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# *The Communicator*

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# THE ROAD NOT TAKEN

By Hon. Katherine Hammack  
Assistant Secretary of the Army  
Installations, Energy and Environment



The Road Not Taken, by Robert Frost

***Two roads diverged in a yellow wood, and sorry I  
could not travel both.  
And be one traveler, long I stood, and looked down  
one as far as I could,  
To where it bent in the undergrowth;  
  
Then took the other, as just as fair, and having  
perhaps the better claim,  
Because it was grassy and wanted wear; though as  
for that the passing there  
Had worn them really about the same,  
  
And both that morning equally lay, in leaves no step  
had trodden black.  
Oh, I kept the first for another day! Yet knowing  
how way leads on to way,  
I doubted if I should ever come back.***

***I shall be telling this with a sigh, somewhere ages  
and ages hence:  
Two roads diverged in a wood, and I—I took the one  
less traveled by,  
And that has made all the difference.***

I am not one known for poetic oration, but this poem has appeal. Robert Frost was a well-traveled poet. Although he was born in California, his mother was a Scottish immigrant. He lived in Massachusetts, New Hampshire, England, Florida and Vermont.

Frost was 86 when he read a poem at the inauguration of President John F. Kennedy, who later awarded him a United States Congressional Gold Medal:

*"In recognition of his poetry, which has enriched the culture of the United States and the philosophy of the world."*

The road less traveled...I have taken the road less traveled, and indeed it has made a difference in my life. Living the dream? Some might say that.

I was born in DC, lived in Virginia, attended elementary school in New York, then high school and college in Oregon. Jobs took me to Washington, California, New York, Connecticut, Arkansas and Arizona. Then the Army brought me back to Virginia.

Some of my friends have never left the state in which they were born. They cannot fathom living away from friends, family and their well-known environment. Some think the life I have lead is one of aimless wanderings. It is true that friends you had before won't be as close, and new ones will be formed. Some desires will be satiated, while others still gnaw at you.

I have lead a good life, and no one should mistake that. My problems are small compared to many. Would I change a thing? No way.

It is difficult to believe that it has been fifteen years since the terrorist attacks in New York City, Shanksville, PA and here at the Pentagon claimed thousands of innocent lives. The images of planes flying into

buildings, individuals jumping for safety, debris filled streets, acts of extreme heroism will be forever notched into our memories. Prior to the terrorist attacks, September 11th was just another date on the calendar. After the attacks, September 11th became something different. It became a rallying cry. It became a point of reference. It became, as Franklin D Roosevelt said before Congress after the attack on Pearl Harbor, "a date that will live in infamy."

It was a day that changed my opinion of the military and sent me down the "road less traveled".

Much has happened in fifteen years. Responsible parties have been identified and for the most part brought to justice. As Americans, we have been introduced to phrases that we rarely considered before: terrorist, Islamic fundamentalist, extremists, and jihad. We have engaged in a war on two fronts that is beginning to come to an end.

I look out the window of my office at the Pentagon memorial every day. I drive past it each morning on my way to work and again on my way home. Daily I reflect on the Army mission, to support and defend the Constitution of the United States. Against all enemies, foreign and domestic...

The concept of selfless public service was new to me when I took this position. You all have taught me a lot. You lead by example and place the interests of your nation and the people you serve before your own.

As the title of Robert Frost's poem plainly states, the poem is not about the road that has been taken, the title is 'The Road Not Taken', which to me, seems to imply something about choice. No matter what choice is made, there is no right or wrong path— just the chosen, and 'other' path: the path not taken. In other words, you can never really know the outcome of your 'choice' until you have lived it.

Thank you all for making the right choice.





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# INSTALLATION THOUGHTS



2002 2015 2025  
2010 2020 2035

By Mr. J. Randall Robinson  
Principal Deputy Assistant Secretary



It's springtime and a time for renewal and regeneration. Part of this renewal is an examination of our collective processes and thinking. We've come a long way in transforming Installation Management. So in that vein, I would like a few moments to share our journey and "new ways of thinking" as they relate to Army Installations.

## A Transformation in Installation Management

The Army has dramatically changed how it views Installations over the past decade and a half. Some of you, like myself, have been in the position to witness the changes during this time frame. Beginning in 2002, the Army reorganized the management structure for Installations under the Installation Management Agency and later the redesignated Installation Management Command (IMCOM). This effort was undertaken as a means to enhance support to commanders by eliminating the migration of base operations funds to other operational accounts below the HQDA level.

This transformational change was implemented at a time when the Army was undertaking a major transformation away from the Cold War era legacy structures and organization. Viewed from context of the past 15 years, IMCOM and its Installations have been highly successful in accomplishing the mission assigned by the Secretary of the Army in 2002:

Provide equitable, efficient, and effective management of Army installations worldwide to support readiness; enable the well-being of Soldiers, Civilians and Family members; improve infrastructure; and preserve the environment.

Over the intervening years, the management structure of Installations has been further codified to improve resourcing efficiency and enhancing service delivery. One example of this effort was arrived at in 2008 with the designation of the Army Installation Management Team (AIMT). The AIMT is comprised of the Office of the Assistant Secretary of the Army for Installations, Energy and Environment, the Office of the Assistant Chief of Staff for Installation Management, and the Installation Management Command (IMCOM). The role of the AIMT was to collaborate and reshape the Headquarters, Department of the Army, management of Installations to be more responsive to land-holding commands.

As the Army was moving to an expeditionary force, built around smaller, more agile and capable formations, the AIMT flattened their organizations to push more authority to IMCOM regions and garrisons in order to be more responsive to Army commanders and better serve Soldiers, Army Civilians, and Family members.

In the years since 2008, we have continued to undertake adjustments in our organizations and structure to manage and sustain Installations. While these changes have improved efficiency and effectiveness, however, some would argue that the improvements are incremental and unsustainable.

## "What's past is prologue." William Shakespeare, The Tempest

Where are we today? With prior years' robust funding, and a balanced Military Construction (MILCON), Sustainment, Restoration and Modernization (RM), and demolition investment strategy, the Army has improved overall condition of its facilities from 31 percent being fully adequate in 2000 to 69 percent in 2015. Unfortunately, this trend is now reversing due to constrained funding. As a result, the Army is fully funding training and unit readiness at the expense of installations.

Taking risk in installations means facilities will cost more to fix later than to sustain now. Moreover, the Army estimates the service has 21 percent excess capacity for a 980K force. This excess facility capacity burdens the Army sustainment and base operations (i.e. utilities) accounts that could be invested elsewhere. Absent a new Base Realignment and Closure (BRAC) round, we have a strategy to reduce some of our excess capacity by consolidating into our best facilities within our installations and eliminating our failed or failing infrastructure. So moving forward, our short-term success may hinge on Congressional approval and authorization for another BRAC round. But what about long term?

We have undertaken an effort to codify the senior leader role in providing strategic direction for our Installations. In this effort, we are leading HQDA in what some may describe as a "back to the future" initiative in establishing the Installation Management & Services Executive Board (IMSEB). Led by the ASA (IE&E) and the Vice Chief of Staff (VCSA), the IMSEB will serve as a senior leader forum for oversight of Installation activities. Participating in the forum will be the Commanding Generals from Major Army and land-holding commands. The Services and Infrastructure Core Enterprise (SICE) Board will be disestablished.

In April 2016, OASA (IE&E) led a workshop designed to explore new ideas and ways of thinking about the basic role of Installations, the models we use to deliver service and most importantly, Installation support to overall Army Readiness. The sessions opened our eyes to a wide array of topics to stretch our understanding and expand our horizon in terms of what the future Installations should look like and how we're organized.

We will continue to have conversations about the future of Installations. It is particularly germane as the Army is challenged with achieving the proper balance between current and future demands. The outlook is that the cumulative effect of reduced and uncertain budgets stress the overall quality of our installations and the services we deliver. New ways of thinking will ensure installations continue to directly support and deliver readiness. The future is in our hands.

Randy Robinson




## Welcome

I'm pleased to announce the newest addition to OASA (IE&E), Ms. Maria Margary, has joined us as my Executive Assistant.


Ms. Margary arrives from her previous position in the Operations Directorate, Assistant Chief of Staff for Installation Management, and brings a wealth of Pentagon and Army installation experience.





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# Army and Air Force join forces to develop large-scale renewable energy projects



Submitted by:  
The Office of Energy Initiatives (OEI)

Increased severe weather patterns, changing environmental conditions and increasing threats, both natural and man-made, affect the Department of Defense's (DoD) mission of protecting our nation.

It has become increasingly

imperative that the Armed Forces have assured access to reliable supplies of energy, and the ability to protect and deliver sufficient energy to meet mission essential requirements.

As the largest user of energy in the federal government, the DoD also has a responsibility to reduce

its consumption and increase its efficiencies. To meet these objectives, the three branches of the Armed Forces remain committed to executing large-scale renewable energy projects to achieve their commitment to the President of deploying one gigawatt each of renewable energy by 2025.

The Army is now a third of the way to meeting this commitment. The Army's total renewable energy efforts include more than 190 megawatts (MW) of installed capacity and a further 400 MW in development. Currently the Army produces enough renewable energy to off-set 12 percent of its total electricity consumption, enough energy to meet the energy demands of Fort Bragg, the largest installation in the Army.

The Army is having a tremendous and positive impact to expand large-scale renewable energy project opportunities across the nation by collaborating with utilities, Public Service Commissions, industry and other key stakeholders to lead the way to enhance resiliency to the grid in support of the military and local communities. The Army also stands ready to partner with other agencies in our collective renewable energy efforts.

To that end, Assistant Secretary of the Army (Installations, Energy and Environment) Honorable Katherine Hammack and Assistant Secretary of the Air Force (Installations, Environment and Energy), Honorable Miranda Ballentine, in coordination with Lt. Gen. David Halverson, the assistant chief of staff for Installation Management and Lt. Gen. John Cooper, the deputy chief of staff for Logistics, Engineering and Force Protection, formalized plans April 6 to have their energy teams work together and leverage experiences to continue the development of large-scale



renewable energy projects across Army and Air Force bases.

The recent establishment of the Air Force Office of Energy Assurance (AF-OEA), the central management office dedicated to strategic energy and resiliency, will develop, implement, and oversee an integrated facility energy portfolio, including privately-financed, large-scale renewable and alternative energy projects. The AF-OEA will collaborate and work with the Army Office of Energy Initiatives (OEI) to build upon their capability to support the Air Force renewable energy goal of increasing facility renewable energy to 25 percent by fiscal year 2025.



The Army and the Air Force have several installations located within the same states across the United States and its territories.

This collaboration provides an excellent opportunity for partnership in support of the Department of Defense's renewable energy efforts.

The teams will work together to facilitate the planning, development, and execution of large-scale renewable energy projects which are 10 MW or greater.

They will make use of third-party financing and integrated and/or modular energy systems that support security requirements on military installations.



The two Services will leverage, to the maximum extent possible, existing processes, opportunities, support contracts, partner agency relationships, and lessons learned.

The collaboration includes efforts in the areas of business processes (e.g., business case analysis), business and technical due diligence, program and project management, environmental and real estate proponenty and coordination; acquisition, technical and engineering review in the areas of renewable and alternative energy; electric grid security, smart- and micro-grids, energy storage, and cyber-security.



Left to right: Assistant Secretary of the Army (Installations, Energy and Environment) Honorable Katherine Hammack, Assistant Secretary of the Air Force (Installations, Environment and Energy), (SAF/IE&E) Honorable Miranda Ballentine, Lt. Gen. David Halverson, the Army assistant chief of staff for Installation Management, and Lt. Gen. John B. Cooper, the Air Force deputy chief of staff for Logistics, Engineering and Force Protection.







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# A Nation-Wide Concern ... Drinking Water Quality

Submitted by ODASA (ESOH)

A quick current news google search of “drinking water” shows that there is great concern nation-wide about the quality of our drinking water. The recent uncovering of severely contaminated drinking water in Flint, Michigan has led to greater overall public awareness of safe drinking water, something most of us assumed wasn’t an issue.

As American citizens, we expect our water to be free of contaminants and safe to drink.

The Army has a unique challenge with installations located all over the world with many different water sources and varying infrastructure.

So what is done to ensure that water is safe on our installations?

What is done to make sure that water is safe for the most sensitive populations, children between the ages of 0-6?



**Safe Drinking Water Standards and Testing**

All public water systems (PWS) must comply with the Safe Drinking Water Act National Primary Drinking Water Regulations (NPDWR).

The NPDWR regulates over 100 chemical, radiochemical, and microbial contaminants, and have been adopted by individual state authorities.

Each public water system is tested based on the type of water system and the requirements of individual state authorities. Generally, the frequency of testing for Army PWSs ranges from continuously (disinfectant residuals entering the distribution system) to once every nine years (radiochemicals if not previously detected).

The most common monitoring frequencies for Army water systems are monthly (coliform bacteria), annually, and every three years (frequencies for most regulated contaminants).

**Routine Testing - PWS Level (Distribution)**

Total coliform bacteria, disinfectant residuals, and disinfection by-products are also tested at buildings throughout the distribution system.

However, testing for these parameters is intended to evaluate water quality in areas of the distribution system, not the water quality in individual buildings.

Monitoring for these parameters varies from daily and weekly to quarterly or annually.



Continued on page 6



## The Army’s Proactive Approach for High-Risk Facilities Testing for Lead in Drinking Water


**Initial Testing:**

- 600 High-Risk facilities sampled at 74 installations
- 9,600+ samples from fountains and sinks
- 100 percent of Identified high-risk facilities tested
- 100 percent of all primary drinking water outlets tested
- Problem locations mitigated immediately
- Overall very low risk of contaminated water at high risk facilities

**Future Testing:**


- Permanent, routine sampling plan in place at high risk facilities (child development centers, youth centers, and elementary schools)
- Implement effective, practical, and low cost measures (periodic flushing and faucet aerators/fountain strainer cleaning)
- 2016 – Testing continues at 100 facilities located at 30 additional installations





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# A Nation-Wide Concern ... *from page 5*

## Drinking Water Quality

### Routine Lead and Copper Testing - Building Level

Testing for lead and copper at building level is completed at pre-designated locations.

The locations are chosen based on the presence of sources of lead in the building plumbing (e.g., lead-soldered copper pipe) or in the pipe serving the building (e.g., a lead service line).

Currently, because most Army PWSs are in compliance with lead and copper regulations, testing is done at these buildings once every 3 years.

However, specialized testing procedures are in place for facilities that provide water to high-risk populations. In addition, installation environmental offices have drinking water programs that provide detailed drinking water

quality information and address any questions or concerns about local drinking water safety.

### High-Risk Populations Keeping Children Safe

As seen in the Flint, Michigan contaminated drinking water crisis, children age 0-6 are at the highest risk of being injured by contaminants in our drinking water.

The Army has been proactive about protecting children and has initiated a testing program that goes above and beyond regulatory requirements.

In 2013, drinking water was tested at 100 percent of all identified high-risk facilities (Army child development centers, youth centers, and elementary schools worldwide) with 100 percent



of all primary drinking water outlets at those locations tested.

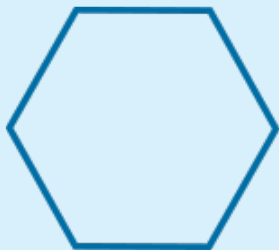
Results indicated a very low overall risk. Lead level results that were higher than the EPA lead action level of 20 ppb were immediately addressed and

mitigated.

Mitigation methods include permanent removal of sinks or fountains, replacement of faucets and fountains, and the establishment of routine flushing and maintenance

procedures.

The Army's proactive approach to ensure safe drinking water has led to an overall low risk of contamination and protects soldiers, civilians, and families at installations worldwide.



## A Message from: Environmental, Safety and Occupational Health

Thank you for taking the time to read this article that highlights the Department of Defense, and in particular, the Army's concerted effort to proactively ensure our soldiers, civilians, and their families have access to clean and safe drinking water. Increased outrage by American citizens depicted in national news media over the contaminated drinking water situation in Flint, Michigan, prompted us to raise awareness across our Army that clean and safe drinking water is not always guaranteed and requires focused and persistent attention to detail by a diverse team of Army experts in the environmental and medical communities.

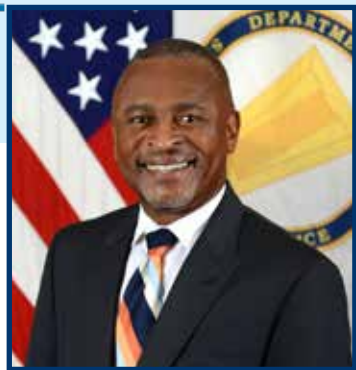
We know how important it is to ensure our soldiers and their families have access to clean drinking water, no matter where they are engaged, in garrison and deployed. Clean drinking water is a fundamental need and water is a required commodity for numerous activities in operational environments. Your fellow Army experts continue to be successful in alleviating any worries to our soldiers about the quality of their drinking water.

We evaluate drinking water regulatory requirements and where necessary, deliver water quality better than the standard of the Safe Drinking Water Act (SDWA). The Army is precisely focused on managing unique challenges posed by our installations' diverse infrastructure and drinking water sources. In addition to compliance with SDWA regulatory requirements, the Army ensures a higher standard of compliance for children (a high-risk population) between the ages of zero through six years of age.

We accomplish this demanding effort by conducting additional lead sampling and implementing mitigation procedures to ensure facilities that serve children at Army Child Development Centers, Youth Centers, and Elementary Schools have safe drinking water that it is not harmful to human health either in the short or long term. Drinking water is a critical asset on the battlefield, water for cooking and sanitation are also important and necessary to preserve force readiness, health, and morale. Any disruption of the normal flow of potable, palatable water from the raw water source to the cups, canteens, and personal hydration devices of field personnel is undesirable. Such disruptions can cause unacceptable reductions in force protection and readiness ranging from individual disgruntlement to dehydration, sickness, and death.

Finally, your Army will always protect soldiers, civilians, and their families through deliberate steps that ensure safe drinking water is available to all. Consistently analyzing and enhancing Army drinking water requirements and procedures when necessary, the Army ensures soldiers can focus on their mission and our installations are safe for their families, and our civilians.

Again, thank you for reading this article. We are committed to delivering and ensuring safe drinking water to keep our Army Strong!



*By Mr. Eugene Collins*  
Deputy Assistant Secretary of the Army  
Environment, Safety and Occupational Health

*Eugene Collins*



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# Army Contributing Substantially to Renewable Energy Expansion in the Southeast

Submitted by: Army's Office of Energy Initiatives (OEI)

Energy is key to everything the Army does. Energy supply shortfalls and power distribution failures represent a strategic vulnerability – they increase the risk to Army missions.

The Army must have certainty that it can accomplish its mission in a world defined by uncertain, adverse, and dynamic conditions. And as such, the Army is having a tremendous and positive impact to expand large-scale renewable energy project opportunities in the Southeast by collaborating with utilities, Public Service Commissions, industry and other key stakeholders to lead the way to enhance resiliency to the grid in support of the military and the local communities.

That is why the Army is committed to partnering with industry and utilities on large-scale renewable energy projects that will strengthen the resiliency of our installations through increased security and sustainability.

In the southern United States alone, Army renewable energy projects total close to 125 megawatts (MW). They include three large-scale renewable solar projects in Alabama, at Anniston Army Depot, Fort Rucker, and Redstone Arsenal; and three projects in Georgia, at Forts Benning, Stewart, and Gordon.



The Anniston 10 MW solar project ground-breaking event took place on April 14th. This project, along with solar projects at Fort Rucker and Redstone Arsenal, increases by 20-fold the amount of installed solar power in Alabama. With the Army's large-scale renewable energy project initiatives and collaboration efforts, Georgia jumped from 16th to 8th in state rankings of new solar installed. Solar is becoming an increasingly viable energy technology in the Southeastern United States, and Army efforts have been a significant contributing factor.

While renewable energy growth in the Southeastern United States is just beginning to expand, there is a lot of potential for additional growth.

The extension of the federal investment tax credit, which provides up to a 30 percent subsidy on solar projects, combined with a considerable drop in the cost of the technology among other trends, is credited for the increased demand of solar.

According to a recent 2015 U.S. Solar Market Insight Report by GTM Research in conjunction with the Solar Energy Industries Association (SEIA), the U.S. solar market overall is expected to grow 119 percent in 2016.

It is also worth noting that the solar industry currently employs 209,000 people, with about 10 percent of those jobs held by veterans.

All three of the Army's large-scale renewable energy solar projects in Georgia, totaling 90 MWs, are expected to be operational by the end of this year.

The 30 MW solar project at Fort Benning (see photo), comprised of 133,950 solar panels and the largest solar project in the Army to date, will officially commence operations with a Ribbon Cutting Event on June 1. The other two 30 MW projects at Fort Stewart and Fort Gordon are expected to be operational and producing electrons by this fall.

The Alabama projects are breaking ground this year, and also expected to be operational by the end of this calendar year or early 2017. These large-scale renewable energy projects are truly symbolic of the changing dynamics of energy produced in Southeastern United States.

*The Army's renewable energy portfolio, both large and small scale projects, along with Operational Energy initiatives, are a testament to what can be accomplished through the collaboration of many key stakeholders. The projects are proving to be good for the Army, good for small and large businesses, and good for the surrounding local communities. All of the Army's renewable energy projects, executed in concert with the private sector, are bringing vital energy security and resiliency to Army installations.*



Fort Benning Solar Array



Fort Rucker Solar Array



Red Stone Arsenal Solar





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# Protecting Cultural and Natural Sites

By: Steven Hearne P.E.,  
Environmental Technology Office, ODASA (ESOH)

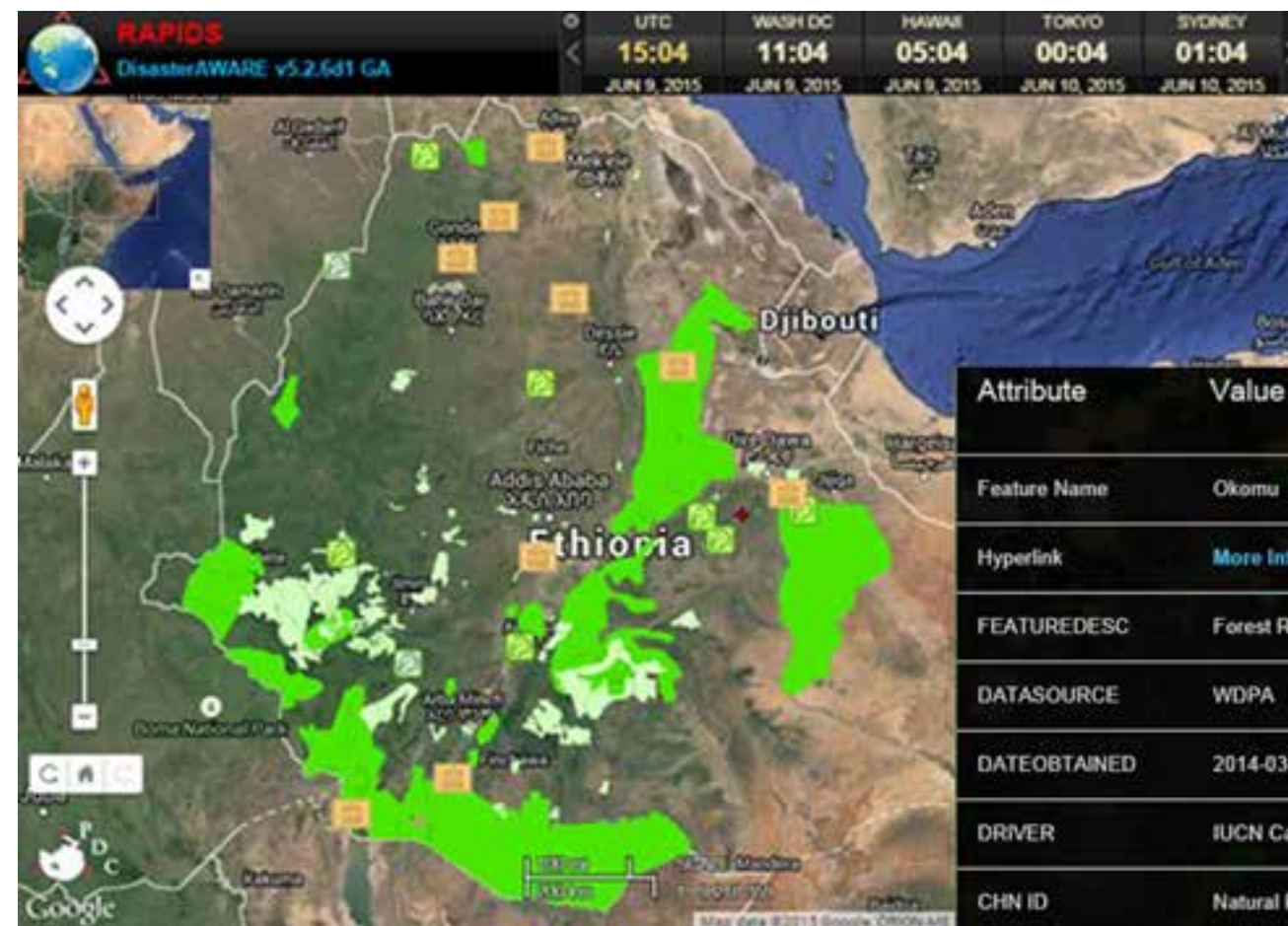
U.S. Warfighters have a legal obligation to avoid actions which may result in unnecessary damage to significant cultural, historic, or natural (CHN) sites, to the extent practical and consistent with mission necessity. Yet there is currently no systematic approach or data schema for identifying and communicating risks on such sites to military planners, operators and trainers.

A National Defense Center for Energy and Environment demonstration and validation project, entitled the Consolidated Environmental Resource Data Information Process (CERDIP), has confirmed the need for a standardized process for collecting, visualizing, and downloading geospatial CHN data to improve situational awareness in support of military operations overseas.

The CERDIP was developed to provide a repeatable process of obtaining, converting and displaying information on nationally and internationally recognized CHN sites and properties. The process was developed within an unclassified environment and the data was formatted to ensure it was compliant with standards that would allow for seamless insertion into Department of Defense (DoD) and intelligence mapping platforms. A

prototype database was populated with CHN data for five representative African countries. An integrated existing visualization platform operated by the Pacific Disaster Center (PDC) was leveraged that allowed for easier viewing and exchange of information for situational awareness and decision support.

The resulting standardized CERDIP geospatial data schema and leveraged PDC visualization platform were shown to be valuable for use in operational planning, e.g., siting of contingency bases and logistic hubs; military training and engagement with partner militaries. Monetary and diplomatic risk can also be reduced if the Warfighter is provided better situational awareness of sensitive CHN sites, allowing for less disruptive, and alternative movement and concentration of forces where possible. The CERDIP data schema also influenced a No Strike List template under development by the U.S. Committee for the Blue Shield for use by the military.



Attribute	Value
Feature Name	Okomu
Hyperlink	<a href="#">More Info</a>
FEATUREDESC	Forest Reserve
DATASOURCE	WDPA
DATEOBTAINED	2014-03-25 20:00
DRIVER	IUCN Category: II
CHN ID	Natural Registered

Extensive outreach activities resulted in the establishment of a comprehensive foundation of stakeholders of subject matter experts from across the DoD, other U.S. government activities, intelligence mapping agencies, non-government organizations, and academia. This foundation of stakeholders was instrumental in helping to

develop the five-step CERDIP process and final data template. Importantly, the technical components required for CERDIP implementation were demonstrated to be within the existing capabilities of DoD and non-DoD organizations.

**Cultural-Historic-Natural Points**

- Cultural Registered
- Cultural Proposed
- Cultural Other
- Natural Registered
- Natural Other

**Cultural-Historic-Natural Areas**

- Natural Registered
- Natural Other

For more information, contact Steven Hearne P.E., Environmental Technology Office, Office of the Deputy Assistant Secretary of the Army for Environment, Safety, and Occupational Health, Fort Belvoir; [steven.r.hearne.civ@mail.mil](mailto:steven.r.hearne.civ@mail.mil).

## Did you know ?

Cultural resources are defined by Army and Department of Defense policy as:

- Historic properties, as defined in the National Historic Preservation Act
- Cultural Items, as defined in the Native American Graves Protection and Repatriation Act
- Archeological resources, as defined in the Archeological Resources Protection Act
- Sacred sites, as defined in Executive Order 13007
- Archeological collections, as defined in 36 CFR Part 79, Curation of Federally-Owned and Administered Archaeological Collections

The Army is a leader in federal cultural resources management. It administers more than 100,000 cultural resources on some 15 million acres of land.

The Cultural Resources Management Program at the U.S. Army Environmental Command (USAEC) assists installations in meeting their compliance needs with respect to these resources by developing programmatic compliance solutions and technical documents, and providing technical support to installations.

The Cultural Resources Program seeks to support the mission by improving sustainability within the Army and developing cost-effective tools to improve compliance practices.

Army cultural resources include:

- 14,000 historic buildings listed or eligible for listing in the National Register of Historic Places
- 54,000 archeological sites
- 17 National Historic Landmarks containing over 2,500 buildings
- Native American Sacred Sites on 31 installations
- 22,400 cubic feet of archeological artifact collections



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# December - 2015 Town Hall and Awards



The December Town Hall was held at the Joint Base Myer- Henderson Hall Rosenthal Theater. Hon. Katherine Hammack, welcomed and introduced Lt. Gen. Kenneth Dahl, commanding general, Installation Management Command. Lt. Gen. Dahl talked about the impact of budgets, integrating levels of leadership, and shared his thoughts on strategic leadership.

He was followed by Dr. John Pellegrino, DASA (SI) who described the major world risks in the year 2035, to include changes in populations, global climate change, resource management challenges, technological innovation and diffusion, economic integration, security, governance, installations, and our challenges moving forward.

Dr. Pellegrino was followed by Mr. Richard Kidd, DASA (ES), Mr. Eugene Collins, DASA (ESOH), Mr. Paul Cramer, DASA (IH&P), and Mr. Randy Robinson, PDASA who all presented their FY-15 accomplishments and priorities.

Col. Rollin Miller, XO, then presented "True Growth," a leadership development tool and talked about plans for the 2016 Command Climate Survey.

Hon. Hammack gave closing comments and took a few questions before ending the Town Hall.

Meanwhile, busses were assembling outside destined for the Fort Myer Officer's Club and the Holiday Party.

## Civilian of the Quarter (Fourth Quarter 2015)



Ms. Rhonda Hayes was selected and recognized as the ASA (IE&E) Employee of the Quarter, fourth quarter, 2015 for superior performance in overseeing the final phase of the Privatization of Army Lodging program by transferring 2,058 rooms at Fort Lee and Fort Benning to the private partner. To date, the PAL program has branded 3,511 rooms by converting existing facilities to Holiday Inn Express hotels and constructing new Candlewood Suites hotels. Rates at the PAL facilities average 75 percent of the lodging per diem saving the Army \$82 Million per year in travel costs while ensuring the long-term sustainment of the on-post hotels and greater customer satisfaction and comfort.



Ms. Ann Wood was recognized for 25 years of service in the Government of the United States of America.



Mr. Andy Napoli was recognized for 25 years of service in the Government of the United States of America.




Ms. Mary-Jeanne Marken was recognized for 25 years of service in the Government of the United States of America.



Mr. Jeff Nesmeyer was recognized for 40 years of service in the Government of the United States of America.


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# March - 2016 Town Hall and Awards



At our last Town Hall meeting, Assistant Secretary Hammack opened and talked about the Installation Senior Leader Management Forum and the 2016 Command Climate Survey. Mr. Randall Robinson, PDASA ASA (IE&E) provided an update on the National Museum of the United States Army. Dr. John Pellegrino, DASA (SI) discussed The Future – 2035 Workshop, and Mr. Paul Cramer talked about the recent Capacity Analysis. A short presentation was also given by Ms. Kristine Kingery on Energy and Sustainability Supply Chain Risk and Dr. Dave Guldenzopf provided a Water Purity update.



## Awards and Recognition



Mr. Paul Stewart and Mr. George Robitaille were presented the Superior Civilian Service Award for outstanding leadership, support and oversight of the Fort Hood Hybrid Renewable Energy project. The hybrid renewable energy project includes 50 megawatts on-site solar and 15 megawatts off-site wind and is expected to provide \$168 million in cost avoidance to the Army over the course of the contract. It is the Army's largest single renewable energy project to date. Their efforts will have pronounced, far-reaching, and positive effects on sustainability, resiliency and energy security across Army installations.



Mr. Craig Smith was recognized for 40 years of service in the Government of the United States of America.



Ms. Louise Boyd was recognized for 25 years of service in the Government of the United States of America.




Ms. Rhonda Hayes was recognized for 35 years of service in the Government of the United States of America.




Mr. Cornelius Abelsma was recognized for 35 years of service in the Government of the United States of America.


## Service Awards





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Ms. Viola Cash was selected and honored as the OASA (IE&E) 2015 Civilian of the Year.

As the Administrative Support Assistant, Deputy Assistant Secretary of the Army – Strategic Integration, Ms. Cash was crucial to the successful accomplishment of IE&E missions by ensuring continuity and administrative quality and thoroughness during a period of great turbulence within the DASA-SI with the transition of the DASA-SI to a new position, while orienting a new Director of Integration, a new Program Evaluation Group Executive Co-Chair, a new management analyst, and supporting the administrative requirements for the transitioning European Infrastructure Consolidation Group.



**Mr. Rainer Monnartz** was presented the Outstanding Civilian Service Award for his support in providing best practices employed by the German military in the development of safety and occupational health initiatives for potential Army-wide deployment. As part of the German Engineer Scientist and Exchange Program, he supported several multi-day safety and occupational health management inspections and assessments at Army installations throughout the National Capital Region.

## Civilian of the Quarter

( First Quarter 2016 )

**Mr. Paul Volkman** was selected and recognized as the OASA (IE&E) Civilian of the Quarter, 1st Quarter 2016. He was commended for superior performance of his duties while serving as the Engineer Program Manager. Mr. Volkman spearheaded the planning for the Army-hosted NATO Triple Net Zero Training Workshop. He is a superb staff officer able to manage the difficult staffing and consensus building required to get actions circulated and approved at the highest levels of the Army.







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**Col. Jennifer Mitchell** was promoted to her current rank on 13 November 2016 during a ceremony in the Pentagon's Hall of Heroes. Col. Mitchell is currently the director of the Operational Energy/Contingency Basing Task Force. Congratulations!



# Farewell to a familiar face ... ... Hail the New Military Assistant IH&P

Permanent Change of Station season is approaching again and we had said farewell to a team member of three years, Lt. Col. Bobby Edwards. Lt. Col. Edwards and his family have moved on to Colorado Springs, Colorado. Though he believes he will miss the Pentagon, he has little doubt the Rockies will have their charm.

Meanwhile, Lt. Col. Connie Latiolais has joined the Office of the Deputy Assistant Secretary of the Army for Installations Housing and Partnership team as Military Assistant, Reserve, where she immediately took over Lt. Col. Edward's efforts at the ASA-IEE Town hall (page 10).

Lt. Col. Latiolais hails from Lake Charles, Louisiana and is married to Clay Latiolais from St. Martinville, La. and they have three children: Ryan, 20; Eric, 18; and Serafina, 6. She has been in the Army for 22 years, most recently serving as the Executive Officer for the Installation Management Directorate of Office of the Chief, Army Reserve, where she also served as a Military Construction Project Officer.

Over the course of these 22 years, Lt. Col. Latiolais has served in a variety of positions and locations. She says the Army was generous in its distribution of "experiences," from construction and humanitarian assistance in Panama and Central America, Public Works at Fort Campbell, Company Command in Germany, training and Observer/Controller in Camp Shelby, Miss. during 9/11, which turned into a mobilization mission, Secretary General Staff the Engineer Command in Vicksburg, Miss., Engineer Battalion Executive Officer, Fort Shafter, and Deputy Chief of Staff – Reserve for the Maneuver Support Center of Excellence, Fort Leonard Wood, Mo.

Lt. Col. Latiolais says she is excited to join the DASA-IHP team and looks forward to getting to know all of the ASA (IE&E) family members of the course of the next few months, another terrific Army assignment.



(Above) The ODASA (IH&P) along with many friends, bid farewell to Lt. Col. Bobby Edwards and family on March 18th during a luncheon held in Pentagon City. Lt. Col. Edwards and family have since relocated in Colorado Springs.  
(Below) Lt. Col. Connie Latiolais joins the ODASA (IH&P) team.



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## On the Cover



A lone Soldier sits quietly and watches the sun set. US Army Photo.



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# Chili Madness Strikes Again ....

For the eighth year, the gastronomical event known as “Chili Madness” took center stage inside the ASA (IE&E) Conference room.



As the third floor corridors filled with an assortment of aromas, dozens gathered to sample some of the world’s best chili to determine the best of the best.

The conference table was adorned with colorful decorations as well as dozens of colorful condiments salads and desserts. Along the walls, the Chili Cook-off contenders.

As in years past, there was an assortment of styles, vegetarian, bean, no bean, etc.

This year’s panel of distinguished judges

bravely volunteered their palates during a break from their normal duties within the Pentagon Force Protection Agency.

Officer John Rubach and Officer Nicole Willig served as judges, with Officer Bryan Janick, Lieutenant Tashmicha



Harrington and Lieutenant Reggie Kim standing in ready reserve.

After dozens of samples and very careful consideration, Ms. Kristine Kingery’s Texas style chili was voted the winner. Congratulations Kristine. You’ve gone down in Chili Madness history.

**Until next year, Bon Appétit ya’ll.**

(Photos clockwise) Serving above and beyond, Officers John Rubach and Nicole Willig cautiously scrutinize each entry to the 2016 Chili Cook Off. Ms. Linda Douglas prepares one of the side treats volunteered to the festivities. (From left) Officer Bryan Janick, LT Tashmicha Harrington, Officer Nicole Willig, LT Reggie Kim, and Officer John Rubach surround the 2016 Chili Cook Off winner, Ms. Kristine Kingery.



You have to be fast and early around these parts, as exemplified by the empty remains of the 2016 Chili Cook Off winning entry, a Texas Style chili by Ms. Kristine Kingery.





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# Happy Birthday Greetings

## January

Debbie Seifert	RM&S	10th
Louise Boyd	ODASA-E&S	11th
John Tesner	ODASA-ESOH	11th
Toni Patton-Williams	ODASA-ESOH	12th
Jeffrey Usavage	ODASA-ESOH	26th

## February

Col. Rollie Miller	Exec Ofc	2nd
Paul Cramer	ODASA-IH&P	20th
David Bucher	ODASA-IH&P	21st
Lt. Col. James Caldwell	ODASA-ESOH	25th
Randy Shed	ODASA-E&S	26th

## March

Michael Mcghee	ODASA-E&S	5th
Lt. Col. TJ Moseley	Exec Ofc	6th
Jerry Waibel	ODASA-ESOH	21st
Steven Rodriguez	ODASA-SI	22nd

## April

Amy Borman	ODASA-ESOH	1st
Kurt Weaver	ODASA-IH&P	4th
Rhonda Hayes	ODASA-IH&P	5th
Col. William Darby	ODASA-ESOH	8th

## April Continued

JC King	ODASA-ESOH	10th
Joe Hartel	Exec Ofc	13th
Lt. Col. Jon Dyer	ODASA-IH&P	15th
Joyce VanSlyke	ODASA-E&S	19th
Richard Ramsdell	ODASA-ESOH	20th
Kristine Kingery	ODASA-E&S	30th

## May

Col. Jennifer Mitchell	ODASA-E&S	2nd
Steve Hearne	ODASA-ESOH	2nd
Michelle Soares	Exec Ofc	17th
Scott Chamberlain	ODASA-IH&P	18th
Rick Ballard	ODASA-E&S	25th
Eric Fox	ODASA-SI	30th

## June

Mary-Jeanne Marken	ODASA-IH&P	7th
Paul Volkman	ODASA-E&S	7th
Soo Watson	RM&S	10th
Nathan Cornell	ODASA-E&S	16th
Phyllis Owens	RM&S	16th
Richard Kidd	ODASA-E&S	16th
Teresa Shifflett	ODASA-ESOH	20th
Todd Hunter	ODASA-IH&P	21st