



DEPARTMENT OF THE ARMY
OFFICE OF THE ASSISTANT SECRETARY OF THE ARMY
INSTALLATIONS AND ENVIRONMENT
110 ARMY PENTAGON
WASHINGTON DC 20310-0110

01 NOV 2004

MEMORANDUM FOR ASSISTANT CHIEF OF STAFF FOR INSTALLATION MANAGEMENT
DIRECTOR OF MILITARY PROGRAMS, HQUSACE

SUBJECT: Construction Strategy in Support of Army Stationing Initiatives

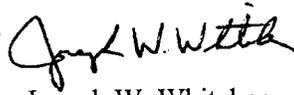
The purpose of this memorandum is to request your strategy and implementation plan to support the major permanent restationing initiatives that the Army will execute. The overall objective is to provide the ability to establish, reuse/re-purpose facilities with the minimum lead-time; leverage private industry standards and practices; and reduce acquisition/life cycle costs. Your initial plan should be provided by January 2005. Target implementation is the FY 07 Military Construction Program; however, opportunities for use on FY 06 MLCON Budget Projects should be aggressively explored.

Your plan should consider the following:

- **Facility Categories.** Address only the Army's permanent facilities.
 - Focus on those facilities that represent the bulk of the Army's needs - where our Soldiers live and work [barracks, operations buildings (company, battalion, & brigade level), tactical equipment shops, general instruction buildings, and dining facilities].
 - For other support facilities, such as physical fitness centers, develop a tactic to meet *basic* functional requirements.
- **Standards and Criteria.** Employ the Army's standardization review and approval process to revise standards and criteria for permanent facilities. Complete this action by January 2005. Incorporate the following concepts.
 - Provide specific guidance for each facility category.
 - Incorporate industrialized, pre-manufactured, modular, panelized, and other innovative commercial practices to the maximum extent possible.
 - Target 25 years as the useful life of structures with recapitalization planned after that period.
 - Incorporate best life-cycle Operations and Maintenance cost considerations.
 - Incorporate ability for reuse and re-purpose with the minimum lead-time.
 - Maintain compliance with energy efficiency, sustainable design/development, and antiterrorism force protection standards.
 - Allow flexibility to accommodate local architectural themes.

- **Planning and Programming.** Streamline planning and programming activities.
 - Ensure that master plans and environmental documentation are current and can accommodate restationing and procurement timelines.
 - Plan and program unit restationing as an entity/project rather than programming individual facilities, *i.e.*, multiple facility types on a single DD Form 1391. The concept is to request total authorization and incremental funding. (So as to not incur adverse impact on restationing schedules, critical and non-critical facilities must be segregated into separate DD Forms 1391.)
 - Develop template DD Forms 1391 for various sized stationing initiatives that capture all critical requirements in a single programming document. (These DD Forms 1391 can then be quickly modified to accommodate local conditions once stationing decisions are finalized.)
- **Procurement.** Adopt innovative procurement methodologies.
 - Consider all available procurement vehicles to capitalize on economies of scale standardization, and industrialization.
 - Maximize the use of design-build procurement vehicles and fast-track construction.
 - Leverage standardization to limit time for preparation of requests for proposal, advertisement, and award of procurement with a goal of four months.
 - For the targeted facility categories cited above, establish radically reduced construction durations to provide for earlier beneficial occupancy

Request that you establish monthly in-process reviews on execution of this initiative starting in December 2004. My point of contact is Mr. Pete Tamin, (703) 695-5705.



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(Installations and Housing)
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