs reported in the annual BAH surveys.

Remember, your income stream for privatization in BAH. BAH is the "median" cost of housing in the local community. In order to make sure you achieve your vision, you need to keep anything associated with BAH as an issue of special importance. You can influence the process.

As you might suspect, data collection is very important to privatization. You want prospective developers to have all the best information possible. What you don't want to do is to accept the housing information at face value. You need to check it out **very** thoroughly.

The single most important issue in the data collection is utilities and infrastructure. You need to map-out every foot of infrastructure and walk every electrical line to verify charges. We called this verification our Demarcation Maps and used our GIS lab to help us. Utilities will take you months to work through.

There is so much more to write about, but a good thumbnail for lessons learned is to remember:

- Early involvement is **everything**.
- Develop a **cohesive** full time staff.
- **Validate** utilities/infrastructure **completely**.
- Real estate is **local**.
- Timelines **change, change and change**.
- Communication is **crucial**.
- Documentation is **essential**.

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*Lou Bain is the Chief, Housing Division, and RCI Project Manager, at Fort Lewis, WA. **PWD***



Odd items enrich lives through recycling

by Karen A. Fleming-Michael

Seemingly disparate items such as eyeglasses, hearing aids, greeting cards and tennis shoes do have one thing in common: They can be recycled on Fort Detrick, Maryland.

While planning an Earth Day celebration in 1997, Betty Boyland, natural resources coordinator for Fort Detrick, came across a magazine article that listed several environmentally friendly recycling programs.

As part of Fort Detrick's Earth Day celebration, she arranged for eyeglasses to be amassed for the Lions Club, greeting cards gathered for St. Jude's and old tennis shoes scraped together for the Re-use a Shoe program. So far, thousands of cards and hundreds of pairs of eyeglasses and athletic shoes have been collected and sent off to help others.



Unlike the recycling programs managed by the Directorate of Installation Services, Boyland's informal programs are strictly voluntary. Although she does report the number of pounds collected to DIS for their records, "It's not just about recycling," she said.

A collection box in the lobby at 810 Schreider St. for the Gift of Sight Program is cosponsored by the Lions Clubs International and LensCrafters. People can donate eyeglasses in any condition that are then cleaned, repaired, classified by prescription and distributed to people who need them around the world. In a May 2001 letter, Edward Sutherland from the Burtonsville, Maryland, Lions Club, thanked Fort Detrick for the 141 of eyeglasses it collected and introduced Boyland to the hearing aid collection program.

Hearing aids haven't been collected at Fort Detrick yet, but Boyland is willing to take them if there are donors. According to the Lions Club, hearing aids cost \$295 and donated ones help retired people, children and others who can't afford them.

Although the Lions Clubs will set up and empty collection boxes, cards and shoes require a little more work on Boyland's part. She can mail the cards as they come in, but when she has shoes, she has to locate stores that have room to take on as many as 30 pairs at a time.

Holiday cards aren't recycled for their paper but are sent to St. Jude's where troubled youth refurbish the cards by adding new backs and selling them to help support the charity. Nike, Inc., sponsors the recycling program that takes old athletic shoes, grinds up parts of them then remanufactures them into playground padding, gymnastic mats and running tracks, which are donated to worthy causes. Boyland prefers to send very old, unusable shoes to the program. "We do get shoes that are brand new, but I donate those to the Thrift Shop," Boyland said.



Boyland said card and shoe collections were done only once a year at Earth Day or Kid A Fair celebrations, but now that people have found her, they bring donations to her office, which quickly fills up with donations. "There's probably another place for collecting these things that's not in my office," she said, laughing. She'd eventually like to see a Fort Detrick organization take a Salvation Army program that collects coats that are donated to the needy.

Although Fort Detrick earns no money for the recycling efforts, Boyland said money was never the motive. "Recycling these items keeps them out of landfills, which is cost avoidance, and will benefit those that need them — that's my goal," she said.

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Karen A. Fleming-Michael is a Standard Staff Writer, Fort Detrick Public Affairs Office, Fort Detrick, MD. PWD



Keeping Walter Reed on the cutting edge

by Marshall Hudson

The U.S. Army Medical Command's \$7 million project to renovate Washington, D.C.'s Walter Reed Army Medical Center reached a milestone with the turnover of two newly completed cardio-thoracic surgical suites in September.

Five rooms were turned over earlier this year, bringing the total number of completed operating rooms to seven, one-third of the 21 being refurbished.

"It's great that we're going to have a facility that equals any civilian hospital," said LTC Patricia D. Malek, operating rooms manager. "We're really anxious to start using them."

Originally, the project was intended only to add laser surgery capabilities and upgrade electrical systems.

Once the work began, hospital officials decided that since the operating rooms had received only incremental improvements during the last 30 years, it was a good opportunity to completely modernize them.

The final design was a collaborative effort by a multi-disciplined project team that included the Corps, clinical personnel, the hospital's public works department, facility management, medical equipment specialists and the contractor, Brown and Root.

"Our weekly meetings have been vital. We were able to establish a partnership, identify mission-critical elements and develop collaborative solutions," said Alan Andrysiak, project manager.

"We've been able to tailor the project to meet surgical staff's needs while achieving the best value for the hospital."

A priority for the team was addressing the increased use of electrical equipment. Technological advances, while providing better tools for the medical staffs, were making the rooms cluttered and disorganized.

To solve this problem, 61 state-of-the-art medical columns, known as teletoms, are being installed.

The teletoms, which drop from the ceiling, provide a point-of-use machine with power outlets, medical gasses, communication systems, laser capability and general shelving. They also provide tele-medicine and tele-surgery capability.

Other key elements of the renovation include new intercoms, emergency call systems, in-the-room inventory control of surgical supplies, upgraded medical gas valve boxes, alarms



Before the remodeling, the operating rooms were filled with cards, hoses, equipment and carts.

and monitoring systems, a new fire suppression system, digital x-ray capability, and a new waste anesthesia gas disposal system.

New infection control measures including ceilings, walls and floors that are easy to keep clean, as well as new scrub and decontamination sinks, are also being installed.

A key to the success of the project has been the use of a Task Order Contract said Andrysiak.

"The TOCs use previously arranged pricing and line item estimates that are ideal for changing user needs. It provides flexibility and has held the cost down tremendously," he said.

The hospital requires that at least 14 operating rooms always remain open, so only four rooms are being upgraded at a time.

The project is estimated for completion in mid-2002.

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Marshall Hudson is a public affairs specialist in the Baltimore District Public Affairs Office. PWD



Contractor Jeff Taylor (left) demonstrates a teletom to the surgical staff in an upgraded room.



Honolulu Engineer District provides multi-faceted support to DPW

by Michelle Cain

Army Transformation. Whole Barracks Renewal (WBR). Residential Communities Initiative (RCI). Operation and Maintainance, Army (OMA). These programs, under the umbrella of the U.S. Army Garrison, Hawaii, Directorate of Public Works (DPW), make up nearly 40-percent of the Honolulu Engineer District's project workload, making DPW the District's biggest customer.

Honolulu Engineer District (HED) provides engineering, planning, environmental, and technical support for all these programs whenever it's needed, said David Lindsey, HED's PM Forward.

DPW has felt the affects of downsizing, going from a workforce of 660 four years ago to its current 350 employees. "For a lot of our workload, especially the engineering requirements, we've turned to HED to help pick up the slack," said COL William E. Ryan, III, DPW's director.

"DPW has a lot of things going on," said Lindsey. "We try to support wherever we can, to fill in the gaps that DPW has, and to help execute everything in a timely and efficient manner."

The Corps provides all of the military construction (MILCON) for DPW, of which the WBR program is a part. Over the life of the program, from 1996 to 2007, all of the old barracks are being remodeled at a cost of more than \$1 billion, according to Ryan.

"If you've ever been in some of the old barracks, and then you walk into the new barracks, it's night and day," said Ryan. "There's no doubt about it, that's probably one of the biggest morale boosters we've got going right now for the soldiers. If you drive around the installation you can see a lot of work going on. Most of that is through the District."

Maintenance and repair work is also being done at the U.S. Army Garrison, Hawaii, and HED is the design and construction agent for those projects, said Ryan. "Most of the renovations we've done recently, like kitchens and baths, we do through the District. They do a very good job at it."

The District also receives a substantial amount of funding from DPW for designs and various studies and environmental projects it provides to DPW under the OMA program, said Lindsey.

Army Transformation is another vitally important program in which HED supports the DPW. The 25th Infantry Division is beginning a transformation that will ultimately see it emerge as a different kind of fighting force. The first stage in the process is the creation of an Interim Brigade Combat Team or IBCT. However, in order for that to happen, HED must successfully manage the IBCT environmental impact statement (EIS) process, an intensive public and government agency review of the potential environmental impacts of the Army's plans.

The transformation of the 25th Infantry Division from a light division to a medium-weight division will require an estimated \$660 million worth of military construction, in the form of ranges, roads, motor pools, and training facilities to support the IBCT when it comes online in 2007, said Ryan.

"DPW has gotten a lot busier with the transformation program," said Lindsey. "It's a relatively fast-track program; they need to get the support information for projects done so they can get it into the MILCON program and then do execution and construction later on."

HED Real Estate Division handles all of DPW's real estate transactions, including



Much appreciated family housing for company grade officers at Schofield Barracks.

acquiring additional acreage for training the IBCT. "We've got dozens, maybe hundreds of rights of way, easements and those kinds of things in our training areas on both islands (Oahu and the Big Island)," Ryan explained. "We're planning to buy land on the Big Island, and they're working a land purchase on the south side of Schofield towards Kunia. All of those buys will be done by the District."

Both Ryan and Lindsey agree that the key to the successful relationship between HED and DPW is good communication.

"Many times DPW is tasked with things late in the afternoon that need a quick response and a lot of times they turn to HED for support," said Lindsey.

"There are a lot of people involved in a lot of different levels within DPW and we work on a daily basis with people from the District," said Ryan. "I get great support. Overall, they're doing a bang-up job."

"Much of the success is credited to David Lindsey and the excellent work he does as HED's PM Forward," said Andrew Kohashi, HED's chief, Army-Hawaii Branch. "Another element improving communication and customer satisfaction is the Project Management Business Process (PMBP). The DPW staff are essential members of all project delivery teams, spanning all projects, programs and levels of both organizations."



...one could say that the litmus test for an Army to be mission ready and training at full capacity in 2025 will be due to the success of their sustainability plan.

Fort Lewis implements Installation Sustainability Program

by Connie Lee

Several months ago, the senior leadership of FORSCOM fortuitously recognized the need for installations to participate in an Installation Sustainability Program (ISP) with the intent of protecting mission accomplishment for the future. As part of the ISP, Fort Lewis will develop an Installation Sustainability Plan.

A 25-year plan to protect our military training capabilities took on an eerily new cause after the September 11 terrorist attack. Unbelievable threats to America have elevated the need to protect future training capability. To ensure national security we must have an extremely well trained military. An extremely well trained military is dependent upon quality installations

2025 Fort Lewis in the Balance



where troops can train and maintain mission readiness not only now, but well into the future.

The initial objective of the ISP is environmental sustainability – attaining an “environmental state of the installation” that supports the present installation mission without compromising the ability to accomplish the mission in the future, while not limiting our local communities’ abilities to have a productive future. In the future, other elements of sustainability (economy, society, wellness) will be integrated into the program.

FORSCOM is assisting Fort Lewis in the implementation of the ISP. One event was a three-day sustainability training conference among primary Fort Lewis Public Works with personnel from FORSCOM, CHPPM, and other Army agencies, who would later participate in the sustainability workshop as facilitators and recorders. Leading the training was FORSCOM’s chosen sustainability trainer, author Alan AtKisson. An out-of-the-box strategic planner, AtKisson brought to the workshop “blueprints” to build a 4-sided pyramid to illustrate a new way-of-thinking in sustainability for the military.

Fort Lewis training attendees consisted of the team leaders and key personnel from the focus area groups who would address environmental concerns across Fort Lewis. The focus areas were air, water, training lands, materials and products, infrastructure and energy. A visual and hands-on application developed by AtKisson to introduce the concept of sustainability was the problem solving use of a 4-sided pyramid. The four sides representing nature, economy, society and well-being were compass points of the sustainability pyramid. The pyramid’s unique value to sustainability

planning was its interconnectivity within levels.

Members began building the pyramid levels from bottom to top beginning with developing sustainability indicators, analyzing systems, selecting innovations, and ending with creating strategies to making agreements at the top of the pyramid.

Prodded by AtKisson, the members brainstormed ideas that would achieve sustainability for a hypothetical installation. The critical emphasis of sustainability’s success was seen more visually than ever before. The pyramid’s interconnectivity demonstrated that sustainability will not be managed by one division, directorate, or by an installation in and of itself.

(continued from previous page)

HED’s Schofield Barracks Resident Office (SBRO) executes the construction contracts on behalf of the DPW and 25th ID, said Earl Hiraki, SBRO Resident Engineer. “The established relationships have been synergistic and beneficial to the entire military community for an extended period of time and hopefully will continue real examples of a ‘win-win’ scenario.”

“It’s very important to support DPW in the sense that we have a mission and we know what the mission objectives are,” said Lindsey. “Basically it’s to support the end user, which is the soldier.”

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Michelle Cain is the editor of the Pacific Connection, a publication of the Honolulu Engineer District. **PWD**



Paul Steuke leads discussion on sustainability goals for Fort Lewis.

Sustainability is woven into all working elements of a military base to include regional support. *Indeed, one could say that the litmus test for a military to be at* ➤



full mission readiness and training at full capacity in 2025 will be due to the success of their sustainability plan.

A second event was the Fort Lewis Installation Sustainability Workshop. Invitations to attend the workshop were mailed to federal, state and local regulators, local community representatives, local tribes, and other on and off post stakeholders to engage in discussions seeking to answer the underlying question, "How do we sustain the mission and the environment for the next 25 years?" The reasons for inviting members of our surrounding communities were, said General James T. Hill addressing the workshop, "for your buy-in. We need your help to create the atmosphere to help us move down that future road better –safely." Hill said, You can help "get us on a path that I can't order."

The workshop attendees were divided into the six focus area groups previously mentioned. Group members were given a document containing Fort Lewis baseline information for the focus areas. Regarding the information COL Luke Green delivered this charge to the attendees, "Examine the challenges and issues set forth in this document; determine the end state we want to achieve; set aggressive, attainable, and quantifiable goals; and pull together teams

that engage the right stakeholders to ensure that Fort Lewis' history of proud service to the nation, and the world, continues indefinitely."

Facilitators orchestrated discussion groups while recorders speed-wrote ideas and counter-ideas on poster-size sheets of paper taped to conference walls. Traditional solutions were cast aside in favor of out-of-the-box ideas for sustainability. On the last day of the workshop a majority vote had condensed the goals to 12 encompassing ones presented to Hill.

Environmental sustainability was an issue that all participants voiced sharing responsibility. Hill and others said they want Fort Lewis to play a bigger role in helping solve regional problems, such as transportation gridlock, air and water pollution and endangered species recover. "We can try to provide some leadership, but we're not going to get there on our own," Hill said.

The goals are aggressive and optimistic, integrating training with a healthy and fully functional environment to fully support Fort Lewis' mission readiness. The following are some sustainability goals:

- Generate the entire fort's own electricity with 100% of the energy it uses to

come from renewable sources. Currently, the fort buys electricity from Tacoma Power and just 3% of its energy comes from renewable sources.

- Eventually achieve zero-waste. Currently, the post generates about 90 million pounds of solid wastes of all types each year.
- Reduce water consumption by 75 percent. Currently, the fort uses an average of 203 gallons of water per capita per day – much higher than Seattle or Tacoma's usage

When will sustainability changes begin to take place? According to Hill, "We are starting now! One of the first things we will do is immediately implement sustainability standards into all future facility designs. In about 30 days, we will reconvene our teams and get them to refine their goals and metrics for those goals and establish interim near term objectives so that we can monitor our progress."

In addition, Hill said, "The key will be to institutionalize the sustainability goals set out in the conference - write them into the fort's operating programs, include them into the budget." "If we don't, we're setting up our successors to fail in the years ahead."

Ultimately, the Army and other military services are coming to the same long-term vision. We must sustain our environment to ensure it can support mission readiness for the long haul. Some sustainability issues are regional in nature and answers must be pursued with Fort Lewis' surrounding communities. The bottom-line for installations? Environmental sustainability and mission readiness have become twin-imperatives woven jointly to enable our military to protect a great nation.

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A four-sided pyramid was used to introduce the sustainability concept.



Using what you have and doing something with it...

by Alexandra K. Stakhiv

The 6th Annual USACE Workshop was held on Valentine's Day 2002 at the Baltimore Convention Center in conjunction with the popular Black Engineer of the Year Award Conference. Sponsored by Chief of Engineers LTG Bob Flowers, Director of Military Programs BG Carl Strock, Deputy Director of Military Programs Bill Brown, and Deputy Director of Civil Works Fred Caver, this year's workshop addressed the two-fold theme of "Where is your organization going?" and "Are you going there too?"

The goal was to get participants to realize that the two go hand-in-hand and that to succeed, one must have a plan of action. Through lively, step-by-step presentations and testimonials, Corps leaders and senior executives as well as former and current interns explored the various paths and strategies to accomplish this.

Spurred on by feelings of patriotism in the aftermath of September 11, more and more people are interested in working for the government than ever before. This was aptly evidenced by the surge in applications for federal employment and the many new faces attending this year's workshop.

"We are proud to be Americans and pride is a great thing," said LTG Bob Flowers in his opening remarks. "But we

cannot forget that pride has two components. The first is the personal or self-image part and the second is the perception from the outside."

Stressing the importance of considering and working on both parts, he said we need to feel proud of ourselves and proud of the organization we work for. One way to do that is by relating and listening to others.

The Corps used to be a very "closed" organization, Flowers said. "Remember the saying, 'the Corps way or the highway,'" he asked. "We didn't like going to the public; the public had to come to us. Today, we are different and our relationship has changed."

Flowers stressed the need to work on strengthening relationships within your organization and seeking out new relationships outside your organization.

Telling the audience about his many visits to installations since he became the Chief of Engineers, Flowers said he was most impressed by our people. "While it is impossible for anyone outside the Corps not to like us," he said with a smile, "it takes some effort to work on those relationships."

As an example, Flowers reminded the participants about the negative articles about the Corps that the Washington Post

newspaper published a few years ago. He invited author Mike Grunwald to the Senior Leadership Conference to discuss openly why he felt like he did. As a result of this interaction, Flowers feels that Grunwald's articles are much more "balanced" today.

Flowers set the tone for the day on how to get ahead by quoting the words of tennis great Arthur Ashe, "Start where you're at, take what you've got and do something with it." He concluded by asking everyone to join together in making the Corps "the premier organization" and "the employer of choice."

Referring to the Corps' Vision, the members of the first panel discussed "Where the organization is going." BG Carl Strock gave an overview of current issues facing the Corps, including aging infrastructure, anti-terrorism/force protection, privatization, and Transformation of Installation Management.

As the Functional Chief's Representative, Mr. Bill Brown provided an update on the many changes to Career Program 18 for Engineers and Scientists. Brown also encouraged participants to apply for the Leadership Development Program, which operates on an exchange of positions, to learn new skills and explore new areas that can open new doors in the future.

Dr. Susan Duncan, HQUSACE Personnel Director, another panel member, explained how the Corps hopes to attract and retain a world-class workforce, to create a culture of learning and empowerment and to develop leaders at all levels through a new Campaign Plan. Sharing the latest statistics, she said the average age of Corps employees recently hired is 50 years, with 99% having an undergraduate degree and 70% a graduate degree.

Duncan suggested applying for jobs that others didn't want to do as one way to get ahead. Being mobile is another, although not always possible. She also covered some legislative changes being made as well as the new Job Referral Bonus Program, which does not apply to relatives of current Corps employees.

"Project managers are the leaders of the organization," said Mr. Rob Vining, ▶



BG Ronald Johnson (right) listens to questions from a workshop participant. Photo by F.T. Eyre



another member of the first panel, “and no human in this country is not affected by the work Corps managers perform.”

In response to the question “What do project managers do?” Vining, explained that project managers lead project delivery teams and are responsible for project delivery as well as customer interface.

The second panel, which addressed Professional Responsibility, answered the more difficult, personal question of “Are you going where your organization is going.”

BG Ronald Johnson, Commander of the Pacific Ocean Division, listed the three competencies necessary to achieve success in your organization—**teamwork, communication and leadership skills.**

In explaining the benefits of teamwork, he stressed the need to use today’s technical expertise to contribute to the team effort in addition to process action teams, technical reviews and charrettes.

“You can hear,” Johnson continued, “but are you listening? That means good communication requires a receiver as well as a sender. We are a customer organization, but too often customers don’t know what they want and we can help them figure it out through charrettes.”

Johnson also said that the making of a leader is not unlike the making of a diamond, both require heat and pressure to get the desired end product. Tomorrow’s leaders must have sound technical skills, excellent people and communication skills, understand numbers and appreciate global diversity. They have to “be” (have the requisite strengths, values, attributes); “know” (possess knowledge, technical skills), and “do” (know how to influence, operate, improve), according to Johnson. “Good leaders focus on improving the organization,” he said.

Mr. Fred Caver explained how to achieve success in the Civil Works arena by employing the three Ps he felt were necessary for successful competition.

Preparation—be prepared with the required skills through education and training.

Perspiration—work hard and do more than is required.

Persistence—never give up.

“The Civil Works program used to be project driven,” Caver said, “where we looked at individual projects and solutions. Today, we are moving towards a holistic approach and will not be able to address individual problems. This will require new and different skill sets with less emphasis on traditional areas like structural design.”

“But if you find something you really like to do, you will never have to work another day,” Caver concluded.

Ms. Kristine Allaman discussed the changing environment on Army installations based on the ongoing Transformation of Installation Management, privatization, A-76, BRAC, Fort Future and CP 29 (new career program for Installation Management).

“These initiatives all have career implications for us and it is important to do a self-assessment to see how we fit in,” Allaman told the audience. “You have to stay in the loop and be prepared to address the many challenges of today and tomorrow,” she said.

A common thread among all the speakers was that mentoring, coaching and teaching are very important to a successful career in public service. They encouraged participants to seek out mentors on their own and managers to offer counseling and coaching services to those too shy to ask themselves.

The luncheon speaker was Mr. Thomas Creamer from the North Atlantic Division. Creamer gave an emotional overview of the Corps’ involvement in the recovery efforts after

September 11 at

Ground Zero. As the Corps lead civilian at the New York site, he explained in detail what it was like behind the scenes immediately after the terrorist attacks. Creamer’s many slides gave a vivid portrayal of the incredible heroism, dedication and hard work Corps employees put in round-the-clock to help rescue and find the victims.

The afternoon of the workshop was devoted to three seminars running concurrently. Based on their personal needs and preferences, participants had chosen which seminar to attend in advance. “Steps for Getting Ahead” was spearheaded by Ms. Linda Garvin, Deputy Chief of Staff for Real Estate; “Establishing Effective Mentoring Relationships” by Mr. Louis Carr, Technical Director for the Mississippi Valley Division; and “USACE Activities” by Mr. Wil Paynes, Chief of the Planning and Policy Division for the South Atlantic Division.

In the morning session, LTG Flowers had encouraged participants “to use what you already have and do something with it.” By the day’s end, they walked away armed with ideas on how to get ahead and very anxious to start employing them.

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Chief of Engineers LTG Bob Flowers explains the two components of pride. Photo by F.T. Eyre



Defense Department standing up Facilities Engineering Acquisition career field

by Mark Grammer

How do you define "Acquisition?" The Department of Defense defines it as follows:

Acquisition is the planning, design, development, testing, contracting, production, introduction, acquisition logistics support, and disposal of systems, equipment, facilities, supplies, or services that are intended for use in, or support of, military missions.

The DoD Tri-Service Engineering Senior Executive Board requested and received approval on 16 July 2001 for establishment of a new Facilities Engineering Acquisition Career Field. This initiative was begun to accommodate a workforce performing acquisition duties that did not have an existing career field under current provisions of the Defense Acquisition Workforce Improvement Act (DAWIA).

Previously, the 1986 President's Blue Ribbon Commission on Defense Management, later known as the Packard Commission, provided recommendations concerning the acquisition workforce definitions and implementation of DAWIA enacted in November 1990. Under a later May 1999 "Refined" Packard Commission Study, Defense Organizations were categorized as acquisition or acquisition related organizations. The U.S. Army Corps of Engineers was classified as an "Acquisition Related" organization and, as such, certain civilian GS job series were designated as potential acquisition positions.

Although many positions would be considered as performing acquisition duties, with very few exceptions, there was no proper career field under DAWIA to establish mandatory education, training and experience requirements.

What positions will be in this new career field? Positions involved in the facilities acquisition process of planning, pro-

gramming, budgeting, real estate, design, construction management, project management, environmental protection, operations, real property maintenance and disposal might be included.

Here is the official definition of the Facilities Engineering Career Field (what workforce is included):

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

The refined Packard methodology specifically allows exclusion of Civil Works funded positions. However, our intent is to include some of them to some extent in the new career field because of our need to develop the entire workforce and maintain balanced capabilities.

Contracting already has a separate acquisition career field under DAWIA and for the Corps both 1102s and certain 800 series positions in construction contract administration are currently designated as acquisition. It is expected to remain that way; however, the 800s may be designated in the new career field also and have dual designation.

The new Facilities Engineering Career Field began as a clean sheet of paper that is being filled in over the next several months through the efforts of a Functional Integrated Product Team (FIPT) representing the services and DoD elements. One of the first efforts will be to focus on development and approval of a Position Category Description and Career Path Definition, which will become an appendix to DoD 5000.52-M, Acquisition Career Development Program.

This new appendix will define the Facilities Engineering Acquisition Career Field typical duties, typical career codes (job series or military equivalent), representative job titles, position location and typical assignments as well as outline the experience, training and education requirements for the various career levels which are tied to grade.

Upon approval of the new appendix, the Army will initiate workforce assimilation, which is the process for designating which positions are to be considered acquisition.

Over the next several months, sub-FIPTs representing the five functional areas of planning, real estate, engineering & construction, environmental, and base operations will work with the Defense Acquisition University to develop training courses (mainly online offerings). These courses will be centrally funded and are intended to provide acquisition training for individuals occupying designated acquisition positions.

The Facilities Engineering Acquisition Career Field does not replace or conflict with existing Army career programs, such as CP-18. Careerists in Army career programs will continue with career development as before with added acquisition standards if their position is designated as an acquisition position. In addition to providing ►



Advancing your career—motivation, mentors, and networks

by Sharan Dockery

Think an MBA or law degree will advance your career? Think twice. Experts say the best way to advance is by networking or having a trusted and powerful mentor.

Networking is a powerful way of building professional relationships. It is a process of actively fostering contacts and creating ways to disseminate information. Anyone who is conducting a job search will probably tell you that the advice they are given most frequently involves networking. Developing new contacts, refreshing old relationships, keeping in touch with individuals who are in a position to help you — all of these are aspects of networking. In fact, most jobs are obtained through networking; some research has shown that up to 80% of positions are filled this way. People network at all levels, from entry-level professionals, mid-level managers, CEOs, and directors.

Personal networks are family and friends whose eyes light up when they see you. These are people who make you feel good or recharged when you're around them, who love you, and who want to see you happy. *Social networks* are networks of acquaintances you see less often. They are people you have fun with and see at parties, or people who enjoy similar hobbies such as working out, hiking, biking, or going to the movies. *Professional networks* are groups of people you meet even less often than social acquaintances. You see them at

alumni gatherings, professional meetings, or in the workplace. Professional networks also include former coworkers, bosses, and professors.

Industry networking, i.e., Annual PHMA Training Seminar, is a major form of networking for many people. Attendees at this training seminar will find business cards made in their name included in their registration packet. The two basic goals for networking at PHMA are greater visibility and increased information. Networking contacts can give you "insider" information on an organization, such as who is in charge, what the culture is like, what kinds of people have held the job you're looking at, what it takes to succeed in that position, what new directions or changes are happening in the field, and what they see for the future.

Many people hesitate to contact others for fear of imposing or asking for help. The reality is most people are happy to do something for someone else if asked. Networking should be mutually beneficial whenever possible. You should thank the contact and make plans to meet again. Keep the contact aware of your future career moves and ask about their plans. This process of nurturing contacts will sustain and enhance your career.

A mentor is a person who advises and coaches you, offers support, and acts as your advocate. From the beginning, a mentor shows you the ropes, introduces you to the

right people, and points you in the right direction, suggesting training and professional development opportunities for career advancement. In short, a mentor works to ensure that you receive advantages for advancement.

Motivation is the toughest. Start, by recognizing that you're in charge. You have skills and talents and like any professional, you need support. Lots of it! You will need more than one person, too. Staying motivated over the long haul takes networks of people to tap into.

Although there are no guarantees for advancement, staying motivated and paying your dues through personal, social, and professional networks will earn you a positive reputation. If you begin to tap into your networks and take action on your goals, you'll be motivated to move forward. You may realize, too, that making lateral moves or continuing your role at a deeper level, is the best form of career advancement and personal reward.

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funded training, there will also be opportunities for tuition assistance and other acquisition career development.

For additional information on this new career field, please access the web site at:
<http://www.foundationknowledge.com>

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latest Digest, go to**

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**For back issues,
click on publications.**



Huntsville reduces cost of training

Dave Palmer

The Installation Support Training Division, as part of the PROSPECT program, will soon initiate the FY03 Training Survey. During FY 01 and FY 02, we learned how to control cost better and improve the quality of the training offered, resulting in the tuitions for 18 courses being reduced and 5 staying the same. We based these reductions on keeping our costs down, increasing quality and focus of the training, and increasing participating. Specifically, we will do the following:

- Offer courses twice for the first time in several years.
- Conduct Proponent /Instructor meetings.
- Ensure new instructors have the opportunity for Instructor Training/certification

The result will be quality training at a competitive cost.

The upcoming FY03 training survey must validate this strategy. Valid survey results will allow us to plan properly and allocate operational costs. We want to avoid an FY03 training plan based on bad data or guesswork.

This survey will be conducted using the professional Development Support Center's web page:

<http://www.hnd.usace.army.mil/TO/PIN-DEX.HTM> between 1 May and 15 July 2002.

The web page presents course details (The Purple Book) and the survey worksheet.



Dave Palmer

Please look for the following courses and contact us to discuss additional courses and locations or to have a course conducted at your location.

SESSION	LOCATION	DATE	TUITION
986 - IFS Functional Course Length: 36 hours			
2003-01	Huntsville, AL	03-07 March 2003	\$600
2003-02	Huntsville, AL	18-22 November 2002	\$600
981 - DPW Budget/Job Cost Accounting Length: 32 Hours			
2003-01	Huntsville, AL	22-25 July 2003	\$600
2003-02	Huntsville, AL	28-31 July 2003	\$600
999 - DPW Program Management Length: 36 hours			
2003-01	Huntsville, AL	14-18 July 2003	\$700
2003-02	Huntsville, AL	08-12 September 2003	\$700
988 - DPW Basic Orientation Course Length: 36 hours			
2003-01	Huntsville, AL	13-17 January 2003	\$625
2003-02	Huntsville, AL	19-23 May 2003	\$625
989 - DPW Management Orientation Course Length: 64 hours			
2003-01	Alexandria, VA	23 April - 01 May 2003	\$1000
2003-02	Alexandria, VA	06-15 August 2003	\$1000
983 - DPW Work Estimating Functional Course Length: 32 Hours			
2003-01	Huntsville, AL	19-22 August 2002	\$600
2003-02	Huntsville, AL	25-28 August 2002	\$600
980 - DPW Work Reception Functional Course Length: 24 Hours			
2003-01	Huntsville, AL	02-06 December 2002	\$600
2003-02	Huntsville, AL	06-13 June 2003	\$600
933 - Contract Management System (CMS) Length: 24 Hours			
2003-01	Huntsville, AL	24-28 March 2003	\$600
2003-02	Huntsville, AL	23-27 June 2003	\$600
2003-03	Huntsville, AL	15-19 September 2003	\$600



SESSION	LOCATION	DATE	TUITION
975 - SQL for IFS Length: 32 Hours			
2003-01	Huntsville, AL	06-10 January 2003	\$600
2003-02	Huntsville, AL	04-08 August 2003	\$600
984 - PW IFS MGMT (Public Works IFS Management Course) Length: 32 Hours			
2003-01	Huntsville, AL	27-31 January 2003	\$600
2003-02	Huntsville, AL	22-26 September 2003	\$600
978 - QAE/PI (Quality Assurance Evaluation/Process Improvements) Length: 32 Hours			
2003-01	Huntsville, AL	03-07 February 2003	\$600
2003-02	Huntsville, AL	11-15 August 2003	\$600
075 - Master Planning Length: 36 Hours			
2003-01	Huntsville, AL	10-13 February 2003	\$800
2003-02	Seattle, WA	21-25 July 2003	\$800
326 - Master Planning Skills Length: 36 Hours			
2003-01	Huntsville, AL	24-28 February 2003	\$900
2003-02	Huntsville, AL	08-12 September 2003	\$900
286 - Real Property Mgt Length: 30 Hours			
2003-01	Huntsville, AL	21-24 April 2003	\$700
2003-02	Western Region	21-24 July 2003	\$700
150 - Real Property Skills Length: 32 Hours			
2003-01	Huntsville, AL	09-13 December 2002	\$800
2003-02	Huntsville, AL	17-21 March 2003	\$800
253 - DD 1391 Preparation Length: 36 Hours			
2003-01	Huntsville, AL	12-16 May 2003	\$900
2003-02	Washington, DC	21-25 July 2003	\$900
252 - DD 1391 Processor Length: 36 hours			
2003-01	Huntsville, AL	04-08 November 2002	\$850
2003-02	Huntsville, AL	21-25 April 2003	\$850
101 - Economic Analysis (EA) MILCON Length: 28 Hours			
2003-01	Huntsville, AL	13-17 January 2003	\$1000
2003-02	Huntsville, AL	05-09 May 2003	\$1000
214 - Space Utilization Length: 36 Hours			
2003-01	Huntsville, AL	07-11 April 2003	\$700
2003-02	Huntsville, AL	04-08 August 2003	\$700
990 - DPW JOC Basic Length: 32 Hours			
2003-01	Huntsville, AL	04-07 February 2003	\$600
2003-02	Huntsville, AL	25-28 March 2003	\$600
991 - DPW JOC Advanced Length: 24 Hours			
2003-01	Huntsville, AL	29 April - 01 May 2003	\$600
2003-02	Huntsville, AL	03-05 June 2003	\$600
974 - DPW PBSC Length: 36 Hours			
2003-01	Huntsville, AL	19-23 May 2003	\$600
2003-02	Huntsville, AL	16-20 June 2003	\$600
972 - DPW QA Length: 36 Hours			
2003-01	Huntsville, AL	03-07 March 2003	\$600
2003-02	Huntsville, AL	14-18 April 2003	\$600

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» » » Press Release « « «

2001 DPW AWARD winners announced

★ ★ ★

The winners of the nine 2001 DPW Awards were just announced. This year's Washington, DC competition was very stiff for every award, with stellar nominees from nine MACOMs and as many as four to eight great nominees for each award. Winners will be presented and receive their awards at the annual DPW Worldwide Training Workshop in December.

William C. Gribble, Jr., DPW Executive of the Year

Douglas E. Burchett, Director of Logistics & Engineering, Fort Jackson, SC

DPW Engineering, Plans, and Services Exec of the Year

Robert M. Harris, Chief Construction Management Division, PWBC, Fort Bragg, NC

DPW Business Management Executive of the Year

Paula J. Wofford, Chief Work Management Center, DPW, Fort Lewis, WA

DPW Housing Executive of the Year

Lawrence F. Constantine, Chief Housing Division, Fort Lee, VA

DPW Operations & Maintenance Executive of the Year

John Roszell, Chief O&M Division, Fort Detrick, MD

DPW Support Executive of the Year

Verne Witham, Fire Chief, DPW, Fort Carson, CO

DPW MACOM Support Executive of the Year

John T. Burtch, Chief Engineering Services & Housing Division, Eighth US Army, Korea

DPW Installation Support Program of the Year

U.S.Army Corps of Engineers, Fort Worth District, TX (COL Gordon Wells, District Engineer)

DPW Support Contractor of the Year

Brown & Root Services, Harry Froele, Manager, Fort Richardson, AK

★ ★ ★

Congratulations to each of the winners!

