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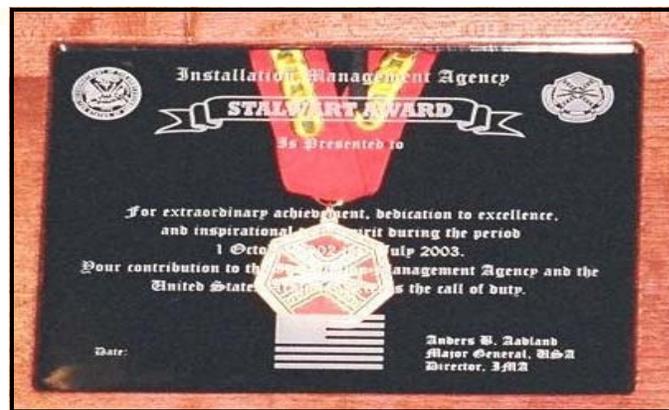
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IMA Recognizes Stalwart Recipients

On November 17, 29 outstanding IMA professionals were recognized for distinguishing themselves amongst their peers and supervisors and eight were honored as IMA Stalwarts during the second annual IMA Worldwide Garrison Commander's Conference.

MG Ronald L. Johnson, Director of the Installation Management Agency, presented Stalwart winners with the coveted IMA Stalwart Award Medallion. These individuals exhibited the highest standards of performance, promoted the IMA mission and vision, and were above all, an inspiration to others.

Twenty-one Stalwart nominees from the IMA garrisons, region and head-



Eight IMA employees received the IMA Stalwart Award medallion and case. Each medallion is specially crafted to symbolize the IMA motto, "Sustain, Support, Defend!"

quarters staff received the IMA Stalwart Certificate of Achievement.

While presenting the awards, Johnson explains, "a stalwart is noted by strength and vigor of mind, body and spirit - someone who understands the needs of their IMA organization and moves out aggressively

to fill them. This recognition establishes the benchmark for excellence in individual performance".

The Stalwart Award was created in 2003 to honor great IMA employees who are dedicated to making installations a better place to live, work, train and play. (For more on IMA Stalwart Award winner and nominees go to pages 4 and 5)

Business Process Redesign Initiatives

T rue transformation of installation management will not happen until we look at how we deliver services today and redesign business processes to ensure we are delivering services consistently, equitably and efficiently, said Bill Eggers, Installation Management Agency Plans Di-

vision Information Technology Branch Chief. As IMA's Program Manager for the IMA Business Process Redesign (BPR) program, Eggers focuses on accomplishing true transformation.

"The goal, Eggers emphasizes, is to transform the way we deliver services on installations rather than sim-

ply upgrade current ways of doing business."

IMA Business Process Redesign is the formal name for the program to transform installation management in order to fulfill the Army's intent in the Transformation of Installation Management (TIM). (Continued on page 11)

Happy New Year!

Headquarters Installation Management Agency

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MG Ronald L. Johnson

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Deputy Director (RM):
Mr. John Miller

Chief of Staff:
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Command Sgt Major:
CSM Debra Strickland

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Newsline and more information on IMA is available online at: www.ima.army.mil.

Members of the DoD family can also learn more about IMA by visiting IMA on Army Knowledge Online (AKO) at www.us.army.mil

If you have comments, questions or submissions/photography for the next issue please contact us via email at: IMAcommunication@hqda.army.mil

Submitted articles are published within spatial constraints and mission focus.

A Message from the IMA Director MG Ronald L. Johnson



The Installation Management Agency continues to work hard and smart to provide our customers the processes, products and services they require. We persist in Army transformation at our installations remembering the words of the Chief of Staff, General Peter J. Schoomaker, "Our installations are our Flagships."

We must constantly develop and grow as we provide support to our Soldiers, their families and civilians. Our challenge to ourselves is to focus our efforts and define our success. All this must be done while we face limited resources and supporting Operation Iraqi Freedom and the Global War on Terror.

We must remember that our dedicated workforce, the great Soldiers, civilians and contractors who make up the IMA family embody the seven Army Values: loyalty, duty, respect, selfless service, honor, integrity and personal courage. As I have said before, when extraordinary people come together with a shared vision of excellence, extraordinary things happen.

This drives home the tremendous importance of our installations to Army readiness. The IMA stands on point to support this effort through SERVICE: Stewardship, Efficiency, Respect, Vision, Integrity, Consistency and Empowerment.

We will continue to work towards these goals:

- Develop a dynamic cadre of IMA leaders to orchestrate excellence in installation management
- Manage Installations equitably, effectively and efficiently
- Enable the well-being of the Army's people
- Practice sound stewardship and improve resource performance
- Deliver superior mission support to all organizations
- Develop and sustain an innovative, team spirited, highly capable, service-oriented workforce.
- Support the Global War on Terror

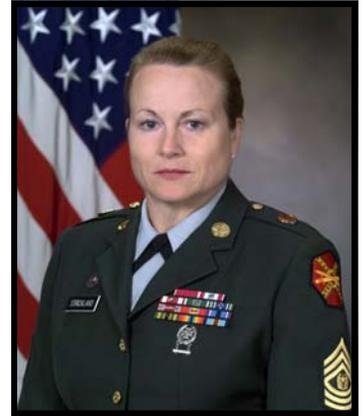
I want to take this opportunity to wish the entire IMA community a safe, happy, and healthy New Year . Your hard work is appreciated by our leaders. Press on with that spirit and remember that everything we do effects the quality of life of Soldiers, civilians and their families.

Ronald L. Johnson

MG, USA
Director, Installation Management Agency

From the Desk of Command Sergeant Major Debra L. Strickland

It was great to see many of you at the BOSS Conference in Leesburg and during the AUSA annual convention in October. Take advantage of the opportunities we have to gather during these events to visit the IMA Headquarters here in Crystal City. We are still a building under renovation, but welcome your visit.



We have had a hectic round of travel while the Director visited the region offices and conducted a series of town halls designed to meet and reach as many region employees as possible. I expect he'll be visiting your installation soon, so current knowledge of borrowed military manpower and the issues that may surround mobilization or medical hold Soldiers are important for the Garrison CSM.

The Garrison Commander's Conference at Fort Bliss in November was a great way to start the holiday season. The Director led a 5k run early on a frosty morning and with so many conference attendees, as well as Soldiers from Ft. Bliss, we had a formation that stretched around a couple of blocks. The 82d Airborne Chorus kicked off the opening of the conference, surprising most of the conference attendees, and we are grateful to Fort Bragg's leadership for making it possible. Our Soldier and NCO of the Year, SGT Deatherage and SSG Thompson, were recognized during the awards dinner held the second night of the conference. Along with their family members that were present, we had the chance to acknowledge their accomplishment through generous donations from sponsors. There will be another opportunity this year to select an IMA Soldier and NCO, so I ask you to engage early with preparing your Soldiers for competition in July.

CSM Jeffrey Michels from Northwest Region has retired and his slate is currently with Mr. Robinson, the NWR Director, for selection. CSM Michels still serves within IMA in the Northwest office of RCI, continuing to care for Soldiers and our community.

The IMA HRD has been without a SGM since the retirement of SGM James Miller and Mr. Panteloglous is filling the void till we have a new SGM on board. In the meantime, I and the region CSMs have attempted to keep abreast of the changing requirements within the garrison CSM community. Be patient while we work through some gaps in coordination, it is just part of the challenge.

The Director mentioned at the conference the importance that physical fitness plays in our roles as leaders and his expectation that we represent IMA professionally in every way. I ask that you keep an eye on those around you as the garrison mission often keeps a pace that makes physical training difficult to accomplish routinely. No need to remind you about our own fitness, but we deserve some time to stay physically healthy as well.

In October the SMA announced at the AUSA gathering that all nominative CSM/SGMs were now authorized 35 year MRD. That, along with the energy that new leadership brings, made it easy to stay a little longer as IMA continues to grow in mission and acceptance. It has been great to be part of this organization (not always easy), and I look forward to the new year - see you there.

My Regards,

Debra L. Strickland

Command Sergeant Major
U.S. Army Installation Management Agency

Congratulations 2004 IMA Stalwart Award Winners!

The 2004 IMA Stalwarts set the example of selfless service and dedication to excellence. The name "Stalwart" describes, by definition, the characteristics of those who have made IMA a success. To acknowledge performance IMA established the IMA Stalwart award in 2003. The Award recognizes outstanding military, civilian, contractor and local national personnel on an annual basis. This recognition is designed to establish the benchmark for excellence in IMA individual performance.



Ms. Annette M. Evans
 Chief, Family Support Division,
 22nd Area Support Group,
 Vicenza, Italy



Mr. William Kapaku, Jr.
 Deputy to the Garrison
 Commander at Camp Red
 Cloud



**Mr. Kenneth P. (Paul)
 LeGrice**
 Director, Force Protection Directorate,
 Fort Dix, New Jersey



Ms. Helen M. Goug
 Deputy to the Garrison
 Commander, Fort Riley,
 Kansas



Mr. John H. Peet
 Executive Officer, United
 States Army Garrison



**Command Sergeant Major
 Mittie A. Smith**
 Command Sergeant Major,
 United States Army Garrison,
 Hunter Army Airfield,
 Georgia



Mr. Michael J. Damico
 Food Program Manager,
 Logistics Division, Europe
 Region



Ms. Brenda J. Spencer- Ragland
 Director of Morale, Welfare, Recreation, and
 Family Programs, Fort Sill, Oklahoma

IMA Honors NCO and Soldier of the Year

The IMA Noncommissioned Officer of the Year and the IMA Soldier of the Year were honored during the 2004 IMA Stalwart Banquet and Awards Ceremony held in Fort Bliss, Texas. Staff Sergeant John M. Thompson is the IMA NCO of the Year and Sergeant Kyle G. Deatherage is the IMA Soldier of the Year.

Both winners competed as part of the Soldier and Noncommissioned Officer of the Year competition conducted 12-17 September. The competition is a culminating event that starts at company, troop and battery levels. Both winners competed with two dozen of the Army's finest Soldiers from major commands around the world.

Thompson and Deatherage demonstrated their superior skills in physical tests, written examinations and essays, arms training, and evaluation on a number of critical warrior tasks. MG Ronald L. Johnson, Director of the Installation Management Agency,



Soldiers competing at the IMA NCO and Soldier of the Year competition at Fort A.P. Hill, Virginia.

presented each Soldier with a \$250 gift certificate provided by Headquarters Army Air Force Exchange Center (AAFES) and a check for \$1,000 from the Community and Family Support Center (CFSC). Debra L. Strickland, Command Sergeant Major of the Installation Management Agency, presented both winners with a plaque.

Thompson and Deatherage were also recognized by private sector sponsors

for their outstanding contributions to defense. Individual recognition came from companies such as GEICO Insurance, U.S. Miles, Dealers Financial Services, LLC; The Armed Forces Insurance Organization; The Association of the United States Army, the Noncommissioned Officers Association and the American Military Society. (More on the IMA NCO and Soldier of the Year on page 6)

2004 IMA Stalwart Nominees

IMA Stalwart Nominees who received the IMA Stalwart Certificate of Achievement for exemplary performance:

Europe: Mr. William Jones, Director of Logistics, 280th Base Support Battalion; Sergeant First Class Kenneth F. Kelley, Military Policy Investigator/Supervisor, 98th Support Group.

Korea: Mr. Roosevelt J. Daymon, Jr., Director Logistics for Area III Support Activity, Camp Humphries, Korea; Mr. G. Casey Ross, Supervisory Civil Engineer, Area II Support Activity.

Northeast Region: Major Carla J. Campbell, Operations Officer, Directorate of

Information Management, U.S. Army Garrison Carlisle, PA.; Mr. Alan D. King, Deputy to the Garrison Commander, Walter Reed Army Medical Center, Washington, DC.

Northwest Region: Mr. Neil R. MacCallum, Director of Business Services, Ft. McCoy, Wisconsin; Mr. John Weller, Range Officer, Range Division, Directorate of Plans, Training, Mobilization and Security, Fort Lewis, Washington.

Pacific Region: Ms. Eileen U. Godinez, Army Community Services Officer, US Army Garrison, Hawaii, Schofield Barracks, Hawaii; Mr. James K. Leander, Chief, Okinawa Public Works, US Army

Garrison, Japan.

Southeast Region: Mr. Robert S. McRae, Special Emphasis Program Manager, US Army Garrison, Ft. Bragg, NC; Ms. Tressa M. Rutland, Environmental Branch, Directorate of Public Works, US Army Garrison, Ft. Stewart, Georgia.

Southwest Region: Ms. Meloni M. Osroski, Logistics Management Specialist, Directorate of Logistics, Ft. Polk, Louisiana; Ms. Patricia A. Quintana, Supply Management Specialist, US Army Garrison, Ft. Huachuca, Arizona.

Headquarters and Region Offices: Ms. Shirley L. Blackledge, Supervisory Budget Analyst, Chief, Budget Integration, South-

-east Region; Mr. William Castro, Alcohol and Drug Control Officer, Pacific Region, Ft. Shafter, Hawaii; Mr. Greg Chislett, Chief, Environment and Natural Resources Branch, Public Works Division, Southwest Region; Ms. Margaret C. Hinson, Welfare and Recreation Program Manager, IMA HQ, Arlington, VA; Ms. Kathryn R. Miller, Mobilization Contingency Analyst, Northwest Region, Rock Island, IL; Ms. Katherine V. Tully, Chief Supply and Services Branch, Directorate of Logistics, Northeast Region, Ft. Monroe, VA; Mr. Chang Muk Yun, Mechanical Engineer, Korea Region Office.

IMA Non Commissioned Officer (NCO) of the Year Staff Sergeant John M. Thompson

Staff Sergeant John M. Thompson grew up in Port Lavaca, Texas and has been in the Army eight years. Frequent deployments seem to go with his job. Thompson has been to Bosnia and Kosovo several times. In fact, the longest stretch he's ever stayed put in one place without a deployment was a year and a half stint served at Fort Polk. That was two assignments before Chièvres. He jokingly says, "I tried not to stay in one spot too long." In any case, Thompson's wife and two small children have taken it all in stride.

Thompson has been at Chièvres for a little over a year and went to his first selection board just shortly after his arrival. "My motivation was to set the scene for my Soldiers," he said. "I think that the NCO and Soldier of the month, quarter and year competitions are good programs. I wanted them to get into it. I did it because I wanted to encourage my Soldiers to compete too and so far it's worked. I had one NCO who won NCO of the month twice and I had another challenge me at the NCO of the Year board. He was NCO of the fourth quarter."



Staff Sergeant John M. Thompson was named IMA NCO of the Year and was honored at the 2004 Annual IMA Stalwart Banquet and Awards Ceremony

IMA Soldier of the Year Sergeant Kyle G. Deatherage



Sergeant Kyle G. Deatherage was named IMA Soldier of the Year and was honored at the 2004 Annual IMA Stalwart Banquet and Awards Ceremony

Sergeant Kyle G. Deatherage hails from Phoenix, Arizona. He enlisted in the Army in 2002 and is at his first duty station, Fort Wainwright, Alaska. Deatherage works for the Fort Wainwright Fire Department. His duties include firefighting, providing emergency medical services, and hazardous materials response. He is certified as a State of Alaska emergency medical technician II, hazardous material technician, confined space rescuer and as an ice/water rescuer.

Deatherage is pursuing his bachelor's degree in accounting with the University of Maryland. He spends free time with his wife who

follows a similar busy schedule working and taking college classes.

Deatheridge explains, "When I first decided to attend my company's Soldier of the month board, I had no idea what I was getting myself into. Going to these boards was a wonderful experience. They required me to study a lot and I learned so much about the Army. At each competition I was amazed at the professionalism shown by the Soldiers who were tasked to run the competition. They worked so hard to make things realistic and challenging and I thank them for doing so. I am very honored to be representing such a great organization as IMA and this experience has been one I will never forget."

By SPC Armando Monroig

Deconstruction

Deconstruction is the process of taking apart old structures, in this case the World War II-era buildings located on the northwest corner of the post, and recycling whatever materials possible.

The buildings were auctioned off to individuals and they are responsible for taking apart the structure they bid on and removing the materials to be recycled. What is done with the material is up to them. Uriah Morris of Augusta, whose father David Morris, bought one of the bays for deconstruction, said his father was planning on making good

use of the materials.

"We're building a barn," said Morris who was at the site with a crew of laborers deconstructing the building. He added that some of the materials will be used to build sheds and for trim work in a house.

Robert Brege, a laborer for one of the other bidders, said some of the materials he is removing from the deconstruction site, such as siding, will be used for remodeling of a house.

Funds derived from the deconstruction project went towards Fort Gordon's recycling pro-

gram.

Non-recyclable materials will be used to fill land in areas on post as opposed to being sent to an outside landfill, said Steve Willard, director of Fort Gordon's Environmental and Natural Resource Management Office.

Planks of wood, nails and wire conduits are just some of the materials laborers were recycling from the deconstruction.

The materials to be recycled are weighed so that an accurate account can be kept. *(cont'd. on page 10)*



World War II era buildings such as this are taken apart and materials are removed for recycling by the highest bidder

Improved Security

When the terrorist attacks occurred in New York, the Pentagon and Pennsylvania - it pretty much caught everyone by surprise.

Aside from Pearl Harbor, never before had there been a foreign attack on American soil.

Responding to the attack, military and other installations across the country quickly instituted improved security measures to prevent future attacks.

Since 9/11, officials in charge of Fort Gordon's

security and force protection have taken measures to ensure that such attacks are prevented and if they do occur - are handled appropriately.

Many of the physical improvements include those on the exterior perimeter of the installation and access control points such as the gates. Some of the gates have seen improvements that include new search areas, concrete barrier walls a few feet from the guard shacks, and pop-up bollard guards. If someone tries to run from authorities on post or get on the installa-

tion by bypassing the gate, guards at the shack can manually activate the pop-up bollards and seal the gate.

The interior of the installation has seen changes as well with regards to security measures. Stand-off (areas) to our mission essential vulnerable areas," are represented in the beams seen surrounding certain buildings on post, such as Darling Hall, Eisenhower Army Medical Center and Signal Towers.

"We've channelized the *(continued on page 8)*



Improved Security *(Continued from page 7)*

traffic on key areas of the installation to make it more force protection oriented," said Tom Fitzpatrick Garrison operations manager, "so that every place is not a free-drive zone". That way, he said, traffic can be directed away from sensitive areas on post."

Fort Gordon is one of nine military installations, and only one of two Army instal-

lations, that has received funding from the Joint Services Installation Pilot Project. The program provides funding to train first-responders, medical personnel, and buy equipment to specifically respond to chemical, biological, radiological and nuclear attacks.

"That not only impacts Fort Gordon, but could positively impact the CSRA since we are surrounded by potential

man-made disasters in terms of refinery or mass transportation, as well as any CBRN attacks by potential enemies," said Fitzpatrick.

"I think we are much safer as far as physical infrastructure, awareness and procedures," said Fitzpatrick. "We have always had a good plan but now it is recognized as one of the best in the Army."

"We have always had a good plan but now it is recognized as one of the best in the Army."

Contract Security Guards—Management Revalidation

by John Nimitz, HQ IMA Operations Divisions

The Contract Security Guard (CSG) program for 52 Continental United States (CONUS) installations has now been in place for just a little over one year, and has enjoyed success for all concerned.



Manpower requirements for force protection increased significantly after 9/11, and the Army had few choices from which to draw upon to cover the increases. Fortunately, the National Defense Authorization Act of FY03 gave the Army the authority to contract security guard services to meet post 9/11 security demands. In June 04, for the first group of installations the Installation Management Agency (IMA) and the Army Contracting Agency (ACA) pursued two, Small Business Administration, 8a set-aside contracts worth \$50.7million for contract guards at:

Forts Detrick, Myer/McNair, Huachuca, Sam Houston, Walter Reed Army Medical Center, and Tooele Army Depot through Chenega (partnered w/Vance International); and Ft Bragg through Alutiiq (partnered w/ Wackenhut).

On 30 September 04 the second group of 11 installations had contracts awarded through a full and open bid solicitation to AKAL Security and Coastal International Security at a cost of \$76 million. In Mar 04 an additional 31 installations were also awarded CSG task orders at a cost of \$134 million. The Army was able to release over 4000 Reserve Component Soldiers from access control duties in CONUS.

In September 04, the Army Contracting Agency (ACA) renewed the CSG task orders at the Groups 1 and 2 installations through 31 October 04 with FY04 funds. The ACA also awarded two new CSG task orders to Forts Richardson and Wainwright with FY04 funds at a cost of \$25 million. Additionally, ACA has just received \$103.5 million in FY05 funds to continue the task orders at the Groups 1 & 2 installations through 30 September 05 and will issue those modifications by 20 October 05. ACA also has \$4.5 million to issue

new CSG task orders to White Sand Missile Range and Dugway Proving Grounds. The Office of the Provost Marshal General and the Installation Management Agency were able to save \$20 million for the annual renewal of Groups 1 & 2 through a management revalidation process of the duty requirements. Another revalidation is ongoing for the Group 3 installations to right size the renewal task orders.

Originally the authority to contract security guard services was set to end 1 December 05, however, with the demonstrated flexibility and responsiveness of the CSG force, the Army convinced congress to extend the authority to 30 September 06.



Pictures by John Nimitz, HQ IMA Operations Divisions

254th Base Support Battalion (BSB) Eco-Park Opens to Community Schools and Nature Enthusiasts

A small but vibrant ecosystem lies on the north end of the U.S. Army post at the Emma Mine Complex, Schinnen in the south of the Netherlands. More than 200 species, some of them rare, live in the little pond and park area.

The Eco-Park is the brainchild of Hans Verwasch, chief of the BSB's Environmental Management Office. Verwasch fought for five years to get funding for the project after seeing the final report of a survey conducted of the area. Seven European laboratories analyzed soil and sludge samples in and around the area to determine water quality and recommend use of the pond. After nine months they produced a report that was three inches thick and contained detailed information about the flora and fauna of the pond area. More importantly however, the report classified the Schinnen pond as a Class 3 wetland – a rare water environment.

The survey team found a unique plant called wet bush that grows by large ponds but has become increasingly rare in the Netherlands due to the diminishing availability of groundwater. The species *Zavreliela Marmarata* and the *Zavreliemyia* were found in the pond. These species of water beetles prefer environments that are influenced by seepage and the



Schinnen pond is fed by three natural springs. Because of this, the water in the pond is probably somewhat colder than most ponds and is an ideal habitat for the rare *Culex Territans* mosquito. According to experts, the only place in the Netherlands where this insect is found is at the Schinnen pond. The University of Maastricht has shown interest in studying this species.



One of the main challenges Verwasch and the Directorate of Public Works (DPW) staff faced in the refurbishment project was maintaining the ecosystem while construction was ongoing. The

pond was drained and dredged, stumps removed along with 2,100 tons of sludge. Over 2,000 Carp, Pike, Breem and Perch were captured and moved to the pond in front of the headquarters building. Unfortunately some trees around the pond had to be felled because they were too close to the retaining dyke. Truckloads of rock and soil were brought in to build up the banks and huge wood pylons were installed to hold up the walls. It took 200 work-days to clean out and prepare the pond.

Once the construction was completed, the pond was refilled by its own springs and rainwater. The fish were recaptured and relocated, thousands of wild flower seeds were scattered and hundreds of plants were planted. Today, Eco-Park is a reality and boasts resting areas

and viewing platforms with benches, a nature walking path around the pond and about 40 plaques with pictures and the names of rare plants in the area. One side of the pond can be used for fishing and there are different levels on the north side of the pond for different water plants. These plants are protected from water ripples by a boom strategically placed to prevent undue wind disturbances. A meter high fence surrounds the pond to keep small children from wandering too close.

The project cost \$75,000 but Verwasch figures the price tag is well worth it.

“We now have an environmentally friendly wetland protecting rare and endangered animal and plant species that will be great for education purposes. People need to know that we are good stewards of the environment,” said Verwasch.



Fort Hood Thinks Outside the Box

A Deviation from Army Policy on Utilities Privatization

An idea conceived by Bobby Lynn, Department of Public Works Energy Management, has netted this vast Army post and the Federal government a minimum savings of \$841,000 annually in their utilities account.

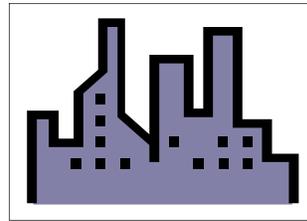
The idea - purchase one of the electrical substations (Clear Creek Electrical Substation) located at Fort Hood. The purchase consisted of buying the equipment defined as the "Power Transformers" and its associated apparatus (i.e., fuses, batteries, switches, etc).

Due to the current climate of utilities privatization, where the focus is to divest government interest in utilities systems, this idea is "outside of the box". However, Lynn spearheaded this idea and received direct support from the Directorate of Public Works, the Army Power Procurement Office, the Army Regulatory Law Office (ARLO), and Decision Analysis Corporation (Utilities Consultant for ARLO).

Initial talks with the owner (TXU Electric and Delivery) were completed with mixed results. However, consistent discussions by Lynn led to a breakthrough and allowed TXU-ED to present Fort Hood with a viable purchasing option.

After the direct support team agreed upon the tentative terms of the purchase agreement, the hardest work was ahead: *Getting the Department of the Army to accept this deviation of Utilities Privatization.* Lynn, along with Rob Kittel, lobbied various offices within the Assistant Chief of Staff for Information Management (ACSIM) and the Installation Management Agency (IMA) Southwest Regional Office (SWRO) requesting consideration.

Upon receiving tentative staff support, a request, with supporting documentation, was submitted through IMA SWRO to ACSIM for approval and funding. Funding was approved on August 10, 2004. The next challenge



was meeting the TXU-ED established purchase deadline date of October 1, 2004. Thru dedication and hard work, the substation was officially purchased on September 29, 2004.

The savings are achieved because ownership allows Fort Hood to move from the current retail customer class to a transmission customer class. The transmission class carries a lower rate. Fort Hood purchases its electricity (the commodity) from a third-party supplier. The cost of the commodity is not affected by this transaction; however, the associated cost for the transmission and delivery (T&D) of the commodity is lowered by Fort Hood's change in status. The difference in these rates results in the annual savings.

IMA Army Reserve Division (South) has moved!

The IMA-Army Reserve Division (South) has relocated from Ft. McPherson, GA to Arlington, VA effective 4 October 2004. This move closes the IMA-ARS (South) office, formerly known as the USARENG, a part of the United States Reserve Command. This Division supports HQ IMA in the areas of Army Reserve BASOPS for off-post facilities located throughout the United States and OCONUS and provides funding for those Army Reserve Installations that are managed by the IMA Regions.

Colonel Joseph W. Aldridge, USAR

Deconstruction *(Continued from page 4)*

Bidders sign a contract stating they will pay the amount they bid on the building and put down a \$500 deposit agreeing to take away a certain percentage of the building's weight. Deducted from the building's weight

material such as bricks and concrete blocks. The rest is used a fill material.

"There is a tremendous advantage to doing deconstruction as opposed to demolition, because it reduces demolition cost

and diverts the cost of having to throw materials in a landfill," says Vincent Grewatz, Director of Public Works and Logistics. "This alone is a success, adding that the life of landfill is also extended. "We win on a lot of differ-

The most important thing to come out of the deconstruction is what the Army is going to learn from this, said Grewatz, adding that it is a learning experience for the contractors as well.

Business Process Redesign Initiatives

(Continued from Front Page)

What is IMA’s plan for BPR transformation? Eggers explains, “We are going to look at all business processes – from how we deliver child care to how we deliver network services to the processes we use to manage each service delivery including our human resource, resource management, customer relationship management and performance management business processes.”

The second step is to focus on redesigning—not just updating or modernizing old business processes— but redesigning processes so we can truly deliver services in a consistent manner. Redesigning will allow us to gain efficiencies through capitalizing where we can on industry best practices. Does this mean that we won’t reuse current business processes? “Not at all, says Eggers, “We may discover that the way we are delivering a service today is most efficient and therefore, we will adopt that process. We will also discover that some BPR has already occurred and will adopt those business processes e.g. logistics or human resources.”

Third, we are going to integrate business intelligence capability to monitor performance – an IMA dashboard if you will – that will draw performance data from the functional management information systems that enable the business processes.

The next step is for IMA to develop an Enterprise Architecture to capture an organizational and systems view of the Agency including the relationships existing between business processes. This will provide a tremendous capability for analysis.

Eggers stresses, “What we are not doing is developing an Installation Management ERP. IMA BPR is *not* an information technology program.” IMA’s plan is to identify new functional requirements, based on our redesigned business processes, that will be integrated by the functional owner of the information systems to support our redesigned processes.

Eggers states, “The final step is to ensure that we are looking across domains rather than just down stovepipes to make sure we understand all of the interrelationships between services and their business processes.”

How is IMA BPR being executed?

Last summer Eggers explained, “We went through the acquisition process and selected two vendors – CSC and IBM to be awarded Basic Purchasing Agreements (BPAs) to conduct our BPR Program. The BPAs have been awarded to be in effect for the next 8 years.”

“We expect to compete and award two Task Orders under the BPAs. Task Order 01 is focused on data collection. We are asking the contractor to collect specific data about

the services that we deliver in order for us to populate a prioritization model that allows us to decide what we want to attack first,” said Eggers.

Eggers explains, “Task Order 02 is the big one. That is where we send the contractor out to actually redesign business processes, develop transition plans and then help us execute the transition plans to implement the redesigned business processes on the installations”.

What will the IMA BPR program do for you?

CUSTOMERS

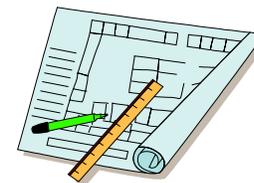
- More responsive delivery of products and services
- Time savings due to streamlined processes
- Delivery of products and services that are focused on your needs

GARRISON WORKFORCE

- Greater productivity at less cost
- Better interaction with customers
- Increased customer satisfaction

ARMY

- Cost savings through better return on investment
- Consistent delivery of services across all installations
- Transformation of installations as “flagships” to support an expeditionary force.



The culmination of the transformation of Installation Management was not the formation of the Installation Management Agency –

The true transformation will be achieved when we have transformed our business processes, as mechanisms to manage and deliver services, to achieve the IMA mission of effective, equitable and efficient delivery of services on installations.

STAY TUNED....

IMA Newsline will update and expand upon the BPR process in subsequent editions.

IMA Heroes!

Monroe Officer Earns Soldier's Medal After Dramatic Vehicle Fire Rescue

By Patrick Buffett, The Fort Monroe Casemate

Drama ... danger ... heroism ... Lt. Col. Gerald P. Timoney, Jr.' story has it all. And it has a great ending that doesn't even ruin the plot if told up front. Timoney now wears the U.S. Army Soldier's Medal among the many ribbons and decorations on his class "A" uniform. Brig. Gen. Bernardo Negrete, deputy commanding general for Accessions Command here, presented the medal to Timoney, now an USAAC operations officer.

"It all seems kind of surreal these days," Timoney said as he began to recount the events that unfolded during a late-October lunch hour last year. He and a friend – a former Army officer – were looking for a place to eat at a San Antonio shopping area called the Alamo Quarry Market.

"We saw this vehicle in the parking lot with a bunch of white smoke coming out of the back," Timoney said. "At first we dismissed it as some sort of Halloween prank ... maybe this guy was selling pumpkins or something. But then we noticed the vehicle had actually run into the concrete base of a light pole and the back tires were still spinning on the pavement."

The uncontrollable spasms of an epileptic seizure had rendered the driver unconscious with his foot still gunning the gas pedal. A passerby blurted out, "There's a man trapped in that car," and Timoney and his friend sprung into action.

"I guess the Army training kicked in ... we didn't even think about it, we just headed for the vehicle to see if we could get the driver out before it caught on fire."

Timoney recalled some sage advice he had received earlier in his career when he was a company commander at Fort Jackson, S.C. The battalion commander had a saying, "Scan, Focus, Act," that motivated young officers to make smart decisions quickly. That discipline – Timoney said he now real-

izes – motivated him to do the right thing even though it could have proved deadly if the vehicle's fuel tank exploded. "The back wheels had caught fire by the time we got there," Timoney said. "The guy who flagged us down had a tire iron, so I grabbed that and smashed the driver's side window."

A jammed lock kept the driver's side door from opening and the rescuers could not release the seat belt allowing extraction through the window. "I ran around to the passenger's side of the vehicle. The flames were coming up the sides by then, and we could feel the heat scorching our skin," the lieutenant colonel said with a slight brush of the arm, probably spurred on by the subconscious memory of singed hair.

Smashing the passenger window, Timoney was finally able to gain access into the vehicle and shut off the engine. An off-duty police officer entered the scene and assisted by cutting the seatbelt as Ti-

money supported the driver. The rescuers pulled the victim free of the vehicle. In an Oct. 27 letter, Officer Robert A. Ingram of the San Antonio Police Department wrote: "It is Lt. Col. Timoney's selfless act that compels me to write to you today. As a police officer, it is this type of citizen that makes my efforts to protect the public possible.

"This was a truly collaborative effort that ultimately saved a man's life," the letter continued. "As a veteran and current reservist, it makes me proud to serve alongside other military members such as Lt. Col. Timoney."

"Hero is a big word, and I'm not sure what I did merits that title," Timoney said, with a bit of a sigh.

"You have firemen and policemen out there who do this sort of thing every day. And what about the rescue crews during 9-11? Those are the guys who deserve the title of hero, in my opinion."



Brig. Gen. Bernardo Negrete, deputy commanding general for Accessions Command, pins the U.S. Army Soldiers Medal on Lt. Col. Gerald P. Timoney, Jr.

Post Fire Department Receives Awards

by Sgt. Chris Smith, Mountaineer Staff

IMA Awards Fort Carson Fire and Emergency Services with Fire Department of the Year. Major General Robert Wilson, 7th Infantry Division and Fort Carson Commanding General, presented the awards not only to Fort Carson firefighters but to other awardees from the Installation Management Agency's Northwest Region.

The Top Civilian Fire Officer Award went to Dennis Micheli, Fire Captain. According to Verne Witham, Fort Carson Fire Chief, "Micheli won because of his outstanding relationship with the Federal Emergency Agency and willingness to train everyone in Colorado."

Fort Carson competed with 20 other fire departments in the region and won the award for excellent overall operations of the fire department. Fort Carson was the first Department of Defense fire department to receive E-911 accreditation, which helped push Fort Carson to the top. Fort Carson also stands out from the rest as a Department of the Army leader in performing prescribed burns.

"It's a big accolade to be recognized," said Witham. "It's not just one person or two people, it's the whole fire department."

The Fort Carson Fire Department has received accolades in the past, placing as the top fire department in the Army in 2002 and 2003. The selection process for the awards looks at overall operation of the emergency services as well as training



Photo by Sgt. Chris Smith
Maj. Gen. Robert Wilson, 7th Infantry Division and Fort Carson Commanding General, presents Dennis Micheli, Fire Captain, with the Civilian Officer of the Year Award in a ceremony October 13.

and programs offered and performed. The IMA awards presented at the annual IMA Worldwide Conference held in New Orleans. The Northwest Region award's ceremony was held at Fort Carson.

Fort Carson emergency personnel were satisfied with the awards but plan to move on with business as usual. Witham explains, "It's nothing they go out of their way to earn. The awards are the nature of the beast, we are a top-notch fire department."

American's with Disabilities Employee of the Year Award

by Sgt. Chris Smith Mountaineer staff

Deborah Abel, Civilian Personnel Advisory Center, Human Resource Assistant, Fort Leonard Woodwon Fort Leonard Wood's "American's With Disabilities Employee of the Year" award.

Abel was honored during a luncheon Oct. 15 at Audie Murphy's Community Club. Maj. Gen. Randal Castro, commanding general, U.S. Army Maneuver Support Center and Fort Leonard Wood, presented the award and certificate.

Abel has also been the recipient of numerous other monetary and honorary awards. Most recently she received her second Achievement Medal for Civilian Service. She enjoys her work, which is evidenced by excellence in all she does and is a valued member of the Ft. Leonard Wood CPAC family.

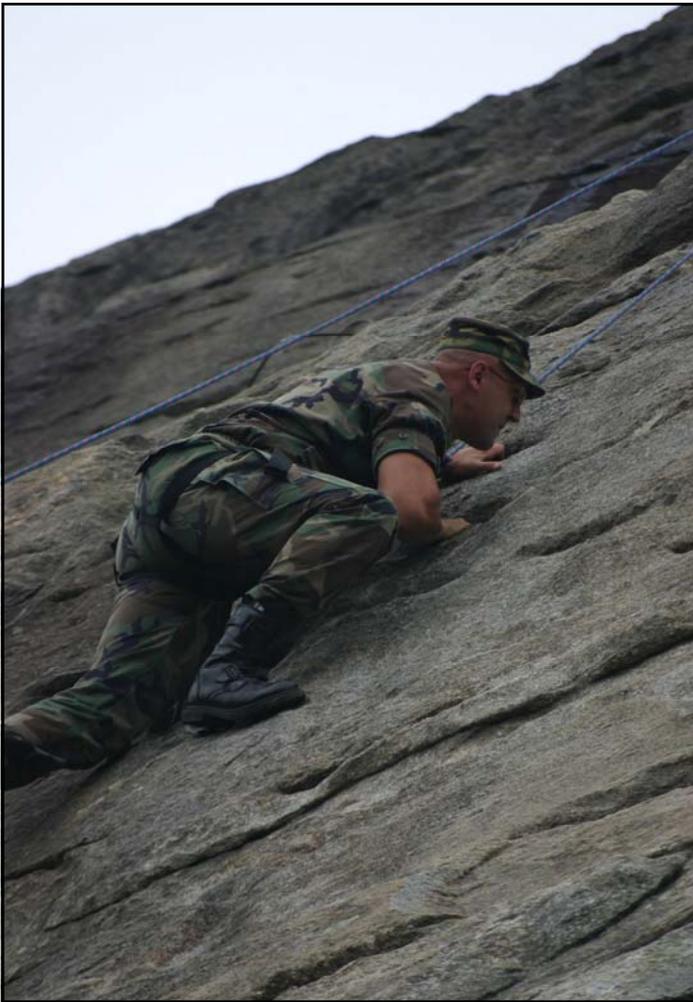
Fort Huachuca Wins Army 2004 Cost Management Award of \$100,000

On 9 September 2004, the Assistant Secretary of the Army for Financial Management and Comptroller, Ms. Valerie L. Baldwin, announced the selection of Fort Huachuca as the winner of the Army's 2004 Cost Management Award, which includes a \$100,000 in cash which can be spent at the discretion of Fort Huachuca's Garrison Commander, Colonel Jonathan Hunter.

The Secretary's decision reinforces IMA's initiative to institutionalize a productivity management culture, using Activity Based Costing/Management as a tool to drive continuous improvement. This award identifies Fort Huachuca as one of Army's leaders in cost management. COL Hunter is also being recognized with a Meritorious Service Medal. Congratulations to all of the Fort Huachuca's Garrison Command!

Chaplain Instills Spiritual and Physical Fitness

By SPC Armando Monroig, Fort Gordon Signal Staff



A Cadre member from the 447th Signal Battalion, 15th Signal Brigade participates in mountaineering training at Yonah Mt. (pic by SPC Armando Monroig)

"No way," I said, as I was being volunteered to rappel 'Aussie' style off the 230-foot face of the mountain. "I'll pass." I had already rappelled twice off the rocky face of a north Georgia mountain. But both those times were seated, with your back to the ground. That was hard enough, but there was no way I was going to go down facing the ground.

"That's insane," I thought to myself. Why hike up a perfectly good mountain just to

jump off it, I thought to myself.

Cadre members of 447th Signal Battalion, 15th Signal Brigade, went to Mount Yonah in Cleveland, Ga., recently to conduct mountaineering training. It was a continuation of training conducted on Fort Gordon by Capt. William Tripp, 447th Signal Battalion chaplain, that began at the Youth Challenge Academy tower.

Tripp said mountain climbing and rappelling, "takes

a little bit of guts and it's adventurous."

"You learn something about yourself," he said. "It goes well with spiritual fitness and that runs a gamut from faith in things unseen."

Tripp said that when doing this type of training exercise, participants need to have faith in the equipment they are using but it also makes them realize "if (the equipment) does fail, where will I be." He said the mountaineering training fits well with the Army Warrior Ethos being instilled in Soldiers.

Mount Yonah is the mountaineering training grounds for members of the 5th Ranger Training Battalion out of Camp Frank D. Merrill in Dahlonega, Ga.

"I like the reaction of young people who come out, rappel and mountain climb for the first time," said Tripp. "They're scared to death - but they do it anyway."

Tripp said mountain climbing and rappelling is dangerous but proper training of cadre and the constant use of safety equipment that is "backed up and backed up," makes it as safe an experience as possible.

Staff Sgt. Gregory Neufeld, operations sergeant assigned to Headquarters and Company A, 447th Signal Battalion, was there with his family.

"I was here with my family, we did a little family stuff together," he said. "Also, get trained up with Chaplain Tripp." Neufeld said his wife

Jayla, a staff sergeant assigned to recruiting and retention in the South Carolina National Guard, likes to rappel and rock climb, and his son Tate likes climbing rocks, so he brought them along.

In the past Tripp brought groups of underprivileged children, juvenile delinquents, boy scouts, and any others interested in mountain climbing and rappelling, to Mount Yonah for the experience.

When Tripp returns with the 447th AIT Soldiers, they'll set up camp on the mountain and then hike up the rock face for mountaineering.

"I want to go very slowly, carefully and in a controlled way," said Tripp, adding that safety is his number one concern."

"Thinking back, even as I was 'nudged' to go Aussie-style, I was scared and realized there was only one way to get down, I just did it.

As I was about half way down the mountain face, I stopped and took a look around - taking it all in saying to myself - what a view. When I reached the bottom I realized there was only one way out - back up - and hesitantly began to inch my way back up the rock face.

Again, about halfway up the mountain face, I took a break and looked around to take it all in.

"This is what it's all about. It was all worth it."