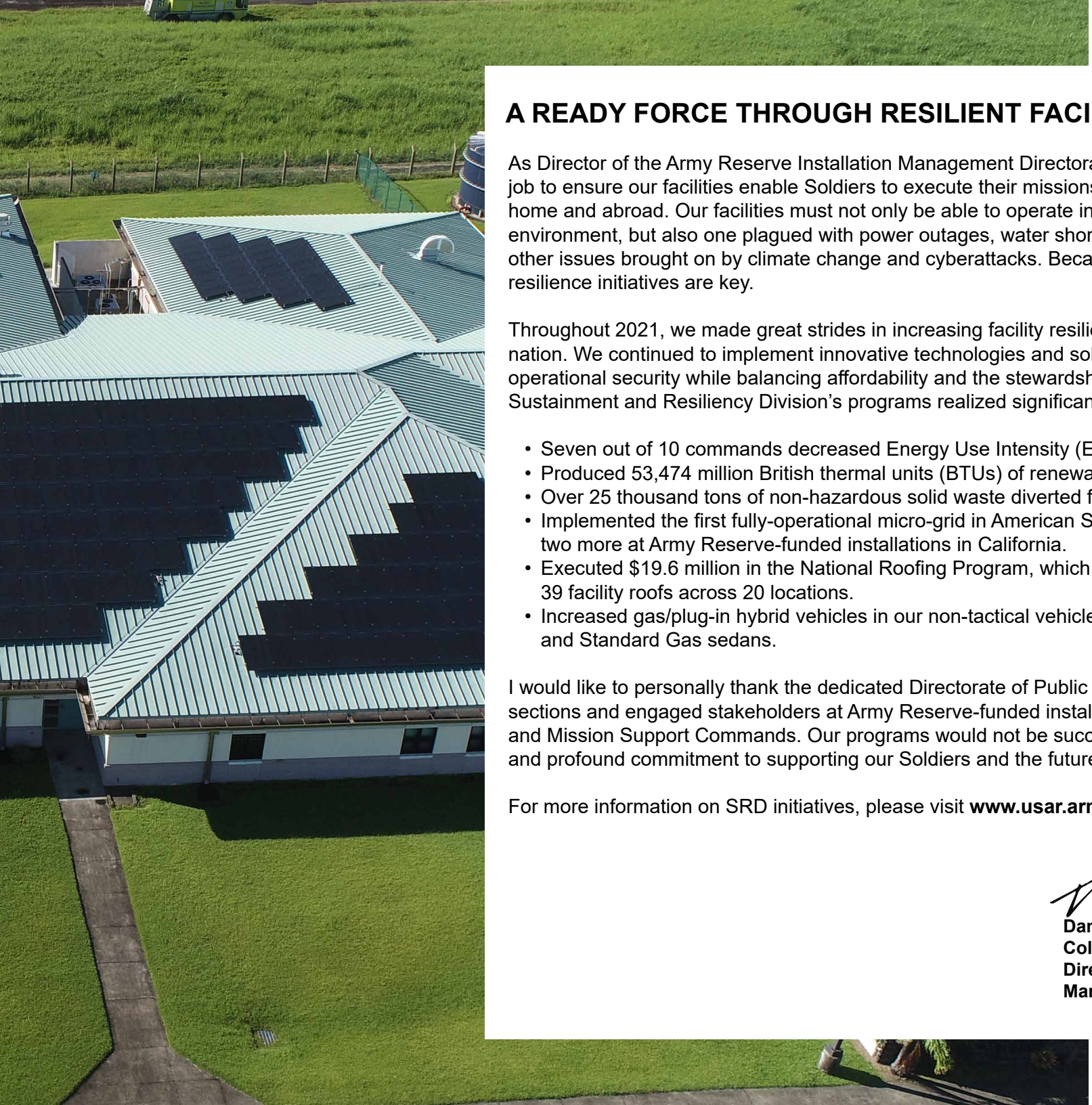
# 2021

U.S. ARMY RESERVE PHOTO BY MASTER SGT. MICHEL SAURET

# SUSTAINMENT AND RESILIENCY DIVISION ANNUAL REPORT

PELE U.S. ARMY RESERVE CENTER | TUTUILA ISLAND, AMERICAN SAMOA



## A READY FORCE THROUGH RESILIENT FACILITIES

As Director of the Army Reserve Installation Management Directorate, it is my job to ensure our facilities enable Soldiers to execute their missions both at home and abroad. Our facilities must not only be able to operate in an ideal environment, but also one plagued with power outages, water shortages, and other issues brought on by climate change and cyberattacks. Because of this, resilience initiatives are key.

Throughout 2021, we made great strides in increasing facility resilience and efficiency across the nation. We continued to implement innovative technologies and solutions that enhance operational security while balancing affordability and the stewardship of taxpayer dollars. The Sustainment and Resiliency Division's programs realized significant achievements including:

- Seven out of 10 commands decreased Energy Use Intensity (EUI).
- Produced 53,474 million British thermal units (BTUs) of renewable energy.
- Over 25 thousand tons of non-hazardous solid waste diverted from landfills.
- Implemented the first fully-operational micro-grid in American Samoa and broke ground on two more at Army Reserve-funded installations in California.
- Executed $19.6 million in the National Roofing Program, which included the replacement of 39 facility roofs across 20 locations.
- Increased gas/plug-in hybrid vehicles in our non-tactical vehicles fleet while reducing E85 and Standard Gas sedans.

I would like to personally thank the dedicated Directorate of Public Works staff, as well as staff sections and engaged stakeholders at Army Reserve-funded installations, Readiness Divisions, and Mission Support Commands. Our programs would not be successful without your hard work and profound commitment to supporting our Soldiers and the future of the Army Reserve.

For more information on SRD initiatives, please visit **www.usar.army.mil/Sustainability**.

**Daniel L. Cederman**
**Colonel, GS**
**Director, Army Reserve Installation Management Director**

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## OUR PURPOSE
SRD plans, programs, and resources Army Reserve-funded installation services, establishing policies and guidance as they relate to sustainable and resilient facility operations.

## OUR VISION
State-of-the-art, sustainable, and resilient facilities, lands, and infrastructure that contribute to a capable, combat-ready, and lethal Federal Reserve Force.

## STRATEGIC READINESS TEAM (SRT)
Resilience enables the Army Reserve to anticipate, recover, and adapt to changing conditions. Secure and reliable assets at Army Reserve facilities are vital to perform its mission and support global operations. The SRT partners with Army Reserve-funded installations and RDs to facilitate the Integrated Strategic and Sustainability Planning (ISSP) process, supporting the creation of long-term holistic strategic plans. Through facilitating strategic planning with a buildable process and providing tailored communications, custom training, and awards support, SRT helps strengthen the Army Reserve's alignment with a culture focused on warfighter readiness and resilience.

## ENERGY & WATER TEAM
The Army Reserve Energy & Water Team's priority is to ensure available, reliable, and quality power and water to sustain critical missions. Our energy and water initiatives are integrated — enabling the Army Reserve to execute a holistic strategy that enhances readiness and resilience while improving the operational capabilities of Soldiers.

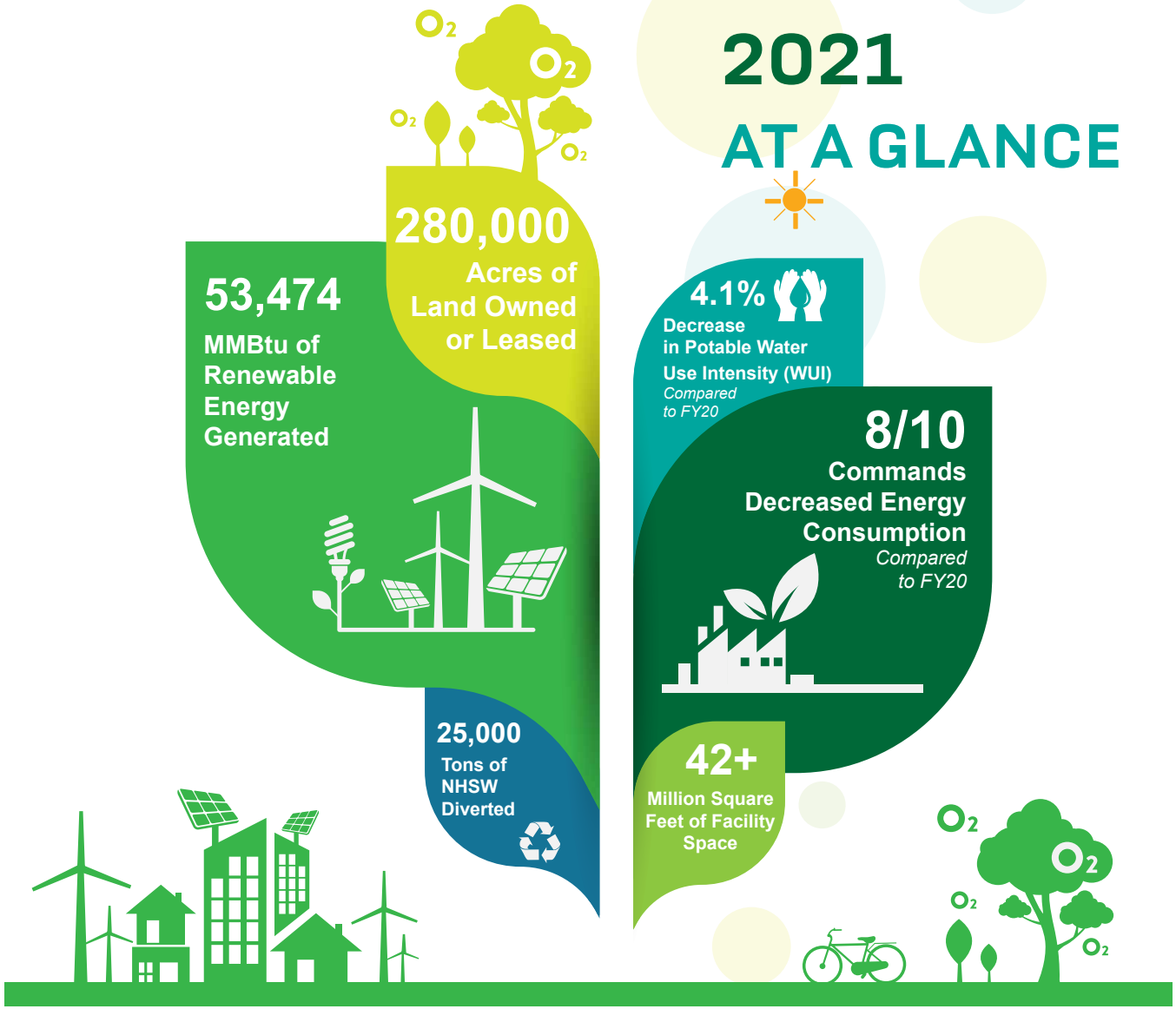
## ENVIRONMENTAL QUALITY TEAM
The Army Reserve Environmental Quality Team champions environmental stewardship through legal compliance. It enables senior leaders to make the best possible decisions in support of Army Reserve missions while bolstering the ecosystems upon which military training and operations depend.

## SERVICES BRANCH
The Army Reserve Services Branch enables our facilities to work on any given day, in the face of any given challenge, safely and effectively with the resources they need to achieve their mission. Through the Solid Waste Team, logistics and engineering funding, or infrastructure analytics to articulate requirements-driven decisions through Installation Status Report (ISR), our Services Branch is here to support a wide range of essential programs.

## OUR COMMUNITIES
We believe we have a special duty to our communities to do things the right way. We also believe that Soldiers, Civilian employees, and our communities have a personal responsibility to implement conservation and resilience efforts. Everyone is vulnerable to the risks that drive the Army Reserve's focus on long-term sustainability. Whether natural disasters or cyberattacks, personal resilience is just as important as military resilience.

OCAR | FORT BELVOIR, VA

# 2021 AT A GLANCE




**Army Reserve-funded Installations**
Fort Buchanan (Puerto Rico)
Fort McCoy (Wisconsin)
Fort Hunter Liggett (California)

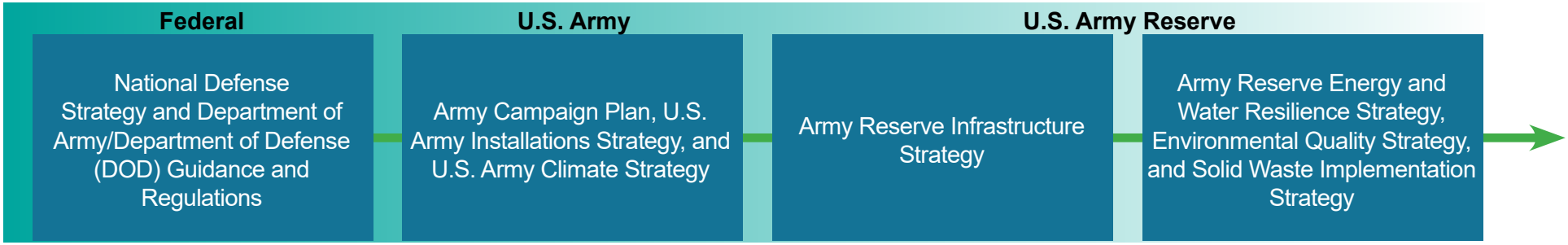
**RDs (Geographic Commands)**
63rd RD (California)
81st RD (South Carolina)
88th RD (Wisconsin)
99th RD (New Jersey)

**MSCs and Army Support Activities (ASA)**
1st MSC (Puerto Rico)
7th MSC (Germany)
9th MSC (Hawaii)
ASA Fort Dix (New Jersey)

**Reserve Forces Training Areas (RFTAs)**
Parks RFTA (California)
Devens RFTA (Massachusetts)

# STRATEGIES

The Army Reserve focuses on targeted investments that ensure readiness now while shaping the Force of tomorrow. Our facilities must enable unit readiness, support mobilization, and the projection of combat power. They must be resilient enough to support all missions from an unsecured Strategic Support Area and be able to support emerging technologies and the future infrastructure requirements of a multi-domain capable force. To successfully execute these requirements, we know that all strategies — from top to bottom — must be in alignment.




# STAKEHOLDER ENGAGEMENT

From engaging senior leadership to integrating operational staff, the Army Reserve drives policy and resources towards state-of-the-art resiliency initiatives. We must protect mission readiness, and through stakeholder engagement, we can continue to increase understanding and support of our critical facilities. As we continue to lead the effort to coordinate and collaborate on critical mission resilience, we will always look beyond our team to ensure solutions are sustainable, flexible, and meet the needs of mission owners.

The SRD leverages engagement through the Army Reserve Senior Sustainability Council (SSC), which guides the implementation of our objectives and promotes the integration of sustainable and resilient processes into all functional areas of the enterprise. The SSC fosters and encourages the use of innovative technologies and tools for sustainable practices and it develops and monitors the progress of programs, plans, and activities intended to achieve the Army Reserve's sustainability and resiliency goals and objectives. The council is a tiered council comprised of stakeholders at all levels of the enterprise — from senior leaders to program managers.

**Strategic Level**
*Senior Commander/Garrison Commander (SC/GC) Conference*

- Chaired by the Director of Resources, Installations, and Materiel (DRIM) and the Deputy Commanding General (DCG) (GO/SES level)
- Members include senior staff and Commanders from Army Reserve-funded installations, RDs, and MSCs

**Operational Level**
*Base Operations Advisory Forum (BOAF)*

- Co-chaired by the ARIMD and U.S. Army Reserve Command (USARC) G-3/5/7 Engineers Directors (O-6/GS-15 level)
- Members include Directors and Deputy DPWs (also referred to as the Council of Colonels)

**Tactical Level**
*Senior Working Groups*

- Chaired by the SRD Chief
- Members include Environmental, Energy and Water, and Solid Waste Program Managers and their support staff

FORT HUNTER LIGGETT | CALIFORNIA

# ADDRESSING CLIMATE CHANGE THROUGH SUSTAINABLE AND RESILIENT INFRASTRUCTURE

**Paul Wirt**
**SRD Chief**

The threat of climate change has been a hot topic for many years now and scientific data continues to validate that it requires action on all levels – whether it be federal, state, privately-owned businesses, and even through personal choices. The U.S. military takes this threat seriously as Secretary of Defense Lloyd Austin has stated, "We face all kinds of threats in our line of work, but few of them truly deserve to be called existential. The climate crisis does…Climate change is making the world more unsafe and we need to act." ARIMD has laid the groundwork over the past ten years in anticipation of a climate strategy, and with the newly released Army Climate Strategy, sustainable and resilient infrastructure projects will remain a priority to ensure Soldier and Mission readiness.

Why has the Army Reserve prioritized infrastructure projects that provide stability and continuity of critical operations? Increasing natural disasters alone have caused devastating infrastructure damage to numerous U.S. military installations and facilities. The Army's presence in the South Pacific was impacted in September 2009 when two earthquakes struck within minutes of each other between Samoa and American Samoa and sent devastating tsunami waves over the islands. Fort Buchanan, Puerto Rico experienced Hurricanes Irma and Maria (both category 5 storms) in 2017. In the same year, the Army Reserve conducted water re-supply, provided shelter, and performed emergency evacuations in Houston, Texas during Hurricane Harvey. In 2018, super Typhoon Yutu, the strongest typhoon recorded to impact the Mariana Islands, struck Tinian and Saipan, as well as other islands, territories, and countries. More recently, Army Reserve facilities in California are experiencing wildfire seasons that start earlier and end later each year. According to the California Department of Forestry and Fire Protection, climate change is considered a key driver of this trend.

So how do we increase sustainability and build resilience at our Army Reserve facilities? Specific to installations and infrastructure, the new Army Climate Strategy focuses on adapting infrastructure and natural environments along with securing access to training lands and reducing greenhouse emissions. Through our infrastructure, we have an opportunity to not only help mitigate the effects of climate change through sustainability practices, but continue to adapt to those effects through resilience initiatives. Mitigation will address the causes and reduce the impacts of climate change and its related effects. Adaptation will enable us to anticipate and prepare for the challenges of climate change. This holistic approach at the installation and tactical level ensures our Soldiers can remain ready and always have the resources needed to mobilize and deploy.

Through our sustainability programs and the Army's Integrated Strategic and Sustainability Planning (ISSP) process, the Army Reserve has established the foundational concepts to address climate change. Our internal strategies enable us to pivot as needed and implement solutions and technologies that serve as a blueprint across the Army. One example is our Installation Energy and Water Plans (IEWPs) that we have been developing over the last three years to identify resiliency measures that will reduce the likelihood of disruptions and further enhance our ability to operate our critical facilities independent of energy and water resources outside the fence line. We are aggressively planning, programming, and implementing microgrids, battery storage, and renewable energy and water technologies at these facilities, while leveraging partnerships to optimize funding. We continue to install enterprise building control systems in our facilities to better conserve energy and water for maximum efficiency, and we are laying the foundation for an all-electric non-tactical vehicle fleet.

This is only the beginning. As we take steps to identify and fund climate projects through upcoming planning cycles, the Army Reserve will continue to find opportunities to pilot Army initiatives, utilize new technologies, and build stronger partnerships to lead the Army's efforts in mitigating and adapting to climate change. As ever more frequently occurring natural disasters continue to create a strain worldwide, we must act now to protect our resources, our Soldiers, and our mission.

# BUILDING STRATEGIC SUCCESS

The SRT partners with SRD programs, Army Reserve-funded installations, MSCs, and RDs to offer a suite of services to ensure that strategies are holistic, long-term, nested with overall Army and DOD guidance, and include measurable actions to drive mission readiness. From facilitating integrated strategic planning through a buildable process to tailored communications, custom training, and awards support, the SRT is comprised of subject matter experts who help the Army Reserve establish long-term direction and provide the support needed for continual growth. SRT also articulates the stories of resiliency initiatives executed across the Army Reserve through communications and award narratives to increase awareness, engage stakeholders, and inspire tangible culture change.

### Strategic Planning

SRT strategic planners establish and maintain a continuous working relationship with personnel across all levels and organizations at RDs, the MSCs, and Army Reserve-funded installations, as well as provide internal strategic planning support to ARIMD. Using the Army's ISSP process, the Army Reserve can establish a longer planning horizon and be postured to anticipate and plan for needed change to best support the mission. This ultimately ensures resiliency in the face of ever-changing mission requirements and threats. The ISSP process consists of several steps that build upon each other to develop an integrated and comprehensive strategic plan. ISSP is not a separate process from strategic planning but rather works with leadership and the Plans, Analysis, and Integration Office to enhance an organization's strategic vision and the process in which it is developed.

In addition to a longer planning horizon, the ISSP process offers several other essential benefits to traditional strategic planning and supports the most significant drivers of Federal, DOD, and Army strategic and sustainability guidance and requirements. These added benefits include increased stakeholder involvement, the creation of a culture of sustainability and resiliency, measurable action plans, clarified organizational governance, and resource identification.

### External Strategic Planning

Over the past four years, strategic planning was successfully conducted by SRT at three Army Reserve-funded installations: Fort Buchanan, Fort Hunter Liggett/Parks RFTA, and Devens RFTA. In 2021, both Devens RFTA and Fort Buchanan conducted in-depth reviews and updates of their strategic plans to ensure alignment with new installation commanders to ensure their priorities were captured. All locations are executing action plans and updating their reporting as they advance into 2022.

### Internal Strategic Planning Support

At the heart of everything we do is the genuine desire to support the field to our greatest ability. It is because of this we updated the Energy and Water Resilience Strategy (EWRS) and Solid Waste Implementation Strategy (SWIS) strategies in 2020 and 2021 respectively using a modified ISSP process. Building on that momentum, SRT facilitated and conducted thorough reviews of the EWRS and SWIS action plans throughout 2021. Action officers, team members, resource requirements, and timelines were reviewed and updated as needed, as these components are key to completing short-term projects nested under supporting objectives. Quarterly In-Progress Reviews (IPRs) to OCAR ARIMD leadership provide a summary of progress, identify significant issues and concerns, and provide an opportunity for teams to request support as needed from leadership.

## Strategic Communications

SRT's strategic communicator offers Army Reserve-funded installations, RDs, and MSCs comprehensive communications support that helps fulfill long-term efforts. As an internal and external resource, the strategic communicator has a hands-on approach in numerous initiatives across the division and the Army Reserve – creating a framework for consistency and alignment. By supporting ARIMD, partnering with field managers, and collaborating with Army Reserve public affairs officers, there is an increased ability to leverage a wider audience to forge critical partnerships, combine efforts, and ultimately achieve change.

## Awards

The SRT includes dedicated team members who are committed to honoring exceptional performance at the personal, installation, and virtual installation levels. ARIMD sponsors a bi-annual appreciation program, created by SRT in 2020, to foster excellence and esprit de corps in the Army Reserve DPW community. The objective of the program is to recognize individuals from the field who may not meet all the criteria for external federal awards, but who provide exceptional performance and service to the mission of the organization. Chosen recipients receive recognition for exceptional engagement in their respective programs, developing innovative ideas, minimizing resource use while promoting efficiency and resiliency, and being team players who develop and foster strong partnerships with colleagues.

SRT has extensive expertise in writing competitive award narratives and packages. Since 2014, SRT support has resulted in 25 awards and recognitions for numerous Army Reserve-funded installations, RDs, and MSCs through the following award programs:

- Federal GreenGov Award
- Secretary of the Army Energy and Water Management Award
- Secretary of the Army Environmental Management Award
- Department of Energy Federal Energy Management Program (FEMP) Award
- FEMP Spotlight Award
- US Green Building Council, Lighting Energy Efficiency in Parking Award
- Environmental Protection Agency (EPA) Federal Green Challenge Award

## Facilitation Training

SRT executed a four-day on-site Facilitation Training at Fort Buchanan to a group of 13 GS-9-GS-12 Department of Army Civilians. At the request of the Fort Buchanan Deputy to the Garrison Commander, the curriculum supported the installation's focus of better preparing their junior staff pool for future career advancement opportunities. Utilizing several methods of delivery – lecture, interactive, hands-on, breakout groups, role play, and mentoring – the facilitation training focused on providing participants with the skills necessary to prepare properly, engage audiences, manage dysfunctional behavior, accurately record information, build consensus, and develop clear paths forward. The participants were also provided with an introduction to the Microsoft Teams application and its functionality as it relates to virtual facilitation. A bonus mentoring track provided participants an opportunity to engage with Mr. Stephen Austin, the Assistant Chief of Army Reserve, and Ms. Christine Ploschke, Acting Deputy Assistant Secretary of the Army (Energy & Sustainability). Both mentors provided a snapshot of their road to leadership, advice on career advancement, and tips and characteristics of being leaders. Participants were provided the opportunity to prepare questions in advance of the mentoring sessions and to personally ask their questions during Q&A.

Facilitation Training is available to the Army Reserve enterprise upon request.

FACILITATION TRAINING | FORT BUCHANAN, PR

### Army Reserve Mission Resilience and Sustainability Training

SRD also hosts the annual Army Reserve Mission Resilience and Sustainability (ARMRS) Training that brings together over 150 participants from across the enterprise. Due to the overwhelmingly positive response from the previous two trainings, it remains a priority to SRT to plan the next ARMRS as soon as it is safe for our Soldiers and Civilian employees to gather in person again. After exploring different virtual platforms and venues, we feel strongly that the value of meeting in person cannot be replaced or replicated virtually. In 2021, the SRT began the planning process for the next ARMRS which is tentatively scheduled for 2022.

## SENIOR LEADER ENGAGEMENT

The SRT is instrumental in facilitating senior leader engagement through assiting in the planning and execution of various annual forums. These events are mission critical to enabling readiness of the Army Reserve and include:

- **SC/GC Conference**: Gathers key Army Reserve leaders including the DRIM, DCG, Commanders, and senior OCAR/USARC staff to review performance trends, discuss policy and procedure, synchronize funding, and develop strategic and operational efforts.
- **BOAF**: ARIMD and USARC G-3/5/7 Engineers Directorate personnel meet with Directors and Deputy DPWs to discuss facilities engineering, real property management, base operating support service delivery policy, and procedures and initiatives to synchronize efforts across the Army Reserve enterprise.
- **ARIMD/USARC G-3/5/7 Engineers Directorate Onboarding**: Newly assigned commanders and DPW personnel across the commands, and new staff of ARIMD and USARC G-3/5/7 Engineers Directorate, attend the session to gain an understanding of the directorates' functions, roles and responsibilities, contact information for support, and level of services provided.

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# ARMY RESERVE ENERGY & WATER PROGRAM

### Vision
An Army Reserve that is fully energy and water resilient to support the warfighter, enable multi-domain operations, and protect the Homeland.

### Mission
Dynamically resilient infrastructure supporting readiness, mobilization, and deployment of Army Reserve Forces.

### Lines of Effort

1. **Governance & Collaboration**: Reliable leadership engagement at all levels, integrated with operational staff, enabling input to drive policy and resources toward state-of-the-art resiliency initiatives to the Strategic Support Area.
2. **Knowledge Management and Workforce**: A properly staffed, proficient installation management workforce which leverages dynamic data repositories and reliable information platforms; the embodiment of a unified and integrated culture.
3. **Infrastructure Modernization**: Modernized, efficient, and affordable USAR infrastructure that can withstand, respond to, and recover rapidly from disruptions.

# 2021 HIGHLIGHTS

### Energy and Water Performance
Even though the Army Reserve realized a small increase in EUI (1.3% compared to FY20), seven out of 10 RDs/Army Reserve-funded installations/MSC realized a decrease. In fact, Fort Buchanan, the 81st RD, and the 9th MSC had double-digit decreases. In similar fashion, the total energy consumption had a slight increase of 0.8% in FY21 as compared to FY20. However, eight of the 10 RDs/Army Reserve-funded installations/MSC saw a decrease in total energy consumed.

The increases in energy can be directly attributed to more Soldiers and Civilian employees beginning to return to in-person operations from max telework as was dictated by the COVID-19 pandemic. The largest increase in energy use was seen at Fort McCoy which saw an increase of 18.8%. Fort McCoy experienced increased training in 2020 and opened its doors to thousands of Afghan evacuees as a part of the ongoing Operation Allies Welcome mission. Fort McCoy was one of seven installations to provide Afghan personnel essential support at secure locations outside Afghanistan and continues to provide transportation, temporary housing, medical screening, and general support into 2022.

In FY21, the Army Reserve decreased potable WUI by 4.1% compared to FY20. Potable water consumption also decreased by 4.5% compared to FY20.

### Renewable Energy
The Army Reserve recognizes the critical role that renewable energy plays in sustainability and resilience, producing 53,474 MMBtu of renewable energy in FY21 – that's a nearly 36% increase from last year! Leading sites in renewable energy production included Fort Hunter Liggett (23.2% of electricity from renewable sources) and the 9th MSC (23.1% of electricity from renewable sources).

MICROGRID GROUNDBREAKING | PRFTA, CALIFORNIA

### Installation Energy and Water Plans and Comprehensive Energy and Water Evaluations

Headquarters Department of Army (HQDA) guidance has prioritized completing IEWPs for all Army Reserve-funded installations, RDs, and MSC by FY22. IEWPs are crucial for identifying and implementing energy and water security projects at critical facilities to help ensure mission success during times of disruption. The IEWP includes goals, strategies, tasks, timelines, funding mechanisms, and responsible parties for the next five years of energy and water management. The Army Reserve is leading the way in meeting this Deputy Chief of Staff (DCS), G-9 Installations requirement across the Army. In FY20, the Army Reserve submitted IEWP reports for Fort McCoy, Fort Hunter Liggett, Parks RFTA, and Fort Buchanan. In FY21, virtual IEWPs at the RDs were completed; the 9th MSC and Devens RFTA will conduct planning in FY22.

Comprehensive Energy and Water Evaluations (CEWEs) were a key part of the required IEWP assessments at the RDs. CEWEs evaluate building energy and water efficiency opportunities in the areas of building envelope, controls, lighting, heating, ventilation, air conditioning, domestic hot water, plug loads, plumbing fixtures, and irrigation systems. In FY21, the CEWE program evaluated 1.2 million square feet and identified $3.4 million in energy and water projects at critical facilities across three RDs. Lighting, plumbing upgrades, and building controls re-tuning produced the largest opportunity for investment and savings.

### Microgrids

The Army Reserve is proactively taking steps to increase resilience in regions that are prone to climate-related weather extremes including wildfires, droughts, hurricanes, earthquakes, and cyclones. In 2021, Fort Hunter Liggett and Parks RFTA, California, broke ground on two multi-million dollar microgrid construction projects. These projects will enable the installations to operate independent of the commercial grid in the event of an outage. Fort Hunter Liggett also represented the Army in a showcase of sustainability and resiliency best practices for the White House Council on Environmental Quality. Their holistic sustainability achievements will influence future government-wide energy policies and set the standard for innovative solutions at Federal facilities across America.

Additionally, the 9th MSC put into operation its first fully-functioning energy microgrid at Pele U.S. Army Reserve Center located on Tutuila Island, American Samoa. The system will provide nearly $125,000 in annual energy usage and demand savings while reducing 133 tons of carbon dioxide. Other microgrid projects are planned at many Army Reserve facilities including the 63rd RD Headquarters, Fort Buchanan, Fort McCoy, and Army Reserve Centers in Texas.

### Enterprise Building Control Systems and Metering Program

In 2015, ARIMD formed a working group to develop an Enterprise Building Control System (EBCS) to provide remote monitoring, troubleshooting, and control of facilities. Army Reserve facilities are ideal candidates for remotely connected building controls because they often lack full-time on-site personnel, have highly variable occupancy, and have long periods of low/partial occupancy. To date, the Army Reserve has integrated 114 buildings into the EBCS and has prepared another 230 buildings for integration. Looking ahead to FY22, another 133 buildings have already been assessed with proposals being acquired; targeting a total of 200 buildings integrated in FY22, making progress towards the ultimate goal of over 500 integrated buildings within the next five years.

In FY21, the Army Reserve continued to make progress towards merging the EBCS and the Army Reserve Metering Program. These two separate systems have similar equipment, and overtime, these two programs will be treated as one to simplify system architecture, coordinate sustainment activities, and optimize investment. The Army Reserve has 922 meters (477 electric, 201 natural gas, and 244 water meters) installed at facilities that are connected to the central Meter Data Management System (MDMS). Maintaining meter connectivity (reporting of metered data) remained a focus for metering efforts - currently 556 meters are reporting to the MDMS capturing 30% of electricity, 13% of natural gas, and 9% of water use. Additionally, the Army Reserve leveraged the U.S. Army Engineering and Support Center Huntsville in FY21 for new metering installation and annual maintenance and sustainment requirements. This included communication troubleshooting, equipment repair, system upgrades, database sustainment, and software patches.

### Facility-Related Control Systems

Threats to our homeland's security, such as advanced cyberattacks, target Army Reserve Centers and installations in an attempt to disrupt utilities and other building control systems to limit our ability to project combat power. To counter this threat and strengthen our critical facilities and infrastructure, in 2021 the Army Reserve piloted an innovative remote Facility-Related Control Systems (FRCS) program that will improve data security while increasing mission readiness.  In place of sending a technician, an affordable kit comprised of passive sensors and an augmented reality headset was shipped to Army Reserve facility managers. Through the use of advanced optics and holographic processing, the headsets enable personnel to provide live "over the shoulder" support and display information as the on-site facility manager installs the sensors, provides a virtual walk-through of buildings, and subsequently captures a set of data points for the inventory. After the data is remotely collected, the sensors are uninstalled and sent back to be sanitized and prepped for the next site. The data, collected with end-to-end security, will serve as foundational inventory as the Army Reserve enhances the resilience of critical assets and prevents control systems infiltration and disruption.

### Secretary of the Army Energy and Water Management Awards

The 2021 Annual Secretary of the Army Energy and Water Management Awards were presented to 11 recipient organizations/garrisons as well as individuals in recognition of their accomplishments during fiscal year 2020 during a ceremony held in October 2021. Acting Principal Deputy Assistant Secretary of the Army (Installations, Energy & Environment), Mr. J.E. "Jack" Surash, and Deputy Chief of Staff, G-9, Lt. Gen. Jason Evans presented awards on behalf of the Secretary of the Army.

The 63rd RD was awarded in the Innovation and New Technology category as they were the first RD to develop a virtual Installation Energy and

Water Plan (v-IEWP) covering multiple geographically dispersed critical facilities. In FY20, the 63rd RD reduced energy use intensity by 8.2%. Additionally, the 63rd RD currently generates 2,530 MWh annually from on-site renewable energy sources. The primary goals of the 63rd RD v-IEWP are to: (1) ensure the 63rd RD is able to sustain critical missions in the event of an energy and/or water service disruption; (2) reduce the risk to all critical missions from energy and water (including wastewater) disruptions; (3) reduce the use of energy and water resources across the RD; and (4) increase operational efficiency.

Fort Buchanan was awarded in the Water Efficiency category. In response to FY16 and FY17 potable water distribution system failures as well as extensive damage to energy and water infrastructure and equipment from Hurricanes Irma and Maria in FY17, Fort Buchanan constructed an innovative system that provided a resilient and sustainable water system for use now and in the future. A three-phase implementation was completed in FY20 with a $12.5M investment. Only one year after the repairs, Fort Buchanan experienced a 53% decrease in water costs (from FY18 to FY19), saving more than $1M in water utility costs. From FY19 to FY20, the installation realized an additional $600,000 in savings. Fort Buchanan also constructed rainwater harvesting systems contributing to the conservation of potable water starting in 2018 with 11 total systems installed; four being completed in FY20. The systems produced 418 thousand gallons of potable water in FY20. These systems provide on-site potable water to offset off-site utility provided water to ensure availability during natural disasters and utility disruption which are common.

### Energy Action Month

The U.S. Army Reserve Energy Action Month campaign was a great success – thanks to the efforts of many including our Army Reserve-funded installations, RDs, MSC, and Army Reserve Centers/facilities. During October, our energy and water initiatives that strengthen the security and resiliency of our facilities and infrastructure were shared across numerous platforms and engagements. Initiatives included:

- 2021 Army Reserve Tri-signed Message from Lt. Gen. Jody Daniels, Chief of Army Reserve, as well as Army Reserve Command Sgt. Maj. Andrew Lombardo and Army Reserve Command Chief Warrant Officer Patrick Nelligan.
- A radio media tour consisting of 11 interviews that reached over 19 million listeners and had an ad value of over $450,000.
- Fort Hunter Liggett's participation in two public partnership forums (Next Generations Public/Private Partnerships in California Forum, held in Sacramento, California; Installation Innovation Forum sponsored by the Association of Defense Communities, held in San Antonio, Texas) to discuss resiliency and innovation.
- An Army Reserve Soldier testimonial video shared across numerous platforms.
- Social media campaign across Army Reserve-funded installation, RDs, MSC, and other Army/Army Reserve organization pages.
- Educational table displays, posters, banners, and digital billboards.

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# ARMY RESERVE ENVIRONMENTAL QUALITY PROGRAM

### Overview

The Army Reserve depends on our land, air, and water to enhance the readiness of our Soldiers. Because the protection of the environment and the health of our Soldiers, their Families, and the Community take precedence, the Army Reserve Environmental Quality Program champions stewardship through legal compliance. This enables our senior leaders to make the best possible decisions in support of missions while conserving and restoring natural lands, reducing pollution, and preserving our history and heritage.

### Program Goals

1. **Conserve Natural and Cultural Resources**: Support the long-term mission through effective management of our natural and cultural resources.
2. **Ensure Compliance**: Comply with all applicable environmental laws, regulations, and policies to ensure mission capability and readiness.
3. **Prevent Pollution:** Use processes, materials, or products that avoid, reduce, or control pollution in a cost-effective manner.
4. **Strengthen an Integrated Environmental Quality Foundation**: Regularly evaluate and continuously improve environmental management processes to optimize support to Army Reserve priorities.
5. **Environmental Cleanup**: Perform appropriate, cost-effective cleanup so that property is safe for Army use (or transfer as appropriate), sustains operations and training, and protects human health and the environment.

# 2021 HIGHLIGHTS

### Environmental Compliance Officer Training

The 9th MSC has a robust environmental office under the Theater Support Group's Directorate of Public Works (TSG DPW). With personnel spanning across Guam, Saipan, American Samoa, Alaska, and throughout the state of Hawaii, the environmental office had to adapt their practices to ensure their geographically-dispersed personnel could safely complete mandatory training requirements during the COVID-19 pandemic. In fiscal year 2021, they successfully conducted an inaugural virtual Environmental Compliance Officer (ECO) training event with nearly 50 participants.

ECO Environmental Awareness Training is a requirement for personnel appointed by a unit commander or an area maintenance support activity shop supervisor to manage the organization's environmental concerns. ECO's help to support the 9th MSC's environmental goals, spread environmental awareness, and avoid potential fines from Federal, State, and local compliance violations. Each unit down to the company level must have at least two appointed ECO's and serve as the points of contact for environmental compliance and have day-to-day oversight responsibilities at the organizational level.

The ECO Training covers hazardous waste management, proper disposal of different wastes, recycling planning, stormwater and water quality best management practices, environmental record keeping and reporting, Environment Management System, and conservation of energy and water resources awareness.


EARTH DAY REFORESTATION | FORT BUCHANAN, PR

## Reclassifying the Palo de Rosa

Fort Buchanan's Environmental Division has a wide range of responsibilities including protecting cultural and natural resources, pest management, National Environmental Protection Agency Act compliance, pollution prevention, and restoration among many other activities. Through the Installation Natural Resources Program, Fort Buchanan is contributing to the re-classification proposal to downlist the Palo de Rosa (Ottoschulzia rhodoxylon) from an endangered to threatened species.

Listed endangered in 1990 due to habitat destruction, the Palo de Rosa is a rare small evergreen tree. Only an estimated 1,144 individual trees are known to exist across Puerto Rico. In fact, Fort Buchanan is one of only 16 known locations for the 66 subpopulations of the tree on the island. Its preferred habitat is well-drained, alkaline rocky soils which is commonly found in the island's mogotes, or isolated steep-sided hills.

In 2009, Fort Buchanan established Memorandums of Understanding with the U.S. Fish and Wildlife Service and the Puerto Rico Department of Natural and Environmental Resources to work towards conserving the species (as well as the Puerto Rican Boa). Through these agreements, Fort Buchanan has been able to conserve, propagate, and plant more Palo de Rosa trees and frequently monitor them through the assistance of the U.S. Army Corps of Engineers.

# U.S. ARMY RESERVE ENVIRONMENTAL UNIVERSE

*777 Army Reserve locations on 280,000 acres (196,000 owned and 84,000 leased)*

*9,536 Acres of wetlands on seven Army Reserve sites*

*29 Buildings listed on the National Register of Historic Places throughout the five RDs/MSC*

*Two National Historic Landmarks*

*381 Environmental permits (includes all minor and other permits)*

*351.64 Tons of hazardous waste generated*

*63 Active environmental cleanup sites that are being restored to productive use*

*80 Endangered/Threatened Species on 18 Army Reserve sites*

*Five Candidate/Petitioned Species on five Army Reserve sites that may impact mission*

*11 Integrated Natural Resources Management Plans at nine Army Reserve sites (five at installations, six at RDs)*

*1,440 Archeological sites (1,322 at installations, 118 at RDs)*

*36 Integrated Cultural Resources Management Plans*

*Five internal Environmental Performance Assessment Systems at individual sites*

*Four Environmental Assessments initiated*

*808 Records of Environmental Consideration completed*

*47 Environmental Conditions of Property initiated*

HACIENDA | FORT HUNTER LIGGETT, CA

### Parks RFTA Remediation Project

A complex project to clean up World War II-era hazardous burn pit debris at Parks RFTA was completed in FY21 after years of determination, collaboration, and the rapid deployment of COVID-19 field safety procedures. To address the long-term contamination, a cleanup project of 32,000 cubic yards was conducted by Ahtna Environmental. What was thought to be a small excavation, the cleanup evolved into a large-scale project with more than 200 personnel including engineers, scientists, equipment operators, laborers, and truck drivers. Despite many challenges, the remediation was completed in October 2020 before the rainy season and within the original excavation and regrading budget. The remediated burn pits are now additional usable land to support the Army's operations and mission for years to come.

### Historic Preservation Month

Army Reserve RDs are entrusted with the management of archaeological sites and historic structures across the Nation. Army Reserve cultural resources personnel are instrumental in supporting the preservation of historic properties and archaeological sites that encompass our Nation's history while simultaneously supporting mission readiness. During the month of May, the Army Reserve celebrated Historic Preservation Month by highlighting some of the initiatives across the Army Reserve that preserve and protect our legacy. Those projects included:

- The 99th RD completing the consolidation and curation of 12 boxes from 18 different sites at the Fort Lee Regional Archaeological Curation Facility in Virginia.
- The historic preservation of the Hacienda, one of the trademark buildings from the Hearst Ranch that remains on Fort Hunter Liggett.
- The 88th RD's completion of the Bear River Monument restoration at Fort Douglas Cemetery, Utah.


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# ARMY RESERVE SOLID WASTE PROGRAM

### Vision
Modernized, sustainable, cost-reducing waste program that protects and enhances the health and readiness of our forces, the environment, and the communities they serve.

### Mission
To implement a cost-effective, integrated, solid waste program that addresses waste generation and reduction at all levels of the material lifecycle and promote a culture of sustainability while supporting operational, maintenance, and logistical readiness throughout the Army Reserve.

### Lines of Effort

1. **Safe and Healthy Facilities**: An innovative and mature Solid Waste Program with adequate resources, efficient, sustainable, and cost-effective contracts, effective program assessments, and accurate waste generation reporting that ensures resilient, safe, and healthy facilities.
2. **Modern Infrastructures and Systems**: The Army Reserve Solid Waste Program is the leader in integrated solid waste management that exceeds DOD goals with an Army Reserve-wide zero waste culture established through a robust set of directives, external partnerships, innovative infrastructure and systems, and Senior Leader emphasis.
3. **Awareness and Culture Change**: Knowledgeable and motivated staff who enable the Army Reserve to exceed diversion goals, optimize resources, and support mission resiliency and sustainability.

# 2021 HIGHLIGHTS

### Waste Diversion
Annual solid waste data is collected from 10 Army Reserve commands and is reported through the web-based Solid Waste Annual Reporting system known as SWARWeb. Thanks to efforts across the enterprise, the Army Reserve diverted 31% of NHSW in FY21. Moreover, the Army Reserve exceeded the 60% construction and demolition diversion goal with an 88% diversion rate. High performers that exceeded the Federal and DOD 40% NHSW diversion metric included the 9th MSC, 99th RD, Fort Buchanan, and Devens RFTA.

### America Recycles Day and Earth Day
Each year on November 15, the Army Reserve takes part in observing America Recycles Day. The 2021 Army Reserve message expressed that our facilities are located in every state and five U.S. Territories – making it imperative that our strategies, initiatives, and every-day practices enhance the health of our communities while bolstering the readiness of the Force. The message also encouraged Soldiers, Civilian employees, and Families to do their part by reading bin signage and recycling correctly, and to purchase products with recycled content and/or less packaging.

Along with America Recycles Day, the Army Reserve actively participated in Earth Day (April). Fort Buchanan's Directorate of Public Works (DPW) has robust community outreach and awareness efforts to educate the public and drive behavior change. This is accomplished through the use of numerous mediums including messages from command leadership, expos, educational tables, briefings, events, webinars, social media, and news articles.

CITY AND COUNTY OF HONOLULU'S GOOD NEIGHBOR AND ENVIRONMENTAL HERO AWARD | 9TH MSC, HI

Championing Earth Day since 2008, Fort Buchanan holds a week-long celebration. Though COVID-19 precautions restricted some of the normal annual events, such as an expo bringing together the installation and students from the local community, water conservation education and resilience efforts were still shared through:

- An Earth Day video by the Fort Buchanan garrison commander.
- Materials distributed throughout the installation.
- Environmental awareness folders provided to directors.
- An educational table hosted at the Fort Buchanan Main Exchange store.
- An Earth Day presentation by the DPW environmental chief.
- A reforestation event with the Environmental Protection Agency at Las Casas Lake, which also has a management plan for mission training, recreation, and water security.

### City and County of Honolulu's Good Neighbor and Environmental Hero Award

Selfless service is one of the most important Army values that the Soldiers of the 9th MSC embraced and exercised for building a strong relationship with the city and county of Honolulu. Due to consistent participation and proactive community service projects, the 9th MSC was recognized for their devotion to the City and County of Honolulu. In 2021, the 9th MSC received the City and County of Honolulu's Good Neighbor and Environmental Hero Award.

One of the largest events the 9th MSC partners with Honolulu on is the Pearl City Bike Path Clean-up, where two tons of debris were safely removed in 2021. The 9th MSC has participated in the clean-up event for the past 14 years, and personnel look forward to it year after year. In conjunction with the Pearl City Bike Path Clean-up, the unit was awarded with the City and County of Honolulu's Good Neighbor and Environmental Hero Award for environmental contributions throughout the year of the pandemic.

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# LOGISTICS SERVICES

### Overview

Logistics Services manages a myriad of essential program funding across Army Reserve Centers, RDs, and Army Reserve-funded installations. From Army food service to ammo programs and asset management, Logistics Services manages over $46 million. These funds help ensure Army Reserve programs are appropriately financed to support Soldiers and their logistical needs.

### FY21 Funding Breakdown

**Logistics Services: $46 million**

- **Army Reserve-funded Installations: $35 million**
  - Laundry and Dry Cleaning
  - Ammo, Retail Supply, Central Issue, and Asset Management
  - Installation Materiel Maintenance
  - Installation Transportation Office and Non-tactical Vehicles (NTVs)
  - Army Food Service
- **RDs: $11 million**
  - Laundry and Dry Cleaning
  - Asset Management
  - Installation Materiel Maintenance (Administrative Support)
  - NTVs
  - Army Food Service (Equipment Replacement)

# 2021 HIGHLIGHTS

### Leveraging the Army Reserve Community to Build Funding

The success of building Program Objective Memorandum (POM) requirements would not be possible without the Army Reserve logistics community conducting its Annual Logistics POM Workshop. More than 18 logistics management analysts representing all RDs and Army Reserve-funded installations met virtually from 4-5 August. A wide spectrum of logistics topics was discussed — ensuring collaboration and consistency across the enterprise. External agencies were also in attendance to provide support and included the Army Materiel Command, Army Sustainment Command, and 407th and 404th Army Field Sustainment Brigades. The OCAR program analysis and evaluation analyst for the Sustainment Program Evaluation Group (SS PEG) also participated.

Workshop accomplishments included:

- Successfully developing the requirements for POM 23-27.
- Cross collaboration on continuing challenges at each location and development of strategies to address those challenges.
- Identification of duplicate efforts at locations where there is a cohabitation of an RD and an Army Reserve-funded installation.
- A comprehensive review of the ARIMD Annual Funding Guidance for FY21 to generate necessary changes.

### Virtual Visits

Logistics Services conducted virtual site visits with all five Army Reserve-funded installations and the four RDs, along with Army Materiel

ELECTRIC VEHICLE CHARGING STATION | FORT BUCHANAN, PR

Command and Army Sustainment Command to discuss projected FY21 execution shortfalls, improvements, projects, and unfunded requests. The virtual visits were conducted over a three-month span and provided personalized service to the field. This enabled Logistics Services to dig into topics and address issues that required more in-depth discussion and support to ensure mission success.

### Reducing NTV Costs

To reduce costs and help act against climate change, the Army Reserve is committed to reducing fuel consumption through our NTV fleet. The Army Reserve NTV Fleet Management Program has made huge strides over the past four fiscal years, increasing its number of electric and hybrid vehicles while reducing gas consumption. In 2021, the Army Reserve NTV inventory continued to see positive change. An additional 102 gas/plug-in hybrids were added while the E85 sedan fleet reduced by 33 vehicles and the Standard Gas sedan fleet reduced by 59 vehicles.

A total of 1,502 vehicles make up the NTV fleet and are comprised of the following fuel types:

- 92 Alternative Fuel
- 849 Gas/Plug-in Hybrids
- 2 Electric
- 559 Gas

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# ENGINEERING SERVICES

### Overview

The Army Reserve has 777 locations. Our Army Reserve-funded installations and Army Reserve Centers require funding for essential services to keep them operational so our Soldiers can safely execute their mission. Our Engineering Services Team manages nearly $368 million to fund fire and emergency services, municipal services, engineering services, facility sustainment (maintenance and repair), and demolition to ensure Army Reserve infrastructure is effectively managed.

### FY21 Funding Breakdown

**Sub Activity Group (SAG) 131 Base Operations Support: $130.83 million**

- **Army Reserve-funded Installations: $53.62 million**
  - Facility Engineering Services ($13.57 million)
  - Municipal Services ($17 million)
  - Fire and Emergency Services ($23.05 million)
- **RDs and 9th MSC: $67.15 million**
  - Facility Engineering Services ($18.27 million )
  - Municipal Services ($47.27 million )
  - Fire and Emergency Services ($1.61 million)
- **Centrally-Managed Funds: $10.06 million**
  - Facility Engineering Services ($8.32 million )
  - Fire and Emergency Services ($1.74 million )

**SAG 132 Sustainment, Demolition Funding: $236.77 million**

- **Army Reserve-funded Installations: $58.47 million**
  - Real Property Maintenance
- **RDs and 9th MSC: $153.17 million**
  - Real Property Maintenance
- **Centrally-Managed Funds: $25.13 million**
  - NRP ($20.3 million)
  - Demolition ($3.93 million)
  - BUILDER Sustainment Management System (SMS) ($0.9 million)

# 2021 HIGHLIGHTS

### BUILDER SMS Update for 2021

Since FY17, the Army Reserve, along with all military services, has been hard at work executing the migration to using BUILDER SMS software to assess the condition of facilities to better forecast building infrastructure maintenance. The endeavor is a massive undertaking, mandated by the Office of the Secretary of Defense (OSD), with the implementation of condition assessments completed for 100% of facilities by July 2022. The Army Reserve initiated a contract with USACE Mobile District in 2017 to conduct assessments of all Army Reserve facilities. In FY21, the Army Reserve completed assessments on 14.3 million square feet and 729 buildings and contracted for the FY22 assessment of 600,000

MONMOUTH ARMED FORCES RESERVE CENTER | REDBANK, NJ

square feet. The Army Reserve remains on track to meet the OSD mandate and will complete the assessment of the remaining FY21 and FY22 facilities by July 2022. Going forward, BUILDER SMS data will better predict and anticipate future maintenance requirements and in return, articulate the funding needed to restore and modernize Army Reserve facilities.

### NRP

The NRP launched in 2007 as a lifecycle replacement plan to identify and replace damaged roofs to protect Army Reserve infrastructures more effectively. The program is centrally-managed, enabling it to provide cost effective and reliable contract roof replacements at Army Reserve sites nationwide. In 2021, SRD executed $19.6 million in the NRP which included the replacement of roofs on 39 buildings at 20 sites. Since 2007, the NRP has invested a total of $261 million to protect and sustain facilities into the future.

### Army Reserve Partnership Program

Intergovernmental Support Agreements (IGSAs) can greatly support installation services, the mission, and our Soldiers. IGSAs are the instrument of partnership agreements with State or local governments and institutions for base support services with the purpose of cost savings for the Army Reserve and increased efficiencies. The Army Reserve Partnership Program was revitalized in 2021 with the objective to create formal public-public partnership agreements between Army Reserve-funded installations, RDs, and MSCs and surrounding communities that serve the best interests of both parties.

In 2021, personnel from DCS, G-9 Installations, ARIMD, and the 99th RD held working sessions with the Pennsylvania Department of Transportation and Johnstown Cambria County Airport Authority to explore the development of potential IGSAs. Additionally, with added support from USACE Baltimore District, a Collaborative Planning Initiatives Support contract was established (under the Army Reserve's Delegation of Authority to Approve IGSAs memorandum) to provide the facilitation of three IGSA development sessions to the 88th RD. ARIMD will continue developing priority Army Reserve IGSA resources and provide direct support to the 99th and 88th RDs on key engagements with potential partners. Looking ahead, the Partnership Program hopes to expand its support to the field for years to come to help facilitate further development of IGSAs across the enterprise.

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# ISR

### Overview

Data matters now more than ever as the Army Reserve focuses on modernizing facilities while balancing affordability and efficiency, and data-driven decisions lead the way. Army Reserve leadership relies on ISR, the Army's database of record for the quality, functional ability, and mission capability of services and infrastructure, to make well-informed funding decisions. ISR provides holistic visibility (energy and water security, renewable energy, training, ranges, etc.) and accessibility to facility, sustainable management, and service assessment data. From this collection of data, the Army Reserve can better assess the condition and mission capability of Army Reserve-funded installation assets and identify the funding necessary to improve facilities.

### Program Goals

1. **Conducting Training**: Provide outstanding remote and on-site training and support to all users at Army Reserve-reporting organizations.
2. **Obtaining Accurate Data**: Ensure Army Reserve reporting organizations are accurately capturing precise information and comments, while the ISR team assists in the quality control/quality assurance process.
3. **Providing Decision-Supportable Information**: Enable leadership to effectively justify requirements and funding using ISR Data.
4. **Keeping Leadership Informed:** Identify division and installation concerns and/or issues that may hinder service, mission, and infrastructure success.
5. **Managing Army Reserve ISR Change Management Program**: Work with ISR users to submit proposed updates to the ISR system to better represent Army Reserve efforts. Additionally, the ISR team serves as a liaison between the Army Reserve reporting organizations and DCS, G-9 Installations staff, as it relates to the ISR database.

# 2021 HIGHLIGHTS

### Ensuring ISR User Success

Because of our commitment to enhance the field's understanding of ISR's functionality and to enhance the user experience, the ISR team continued to bring training to the people by adapting on-site training practices to the virtual environment. In 2021, the ISR team conducted monthly virtual sessions and update meetings for each ISR module (Infrastructure, Cost, Mission Capacity, and Performance) for users across the enterprise. Additionally, the ISR team conducted quarterly virtual training and updates for service owners, Management Decision Evaluation Package (MDEP) managers, and ISR organizational leads. These meetings provided an excellent opportunity for the Army Reserve ISR community to collaborate, share feedback, learn of upcoming ISR changes/enhancements, and gain updates from the DCS, G-9 Installations, and ARIMD.

### Collaborating with the Army National Guard

Due to the unique operating environment of geographically-dispersed facilities across the nation, the Army Reserve partners with Army National Guard counterparts to share ISR best practices. These meetings enable sharing of methods used for collecting and presenting data — partnering together on the Change Management Process (CMP) for ISR data collection and reporting to better present the Army Reserve and Army National Guard picture. The collaboration fosters streamlining and implementing effective data reporting directly to Army leadership that supports readiness of real property assets, mission capacity, and support services.

BARRACKS CONSTRUCTION | FORT MCCOY, WI

### 2021 ISR Guidance

ISR Annual Guidance was developed by the ISR team and distributed to Army Reserve ISR users. The document acts as an addendum to the DCS, G-9 Installations, ISR Annual Guidance. It provided specific information and guidance relative to the Army Reserve and covered all four ISR modules, roles and responsibilities, specific organizational suspense dates, and contact information for ISR organizational leads and those providing top load information.

### Quarterly Performance Management Reviews

As the ISR program continues to evolve, the Army Reserve Command should anticipate continuous improvement of performance metrics. The ISR program has established a change management process to improve its metrics through annual communities of practice that review metrics for each service. Input from component commands, MDEP managers, and service owners at the RDs and installation level are essential to the development of meaningful metrics.

Performance Management Reviews (PMRs) provide the opportunity for ARIMD to present quarterly ISR results to provide leadership a view of how well we provide services and infrastructure to Soldiers and their Families. PMRs also demonstrate Army Reserve's ability to support training and mobilization missions. From ARIMD staff to MDEP managers, service owners, and organizational service leads, a wide aperture of expertise led to successful service objectives as they relate to support commands' current mission objectives.

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# NOTES

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