

# Public Works

## Digest

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April 1998

*A publication of the U.S. Army  
Center for Public Works*

*In This Issue...*

### Environmental News



**US Army Corps  
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# Awards

# Environment

## Army Chief of Staff's 1998 Earth Day Message

The 1998 Army Earth Day theme is "One Mission, One Environment, One Future: Preserve the Balance."

This theme reminds us that the Army's mission to defend our nation and environmental stewardship work hand-in-hand. This Earth Day, April 22nd, is an ideal time to recommit ourselves to do our part to preserve the environment.

Protecting America's environment is a daily responsibility for the Army. We are now seeing how our years of environmental awareness have contributed to readiness — through pollution prevention initiatives for safer work areas and dollar savings, recycling programs to reduce waste and preserve resources, and conservation to sustain our training and recreational areas.

I am pleased to report that many Army installations have received awards from organizations such as the Environmental Protection Agency, the Department of

Energy, state and local governments, and the highly regarded Nature Conservancy. We have dedicated significant resources to the environment, and it is evident those efforts are paying off. It should be particularly gratifying for us to see our neighbors, other Federal agencies, and

influential private sector environmental organizations beginning to take notice of our environmental stewardship.

I challenge every leader and soldier to factor consideration for

the environment into everything you do.

Let's all use Earth Day this year not only to celebrate our success in this area, but to also rededicate ourselves to looking for innovative ways to continue these important programs.

*One Mission, One Environment,  
One Future:  
Preserve the Balance.*

DENNIS J. REIMER  
General, USA  
Chief of Staff **PWD**

## 1997 Secretary of Defense Environmental Security Awards

The Secretary of Defense Environmental Security Awards for 1997 were announced just as we went to press. As you can see, 1997 was a banner year for the Army, which won eight awards in the following categories:

### Natural Resources Conservation

#### Large Installation:

Fort Stewart/Hunter Army Airfield, GA

### Cultural Resources Management

#### Installation:

Fort Hood, TX

#### Individual:

Alan J. Wormser, Texas Army National Guard

### Environmental Quality

#### Non-industrial Installation:

Fort Sill, OK

#### Individual:

MAJ Donald F. Archibald, USA, 133rd Preventive Medicine Detachment, Heidelberg

### Pollution Prevention

#### Industrial Installation:

Fort Carson and Pinon Canyon Maneuver Site, CO

### Recycling

#### Individual:

JayCee W. Turnquist, Fort Hood, TX

### Environmental Cleanup

#### Installation:

Riverbank Army Ammunition Plant, CA

**PWD**



## Secretary of the Army 1997 Environmental Awards announced

The Army's Assistant Chief of Staff for Installation Management announced the winners of the Secretary of the Army 1997 Environmental Awards in an official memorandum issued from the Pentagon on 7 January 1998.

MG David A. Whaley, acting on behalf of the Secretary of the Army, notified the winners through their major commands. The 15 awards recognize installation, team and individual efforts in seven categories during the Army's 1997 fiscal year (October 1, 1996, to September 30, 1997).

Two installations, Tobyhanna Army Depot, Pennsylvania, and Fort Hood, Texas, captured multiple honors.

Here are the 1997 winners in each category:

### Natural Resources Conservation

#### Installation 10,000 acres or less:

1st place – Camp Dodge, Iowa Army National Guard

#### Installation more than 10,000 acres:

1st place – Fort Stewart, Georgia  
2nd place – Fort McCoy, Wisconsin  
3rd place – Fort Jackson, South Carolina

#### Individual:

1st place – John D. Cornelius, Fort Hood, Texas  
2nd place – Steve Kim, 25th Infantry Division and U.S. Army Garrison, Hawaii  
3rd place – Kerry Koehler, Camp Robinson, Arkansas

### Cultural Resources Management

#### Installation:

1st place – Fort Hood, Texas  
2nd place – Fort Leavenworth, Kansas  
3rd place – Fort McCoy, Wisconsin

#### Individual:

1st place – Alan J. Wormser, Texas Army National Guard

### Environmental Quality Award

#### Non-industrial installation:

1st place – Fort Sill, Oklahoma  
2nd place – Texas Army National Guard  
3rd place – United States Military Academy, West Point, New York, and Fort Lewis, Washington (tie)

#### Industrial installation:

1st place – Tobyhanna Army Depot, Pennsylvania

#### Individual:

1st place – Maj. Donald F. Archibald, 133rd Preventive Medicine Detachment, Heidelberg, Germany.  
*Note: Archibald receives this award for development and implementation of environmental programs for Operation Joint Endeavor.*  
2nd place – Dr. Christine Hull, Fort Polk, Louisiana  
3rd place – Anita Walker, 25th Infantry Division (Light) and U.S. Army Garrison, Hawaii

### Pollution Prevention Award

#### Non-industrial installation:

1st place – Fort Carson and Pinon Canyon Maneuver Site, Colorado  
2nd place – 25th Infantry Division (Light) and U.S. Army Garrison, Hawaii  
3rd place – U.S. Army Ordnance Center and School, Aberdeen Proving Ground, Maryland

#### Industrial installation:

1st place – Aviation Classification Repair Activity Depot, Groton, Connecticut Army National Guard

### Pollution Prevention Weapon System Acquisition Team

1st place – Project Manager, Bradley Fighting Vehicle Systems, Warren, Michigan  
2nd place – Environmental Technology Team, U.S. Army Aviation and Missile Command, Huntsville, Alabama

### Recycling Award

#### Industrial installation:

1st place – Tobyhanna Army Depot, Pennsylvania

#### Non-industrial installation:

1st place – Fort Riley, Kansas  
2nd place – Fort Jackson, South Carolina

#### Individual:

1st place – JayCee W. Turnquist, Fort Hood, Texas

### Environmental Cleanup Award

#### Installation

1st place – Riverbank Army Ammunition Plant, California  
2nd place – 25th Infantry Division and U.S. Army Garrison, Hawaii  
3rd place – Fort Polk, Louisiana

First-place recipients are nominated to the Secretary of Defense Environmental Security Awards competition. Army and DoD award winners will be honored at Pentagon ceremonies on April 22 and April 23, respectively.

POC is Karen Baker, USAEC Public Affairs, (410) 612-6817. **PWD**



## Fort Hood recyclers win big!

by Nicole Lussier

**S**GT Robert Portillo from Fort Hood, Texas, was the winner of the "American Green Dream House." SGT Portillo's name was drawn from 750,000 contestants who pledged to buy products made from recycled materials and increase their recycling efforts.

The "American Green Dream House," made primarily from recycled materials, was one of many contests designed to promote the first annual America Recycles Day, held November 15, 1997. America Recycles Day was led by the public-private partnership of 48 states, three U.S. territories, over 100 businesses, government agencies, and environmental groups to educate consumers about the importance of recycling. The theme was "Keep Recycling Working: Buy Recycled!" This theme was chosen to emphasize that recycling alone is not enough. To complete the recycling circle, people must purchase products from recycled material.



*SFC Robert Portillo, winner of the American Green Dream House. L to R: LTG Schwartz, SFC Portillo, American Recycle Day Reps.*



*Mr. JayCee Turnquist (right), Fort Hood Recycling Program Manager.*

Mr. JayCee Turnquist, also from Fort Hood, was the individual recycling winner for the Secretary of the Army 1997 Environmental Awards. Mr. Turnquist serves as the recycling program manager at Fort Hood, responsible for the operation, development, and marketing of the recycling program. He has been in charge of the Fort Hood recycling program for the past three years. During this time, he was able to increase the amount of material being diverted from the landfill from 2,500 tons to 9,330 tons, saving precious landfill space.

Mr. Turnquist has turned "trash" into dollars. As the Qualified Recycling Program Coordinator, he ensures that Fort Hood receives all funds disbursed to the Qualified Recycling Program which has resulted in the return of over \$2.2 million.

During the last two years, Mr. Turnquist has generated over \$45,000 in the direct sales program. He has also helped save Fort Hood money by exploring other disposal options. For instance, instead of disposing waste oil at a significant cost, he was able to find a buyer for the oil, saving Fort Hood \$1.1 million.

Mr. Turnquist has brought state and national attention to the Fort Hood recycling program. Due to his efforts, Fort Hood was the first installation to become a member of the Clean Cities 2000 Program. Clean Cities 2000 recognizes and assists cities that develop a comprehensive environmental program, including recycling initiatives to reduce their waste by 50 percent by the year 2000. Fort Hood also participates in America Recycles Day and Texas Recycles Day.

Congratulations to both winners! **PWD**

*Nicole Lussier is a civil engineer in the Sanitary and Chemical Division of CPW's Engineering Directorate.*



## Environmental award winner establishes policies for OJE

by Marnah Woken

Around the world, environmental issues like global warming, pollution, energy conservation and recycling are being addressed. From school classrooms to office buildings to military installations, environmental programs are part of everyone's life, including the life of a deployed soldier.

For the deployed soldiers of Operation Joint Endeavor and Joint Guard, environmental activities like hazardous waste disposal, immediate spill response procedures and long-term cleanup efforts are part of the everyday mission, thanks to the efforts of MAJ Don Archibald, currently the Commander of the 133rd Medical Detachment in Hanau.

Archibald deployed as the USAREUR DC-SENGR Environmental Engineer in the early stages of Operation Joint Endeavor to develop and implement environmental programs. He was recently recognized for his OJE accomplishments in the 1997 Department of the Army Environmental Award competition. He received first place for his work in Environmental Quality in the individual category. (*Editor's note: MAJ Archibald also won the 1997 Secretary of Defense Environmental Security Award for Environmental Quality in the individual category.*)

Working with the Defense Reutilization Marketing Office and a team of environmental engineers from Europe District, Archibald began his work by conducting Baseline Environmental Surveys.

"We knew we were going into a war-torn area with a history of poor environmental practices," he said. "We

were concerned that past environmental damage would adversely affect soldiers living in the base camps. We also wanted to make sure we weren't blamed for any existing environmental damage."

"With the Baseline Environmental Surveys, we were looking for anything that would be a hazard to soldiers. For instance, we found some ground that was heavily saturated with oil. In a case like that, we moved the camps to a different location."



*"We established immediate spill response procedures for soldiers so they would know exactly what to do in case a spill does occur. We educated them on the proper way to clean up a spill and how to dispose of hazardous material in the field."*

—MAJ Don Archibald

With no previously established guidelines for a contingency operation, Archibald and his team broke environmental ground as they developed the program.

"Stateside bases and U.S. Army, Europe installations have well defined laws and regulations for conducting environmental operations," explained Archibald. "We discovered very few established environmental guidelines for use in a deployed area or a potentially hostile environment."

"We tried to collect data from people who went into Haiti and Somalia,

but we found there really was no defined template or database," he added. "No established framework existed so we found ourselves breaking new ground every time we turned around."

Archibald established guidelines that are in use today by comparing U.S. environmental standards "which are very high" to the host nation standards. By comparing them, he developed a plan that met or exceeded the existing host nation guidelines.

"We patterned the Hazardous Waste

Disposal program after the one already established in Germany," he said. "The soldiers working in the motor-pool needed a way to dispose of oil and other substances so we set up collection points at each base camp, and the contractor collected the hazardous material."

Guidelines for spill response and long-term cleanup were also established, which Archibald found to be crucial during a deployment.

"There are a lot of vehicles moving around during a deployment, especially tankers. This creates a high potential for spillage if a vehicle

happens to go off the road. We established immediate spill response procedures for soldiers so they would know exactly what to do in case a spill does occur. We educated them on the proper way to clean up a spill and how to dispose of hazardous material in the field. We also established remediation guidelines for long-term cleanup."

An additional challenge the team faced as they developed the program included the lack of sufficient personnel.

"We were facing staffing challenges because we didn't have the same environmental staff we were used to work-





ing with,” said Archibald. “The people who typically handle environmental issues on U.S. bases and installations are the Directorate of Public Works staff. With an operation like this, we didn’t have a DPW staff.”

“The primary person responsible for helping us solve that problem was Col Jack Gates, the former Commander of Europe District. He’s the one who turned to me and said, ‘You need more manpower to address the issues you’re confronted with.’ He initiated the implementation of additional personnel, which had a big impact on the operation.”

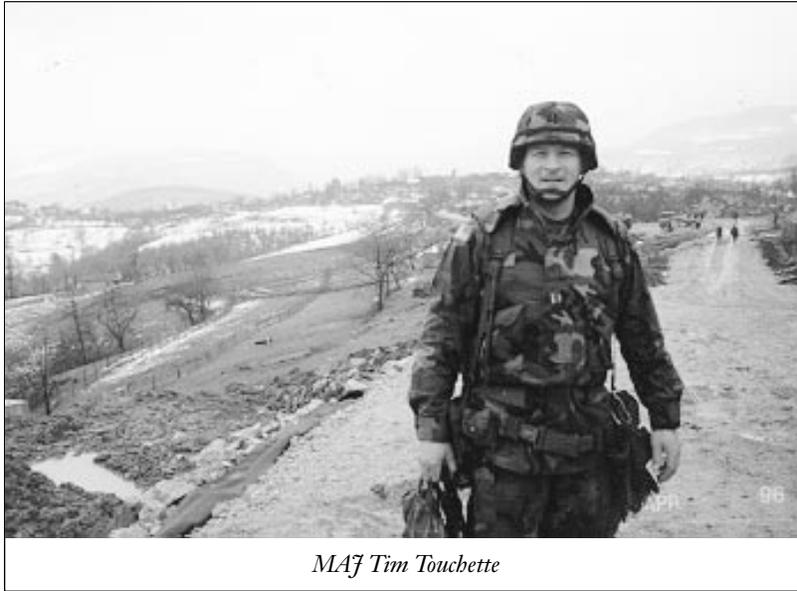
Members of the Europe District team who worked on the project included Environmental Engineers Peter Russin and Pat Brady, Planning and Environmental Program Managers Henry Becker, John Nowlin, Christl Findling, and MAJ Tim Touchette.

“We all worked as a team to help the soldiers accomplish the mission and protect the environment at the same time,” said Archibald. “I feel extremely humble about this award because there were a lot of other people involved. I did some set up things, but it really was a team effort.”

“MAJ Archibald did a great job and the award is well deserved,” said Touchette. “He worked hard, often without adequate support, to help the environmental folks on the ground in Bosnia and Croatia. I’m glad I was able to work with him. It was truly a ground breaking effort. He wasn’t afraid to

move ahead into uncharted territory. Now, others will be able to follow his template.”

Touchette echoed one of the biggest challenges involved with the project was the lack of existing guidelines. He added another challenge they faced included the lack of adequate spill response



MAJ Tim Touchette

materials throughout the theater.

“Most of the units supporting OJE deployed to Hungary, Croatia, and Bosnia without proper absorbent materials such as booms, pads, and socks. The dry sweep absorbent they did deploy with was useless in the mud. MAJ Archibald made the decision to push to get the absorbent through Corps of Engineers contracts.” Garry Zettersten, Chief of Environmental Division at Headquarters USAREUR DCSENGR, was in charge of all OJE environmental operations.

“If we had a question or a problem, Garry is the person we would ask,” said Touchette. “He approved all of the policies written by Archibald and made several trips to Hungary, Bosnia and Croatia to make sure things were running smoothly. He looked at the hazardous waste disposal sites and checked on our inspection procedures.”

“In the early stages of OJE, the Croatian government wouldn’t let us move hazardous waste through the country. As the senior envi-

ronmental spokesperson, Garry worked with Croatian officials to solve the hazardous waste transit problem.”

Touchette recently received the Army Commendation Medal Award for his environmental work during OJE.

Zettersten stated the award winners represent everyone who was so instrumental in the environmental protection activities of OJE.

“Don and his team started with virtually nothing and built a program out of that, teaching the Army how to conduct environmental operations in an OCONUS contingency operation,” said Zettersten. “They set the tone and did a lot of terrific things.”

While establishing the environmental programs, Archibald said it became evident that environmental guidelines are needed in a major contingency operation.

“I foresee an increase in environmental awareness as we continue to have more and more deployments,” he said. “This program had the attention of the Department of Defense and the Department of the Army. I think it’s now realized that environmental security issues are a big part of Force Protection.”

First place winners of the Army competition move on to the Secretary of Defense Environmental Security Awards competition. The Army and DoD winners will be honored at a ceremony scheduled for April 22 and 23 at the Pentagon.

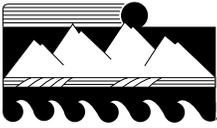
The annual Department of the Army Awards recognize installation, team and individual efforts in the areas of Natural Resources Conservation, Cultural Resources Management, Environmental Quality, Pollution Prevention, Pollution Prevention Weapon System Acquisition, Recycling, and Environmental Cleanup. **PWD**

*Marnab Woken is a Public Affairs Specialist in the Europe District Public Affairs Office.*

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## How did you celebrate the first annual "America Recycles Day?"

by William F. Eng

During the week preceding November 15, 1997, the United States marked the first annual "America Recycles Day"—a nation-wide effort to reinforce positive attention on recycling and buying recycled products. Across the country, there were thousands of recycling demonstrations, educational outreach and publicity campaigns, all designed to focus on closing the recycling loop: recycle, reuse, and buy products that contain recycled materials.

In his October 22, 1997 "Army Celebrates America Recycles Day" message, MG David A. Whaley, the Assistant Chief of Staff for Installation Management, asked commanders to organize special events to demonstrate their installation recycling successes.

In the Pentagon, recycling displays from the September 1997 Combined Services Recycling Workshop in Orlando, Florida, were set up to educate Defense Department headquarters personnel: Army, Navy, Air Force, Marine Corps, military and civilian members, on the importance of the America Recycles Day theme: "Keep Recycling Working: Buy Recycled."

Headquarters, U.S. Army Training and Doctrine Command, reports that all TRADOC installations were encouraged to plan and participate in local events promoting recycling. Since America Recycles Day was a newly es-

established annual event in 1997, HQ TRADOC urged installations to begin the planning process for this year's event early.

Here's what some of the installations did for America Recycles Day:

■ Texas Recycles Day, the model for America Recycles Day, was celebrated at Fort HOOD, Texas, with over 7,500 pledges to actively recycle. This represents 10 percent of the Fort Hood population and a 10 percent increase over the year before. Pledges were eligible to win valuable prizes, including a \$15,000 Home Depot gift certificate, a Texas Instrument laptop computer, five \$500 shopping sprees at the H-E-B grocery chain, and a vacation package for four at Sea World of Texas.

☎ POC: JayCee W. Turnquist/Laura Duncan, (254) 287-2336.

■ The Directorate of Public Works (DPW), U.S. Army Garrison Fort Monmouth, invited the New Jersey Department of Environmental Protection Agency (NJDEP), coordinator for this event, to join the Fort Monmouth activities. NJDEP provided America Recycles Day pledge cards and posters, and additional promotional materials and brochures were obtained from the Monmouth County Planning Board. Fort Monmouth added linkages to America Recycles Day on their DPW web page (<http://www.monmouth.army.mil/cecom/usag/dpw>) and advertised planned activities on the web as well as in both the Fort Monmouth Bulletin and the Monmouth Message. The installation drafted a local proclamation signed by the Garrison Commander, LTC McFarland, as well as a more specific memorandum as an in process review of the recycling efforts on post. For three days, public recycling awareness information and promotional material (including the pledge

cards to enter the contest to win the "American Green Dream House") were presented. Next year, Fort Monmouth plans to partner with outside industry and hopes to reach an even wider audience.

☎ POC: SELFM-PW-R, (732) 532-6311 DSN 992-6311, e-mail: switzer@doim6.monmouth.army.mil

■ Fort Sill, Oklahoma, celebrated with tours of the installation Recycling Center, the new Center for Environmental Initiatives and Hands on Training (CEIHOT) facility, and the Fort Sill Composting site. Troop units that achieved outstanding recycling levels received TOP GUN awards. The events were reported in Fort Sill's The Cannoneer and on TV.

☎ POC: Ms. Hager, (580) 442-2849.

■ Badger Army Ammunition Plant, Wisconsin, got on board by posting signs at the entrance and throughout the facility, promoting America Recycles Day. Several hundred pounds of paper were recycled when old files were cleaned out of the government library. National and state prizes were offered to those who took the pledge to recycle and buy recycle.

☎ POC: Donald Hartmann, DSN 280-9328.

■ At Corpus Christi Army Depot, Texas, they chose to reinforce positive attention on recycling by educating the workforce on the benefits of recycling. The Depot Communication Network aired the video, "Recycling, Reducing the Bottom Line" four times a day from 13 November until the end of the month. This 17-minute video was produced for the Texas Natural Resource Conservation Commission, and shows numerous recycling programs in Texas.

☎ POC: Daryl W. Brandt, Recycle Program Manager, DSN 861-2940.

### Submit your articles and photographs to the *Public Works Digest*

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■ In Hawaii, USARHAW and USARPAC partnered with the City and County of Honolulu and the State of Hawaii on recycling initiatives. Tripler Army Medical Center (TAMC) won certification to the City and County of Honolulu's "Partnership for the Environment" program, making TAMC the first DOD organization in Hawaii to do so. Mayor of the City and County of Honolulu Jeremy Harris presented the certificate, and local newspapers covered this achievement. Army and DOD personnel were well represented at the function with 350 attendees, the heaviest turnout since program inception. Efforts were also coordinated and shared with the local governments. Armed with an information brochure from the City and County of Honolulu, USARPAC HQ Staff offices were informed via e-mail of the many recycling drop-off points Oahu-wide. The brochure also provided basic educational material to encourage recycling to and from work as well as in the community where they live.

☎ POC: Mark Mitsunaga, (808) 438-4622, e-mail: mitsunam@shafter-emh3.army.mil

■ Lone Star Army Ammunition Plant celebrated by changing the Main Gate marquee to advertise the special day on 15 November 1997. America Recycles Day was one of the topics discussed at the National Management Association Meeting held at Lone Star on 13 November 1997.

☎ POC: David Self, DSN 829-1308 or e-mail at selfd@ria-emh2.army.mil

■ Despite the first winter ice storm of the season at the TACOM ARDEC Picatinny Arsenal, the first annual celebration of America Recycles Day was a rousing success. Vicki Berkowicz, a Facilities Specialist with the Directorate of Public Works (DPW), invited over forty corporations to demonstrate or send in product information. Examples of products displayed included bags made from recycled plastics that degrade within 30 days once exposed to outside elements, recycled materials used in construction of structures and playground surfaces, paper products made with recycled materials, and a composting bin made from wood pallets awarded as a door prize. Berkowicz also coordinated with the Installation Child Development Center to involve the children, showing a video produced by the Children's Television Workshop 3\*2\*1 Contact, entitled "The Rotten Truth," about the virtues of recycling. During the week of the event, three other videos on recycling were periodically broadcast on the Picatinny cable system. Attendees entered National and State contests by pledging to increase their recycling efforts.

☎ POC: Vicki Berkowicz, (973) 724-6098 DSN 880, e-mail: vberk@pica.army.mil

■ Tobyhanna Army Depot, Pennsylvania, recognized America Recycles Day on 14 November 1997. Activities included a recycling/buy recycled display viewed by the entire depot workforce at the Safety Standdown Day meeting. The Tobyhanna Reporter published articles about the depot Recycling Program. An Employee Bulletin was disseminated to all depot personnel, and recycling and buy recycled messages were displayed on the electronic message centers located throughout the installation. Depot Environmental Management Division personnel were interviewed by a local radio and cable television station.

☎ POC: C.J. Penwell, Recycling Coordinator, DSN 795-7298.

■ While Redstone Arsenal, Alabama, held no special events to mark America Recycles Day, it promoted its normal recycling activities, including:

- Office white paper recycling.
- Household curbside recycling of plastics, glass, and newspapers.
- Cardboard recycling at the commissary and post exchange.
- Donation of used oil to an educational institution.
- Collection of waste solvents and contaminated waste oil by a licensed recycler.

☎ POC: Dan Seaver, (256) 876-6123.

■ Rock Island Arsenal, Illinois, placed posters in key locations on the installation publicizing "America Recycles Day."

☎ POC: David Foss, DSN 793-7855, e-mail: dfoss@ria-emh2.army.mil

■ Despite short notice, TOOEe Army Depot, Utah, publicized America Recycles Day extensively at both the TEAD and DCD sites. The event was held on November 20th and included increased employee awareness about recycling in general, the installation collection points, and revenue generation for morale, welfare, and recreation programs. TEAD also sponsored competitions for a recycling slogan and ideas for recycling program improvement, with gift certificates from a local department store.

☎ POC: Ralph Harris, DSN 790-2039.

It's not too soon to start thinking about America Recycles Day 1998. Start planning NOW for the 2nd Annual America Recycles Day on November 15, 1998. Here are some things you can do:

- Check out the America Recycles Day homepage when it opens for business in June 1998 at <http://www.americarecyclesday.org>
- Contact installations highlighted in this report.
- Call or visit your local and state government recycling officials.
- Involve local businesses, community groups, the boy scouts.
- Get organized early.

☎ For future updates about America Recycles Day, logon and check out the ACSIM web site at <http://www.hqda.army.mil/acsimweb/fd/util.htm>.

## Correction...

In last month's issue in an article titled "Engineering deputy director wins TRADOC award," Pat Chilton was named the TRADOC Federal Engineer of the Year for 1988 instead of 1998. In the same article, Chilton was cited as the Army's Engineering Plans and Services Executive of the Year for 1995 instead of 1994. The 1995 honor belongs to Jim Furr of Fort Lee, Virginia. We apologize for any misunderstandings these errors may have incurred. **PWD**



## School gets "Earth Friendly" with help from Fort Hood

by Joseph L. Campbell

13th COSCOM soldiers and their sponsor school.

A recycling program started by second graders from a Texas elementary school got a boost recently from the Fort Hood Recycle Center, including a performance by the post's recycling mascot.

Experts from the Fort Hood Recycle Center, accompanied by "Ricky Raccoon, the Recycle Pal," presented a special skit for Rogers Elementary School

students. The second-grade class of teacher Judy Johnson has worked to organize and implement a recycling program for the town of Rogers, about 30 miles southeast of Fort Hood. The post's Recycle Center provided dozens of containers and some practical advice to help get the students' recycling program off the ground.

"I told the kids a little about recycling after reading a story called 'The Great Trash Bash,'" Johnson said. "It gave them ideas about doing something for the town."

It isn't often children start programs like this, and it wasn't easy at first because some adults didn't take them seriously, she said.

"The kids brainstormed and came up with the ideas," Johnson said. "They went to the school board and requested permission to set up a recycling center here in Rogers. These are 7-year-old kids getting up in front of adults. They did a great job."

Johnson explained that the class showed initiative by making telephone calls and searching e-mail sources to find out where to get recycling containers for their effort. They got few answers or were referred to other sources, which is

how they eventually reached Laura Duncan, the assistant manager for the Fort Hood Recycle Center.

They were trying to find out where to get recycling containers, but a lot of people dismissed them as children. She took them seriously," Johnson said of Duncan. "People think 7-year-olds can't make a difference, but they can."

Duncan learned more about the students' goals, and decided to help get their recycling project off the ground. Her contact with the children began when they sent several questions over e-mail, which she answered.

"They were having a tough time getting responses," Duncan said. "I set up the class so they could talk to Ricky the Raccoon through e-mail. They were asking wonderful questions."



Ricky Raccoon, the Recycle Pal, talks to children about recycling.



Director of Public Works COL Richard W. Craig signs the Texas Recycles Day Pledge at Fort Hood Family Day activities, October 3, 1997.

Duncan planned the skit, and even made all the props using only materials turned in for recycling at Fort Hood. Also helping with the skit were Jaycee Turnquist, manager of the Recycle Center; Turnquist's wife, Melissa, who portrayed Ricky Raccoon; SGT 1st Class Robert Parlor, recycling noncommissioned officer-in-charge; Frederick Anderson; and Dennis Fields.

"The more we can get these kids fired up about recycling, the better off we'll all be," Duncan said. "They're the next generation." **PWD**

Joseph L. Campbell is a Public Affairs Specialist with the III Corps and Fort Hood Public Affairs Office.



## Making Fort Stewart's Heavy Division light on the environment

by Tom Fry

The 3rd Infantry Division (Mechanized) is a "Heavy Division," meaning it has extensive mechanized tracked, armor, wheeled vehicle and aviation assets. To the military, the 3rd ID is the "Iron Fist of the XVIII Airborne Corps." For the Environmental Office, "heavy" can mean "hard on the environment." The challenge to the Environmental Office is to lighten the impact of the 3rd ID on the environment and allow soldiers to maximize the effectiveness of their training for war.

To know what kind of hazardous wastes are being generated in the motorpools and to stay in touch with soldiers, the Environmental Office inspects all the hazardous waste generators at least quarterly. These inspections are modeled after the State of Georgia EPD RCRA inspections with written follow-up reports and photographs. The reports are sent to Battalion Commanders and Brigade Commanders. We also provide courtesy inspections upon request to help units reach the standard levels. We use one inspector for Fort Stewart and one for our sub-installation, Hunter Army Airfield. These inspectors develop a rapport with the units, learn their hazardous waste streams and more importantly, know their mission requirements. Their relationship with our soldiers gives the management of the Environmental Office valuable insight to unit needs. We go "Where the Rubber Meets the Road" to insure the best balance of unit readiness and environmental protection.

Fort Stewart trains every hazardous waste handler on Fort Stewart and Hunter Army Airfield. Two types of training have been established, a Hazardous Waste Handler Course and an Environmental Compliance Officer's (ECO) Course. The appointment of a

trained ECO in each battalion is required by Fort Stewart Reg 200-3. There is often a trained ECO in each company. Since January 1995, 7,089 handlers and approximately 1200 ECOs have been trained. DPW provides routine scheduled training through our G4, and we will go to the individual battalion/companies and train upon request. The Environmental Office also conducts an annual Environmental Officer's Professional Development (OPD) course for the command group of Fort Stewart and Hunter Army Airfield. This training emphasizes the importance of RCRA. The Commanding General, the two Assistant Commanders (Maneuver and Support), the Garrison Commander, Brigade and Battalion Commanders attend this 3 hour RCRA overview.

Hazardous Waste regulations are complex and training is challenging. Soldiers at Fort Stewart have been successful in "Snatching the Pebble from the Master's Hand." State regulators often leave Fort Stewart empty handed with "no violations found." This is our biggest success story.

In July 1995, DPW Environmental Office opened a centralized 90-day HW storage facility in Building 1058. The units deliver their HW here as soon as the container is full (or DPW will pick it up if necessary). DPW then prepares and submits the proper paperwork before turn-in to our permitted DRMO facility. The operation at Building 1058 cuts down on several po-

tential RCRA violations in the motorpools such as exceeding 55 gallons of a particular waste stream, improper labeling, and exceeding the 72 hour time limit. It also provides the Environmental Office more customer contact, giving soldiers and civilians more hands-on training and a confidence that they can come to us with questions or unusual circumstances.

The Central Hazardous Materials Management Facility, Building 1058, is also where a very successful hazardous waste reduction program is managed. Much of the wastes soldiers generate are excess hazardous materials. The installation DOL and DRMO will reissue these materials if the containers are in perfect condition. If not, at Building 1058, we accept these materials (boxes may be discolored, cans might be slightly dented) and reissue them back to soldiers in other units. This operation uses existing resources and costs zero dollars to implement. By being a "Sane Player" (taking perfectly good hazardous materials and using common sense), We insure that those materials do not become wastes. In the first year, this program has reduced wastes by more than 200,000 lbs and saved more than \$200,000.

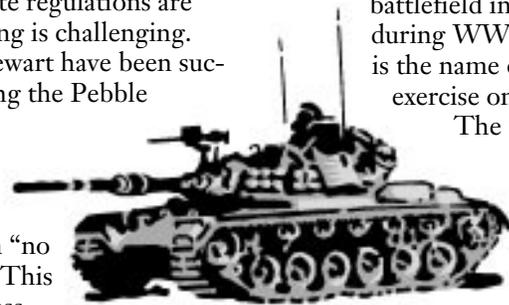
The 3rd ID is known as "The Rock of the Marne," taken from their historic battlefield in Marne, France, during WWI. "Marne Focus" is the name of a major training exercise on Fort Stewart.

The "Marne Focus" for the Environmental Office/Hazardous Waste Section is to achieve compliance with RCRA

and continually find ways to minimize, minimize, and minimize hazardous wastes and make "Fort Stewart's Heavy Division Light on the Environment."

POC is Dale Kiefer, Environmental Director, (912) 767-2010 DSN 870. **PWD**

Tom Fry is the RCRA Compliance Manager at Fort Stewart.





## Fort Stewart— home sweet home for RCWs

by Mary M. Strickert



Red-cockaded woodpecker

Installation of an artificial RCW cavity.

During a one-day stop at Fort Stewart as part of his 1996 “Natural Heritage Tour,” Secretary of the Interior Bruce Babbitt declared Fort Stewart’s red-cockaded woodpecker (RCW) program an environmental success story. The purpose of the “Natural Heritage Tour” was to highlight environmental success stories as reasons to keep America’s big three environmental laws—the Clean Air Act, the Clean Water Act and the Endangered Species Act—strong. Babbitt used the story of Fort Stewart’s woodpeckers to illustrate how environmental laws are supposed to work. Watching Tim Beatty, the Fort Stewart Endangered Species Biologist, band and release a pair of the rare birds in the heart of a tank training area, Babbitt declared, “If the Army can make room for the red-cockaded woodpecker, then we can all learn to make use of and preserve our natural resources.”

Fort Stewart’s vast tracts of pine forests provide a perfect haven for red-cockaded woodpeckers (RCWs). Found only in the southeastern United States, RCWs require a very specialized habitat: large stands of old longleaf pine trees in brush-free areas cleared by fire and overgrown with wiregrass. In the past, millions of acres met these requirements; today, very little of this special habitat remains.

Currently home to 245 colonies of RCWs, Fort Stewart is a shining example of post trainers and environmentalists working together to ensure mission readiness while protecting this rare species. While tank training areas may seem an unlikely place for an endangered species to thrive, the fires set by practice mortar rounds control forest undergrowth and improve the birds’ habitat. In times past, lightning strikes caused these useful forest fires.

Furthermore, endangered species biologists at Fort Stewart use chain saws to construct artificial cavities in old longleaf pine trees. These artificial cavities provide perfect homes for RCWs in just minutes. In contrast, the cavity building process takes red-cockaded woodpeckers six months to a year to complete.

The success of Fort Stewart’s endangered species management practices are reflected in the increasing population of RCWs on post. In fact, the inhabited cavity population increased 12 percent from 1995 to 1996. The Army manages its training and lands to help the birds without hindering its mission of readiness, said MG Joseph DeFrancisco, base commander at the time of Babbitt’s visit to Fort Stewart, “It is our duty as Americans to continue with the support.

Fort Stewart and the 24th Infantry Division are a reflection of how the military and nature can work together,” said Babbitt. “It is amazing to see the nature protection process and military training work together with so little conflict.

POC is Tim Beatty, (912) 767-7261 DSN 870. **PWD**

Mary M. Strickert is the FORSCOM Environmental Communications and Outreach Specialist for the FORSCOM Environmental Operations Center.



Secretary of the Interior Bruce Babbitt (right) observes the banding of an RCW.



## Fort Campbell adopts common sense approach to hazardous waste

by Mary M. Strickert

According to Fort Campbell's logistics, supply and environmental program managers, in the old days, 60 to 80 percent of all hazardous waste generated on their military installation directly results from shelf-life expiration, damaged containers and/or improper storage of materials. In other words, poor management of hazardous materials contributes to a large portion of the installation's hazardous waste disposal budget. Given the atmosphere of federal cutbacks, more stringent environmental regulations and skyrocketing hazardous waste disposal costs, such poor management can quickly become a crisis of immense proportions.

At Fort Campbell, however, a new era of hazardous material management has dawned. Characterized by the phrase, "Buy what you need, use what you buy, manage what you use," this common sense approach is the foundation for the "hazardous material control center" (HMCC) concept. The mission of the Fort Campbell HMCC is to reduce overstocks of hazardous materials, centralize purchasing of hazardous materials and more effectively fulfill the "cradle-to-grave" management philosophy of the Resource Conservation and Recovery Act. A new and better way to track, manage and minimize the purchase and use of hazardous materials, the HMCC also reduces the amount of hazardous waste disposed — resulting in important budget savings. In fact, with basic management tools and strong command support, the HMCC at Fort Campbell demonstrated immediate results during its six-month test phase. From 1 February to 1 August 1996, the Fort Campbell HMCC served only four customer units and realized a net cost savings of over \$100,000! Plans are now in the works to implement the HMCC concept post-wide by FY2000.

Since aviation activities are the backbone of Fort Campbell's mission, the Environmental Division of Fort Campbell's Directorate of Public Works de-

ecided to induct this area as the HMCC's first patron. Fort Campbell established their HMCC at the Sabre Army Helipoint, home of three Aviation Unit Maintenance Battalions and one Aviation Intermediate Maintenance Battalion. The initial focus of the HMCC was to reduce inventories that contain dozens of unique — and hazardous — chemicals, thereby reducing the amount of hazardous material that must be managed and eventually disposed.

The Fort Campbell HMCC serves as a single point of control and accountability for requisitioning, receipt, distribution, storage and disposal of hazardous materials for all aviation maintenance activities at the heliport. Inventories are computer-managed and all items in the inventory of the HMCC are labeled with stickers for tracking purposes. (Future plans for the HMCC call for bar-coding all items in the inventory.) All hazardous material purchases required by HMCC customers are accomplished from this one location. According to Janice Lindsey, Hazardous Material Manager for Fort Campbell's Environmental Division, "Units have found it much easier to ob-

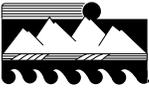
tain needed supplies through the HMCC and have not resorted to the use of credit cards for purchasing hazardous materials.

Shelf life management constitutes a majority of the work done by the Fort Campbell HMCC. All excess hazardous materials turned in by customer units are checked for shelf life expiration, and those materials closest to the expiration date are always used before new materials are requisitioned. Through research, HMCC personnel have discovered that the shelf life of many "expired" products can be extended, creating sizable cost avoidance savings. The Fort Campbell HMCC has tapped into the electronic age to advertise the availability of excess hazardous materials and to make these excess materials available to other installations. Excess materials are advertised on a "freebies" web page operated by Wright Patterson Air Force Base. (Web address is <http://www.afmc.wpafb.mil/HQ-AFMC/LG/lg-ev/excess.htm>)

Each HMCC customer unit appoints one hazardous material custodian, who is authorized to request materials through the Fort Campbell



Fort Campbell's Hazardous Material Control Center (HMCC) supports worldwide deployments of Army combat aviation units while providing high quality aviation maintenance materials.



HMCC. The HMCC supplies each unit with a material storage locker, which is then monitored by HMCC personnel to maintain a 7-day operational inventory. (Each unit determines the quantity of hazardous material required for its 7-day stock.)

Since Fort Campbell is a FORSCOM installation, there is an ever-present need to keep units ready for immediate deployment. Therefore, in addition to the 7-day operational inventories kept by individual units, the Fort Campbell HMCC maintains a 45-day deployment stock of hazardous materials for each customer unit. As is the case with the 7-day operational inventory, personnel from each unit (in conjunction with HMCC staff) determine the quantity of hazardous materials required for this contingency stock.

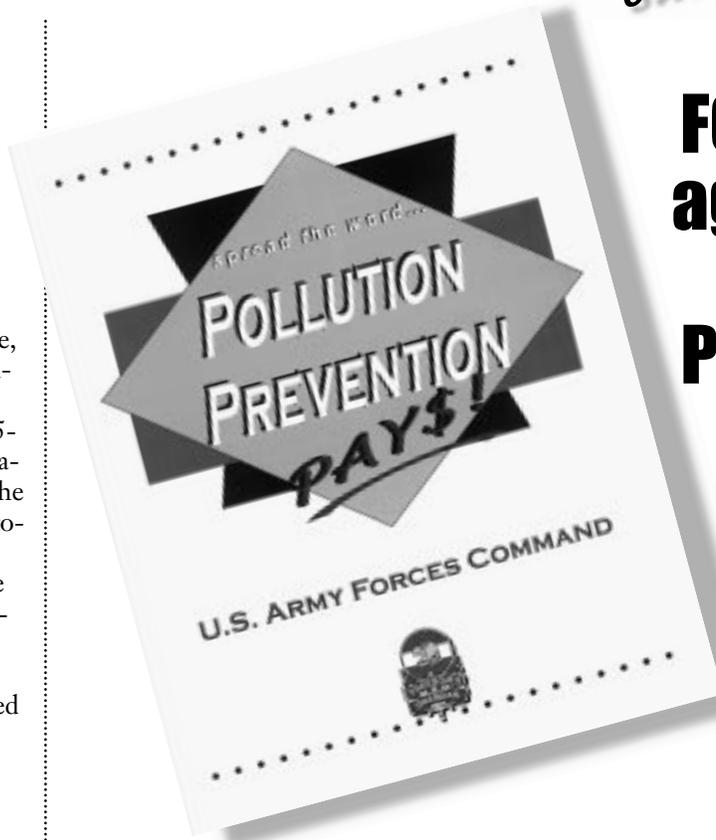
Historically, quantities maintained for deployment efforts greatly exceeded what was actually needed:

- The amount of acid turned in was enough to last 50 years.
- One Unit went from 14 hazardous material lockers to only 4.
- Another Unit thought they needed to stockpile 136 gallons of MEK. In fact, they used only 2 gallons during the previous 8 months.

With the advent of the HMCC at Fort Campbell, however, these inventories have been significantly reduced. In fact, HMCC personnel believe that these inventories can, and will, be reduced even further.

In addition to managing the supply and purchase of hazardous materials, the Fort Campbell HMCC provides other valuable services to its customers. For example, the HMCC maintains spill contingency plans and material safety data sheets. The HMCC also provides EPCRA reporting assistance to customer units and issues a monthly newsletter to keep customers up-to-date on developments at the HMCC. And in a further attempt to reduce the amount of hazardous waste generated on post, the Fort Campbell HMCC substitutes environmentally-friendly products whenever possible.

POC is Janice Lindsey, (502) 798-9769 DSN 635. 



## FORSCOM's aggressive Pollution Prevention Plan

by Manette Messenger

FORSCOM environmental branch staff, supported by a lot of great input from the installations, have completed a Pollution Prevention Plan that describes the current status of P2 efforts, as well as future initiatives. The final plan will be forwarded to DA in January 98, in response to their request. The P2 plan was also sent to each installation, as a way to share information on the good ideas being pursued at other posts.

The plan is based on the "new" definitions of P2 recently published by OSD and DA. In addition to dealing with hazardous materials and wastes, the plan describes the progress being made in reducing air pollution, stream sedimentation, wastewater generation, and solid waste disposal. It also covers use of water and energy resources.

This wide-ranging look at prevention includes preventive approaches to compliance requirements as well as P2 projects and logistics initiatives that save money or time as well as reducing environmental impact.

Though the FORSCOM plan deals mostly with the headquarters' responsibilities such as funding, manpower, and policy/guidance, it also presents the re-

sults to date of the installations' efforts, based on the baseline years in the DoD Measures of Merit (MOMs). FORSCOM installations are making the Command look good with their progress towards the MOMs.

Current FORSCOM P2 initiatives include:

- **100 percent fielding of HMCCs by 2001.** Hazardous Material Control Centers (HMCCs) provide centralized management and distribution of hazardous and toxic chemicals at installations. FORSCOM's HMCC effort is a partnership between Environmental and Logistics personnel: FORSCOM provides "seed money" to the installations for the first three years of operation; after that, the HMCCs must pay for themselves through charge-backs to the customer units.
- **Local contracting for hazardous waste disposal.** In FY92, FORSCOM established policy allowing installations to contract locally for hazardous waste disposal (instead of being required to use the Defense Reutilization and Marketing Service [DRMS]). This policy



enabled installations to take advantage of small local recycling options, which the DRMS is not well suited to pursue. However, the February 1997 version of AR 200-1 mandated the use of DRMS for all hazardous waste disposal and recycling. FORSCOM is seeking a waiver (through its reinvention lab) to reinstate the FY92 policy for FORSCOM installations.

- **Direct sales of recyclable materials.** In FY96, FORSCOM received a waiver that allowed installations to directly sell to local buyers many recyclable materials including cardboard, paper, glass, metals and plastics. These direct sales bring better prices for recyclable materials, making solid waste recycling at installations more cost effective.
- **Policy changes to reduce hazardous materials use.** In FY97, FORSCOM Environmental and Logistics staff started evaluating policy changes that will lead to reduced hazardous material usage in unit maintenance operations. The first policy change, now being evaluated by TACOM, will reduce the frequency of antifreeze changes in tactical vehicles, mandating that coolant changes be based on quality rather than elapsed time. The next policy change to be considered is putting more vehicles on the AOAP.

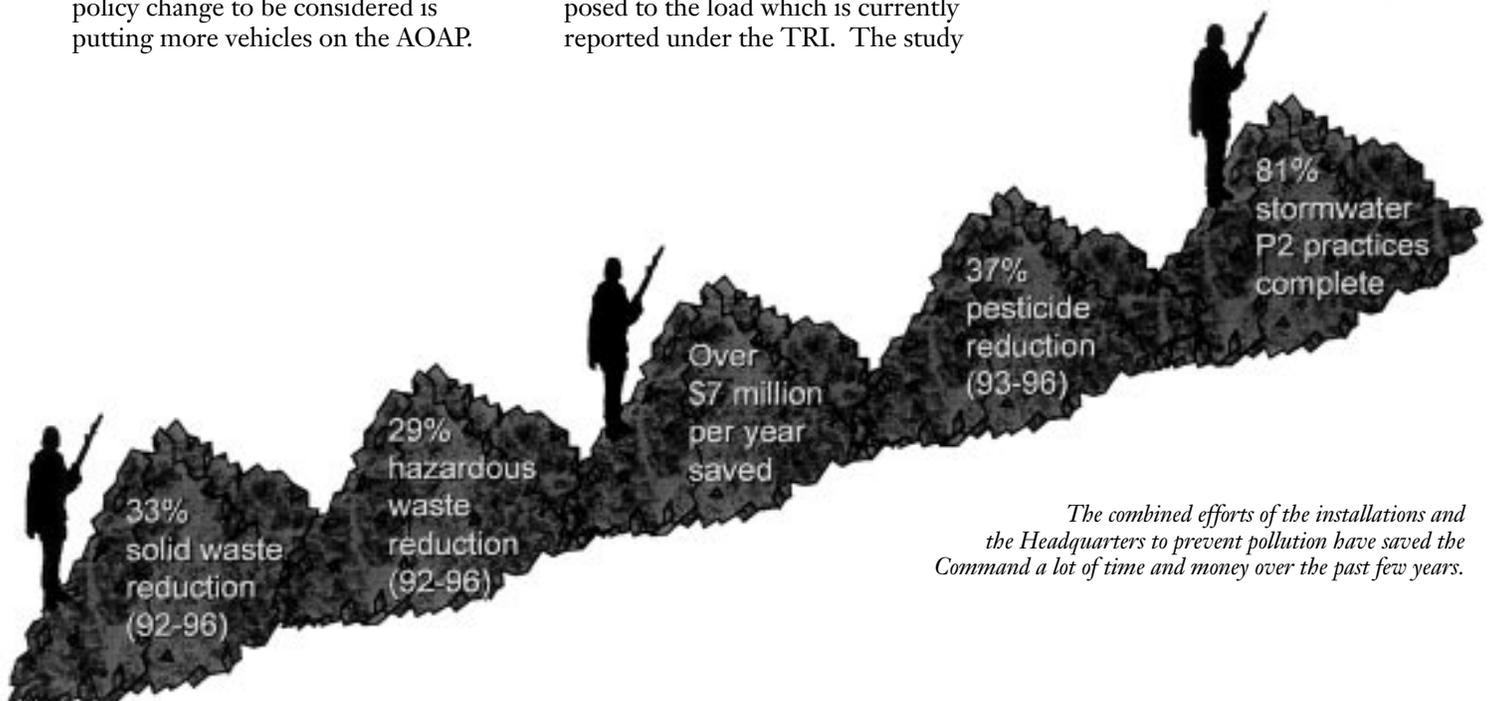
- **Dust Study.** HQ FORSCOM is supporting a dust study at both Yuma Firing Range and Fort Carson. Driven by the proposed PM 2.5 regulations in the Clean Air Act, the study will identify P2 methods for reducing/suppressing dust generation without impacting training and mission readiness.
- **Smoke Study.** Controlled burns, which keep the fuel load of the forests low, give off less toxic emissions than are emitted by uncontrolled wildfires. FORSCOM is testing this theory by funding a study of prescribed burns at various fuel loading rates to characterize the emissions from controlled burns. Conducted by the U.S. Forest Service, results from this study will be used to guide future burning activities.
- **Toxic Release Inventory (TRI) Emissions Quantification Study.** FORSCOM is partnering with USACERL to perform a study to determine the actual emissions of TRI chemicals from FORSCOM installations, including emissions from sources that are currently exempt from TRI reporting. Results from this study will indicate the actual toxic chemical pollution load released into the environment, as opposed to the load which is currently reported under the TRI. The study

will provide a more accurate picture of the pollution released by FORSCOM installations and will be used by FORSCOM to set future project and funding priorities.

- **Army-unique Solid Waste Study.** FORSCOM has teamed with PNNL to examine Army-unique solid waste issues at Fort Polk and Fort Irwin and to try to match the waste identified with local industries willing to reuse/recycle. Examples of Army-unique solid waste include unused Meals Ready to Eat (MREs) and concertina wire.
- **Managing forests correctly.** An on-going initiative to "grow the right stuff" is underway at FORSCOM's southern installations, which had formerly been planted with non-native commercial timber. This initiative will lead to fewer insect outbreaks and lower pesticide usage over the next 20 years.

POC is Manette Messenger, (404) 464-5751 DSN 367. **PWD**

*Manette Messenger is an environmental engineer in FORSCOM's Environmental Branch.*



*The combined efforts of the installations and the Headquarters to prevent pollution have saved the Command a lot of time and money over the past few years.*



## Public involvement, agency coordination key to Memphis depot cleanup

by Kim Speer

It's been a long time coming, but the Defense Distribution Depot, Memphis, Tennessee, will soon see groundwater and soil remediation begin. According to Julian Savage, project manager, Huntsville Center, the Memphis cleanup will require careful coordination with a variety of government agencies, and, perhaps more importantly, a proactive public involvement program.

"Memphis depot has been on the National Priorities List since the mid-80s, so we are seeing a cleanup that's fallen under three agencies: Environmental Protection Agency, Tennessee Department of Conservation, and Department of Defense," he said.

Huntsville Center's involvement at the closing depot is part of a long project history with the Defense Logistics Agency. As part of a 1985 Memorandum of Agreement between the two agencies, Huntsville Center is responsible for supporting DLA's installations' environmental restoration program and the Defense Property Disposal Service Conforming Storage Minor Construction Program. The relationship has proven successful with major projects completed at Ogden, Utah, New Cumberland, Pennsylvania, and Sharp and Tracy, California.

Huntsville Center's experience also extends to public involvement, which is "crucial" to the success of the Memphis project, said Savage.

The depot lies between residential and industrial areas in the heart of Memphis. Residents attend public meetings in large numbers.

"Our internal experience coupled with our contracting capabilities provide for a comprehensive public involvement program," explained Savage.

The site, which served as a supply distribution point for various Army units since World War II, is typical of bases across the United States. Years ago, use of cleaning solvents such as TCE and the disposal of materials by burial were an accepted practice, but the extent of these activities was largely unknown until the last decade. That, combined with the chemical warfare materials that were buried, adds to the challenge of cleaning up the depot.

As with any environmental cleanup, determining standards for a risk-based analysis has posed some interesting situations. "We are coordinating between the EPA and TDEC (the state). In most cases, the state's standards are used because they are more stringent," said Savage. A combination of residential and industrial standards will be applied to reach maximum cleanup levels. "We want the community to know we take their concerns seriously and will perform the best possible cleanup," added Savage.

Remediation planning is also underway for property across the street from the main depot that was used primarily as a junk yard for old supplies.



This area is contaminated by TCE and chemical warfare materiel, which means a long-term cleanup is expected. The TCE cleanup alone will take years to complete because of the large size of the area contaminated. According to Savage, groundwater removed from the site may be sent to the local water treatment facility, if an agreement is reached. "It would be mutually beneficial. We would benefit from nearby service, and the facility would be paid for moderate treatment while their waste water would be reduced," said Savage.

While Huntsville Center provides the remedial planning and design, the Corps' Mobile District manages the construction, or field work, of the project. Their contractor, OHM Remedial Services, Inc., has an extensive background with this type of remedial work.

Coordinating among all involved in the cleanup effort is important, but Savage sees the key to a successful cleanup as public involvement. "The residents in the neighborhood bordering the site have always shown an active interest in the project. It's important that we keep them informed about what the Corps is doing and always remain accessible."

POC is Dorothy Richards, project manager, CEHNC-PM-ED, (205) 895-1463. 

*Kim Speer is a Public Affairs Specialist at the Huntsville District.*





## Solar panels contribute to environmental protection at Fort Hood

Saving money, increasing productivity and decreasing maintenance hours are just three of the ways III Corps soldiers at Fort Hood, Texas, benefit from using a small solar panel. The commercially produced panel mounted on the exterior of vehicles saved III Corps units almost \$3 million in fiscal 1997, according to R. J. Holley, technology integration engineer for III Corps and Fort Hood.

"The solar panel is designed to reverse and prevent the effects of sulfurization," Holley explained. "Sulfur is inside vehicle batteries. The charge is carried by the sulfur. If sulfurization occurs, the sulfur is crystallized and can't carry the charge to start the vehicle."

The devices work even when skies are cloudy, said SGT 1st Class John Burkholder, motor sergeant for the 4th Battalion, 5th Air Defense Artillery (4-5

ADA), part of the 1<sup>st</sup> Cavalry Division at Fort Hood.

"It works during any kind of weather," Burkholder said. "It has helped us cut battery usage in half."

The batteries used in military vehicles are supposed to last five years, Holley said, but the average battery life at Fort Hood is 13 months.

"Sometimes vehicles remain in motor pools and are only started for a PMCS (preventive maintenance checks and services)," Holley said. "That is where the problem is. It takes at least 20 minutes to regain the charge. Often, the vehicles aren't kept running long enough."

That is why LTG Thomas A. Schwartz, III Corps and Fort Hood commander, set a policy that whenever a vehicle is started it must be run for at least 20 minutes, Holley said.

The special solar panels, which run off the sun's energy, were originally created for use on recreational vehicles, buses, campers and other vehicles that aren't operated on a regular basis.

"The manufacturers came to Fort Hood and suggested that we give it a try on our vehicles," Holley said. "No one took it too seriously. But we took two old vehicles, installed the panels and parked them. Six months later we attempted to start them for the first time, and, surprisingly, they started right up."

Burkholder said his motor pool avoided \$200,000 in battery costs alone last year. "The cost for a battery averages \$100," he said. "A solar panel device costs from \$52.50 for a 12-volt system to \$174.50 for a 24-volt system. Each device can operate up to two batteries. With vehicles like the AD-8 air defense artillery system, with six batteries, it takes three solar panels to maintain the batteries."

In addition to cost savings at the motor pool, the solar panels contribute to environmental protection. "We take the batteries and exchange them one-for-one at the battery shop here," Burkholder said. "Batteries are disposed of as hazardous materials. If we reduce the usage of batteries, we reduce the generation of hazardous materials and waste."

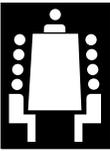
The 4-5 ADA motor pool has installed the solar panels in about 70 percent of its vehicles. According to Burkholder, the rest of the vehicles, which include Bradleys, will be fitted as soon as possible. Installation takes about 15 minutes and anyone can do it, he said.

"We have cut down on the down time for vehicles with dead batteries," said Master SGT Maurice Trent, 4-5 ADA battalion motor sergeant. "It makes a big difference in time spent slave-starting vehicles in cold weather. **PWD**

*(Excerpted from a III Corps/Fort Hood news release)*



*A small solar panel on the hood (highlighted) keeps this humvee ready to start.*



## Face-to-Face with FORSCOM

by Penelope Schmitt

The Videoteleconference year came full circle in March, when FORSCOM DPWs went on-air in their second annual VTC with Corps and ACSIM leadership. Hosted by MG Al Genetti, Deputy Chief of Engineers, the meeting proved a lively exchange on issues around the Army.

Genetti conveyed LTG Ballard's update on progress in Corps efforts to enhance support to the Army. "There's one constant in all my visits to installations," the Chief reported. "I hear about the great job DPWs are doing to help create a stronger fighting force, a better-supported fighting force, and quality living and working conditions."

Ballard sees major Corps successes so far this year as—

- The unfolding Public Works Service Center concept under development by the Reinvention Center. Such centers can provide tailored packages of services to support life cycle RPMA.
- Corps Installation Support Forward positions have now been established at several major posts. The Corps funds a full-time person whose job is to coordinate Corps O&M support for the installation.
- Collocations are multiplying rapidly, and installations are pleased with the results.
- A CONUS-wide Energy Savings Performance Contract, developed by Huntsville Engineering & Support Center, is available to installations. Central funding can be tapped on a first-come, first-serve basis to all DoD installations who want to initiate an ESPC.

MG Genetti acknowledged that DPWs face some major challenges this year, especially A-76 studies, decreasing budgets, and tight deadlines to privatize installation utilities systems.

### ACSIM presses for execution

MG Dave Whaley, the Assistant Chief of Staff for Installation Management, urged DPWs to push harder in a number of areas, as he summarized ACSIM initiatives for this year.

#### **Energy Conservation Goals:**

"ESPC costs \$50 thousand per installation to implement. The money is out there, supplied by the Office of the Secretary of Defense to Huntsville. The other services can tap those funds too. First come, first serve! Don't wait!"

**Reserve Component Billeting Upgrades:** "Next week we are starting a PAT team including ACSIM, National Guard, Army Reserve, and Deputy Chief of Staff for Operations. We will be looking at the requirement for spaces, the standards for RC billets, and the timeline. I want you to remember that we will be putting Permanent Party barracks first, to be followed by Training barracks. One thing I can tell you for sure, RC barracks standards will not be 1+1."

**Utilities Privatization:** "The mark on the wall for this year is 75 privatizations. We will do it! Get on with the job! I am charged with briefing the Deputy Secretary of Defense on our progress once a quarter. The heat is on."

**Environmental Cleanup:** "One MACOM came to me with 33 projects that had less than a year payback, asking me for money. Don't tell me about these! Do them! Keep the savings! March on!"

**A 76:** "I can't do *anything* for you until your analysis is done. I'm dead in the water until then as far as getting you any assistance is concerned. If I had any other way to do this, I would. But there's no other option. Readiness, Quality of Life, Force Structure—they all depend on getting this done. I will tell you, I have to report to the Chief of Staff that we are still \$1.2 billion short of turning on the lights and opening

the doors for basic operations in FY 99. We have to take the cuts and make the savings."

### MG Hunter, MG Genetti— "Give us your ideas!"

MG Milt Hunter, Chief of Military Programs for the Corps, sought input from DPWs. "I have been getting out to your installations. I also urge you to call, come in to me on e-mail." Both he and MG Genetti emphasized that DPWs, as members of the Engineer team, should act as powerful players in shaping the Corps' approaches to installations support.

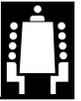
**Facilities Reduction Program:** "You have a big demand to take down 53 million square feet of excess facilities. We are considering a regional or national contract to help you with that. There's \$100 million programmed for the next five years. We want to help you make maximum use of that. Can we help?"

**Barracks renovations:** "My observation is that we are moving well this year. We set a high mark in FY 97, and our goal is to do that or better for FY 98. I will tell you that I am seeing an appetite for design changes that can become very costly. I encourage you to use Design Charettes to get everyone involved early in the process. Avoid those changes after 95 percent design!"

**Capital Venture Initiative (Housing):** "We are in the age of the American right to protest in court. This is slowing us down in getting to the signatures on the Fort Carson project.

However, we are releasing all the information we can that's not procurement sensitive. The next installations in the queue are Fort Hood, Fort Stewart, and Fort Lewis. We need to keep hearing all your questions about the issues that are proving challenging—Commander Control, utility rate caps, Fire and Security services. We want to work these issues so that we get them right in future Requests for Proposal. Let us





know your questions, suggestions, concerns!”

**OMA Support and S&A rates:** MG Genetti took on the sensitive issue of S&A rates. “We need ideas from you. We can’t afford to do S&A for your Operations and Maintenance work the same way we do it for MCA. How and where can we take risks and make shortcuts that will cut costs to you? This is a wide open question, truly! We need to look hard at this to be successful in supporting you for the future.”

### **DPWs — great strides in Corps support**

Randy Hanna, of Fort Lewis, responded to MG Genetti’s proposal. “I suggest you put out a menu for S&A rates. Key it to risk levels. We might choose to have you do less inspection on some projects, and take up the slack ourselves. On sensitive projects, we might want to ask you for more.”

Hanna also floated a request that the Corps take over facilities that were being shut down in a BRAC action. MG Whaley said that his recommendation from a policy point of view would have to be *no*. “The fact you’re anxious to get rid of it is great motivation for you to get on with it. We don’t want to move the MACOM responsibility off to the Corps. We may get there eventually, but we are not at the hand-off point now.”

MG Hunter said, “The Chief is willing to take on these projects, but not without the TO&E authority and funding to go along with the job.” MG Genetti agreed. “This question comes up repeatedly. But we would not be in the position of a Commander with an installation to run and funding support under this arrangement. But we continue to look at it. We have not yet solved the money issue. It just isn’t the right time yet.”

Rod Chisholm, Deputy DPW at Fort Bragg, reported a dramatic changes in Corps support. “You’ll all hear more detail about this at the ENFORCE meeting next month, when our DPW, COL Shirron, and COL Grant Smith of Savannah District stand up together to brief you. We are truly building one team!”

“As we push out on A 76 studies, we have to look at all the services the DPW performs. We must look at design as a place we can hand off work to the Corps. Our Most Efficient Organizations need to include how the Corps can help us restructure OMA support. We need to be streamlining both pieces, not just the installation piece. This is a strategic position for the Corps to take in supporting us for the future.”

Chisholm also expressed a desire for direction and support from the Corps in strengthening Career Program 18 (Engineer and Scientist), particularly in the area of recruiting and career development for young engineers. Ed Watling, of Installation Support Division and CPW responded, “The Chief’s initiative to refocus career and executive development to the GS 12 and 13 level will be a great help to us all in this effort.”

### **DPWs — big picture demands, local issues**

**Barracks issues:** Several DPWs expressed doubt that they could meet the 2008 timeline for barracks upgrades without more funding. MG Whaley responded, “The principal issue is your assumptions about the requirement. We are revisiting that.” He urged DPWs to avoid looking at renovation costs as a worst-case scenario.

**Facilities reduction:** When several installation DPWs expressed doubt that a national or regional contract would be better than their current arrangements for demolition of excess facilities, MG Whaley weighed in with an acerbic comeback.

“The Corps is trying to offer us some economies of scale, here. But I see everyone wanting to hang onto their little deal. I may have to distribute that \$100 million on a strict return-on-investment basis. You come to me with your proposals, and those who show me the most square feet torn down for the least money will get the dollars. We have 53 million square feet to take down. I know you have to spend some money to move people, and some money for renovations to accommodate moves, but the primary inten-

tion for that money is to use it for tear-down. We have to ensure we use it that way!”

MG Hunter emphasized that the Corps goal was to do what would work best for installations, and the MACOM agreed to look at cost proposals to see if savings could be achieved with a wide-area contract.

**Utilities Privatizations:** In response to several DPWs local privatization issues, the Army Power Procurement Office promised to come back with resolutions. MG Hunter urged participants to tap Army Power Procurement Office support and to realize that the newly constituted Defense Energy Supply Committee (DESC) did not necessarily have all the answers. “They are dealing in big contracts, not local issues,” he said. “Support should be tailored to *you*.” MG Whaley emphasized.

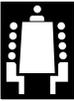
COL Salimbene, of Fort Polk, drew strong interest with a suggestion that utilities privatization contracts might attract more and better bidders if the contract period could be extended beyond ten years. “I see the RFPs for housing privatization are 50-year contracts. I think we could improve our chances by going that way with utilities,” he said.

### **Answers by May**

MG Genetti ended the meeting with an invitation to ENFORCE at Fort Leonard Wood in late April. “We will have answers to the questions that came up in this VTC either before ENFORCE or at that meeting,” he said. “Our primary due outs to you are a menu of S&A options, more information on a Central Demolition Contract, and answers to your Utilities Privatization queries.”

“In closing, I want to come back to how proud I am to see ‘One Corps, One Regiment, One Team’ working with you all. I appreciate your participation and your hard work for our installations!” **PWD**

*Penny Schmitt is the Chief of the DPW Liaison Office at CPW.*



# You have the power!

by Robert W. Fenlason, III

All federal facilities are required to reduce and/or minimize environmental impacts resulting from their operations. To comply with this mandate, many Army installations have or are preparing a Pollution Prevention Management Plan to identify their environmental priorities.

Pollution prevention (P2) programs are a cost-effective means of meeting environmental objectives in an era when Army installations are simultaneously subject to stricter standards for pollution control, public criticism of their environmental records, and declining budgets. These programs reduce long-term liabilities of waste disposal, save money by reducing raw material purchases and waste treatment and disposal costs, and protect public health and the environment.

The purpose of the Pollution Prevention Management Plan is to provide economically sound recommendations for attaining "zero waste" pollution prevention goals, while minimizing human health and safety, and future liability, risks. As an example, the Pollution Prevention Management Plan process involves gathering installation baseline data and addresses the following P2 categories:

- Hazardous material use (pesticides, ITP-17 Releases)
- Municipal solid waste disposal
- Hazardous waste disposal
- Volatile organic compound (VOC) releases
- Ozone Depleting Compound (ODC) use (Class I)
- Recycled material purchases (affirmative procurement)
- P2 awareness training

The Pollution Prevention Management Plan addresses such broad options as decreased materials consumption, material switching, material reuse, and both on-site and off-site recycling. In addition, the Pollution Prevention Management Plan provides an evaluation of pollution prevention opportunities for those material and waste streams identified

The basis for all quantifications of

waste and materials streams is mass. Thus, pollution prevention goals (i.e., 50 percent reduction of all ITPs, VOCs, and ODCs by 31 December 1999), baseline figures, and P2 activities are evaluated in terms of masses of materials. Masses generally are expressed in terms of pounds or tons (kilograms and metric tons, respectively).

The Pollution Prevention Management Plan is based on current Army guidance, the regulations listed on page 19, as well as the Superfund Amendments and Reauthorization Act of 1986 (SARA); the Toxic Substances Control Act (TSCA); and the Clean Water Act of 1987. The Pollution Prevention Management Plan is framed according to the protocol outlined in the EPA guidance manuals *Waste Minimization*

*Opportunity Assessment Manual* (EPA/625/7-88-003, July 1988), and *Facility Pollution Prevention Guide* (EPA/600/R-92/088). The plan is also prepared in accordance with *Guidance to Hazardous Waste Generators on the Elements of a Pollution Prevention Program* (Federal Register, May 28, 1993).

Installation assistance is available by using a USACPW Indefinite Delivery Type (IDT) contract with an Architect-Engineer (AE) firm. The AE can provide the resources needed to determine waste streams, establish P2 goals, identify P2 opportunities, establish compliance procedures, develop site-specific training, and prepare a Pollution Prevention Management Plan.

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*Robert Fenlason works on water and wastewater issues at CPW.*

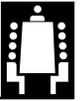
## Pollution Prevention Terms/Definitions

**Pollution Prevention.** In Executive Order 12856, pollution prevention is defined as source reduction (as defined in the Pollution Prevention Act of 1990) and other practices that reduce or eliminate the creation of pollutants through: (a) increased efficiency in the use of raw materials, energy, water, or other resources; and (b) protection of natural resources by conservation. Under the Act, recycling, treatment, and disposal are not included in the definition of pollution prevention. However, some practices commonly described as "in-process recycling" may qualify as pollution prevention. Examples include solvent recycling using an integral still, continuous filtering of a plating bath, and recovery of volatile organic compounds (VOCs) from degreasing vents. Recycling that is conducted in an environmentally sound manner shares many advantages with pollution prevention — it can reduce the need

for treatment or disposal and conserve energy and natural resources.

**Source Reduction.** The Pollution Prevention Act defines "source reduction" as any practice that reduces the amount of any hazardous substance, pollutant, or contaminant entering any waste stream or otherwise released into the environment (including fugitive emissions) before recycling, treatment, or disposal and the hazards to public health and the environment associated with the release of such substances, pollutants, or contaminants. The term includes equipment or technology modifications, process or procedure modifications, reformulation or redesign of products, substitution of raw materials, and improvements in housekeeping, maintenance, training, and inventory control.

**Hazardous Material.** Any material that is capable of posing an 



# Pollution Prevention Requirements

**The Federal Pollution Prevention Act of 1990 (FPPA).** Enacted on November 5, 1990, the act requires the following:

- Prevention or reduction of pollution at the source whenever feasible.
- Promotion of recycling if pollution cannot be prevented.
- Permission for treatment if pollution cannot be prevented or if recycling cannot be implemented.
- Discouragement of disposal or other releases into the environment.

The FPPA is not limited to hazardous waste or chemicals subject to Toxics Release Inventory (TRI) reporting under Section 313 of the Emergency Planning and Community Right-to-Know Act of 1986 (EPCRA). It encompasses all hazardous substances, pollutants, or contaminants.

## Executive Order 12856.

Signed by President Clinton on 1 October 1993, this EO commits all federal facilities, including Army installations, to comply with EPCRA. Additionally, it requires each agency to reduce the release and/or off-site transfer of all reported TRI chemicals by 50 percent by 1999, from a 1994 baseline.

The EO also requires that federal facilities subject to any of the requirements of EPCRA prepare P2 plans by the end of 1995 that indicate how the facility will support the Agency's P2 goals. Facility P2 plans should include a detailed inventory of waste generation, an analysis of pollution prevention opportunities and options, and a plan for implementing pollution prevention measures.

## Clean Air Act of 1990.

Title VI of the Clean Air Act Amendments of 1990 (CAAA) restricts production and use of chlorofluorocar-

bons (CFCs), halons, and other halo-generated solvents which contribute to the decomposition of stratospheric ozone when released to the atmosphere. Title VI requirements closely follow control strategies recommended in June 1990 at the Second Meeting of Parties to the Montreal Protocol.

## Executive Order 12873.

Issued 20 October 1993, EO 12873 requires all DOD and federally-owned facilities to promote waste reduction and recycling activities, and to implement affirmative procurement programs.

## DODD 4210.15 Hazardous Material Pollution Prevention.

This directive, promulgated on 27 July 1989, requires that all hazardous materials be selected and managed over its life cycle so that the DOD incurs the lowest costs required to protect health and the environment.

## Federal Facilities Compliance Act (FFCA).

The FFCA (October 1992) allows the USEPA to undertake a thorough inspection annually of federally owned or operated facilities that are subject to the Solid Waste Disposal Act, CERCLA, the Clean Water Act, the Clean Air Act, the Safe Drinking Water Act, and the Toxic Substances Control Act to insure compliance with each.

In addition to the above regulations, the Department of the Army (DA) has issued regulations that stress minimizing the negative effects of the Army's activities on the environment. Army Regulation (AR) 200-1, *Environmental Quality: Environmental Protection and Enhancement*, prescribes DA responsibilities, policies, and procedures for preserving, protecting, and restoring the quality of the environment. AR 200-1 sets the Army's policy for hazardous waste minimization. It requires Army installations to reduce the quantity or volume and the toxicity of hazardous wastes whenever economically practical or environmentally necessary. **PWD**

*(from previous page)*

unreasonable risk to health, safety, or environment if improperly handled, stored, issued, transported, labeled, or disposed. Munitions are excluded from consideration as hazardous materials.

**Hazardous Waste.** A solid, semi-solid, liquid, or contained gaseous discarded material that either: 1) exhibits one or more characteristics of ignitability, corrosivity, reactivity, and toxicity. Note: petroleum, oils, and lubricants (POLs) – although hazardous as defined by USEPA – typically are exempt from hazardous waste regulation if they are recycled.

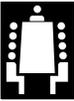
IHP-17 is an abbreviation for any of the 17 compounds identified under USEPA's Industrial Toxics Program. These compounds are:

- Benzene
- Cadmium and compounds
- Carbon Tetrachloride
- Chloroform
- Chromium and compounds
- Cyanides

- Mercury and compounds
- Lead and compounds
- Dichloromethane (methylene chloride)
- Methyl isobutyl ketone (MIBK)
- Methyl ethyl ketone (MEK)
- Nickel and compounds
- Tetrachloroethylene
- Toluene
- 1,1,1-Trichloroethane (TCA)
- Trichloroethylene (TCE)
- Xylene(s)

**Municipal Solid Waste.** The term "municipal solid waste" (MSW) refers to all solid or semi-solid wastes generated from residential, community, commercial, and institutional activities. In this report, the term "refuse" is used interchangeably with "municipal solid waste."

**Waste Minimization.** Refers to any practice or activity which reduces material entering the waste stream. A related concept is reuse, in which used materials with remaining life continue to be used rather than discarded. **PWD**



# CPW can help you change the biosolids perception

by Robert W. Fenlason, III

The odor surrounding a wastewater treatment plant is very distinctive. Toxic, colorless, and flammable gases are produced from the decomposition of malodorous organic compounds (sewage) in the absence of oxygen (anaerobic). We sometimes forget that the wastewater treatment process produces useful products in all three phases of matter (liquid, gas, and solid). The treatment technology in use today produces water adequate for reuse, both for domestic and industrial uses. The gas produced, which is the usual source of the odor, is quite often used to heat the plant buildings. Recent U.S. Environmental Protection Agency (USEPA) regulations have been promulgated to regulate the reuse of the sludge (solids) generated during the wastewater treatment process.

For many years the preferred sludge disposal method was burial in a sanitary landfill. Today the sludge may be incinerated in a furnace, disposed of in a landfill or a designated surface disposal site (e.g., monofill), or land applied for a beneficial purposes. When the sludge

is used beneficially, the term "biosolids" is used.

Biosolids must meet specific quality criteria and reuse standards defined by Federal and State regulations. The beneficial use of sludge is one of the most studied issues undertaken by USEPA. Studies found that when conducted properly and applied in accor-

*“Biosolids are stringently regulated at the Federal, State, and local level of government.”*

dance with the regulations, the land application method should improve soil conditions and increase plant productivity. The end result is a useful by-product.

Despite all the benefits, there are people who remain skeptical. The public perception towards this environmentally friendly, economical, and resourceful disposal option is mixed. Some public groups fear that the odors, the potential for groundwater contamination, and the fact that the reuse regula-

tions are not being properly followed are the primary environmental problems created by the land application method.

Recent negative news media reports portray biosolids and untreated wastewater sludge or septage as the same materials. The response from the beneficial use supporters pointed out that

biosolids and untreated sludge are different by-products. Biosolids are processed, regulated, monitored, and have been subjected to severe risk assessments by USEPA and other scientific organizations that continue to monitor

and test biosolids. They concluded that the public perception exists because many people do not know much about the rules that regulate biosolids and are convinced that they are not being properly followed. Biosolids are stringently regulated at the Federal, State, and local level of government. To ensure that applying biosolids to the land is conducted correctly, the biosolids regulations require the wastewater treatment operator to apply for a biosolids application permit.

Extensive public information on the benefits of proper biosolids treatment is available to improve the public perception. For more information concerning biosolids beneficial use, please contact USACPW's Sanitary and Chemical Division. We can conduct a special study to determine whether the sludge from a specific wastewater treatment plant can be beneficially reused. The CPW Operator Assistance Program can be used to assist installations with wastewater treatment plants to comply with the Biosolids regulations by using an Indefinite Delivery Type (IDT) contract with an Architect-Engineer (AE) firm. The AE can provide the resources needed to determine plant performance, establish compliance procedures, and prepare a Biosolids Management Plan.

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## Groundwater quality for small MSW landfills

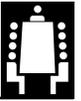
In response to the Land Disposal Program Flexibility Act signed into law on 26 March 1996, the U.S. Environmental Protection Agency (USEPA) revised the criteria for municipal solid waste landfills (MSWLFs). These revisions [40 CFR 258.1 (f)] reestablish a groundwater monitoring exemption for certain Army installations with a small landfill.

To qualify for the exemption, the landfill must:

- Accept less than 20 tons of MSW per day (based on an annual average).
- Be without groundwater contamination.
- Be located in either a dry or remote location (less than or equal to 25 inches of annual precipitation).

The revised criteria will reduce the cost and operational burden on certain installations with small landfills without compromising groundwater quality.

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# Expectations for expanded stormwater protection

by Robert W. Fenlason, III

On 9 January 1998, the U.S. Environmental Protection Agency (USEPA) issued a proposed change to the National Pollutant Discharge Elimination System (NPDES) for the Phase II Stormwater Program. The purpose of this phase is to prevent any areas that have an impact on water quality from slipping through any gaps that may exist in the Phase I regulation. The Phase II program, which is considered a follow-up to Phase I, was prompted by the Clean Water Initiative (CWI) announced by President Clinton.

Under the CWI, the USEPA is required to provide a stormwater program that designates and controls additional sources of stormwater discharge, address discharges of stormwater from activities exempted under Phase I (i.e., construction activities disturbing less than 5 acres). The USEPA must also try to facilitate and promote watershed planning as a framework for implementing water quality programs where possible.

The existing Phase I regulations apply to major industrial facilities, large and medium storm sewers (municipal separate storm sewer systems or MS4s), and construction sites that disturb five or more acres. The proposed Phase II program will extend the regulations to include small MS4s, construction sites that disturb 1 to 5 acres, and other sources that have an impact on water quality but are not currently regulated.

By providing more flexibility within the framework of the NPDES program and moving away from the 1995 proposal to designate all stormwater discharges for nationwide coverage under the NPDES program, the USEPA hopes to fulfill the CWI objectives. The USEPA believes this proposed rule would cost significantly less than the existing 1995 rule.

The Rule provides for an NPDES Program that includes:

- Use of the General Permit.
- Flexibility to determine minimum control measures.
- Limited monitoring requirements.
- Flexible use of watershed approach.
- Consistency with Phase I NPDES program.
- Existing SWP3.
- Federal enforcement.
- Use of existing mechanisms for public participation.

The Phase II program covers any area that could affect water quality that was not included in Phase I. However, what is not clear is whether the Phase II program will require a separate permit—or if a Phase I permit can be amended. General permits will be issued by the NPDES permitting authorities. Small MS4s will have 3 years and 90 days from the final publication to seek coverage. The general permits will require six minimum best management practices that include regional watershed protection initiatives. At a minimum, an NPDES storm water permit for MS4s must require that regulated facilities develop, implement, and enforce a stormwater management program designed to reduce the discharge of pollutants from stormwater discharges to the maximum extent practicable.

The USEPA categorizes stormwater sources as two options. Option 1 sources require municipalities to develop source controls and a management program. Option 2 sources require permits from facilities on an individual basis.

The Option 1 category classifies regulatory sources into two groups: Group A are sources that are similar to regulated “stormwater discharges with industrial activity” but not included in the existing regulations (i.e., small MS4s, municipal, Tribal, State, Federal facilities for example State departments of transportation, universities, and mil-



itary bases), and Group B are sources identified on the basis of potential activities and pollutants that could contribute to stormwater contamination (i.e., construction site activities on land equal to or greater than 1 acre and less than 5 acres).

The proposed rule designates two classes of facilities under the NPDES stormwater program:

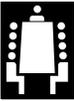
- 1) MS4s
- 2) individual commercial and residential sources, which include construction site activities and non-urbanized areas.

Coverage for the stormwater sources may be nationwide or local.

The proposed NPDES Stormwater Phase II program is designed to encourage control of stormwater discharges from Groups A and B through self-initiated, voluntary best management practices, unless the discharge is individually or locally designated on a case-to-case basis. All MS4s located in an incorporated place, county, or other place under the jurisdiction of the government entity that is included within an urbanized area would be automatically designated as “regulated” MS4s under this proposal.

As the Phase II program applies to Federal facilities, it is expected to affect DoD installations and operations. The USEPA expects to issue a final regulation by 1 March 1999.

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# Venting can be costly

by Dennis Vevang and Robert W. Fenlason, III

Chlorofluorocarbons (CFCs) are ozone-depleting chemicals (ODCs). All Army installations must eliminate Class I ODCs, as defined by section 602(a) of Title VI of the Clean Air Act, by the end of fiscal year 2003. The U.S. Environmental Protection Agency (USEPA) wants you to know that the government means business.

Consider the following recent sentences, the first in the nation to be imposed on an auto salvage company and two employees for such a violation:

- An automobile salvage company was fined and one senior company official put on probation, while another

was placed under house arrest and ordered to perform community service.

- An auto salvage company was sentenced for the unlawful venting of ozone-forming CFCs.

The president and vice-president of the family-owned business were sentenced after pleading guilty last July to knowingly venting CFCs from motor vehicle air conditioners during auto salvage operations. The court records state that between June 14, 1993 (the effective date of federal regulations re-

quiring vapor recovery equipment) and August 1996, the company failed to recover CFCs from motor vehicle air conditioners.

They also admitted to knowing that CFC recovery was required by law and that they owned the proper recovery equipment. The judgement included, in agreement with EPA, a \$24,000 fine and a three-year probation. During the probation period, the company will have to implement a refrigerant-recovery program, including training refrigerant recovery procedures to employees and maintaining accurate refrigerant recycling records.

The vice-president of the company was ordered to pay a \$2,000 fine and serve a term of six months in home detention. During that time, the company president will speak to 12 industry groups regarding the criminal penalties for knowingly venting CFCs.

The lesson we all can learn from this real situation is that the USEPA is enforcing the law regardless of the company size. We cannot assume that a small company might escape attention. If you need to know more about state and federal ODS requirements, please call the Center for Public Works.

World-wide assistance is available through in-house specialists and several Indefinite Delivery Type (IDT) contracts with Architect-Engineer (AE) firms. The AE has the additional resources needed to inventory all ODS sources, determine the appropriate course of action (refrigerant/ solvent substitution or equipment modification), and prepare an ODS elimination plan.

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**PWD**

*Dennis Vevang and Robert W. Fenlason, III, work on air pollution issues at CPW.*

## USACPW offers solid waste management support

The U.S. Army Center for Public Works maintains an Architect/Engineer contract to provide support in solid waste management initiatives. Currently, our contract is with a nationally recognized environmental services firm, Roy F. Weston, Inc. (<http://www.rfweston.com>). Under this contract, we can provide a wide range of solid waste services to assist installations, including:

- Waste Characterization Studies

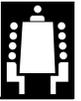


- Integrated Solid Waste Management Plans
- Recycling Program Management
- Composting Plans
- Waste Minimization Plans
- Process Reviews

Please contact USACPW for assistance with your solid waste management program. USACPW POC is Jane Anderson, (703) 806-5214 DSN 656 or e-mail: jane.l.anderson@cpw01.usace.army.mil

**PWD**





# Cost-reimbursable contract management for environmental projects

by Linda S. James

An environmental project investigation and design more often than not are full of surprises. With each sample of soil or groundwater, the entire focus and scope of an environmental project can change dramatically and, along with it, the cost.

The Corps of Engineers in Huntsville, Alabama, has found that managing environmental site investigations and designs with cost-reimbursable contracts helps save time and money.

“We must have a contracting tool that is flexible to respond to the needs and priorities of the problem,” said Steve Light. Light is an environmental project manager at the Engineering and Support Center, Huntsville. His sites include DDJC Tracy and Sharpe, California, both Defense Logistics Agency installations. Huntsville Center has been managing the investigation, design and cleanup at the two DLA sites since 1991.

“When the technical effort of an investigation or design changes,” he explained, “a cost-reimbursable contract allows flexibility for us to focus within the scope of work and funds available, sometimes with no more than a phone call.”

The alternative, a fixed-price contract, requires the Corps to initiate the request for proposal process and complete a contract modification before work can be done when surprises occur. The result could be a delay in completing the investigation or design, and the cost of the project could rise substantially. Under a fixed-price contract, a much more detailed initial description of work and conditions is required to determine a fair and reasonable fixed price. The contractor is required to do only what is strictly specified in the scope of work, nothing more, nothing less. Once that portion of the job is done and accepted by the government, the fixed-price contractor packs up and goes home. To bring that contractor

back to the site to do additional work is going to cost time and money.

“Cost-reimbursable contracting provides the government the ability to improve responses to unexpected changes during investigation and design,” said Light.

Through pre-negotiation technical meetings between the Corps and the A-E contractor, the team discusses the probable level of effort for the environmental site. A cost limit and fee, or profit, is then negotiated. The government under a cost-reimbursable type contract assumes the uncertainty risks; therefore, profit levels are normally less than six percent of cost, he explained.

“The contractor understands that the estimate to investigate 10 acres may increase to 13 acres. ‘Investigating soil contamination’ is in the scope of the contract. It just means that more soil needs to be investigated than originally planned.”

To make these kinds of changes, the task must be within the scope of the contract, there must be a “need” to do the work, and funds must be available to examine the additional investigation.

Funds to do the additional work may be handled in a couple of ways. Money may be redirected from other tasks in the scope of work by reducing the expected effort in one area to increase it in another, but if the additional cost is necessary, the contract can be modified to make more money available for the contract and perform the additional in-scope investigation.

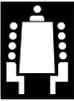
All that funding flexibility doesn’t happen by accident, according to Light. A great deal of planning, technical crosstalk and environmental management experience must be exercised to forecast sufficient funding to meet the costs of environmental projects. “Every site is different but past experience can tell us a lot about what to expect at a site and it helps reduce some of those unexpected surprises,” said Light.



Huntsville’s Technical Team has 20 to 25 members, which includes people from many engineering disciplines, resource management, contracting, and technical service, as well as environmental project managers. The Technical Team plans each project, and based on the specific data for each site and team members’ past experience with similar sites, the team forecasts costs for the work to be done.

A big bonus to the cost-reimbursable contract, said Light, is the ability to be responsive to concerns of the state and federal environmental regulators. “The regulators oversee compliance to agency regulations,” said Light. “Cost-reimbursable contracting allows the Corps to be responsive to the regulators’ concerns without having our hands tied down to a long lead time contracting process, which could cause unnecessary delays and runs up project costs,” he explained. Bottom line, said Light, “Cost-reimbursable contracting is win-win: the regulators see their environmental concerns addressed in a timely manner and the environmental project managers have the flexible tools they need to do the job.” **PWD**

*Linda S. James is a Public Affairs Specialist at the Huntsville District.*



# OMEE Program implements innovative operation and maintenance service contracts

by Don Taylor

As customers, government facilities are no different than any other consumers. Their leadership looks for a good deal. They want reasonable costs, high quality, and a quick response to their needs.

The U.S. Army Engineering and Support Center, Huntsville has developed a simplified process that meets the growing operation and maintenance needs of military installations.

The Huntsville Center's Operation and Maintenance Engineering Enhancement (OMEE) Program addresses installation needs through the use of a broad-based, task-order operation and maintenance services contract. A developmental process to acquire this type of contract culminated in May 1997 when the Huntsville Center awarded two operation and maintenance services contracts, one to J&J Maintenance, Inc., and the other to Syska & Hennessy, each for \$13.25 million over five years.

Any government agency can place an order against these contracts, if accepted by the OMEE Program. The basic contracts provide a wide variety of facility operation and maintenance ser-

VICES. For example, projects at Nellis Air Force Base (AFB), Howard AFB, and Fort Bragg incorporate operation and maintenance of mechanical and electrical equipment. The Nellis AFB project adds grounds maintenance. The Howard AFB project adds grounds maintenance and custodial care. The availability of a wide range of operation and maintenance services in these basic contracts allows the OMEE Program and its customers to practice "one stop" shopping, thereby achieving efficiency, cost savings, and reduced requirement for government management.

Use of these broad-based contracts is an integral part of a new, three-step process developed by the OMEE Program for identifying, scoping, contracting, and performing operation and maintenance services. After a customer approaches the Huntsville Center with a need, one of the Center's contractors visits the project site and develops a Facility Operation and Maintenance Concept Plan (FOMCP). This concept plan defines exactly which facility systems are to be operated and maintained and to what level. This document must

be approved by the customer and the Huntsville Center.

In the second step, the contractor uses the objectives and scope of the FOMCP to develop a Facility Operation and Maintenance Plan (FOMP). This plan takes the place of the traditional performance work statement. The FOMP also must be approved by the customer and the Huntsville Center.

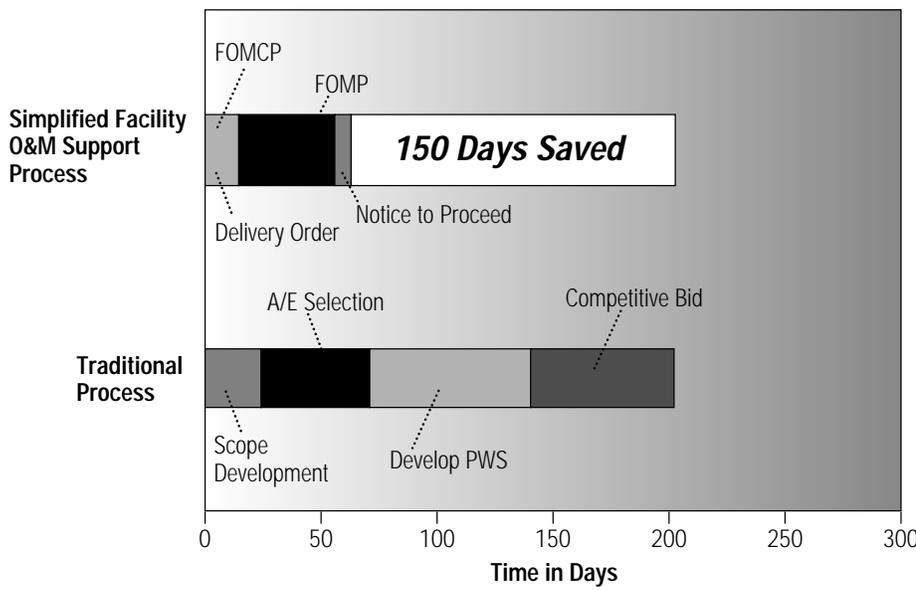
For organizations with existing operation and maintenance programs or with detailed information available, FOMCP and the FOMP can be developed simultaneously.

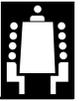
In the third step, the contractor performs operation and maintenance services for a defined period in accordance with the approved (contracted) FOMP, and the customer provides quality assurance evaluation.

To date, the OMEE Program's use of these two task-order contracts and the new, three-step process has proven to be very successful. There are the three ongoing projects, seven new projects awarded under the J&J Maintenance, Inc., contract, and six new projects awarded under the Syska & Hennessy contract. Enhanced efficiency is the cornerstone of this success. The Howard AFB project, for example, was begun within a matter of days rather than requiring several months for startup, as would have been the case had it been necessary to develop a new contract for the project (The chart indicates typical time savings associated with the use of the Huntsville Center's simplified facility support process). Also, the contractor's participation in the development of the scope of services to be performed allows for a close partnership and overall cost savings.

The concept of "flexibility" underlies every aspect of the OMEE Program's innovative methodology in contracting for and providing operation and maintenance services. Whether it is one-stop shopping, improved responsiveness, increased partnering, or the contract's yearly "option to renew," the

### Simplified Facility O&M Support Process Time Savings

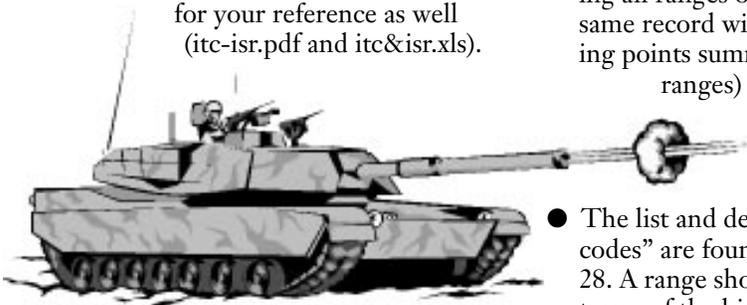




# Installation training capacity—range discrepancies

Last year, Army range and training area managers were required to conduct complete inventories of their ranges, as well as training areas, identifying all active ranges using the new AR 415-28 category code (catcode) descriptions. These inventories have now been matched against the installation IFS real property records. In many cases, there are serious discrepancies between the range manager's inventory and IFS. As many as one third installations still show no maneuver area at all in the IFS database, and many ranges show only a single firing point. Since the IFS database is used for the Installation Status Report (ISR), as well as RPLANS assessment of installation capability, this can have a major impact on installation funding, stationing, and future installation assessments (e.g., BRAC).

Range managers have received some very explicit directions on actions to be taken to assure that the IFS database is correct, along with a spreadsheet that shows the discrepancies. Both these documents will be available on the CPW Data Distribution System (DDS) for your reference as well (itc-isr.pdf and itc&isr.xls).



We're already into the next ISR reporting cycle, which makes it important to make these corrections as soon as possible. You may want to examine the spreadsheet for your installation to assess the magnitude of change before your range manager contacts you.

Planners and others not directly impacted by the inventory adjustment "mission" should be equally familiar with the "counting rules" used. Several of these are extracted:

- The real property database should have a separate facility record for each facility separately assigned and managed by range control. It will simplify future ITAM management if each separate training area (as managed by range control) also had a separate facility record. Providing a separate record for each numbered or named range (rather than lumping all ranges of a given type into the same record with the number of firing points summed across many ranges) allows the database to be used to count ranges as well as total firing points.

- The list and definitions of "category codes" are found in DA PAM 415-28. A range should be classified in terms of the highest, best use of the range. In other words, if a range can be used for firing tank and Bradley Table VIII, but can also be used for field firing of .50 cal machine guns, it should be classified as an MPTR, not as a machine gun range.

- For most firing ranges, (those whose category codes begin in 178), the "capacity" should be the number of firing points on the range. This is synonymous with the number of lanes, and should be the number of weapons systems that can simultaneously fire on the range. In the case of an MPTR with a lane for Bradley IFVs and a separate lane for M1 tanks, the range has one firing point

(or lane) because only one vehicle can operate on the range at a time. Note that the single lane may have 20 or 30 different locations from which targets can be engaged, this is still one lane and counted as 1 firing point. In the case of an MPRC, there should (by definition) be at least four lanes. Once again, the count of firing points is equal to the number of lanes, not the total number of locations from which weapons can fire. In the case of a squad or platoon battle course, the number of firing points is equal to the number of personnel who can fire on the range at one time.

- For ranges whose category codes begin in 179, the "capacity" is measured in "eaches." A range which can be assigned separately to a user is "1 each", irrespective of the number of firing points.
- Ranges should also have the "area" data element filled with the number of acres occupied by the range. This does not include the down-range safety fan. For most weapons systems, it is defined by the firing line, a line running from the outermost firing points to the outer range marker downrange, then behind the furthest target array to the opposite outer range marker, then back to the outermost firing point on the other side. Ranges for weapons with backblast (TOW, AT4, LAW, etc.) should include the backblast safety area in the "area." Given the importance that this data has for installation planning, this is an area which deserves priority attention. Real Property Managers are encouraged to contact their installation ISR manager to discuss the impact on their situation.

For questions about the survey, please contact Larry Chenkin at the Army Training Support Center (ATSC). His e-mail address is chenkinl@emh22.eustis.army.mil; (804) 878-3090 DSN 927.

POC is Rik Wiant, CECPW-FP, (703) 428-6086 DSN 328. **PWD**

*(continued from previous page)*

enhanced customer service is an integral part of the new OMEE process. This process can open new options for government facilities.

For more information about the OMEE process, please call Tahir Rizvi, Program Manager, at (205) 895-1532. **PWD**

*Don Taylor is a Technical Publications Editor in Systems Engineering at the U.S. Army Corps of Engineers, Engineering and Support Center, Huntsville.*



## Army to begin "Swar-ing" about garbage

by William F. Eng

No, this is not official Army approval to use words that used to get your mouth washed out with soap. "SWARs" or the Solid Waste Annual Reporting System will soon be the standard software program for tracking and reporting installation solid waste management data throughout the Army.



SWARs began as a Navy software program to track solid waste and recycling data within the Navy. For many years, the Army has been using data elements from IFS-M (Integrated Facilities System—Mini/Micro) used by installation Directors of Public Works. But the demand at the Defense Department and higher levels, for more specific data on solid waste quantities, especially recycling materials and income generation and revenues, has created the need for a separate system. Current data collection systems and methods, even if redundant with portions of SWARs, will continue to be used until SWARs is fully operational. A decision will be made in the future about continuing to support those other systems.

As part of the DoD Environmental Security Corporate Information Management (DESCIM) Initiative, the Deputy Under Secretary of Defense for Environmental Security, in 1995, selected the Navy's SWARs program for migration to the standard software for use by all the Military Services for collecting and reporting solid waste and recycling data.

SWARs will be the DoD standard for installation solid waste and recycling data management and reporting in compliance with the Resource Conservation and Recovery Act (RCRA) and the DoD Measures of Merits (MOMs). Beginning with Fiscal Year 1999, Army will begin using the data collected by SWARs to provide these annual reports.

By 1997, the migration process had reached the point that the Army was confident enough to tell DESCIM that we would be adopting SWARs for use throughout the Army. However, before final acceptance, MG David

A. Whaley, the Assistant Chief of Staff for Installation Management (ACSIM) asked that we conduct a limited field performance test of the software. The most current version of SWARs was "beta tested" at 10 Army installations between November 1997 and January 1998. Feedback from the users revealed a few software installation problems, which were quickly resolved by the DESCIM Program Managers. Overall,

mil/denix/denix.html. Registered DoD personnel can go directly to the DoD/DESCIM homepage at <http://denix.cecer.army.mil/denix/DOD/DESCIM/descim.html> to download the software. A fielding plan is being finalized to guide SWARs implementation over the next year throughout the Army.

Installations will be asked to designate a single office to take charge of managing input to the SWARs software. All solid waste generating activities, as well as recycling or disposal activities will have to provide input to the single data collection point. We plan on using the DESCIM Support Center for software assistance and the Army Center for Public Works to address functional questions from the field. The minimum and recommended computer requirements to operate SWARs are listed in the following table.

### SYSTEM REQUIREMENTS

Component	Minimum	Recommended
Processor	486 @ 50 Mhz	Pentium (586) @ 90
RAM	8 MB	16 MB
Operating System	MS WINDOWS 3.1/DOD 5.0	WINDOWS 95
Hard Drive	50 MB free	100 MB free
Monitor	Greyscale - 16	Color - 256

the comments about the software were definitely positive. Based on these "real world" tests, the ACSIM is adopting SWARs as the Army standard software for collecting and managing solid waste and recycling data.

The ACSIM will officially field SWARs software in the 3rd Quarter, FY 1998. It will be distributed primarily by downloading from DENIX, the Defense Environmental Network and Information Xchange, for those installations with that capability, or by floppy disks through the mail. Army personnel with Internet, or better yet, DENIX DoD access can download the software now to get familiar with it. The Denix Internet address is <http://denix.cecer.army>.

Personal computers are becoming commonplace throughout the Army. Ms. Sherri Goodman, the Deputy Under Secretary of Defense for Environmental Security, provided ample justification for computer hardware and Internet access in her memorandum dated 26 June 1997, subject: Internet Access for DoD Environmental Security Professionals. A copy of this and other related documents will be posted on the ACSIM web site at (<http://www.hqda.army.mil/acsimweb/fd/util.htm>)

PWD

*William F. Eng, (703) 428-7078 DSN 328, works at ACSIM on solid waste and recycling issues.*



# Contracting lessons learned on the Internet

**S**ARDA, Assistant Secretary of the Army for Research, Development, and Acquisition-Procurement, is developing a web site containing a consolidated library of positive and negative contracting. The goal of the web site is to help installations by providing them the capability to easily document and share lessons learned with others related to Commercial Activities Reviews conducted in accordance with OMB Circular A-76, service contracting, outsourcing, and privatization actions.

Expected to be on the World Wide Web by early April, this site will allow browsers to locate and view service contracting lessons learned related to facilities, logistics, environmental support, and outsourcing/privatization of functions, to include professional and technical services.

Initially, the information has come from currently documented sources as well as from a few knowledgeable, experienced individuals who have "been there before" and shared their experiences with SARDA. However, SARDA hopes that as the site evolves, more and more information will come from first-hand installation experiences.

SARDA has developed an easy avenue for people to submit their contracting-related lessons learned. An online Lessons Learned Survey Form has been developed (<http://204.255.139.2:8080/survey/>) and linked to SARDA's Army Acquisition Home Page located at <http://www.acqnet.sarda.army.mil/>. The survey form is in two parts. The first part allows users to document in narrative format as much information as they wish to share. The second part, which is optional, asks users to answer specific questions in several contracting-related areas. Additionally, for individuals who already have documented lessons learned, the survey form provides instructions to mail or fax them to SARDA.

Survey responses from service contracting and functional personnel in both the public and private sectors are being sought. SARDA believes the information obtained will prove invaluable to others currently considering or

preparing for A-76 review, writing a similar service contract, managing an A-76 or service contract, trying to resolve related litigation or claims or looking for a new and innovative approach to obtaining the services they require. James W. Cooper, Procurement Analyst at SARDA and project COR, states, "With today's emphasis on outsourcing and privatization of functions within the Army and renewed emphasis on A-76, a resource that allows people to readily share their contracting-related experiences with others is more important than ever. There is so much knowledge out there that people have gained through the years in all aspects of contract development and implementation, and most of this knowledge has never been tapped because there has been no easy way for them to share their experiences. As a result, people don't benefit from the experiences of others and are continually

"reinventing the wheel." Helping installations by providing the capability for them to easily document and share lessons

learned with others is our objective in this effort."

The lessons learned available on the web site are categorized and sub-categorized according to major segments of the contracting process: Pre-study, Study, Selection and Decision, and Implementation.

A special category entitled "New Business Processes" has also been included to contain insights into new and innovative contracting approaches that either installations or the private sectors are using.

SARDA has also established links to libraries of publications pertaining to A-76 and service contracting so that browsers can view or download many of these documents and publications via the Internet. **PWD**



## SAMPLE LESSON LEARNED

CA AREA:  
SELECTION & DECISION LESSONS LEARNED/Conducting the Selection Process

SYNOPSIS:  
Develop Source Selection Plan and identify and train the Source Selection and Evaluation Board (SSEB) participants early in the CA process immediately after the contract type has been selected.

LESSONS LEARNED:  
**1** Plan Development: After the contract type has been selected, develop the Source Selection Plan for the procurement.  
**2** Source Selection and Evaluation Board: Upon completion of the Source Selection Plan, identify and train the Source Selection and Evaluation Board participants.

DISCUSSION:  
Early selection of SSEB members enables them to be "kept clean" of receiving information on the MEO. Including management analysts and classification specialists on the SSEB proves helpful in terms of their being able to assist the board in analyzing the proposals in matching job descriptions with the contractors' proposed salary costs.



# BIG changes in FY99 Army Management Structure Codes

Remember all the Army Management Structure Codes (AMSCs) we had back in the early 1980s? Guess what! Some of that level of detail is coming back. ACSIM, ASA(FM), USACPW and several contractors have been working to realign the AMSCs to conform to the way data is collected in the ISR. This realignment should make data calls in the future a lot less time consuming.

These changes will eliminate the Technical Data Activity Codes (TDACs) as we now know them. The 8-position AMSC will become the actual TDAC. Headquarters will program dollars at the 7-position level and the various accounting systems will collect costs at

the 8-position level. The local budget office will have the option of establishing 9 or 10-position codes for local use, but costs will roll up to the 8-position for reporting purposes. Every Category Code/Facility Category Group (FCG) has been mapped to one, and only one, AMSC. A CatCode/FCG will relate to only one AMSC, with the exception of facilities undergoing demolition or BRAC, which have specific AMSCs.

For FY99, we intend to generate the Technical Data Report from the DFAS year-end report and the Real Property Data in HQ-IFS/EIS. A data call will be made for such items as Utility and Municipal Services quantities, but no cost information. If this can not be accomplished, then we will have a Tech Data call as in previous years, but using the new 8-position as the TDAC.

The current draft, as of 20 February 1998, of the proposed FY99 AMSCs is shown.

POC is Michael J. Kastle, CECPW-FM, (703) 428-6394 DSN 328, FAX: 428-7189, e-mail: michael.j.kastle@cpw01.usace.army.mil **PWD**

FY 98 AMSCs		FY 99 AMSCs		7 / 8 Position	Title Change	Subchapter 5
53.00	Environmental Conservation	53.00	Environmental Conservation			
54.00	Pollution Prevention	54.00	Pollution Prevention (Summary Account)			
56.00	Environmental Compliance	56.00	Environmental Compliance (Summary Account)			
76.L0	Minor Construction & Alt.	76.L0	Minor Construction and Alteration			
	76.L1 Active Installations		76.L1 Active Installations			
	76.L2 Inactive Installations		76.L2 Inactive Installations			
78.K0	Real Property Maint. Act.	78.00	Facilities Maintenance Management			
	78.K5 Surfaced Areas	78.10	Surfaced areas (including Bridges & Other Appurtenances)			
			78.11 Paved			
			78.12 Unpaved			
	78.K5 Surfaced Areas	78.20	Airfields, Paved & Unpaved (including Bridges & Other Appurtenances)			
	78.K4 Railroads	78.40	Railroads (including Bridges & Other Appurtenances)			
	78.K1 Utility Systems	78.50	Utility Systems			
			78.51 Water Systems			
			78.52 Waste Water Systems			
			78.53 Electrical Systems			
			78.54 Heating / Cooling Systems			
			78.55 Gas Systems			
			78.56 Other Utility Systems (including Dams)			
			78.57 Utility System Buildings			
	78.K2 Buildings	78.A0	Maintenance & Production Facilities			
			78.A1 Maintenance Buildings & Structures with UM = SF			
			78.A2 Production Buildings & Structures with UM = SF			
			78.A3 Maintenance & Production Facilities with UM other than SF			
	78.K2 Buildings	78.B0	Training & Operations Facilities			
			78.B1 Buildings & Structures with UM = SF			
			78.B2 Facilities with UM other than SF			
	78.K2 Buildings	78.C0	RDT&E Facilities			
			78.C1 Buildings & Structures with UM = SF			
			78.C2 Facilities with UM other than SF			
	78.K2 Buildings	78.D0	Supply & Storage Facilities			
			78.D1 Buildings & Structures with UM = SF			
			78.D2 Facilities with UM other than SF			
	78.K2 Buildings	78.E0	Administrative Facilities (including Information Technology Facilities)			
			78.E1 Buildings & Structures with UM = SF			
			78.E2 Facilities with UM other than SF			
	78.K2 Buildings	78.F0	Unaccompanied Personnel Housing Facilities, Enlisted Barracks			
	78.K2 Buildings	78.G0	Other Unaccompanied Personnel Housing Facilities			
			78.G1 SBEQ/BOQ Buildings			



		78.G2 Transient Housing Buildings
		78.G3 Annual Training & Mobilization Buildings
		78.G4 Other Miscellaneous UPH Facilities
78.K2	Buildings	78.H0 Dining Facilities
78.KK		78.K0 Maintenance and Repair (ARNG USE ONLY)
78.KM		78.KK Armories —ARNG/USAR
78.K6	Other Non-Bldg Facs	78.KM Maintenance Facilities
		78.Q0 Other Facilities
		78.Q1 Buildings & Structures with UM = SF
		78.Q2 Facilities with UM other than SF
		78.Q3 BRAC Caretaker Costs
78.K6	Other Non-Bldg Facs	78.R0 Airfield Facilities
		78.R1 Buildings & Structures with UM = SF
		78.R2 Facilities with UM other than SF
78.K6	Other Non-Bldg Facs	78.S0 Training & Instruction Support Facilities
		78.S1 Training Ranges & Areas With UM = AC
		78.S2 Training Ranges Other With UM other than AC
78.K6	Other Non-Bldg Facs	78.T0 Ports
		78.T1 Buildings & Structures with UM = SF
		78.T2 Facilities with UM other than SF
78.K7	Med & Hospital Bldg	78.U0 Medical & Hospital Facilities
78.K8	Med & Hospital Bldg	78.U1 Maintenance and Repair (Less Capitalization)
78.K3	Grounds	78.U2 Maintenance and Repair (With Capitalization)
		78.V0 Grounds
		78.V1 Improved
		78.V2 Unimproved
78.K2	Buildings	78.W0 Community Support Facilities
		78.W1 Post Exchange Buildings & Structures with UM = SF
		78.W2 Post Exchange Facilities with UM other than SF
		78.W3 Commissary Buildings & Structures with UM = SF
		78.W4 CDC Buildings & Structures with UM = SF
		78.W5 Other Community Support Buildings & Structures w/ UM = SF
		78.W6 Other Community Support Facilities with UM other than SF
78.K2	Buildings	78.X0 Family Housing Facilities
		78.X1 Buildings & Structures with UM = SF
		78.X2 Facilities with UM other than SF
79.00	Real Property Services	79.00 Real Property Services
79.J0	Operation of Utilities	79.J0 Operation of Utilities
	79.J1 Water Services	79.J1 Water Services
	79.J2 Waste Water Services	79.J2 Waste Water Services
	79.J3 Electric Services	79.J3 Electric Services
	79.J4/J5 Heating/Cooling Svcs	79.J4 Heating/Cooling Services
		79.J5 Gas Services
	79.J6 Other Utility Services	79.J6 Other Utility Services
79.M0		79.M0 Municipal Services
	79.M2 Solid Waste Opns	79.M1 Refuse Handling Operations
	79.M3 Pest Management	79.M2 Indoor Pest Control
	79.M3 Pest Management	79.M3 Outdoor Pest Control
	79.M4 Custodial	79.M4 Custodial Services
	79.M5	79.M5 Snow/Ice/Sand Removal and Street Sweeping
	79.M6 P W Manag. Engin	79.N0 Facility Engineering Services
	79.M8 Misc. Engin Act	79.N1 Facility Engineering Services Management
	79.M7 RE & Const. Manag.	79.N2 Miscellaneous Engineering Activities
	79.M6 P W Manag. Engin	79.N3 Real Estate / Real Property Admin / Construction Management
	79.M1 Fire Protection Svcs	79.N4 Master Planning
	78.K9 Demo Real Property	79.P0 Fire And Emergency Response Services
96.A0	Real Estate Leases	93.00 Demolition Of Real Property
	96.AA Recruiting Leases	96.A0 Real Estate Leases
	96.AB Non-Recruiting Lease	96.AA Recruiting Leases
	96.AC Real Estate Lease—A R	96.AB Non-Recruiting Leases
		96.AC Real Estate Leases — Army Reserve
96.H0		96.90 Unaccompanied Personnel Housing Management
	96.HA	96.9A Initial and replacement Issue and Handling of Furnishings
	96.HB	96.9B Operation of Unaccompanied Personnel Housing
	96.HC	96.9C Leased Unaccompanied Personnel Housing



## 1998 DoD Combined Services Recycling Workshop

The annual DoD Combined Services Recycling Workshop will be held in conjunction with the 1998 National Recycling Coalition (NRC) Conference and Exposition, 13-16 September 1998 in Albuquerque, New Mexico. This annual Workshop provides an important opportunity for Army installation recycling coordinators to:

- Learn about innovative recycling programs and practices.
- Interact with colleagues from within the Army, the other Armed Services, other Federal Agencies, state and local governments, and the private sector.
- Get up to date on current DoD and Army policy on recycling and solid waste management.

This will be the third year that DoD and the Office of the Federal Environmental Executive (FEE) have joined forces with the NRC to bring together recycling professionals from federal, state and local governments and the private sector to share ideas. Last year, over 250 federal government employees attended the conference.

Many of the NRC technical sessions focus on issues of interest to federal recycling program managers, because of the large number of federal employees who attend the conference. In addition to the NRC technical sessions, DoD will hold its own annual workshop for installation recycling coordinators, including breakout sessions specific to each service.

Rooms for federal employees have been blocked at the following three area hotels:

- Fairfield Inn—(505) 889-4000; single \$57.62, double \$68.70; reservation deadline 22 August 1998
- Holiday Inn/Mountain View—(505) 884-2511 or (800) 371-5817; single or double \$70.00; reservation deadline 13 July 1998
- Radisson Hotel—(505) 888-3311 or (800) 333-3333; single \$70, double \$90; reservation deadline 13 August 1998

Reservations should be made early, to ensure rooms are available at these rates. Please note that all rates include tax. The lodging per diem rate for Albuquerque is \$70.00.

A conference rate for federal government attendees has not yet been set. A program agenda and registration information will be available in May.

For more information on the conference, please contact the USACPW POC, or check the World Wide Web at <http://www.afcee.brooks.af.mil/EQ/nrc/nrc.htm>

USACPW POC is Jane Anderson, DSN 656-5214, commercial (703) 806-5214, or e-mail: [jane.l.anderson@cpw01.usace.army.mil](mailto:jane.l.anderson@cpw01.usace.army.mil) 



## CPW—working hard to meet your training needs

CPW'S Professional Development and Training Division is developing and fielding a number of new courses to better meet the training needs of your installation DPW personnel. We've developed a training strategy which addresses three specific audiences:

- Level 1 courses aimed at non-managerial positions and first line supervisors (technicians, specialists, section chiefs and foreman).
- Level 2 courses focused at managerial positions and intermediate level supervisors (analysts, engineers, managers, branch chiefs and team leaders).
- Level 3 courses directed at upper management positions and executive leadership (senior analysts and engineers, division chiefs, directors and deputy directors).

Within each of these levels of training, the courses are further defined as:

- Orientation courses which provide overviews.
- Functional courses which focus on the processes and systems of a specific area.
- Applications courses which concentrate on a specific skill.

Seven of the new courses are designed for the level 1 audience. One is the Public Works Basic Orientation Course, which provides an "overview" of the DPW functions and systems.

Five other level 1 courses are designed to address one of the broad "functional areas" of DPW facilities maintenance management.

Four of these courses include more functional training in each area of work management in addition to instruction on IFS SCP 11. They replace



# IFS-C training

the former IFS-M related training and are now called DPW Work Reception, DPW Budget, DPW Supply, and DPW Work Estimating. These courses are scheduled to be piloted from April to June of this year. The fifth new functional course is DPW Planner/Scheduler. The last new level 1 course is DPW Supply SQL, which provides "applied skill" training on the INFORMIX structured query language. The last two courses are entirely new courses which the field identified as urgent training needs. These courses will be piloted in July and August. There will be no tuition charged to attend these or any of the other pilot courses.

Four other new courses are designed for the level 2 audience. One is the Public Works Management Functional Course. The other three courses, DPW Performance Based Contracting I and II, and DPW Quality for Service Contracts, are related to Performance Based Service Contracts.

 For additional information on the course descriptions, please visit our home page at: [www.usacpw.belvoir.army.mil/pubs/graybook/graybook.htm](http://www.usacpw.belvoir.army.mil/pubs/graybook/graybook.htm) or call Johann Grieco at (703) 428-7589. For more information about registration, please contact our registrar at (703) 428-7593 DSN 328, or e-mail: [macus.s.seisay@cpw01.usace.army.mil](mailto:macus.s.seisay@cpw01.usace.army.mil). **PWD**

The IFS 18th Configuration Control Board Meeting was held on 6 November 1997. The members voted that only the IFS-CS baseline (System Change Package #11) would be modified to accommodate the new FY99 Army Management Structure (AMS) codes which will become effective 1 October 1998. (Current AMS identifies nine subcategories for Maintenance and Real Property; the FY99 revision has 61 subcategories).

To expedite deployment of the IFS-CS baseline, we will conduct training classes on how to install and operate the IFS-CS baseline. The classes will be held at the USA-CPW/DCL contractor facility located near Chester, Virginia (between Richmond and Petersburg, Virginia), and they will focus on both technical and functional aspects of the IFS-CS baseline. It is recommended that sites send the IFS Systems Administrator (SA), along with a functional person (Real Property or Job Cost Accounting or Customer Service).

Two types of classes will be offered— one for sites currently operating under the SOLARIS baseline (server with LAN) and one for sites still

operating under the UNISYS 5000/6000 configurations. The SOLARIS-based training classes will last three days, beginning on Tuesday and ending on Thursday— Monday and Friday will serve as travel days. The UNISYS 5000/6000-based training classes will last four days, beginning on Monday and ending on Thursday. At the completion of the training, the IFS-CS baseline software will be distributed

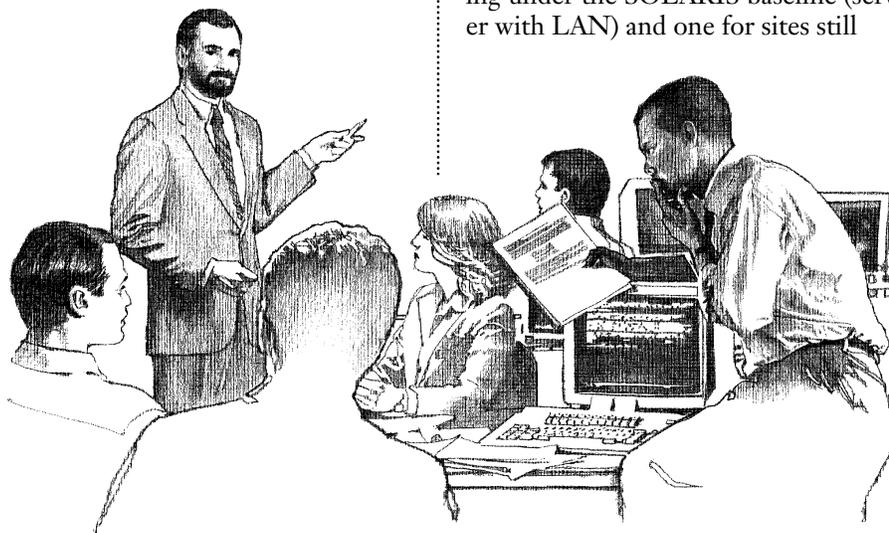
CLASS #	TYPE CLASS	DATES
#05	SOLARIS	10 - 12 March 1998
#06	UNISYS 5000/6000	23 -27 March 1998
#07	SOLARIS	07 - 09 April 1998
#08	UNISYS 5000/6000	20 - 24 April 1998
#09	SOLARIS	05 - 07 May 1998
#10	UNISYS 5000/6000	18 - 22 May 1998
#11	SOLARIS	02 - 04 June 1998
#12	UNISYS 5000/6000	15 - 19 June 1998
#13	SOLARIS	07 - 09 July 1998
#14	UNISYS 5000/6000	20 - 24 July 1998

to the attendees for implementation at their sites.

A list of the scheduled training classes, including dates, is provided below. Please note that attendance will be on a "first-come, first served" basis. To register for a class, please contact Debbie McEndree at (804) 734-0420 DSN 687. There is no tuition for these classes. Sites will only incur the cost of attendees' TDY and travel.

Those interested should make every effort to schedule the training and installation of the IFS-CS baseline at the earliest opportunity. This will facilitate use of the new FY99 AMS reporting requirements and let installations take advantage of new and exciting system capabilities presently under development (Data Warehouse, Geographic Information System — GIS, Web applications, a new Contract Management module, Credit Card software).

 If you have any questions, please contact Vaughan Edmondson, USAISSDCL, at (804) 734-2777 DSN 687. POC is Leo Oswalt, IFS Program Manager. **PWD**





## Army civilians prepare for DoD-wide leadership roles

The Defense Leadership and Management Program (DLAMP) is a new, DoD-wide competitive leader development program. It was developed by OSD in response to recommendations of the Commission on Roles and Missions, which called for changes in the way senior civilians are trained, educated and developed. The objective of DLAMP is to prepare, certify and continuously educate and challenge a highly-capable, diverse, mobile cadre of senior civilians with DoD-wide capability.

DLAMP is a systematic program of civilian leader development, affording significant benefits to participants and their sponsoring organizations.

Each participant will be given the opportunity to complete a comprehensive development program including:

**a** A 3- or 10-month program of professional military education, with emphasis on national security decision making. The new three-month curriculum is being developed by the National Defense University; additional quotas in the five existing Senior Service Colleges are provided for the 10-month program.

**b** A minimum of 10 graduate-level courses in national security, leadership and management issues, to develop familiarity with the range of subjects and issues facing defense leaders. Each course is taught over a two-week period at a new Defense facility in South-bridge, Massachusetts.

**c** A rotational assignment of at least 12 months for career broadening. Assignments will be to a different Defense component, occupational area, or organizational level.

**d** Component and occupation-specific developmental courses. For Army, this includes our civilian leader development core curriculum and applicable Army Civilian Training, Education and Development System (ACT-EDS) Plans.

Each participant's development will be guided by a structured mentoring process. Participants will meet these requirements on an incremental basis

over a period of up to six years, generally in a temporary duty status from their home station. Previous education and experience may fulfill some of the DLAMP requirements.

Participation in this program should enhance the individual's competitive standing for filling key leadership jobs throughout the Department. A substantial number of leadership positions (GS-14, 15, and SES) in OSD and the Components will be designated as DLAMP key positions. DLAMP participants and graduates will be given priority consideration in filling these jobs as they become vacant. (Policy and procedures on priority consideration are currently under development.)

All participant expenses (to include tuition, temporary duty travel and transportation) are centrally funded by DLAMP. Additionally, when participants are assigned to long-term training (either the 10-month professional military education or the 12-month rotational assignment) resources will be provided on a 50 percent basis to backfill the participant's position during the absence.

The first DLAMP class was selected in December 1997. Forty-five Army employees, GS-14/15, were selected along with 232 employees from the other Defense components. The current plan is for the program to be announced again in March 1998 and then on an annual cycle in the spring of each year. We anticipate that the program will be open to employees in grades GS 13-15 in March.

Applications, forms and additional information are contained in the FY98 Catalog of Army Civilian Training, Education and Professional Development Opportunities. This document is accessible via the Internet on the Army's civilian personnel homepage, Civilian Personnel OnLine (<http://cpol.army.mil>). It currently contains the August 1997 announcement, but will be updated with the March 1998 announcement as soon as it is released. Interested employees should contact their servicing Civilian Personnel Office or Civilian Personnel Advisory Center for local procedures and deadlines.

 For additional information on DLAMP, including answers to the most frequently asked questions, check the PERMISS article also in Civilian Personnel OnLine. Log on to <http://cpol.army.mil>, click on "PERMISS," and search on "DLAMP." **PWD**

## Help us update the roster!

**A**ttention DPWs and Deputies! We need to hear from you. The DPW Worldwide Roster is a useful tool for all of us, but it's no good if the information it contains is not accurate. To help us update the roster, please review your information as soon as possible.

To review current information:

- Go to the CPW Home Page—<http://www.usacpw.belvoir.army.mil>
- Choose Phone Book
- Click on the DPW Worldwide Roster



To indicate a change:

- Close the roster
- Click on the link
- Put in the new information

 POC is Brigid O'Connor, CPW Web Master, (703) 428-8455 DSN 328. **PWD**



# 1998 NACE/Tri-Service Corrosion Control Seminar

The annual Tri-Service Corrosion Control Seminar has been scheduled for October 1998, in Honolulu, Hawaii. The Seminar is being held in conjunction with 1998 NACE (National Association of Corrosion Engineers) Western Area and Steel Structures Painting and Coating Corrosion Conference and Educational Courses, hosted by the Channel Islands Section of NACE.

The Technical Sessions of the seminar will be held 13-15 October. Technical session topics will include cathodic protection (fundamentals, design, testing and monitoring), protective coatings and linings (selection, application, inspection and failure analysis), corrosion control design and practical applications

(material selection, chemical treatment, and design techniques), and special topics. The registration fee for the seminar is \$250 (before 30 August), and rises to \$300 after that date. One-day registration is also available for \$125.

In addition to the technical sessions, NACE educational courses are being offered the week following the seminar (18 - 23 October). The following courses will be offered: Cathodic Protection Design I, Protective Coatings and Linings, Designing for Corrosion Control, Water Treatment & Corrosion Control, and Cathodic Protection Tester. The cost for the educational courses varies from \$475 to \$695 for NACE members and \$575 to \$820 for non-members.

The seminar and educational courses will be held at the Ala Moana Hotel in Honolulu. Register early, and be sure to ask for the government rate of \$99 per night. The conference room rate is \$115 per night (which is \$5 higher than current lodging per diem for Honolulu). Further, the hotel will not accept tax exempt forms. Information on other area hotels offering rooms within per diem can be obtained through the POC.

For more information, or a registration form for the seminar, please contact Jane Anderson, DSN 656-5214, commercial (703) 806-5214, or e-mail jane.l.anderson@cpw01.usace.army.mil.

**PWD**

## CPW's 3rd Quarter training schedule

Please submit your organization's training requests to us 30 days prior to the start of the class. All courses are entered in the Army's Training Requirements and Resources System (ATRRS) and registration for these resident classes can only be through ATRRS. For more information on tuition and registration, please contact our registrar at 703-428-7593, DSN 328, or email: macus.s.seisay@cpw01.usace.army.mil.

For additional information on the course descriptions, please visit our home page at: [www.usacpw.belvoir.army.mil/pubs/graybook/graybook.htm](http://www.usacpw.belvoir.army.mil/pubs/graybook/graybook.htm)

	Date	Course	ATRRS Number	Location
April	20-21 Apr 98	Basic SQL For IFS-M	502-001	Alexandria, VA
	21-23 Apr 98	Job Order Contracting Adv	451-002	Springfield, VA
	27 Apr-1 May	DPW Supply (Pilot)* (Formerly IFS-M Supply)	509-002	Alexandria, VA
May	04-06 May 98	DPW Work Reception (Pilot)* (Formerly IFS-M Customer Service)	505-002	Alexandria, VA
	04-08 May 98	Army Housing Facilities	150-002	Springfield, VA
	04-15 May 98	Public Works Mgt Orientation	310-702	Korea
	05-07 May 98	Job Order Contracting Adv	451-702	On-Site Available
	11-14 May 98	DPW Budget (Pilot)* (Formerly IFS-M Job Cost Accounting)	506-002	Alexandria, VA
	11-14 May 98	Job Order Contracting Basic	450-705	On-Site Available
	18-22 May 98	Army Housing Operations	101-003	Springfield, VA
June	08-12 Jun 98	Engr Performance Standards	503-002	Alexandria, VA
	15-18 Jun 98	DPW Work Estimating (Pilot)* (Formerly IFS-M Work Estimating)	510-002	Alexandria, VA
	22-26 Jun 98	DPW Functional	340-003	Springfield, VA

\* Courses will be conducted using IFS SCP 11. Pilot courses will be offered AT NO TUITION COST! **PWD**

# **Public Works** *Digest*

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