

# Public Works DIGEST

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and Construction**

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Tyrone Williams (left) and Will Spence (right), master planners from U.S. Army Corps of Engineers' Savannah District, locate electrical tie-in points while developing plans for the new trigeneration plant at U.S. Army Garrison Natick, Mass. Photo by George Jumara. Page 26

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# Fort Hunter Liggett plans for a revived installation

by Cyndi Skinner and Mark Gillem

Until very recently, Fort Hunter Liggett, Calif., was a planning blank slate. With very few buildings and minimal existing infrastructure, the post's master plan was a mere adjunct to Fort Ord's document.

Fort Hunter Liggett, an Installation Management Command installation with a Reserve mission, supports training for all services on its extensive ranges and training areas. Until 2005, it had been considered for closure. Since then, the installation has gained importance as a Korea- and Afghanistan-like training ground. Support facilities and the attendant staffing were urgently needed. The first position identified as a requirement for moving forward was chief of Master Planning.

Earlier planning efforts were sufficient for the times, but when the training mission ramped up, inordinate pressure was placed on the few existing facilities and amenities. The earlier documents had proposed some training-related construction, but these facilities were limited in size and function and never came to fruition.

To provide basic offices and classrooms for arriving tenant commands, several temporary facilities were constructed. As is typical in a planning vacuum, this new construction was placed wherever it was deemed convenient with little regard

to its relation to other structures, functionality or available utilities.

A comprehensive master plan was clearly needed.

Most work at the installation is funded by the Reserves. This situation, along with quickly shrinking budgets, made funding a full master plan a difficult sell. Fort Hunter Liggett's operating budget goes to fixing aging infrastructure, so the approach was to identify essential document elements as a starting point for funding and hope for the best in the future.

Fortunately, this effort has the ear and understanding of the installation commander. Unfunded requirements were ready to execute, and when enough year-end funding became available to cover the initial work, the master planning process was off and running.

The master planning project, sponsored by Headquarters, U.S. Army Corps of Engineers, is focused on training installation personnel in master planning. Participants in the workshops write the planning vision, develop design principles, analyze the site, prepare plan alternatives and detail a preferred alternative. The effort is hands-on and highly engaging.

The first workshops were such a success that finding money for the remaining pieces was less challenging. Participants saw the value that planning brought, and when budget is discussed, funding planning is often one of the first issues addressed.

Planning, by its nature, engages people from various backgrounds and disciplines. When people know their input is valued, ownership follows. The Fort Hunter Liggett model is no different; the plan that is currently



*Development of Fort Hunter Liggett's Black Hills area is shown in this rendering. Graphic by The Urban Collaborative, LLC*

being developed belongs to those who participated in the workshops, not just the Master Planning Division. And woe to those who attempt something contrary to the plan.

While not yet completed, the plan already provides construction guidance for future development. Several training support facilities have been placed within a previously undeveloped area using the planning document as a guide. In the long term, the framework plan and form-based code adopted in the plan will provide continuing direction for effectively and efficiently developing the remaining real estate so that it is compact and more easily accessible.

Compactness increases capacity and decreases costs, rare commodities on most installations. That expanded capacity assists in better managing and controlling future development. At Fort Hunter Liggett, the planning team identified room for 2.2 million square feet of development within the cantonment area.

The Army is placing increased emphasis on energy efficiency, and master planning plays a key role in assisting installations to meet energy goals. Fort Hunter Liggett's compact development will allow for easy walks to a variety of destinations and reduce utility connections to facilities that are no longer widely dispersed. Buildings will be oriented to maximize or minimize heat from the sun or shade from nearby trees and landscaping. Emerging



*Fort Hunter Liggett personnel discuss the post's future at a planning workshop. Photo by Mark Gillem*



# Hawaii's privatization initiatives come full circle

by Ann M. Choo Wharton

From Helemano Military Reservation, Hawaii, on the plains above Oahu's famed North Shore, to Fort Shafter, headquarters for the U.S. Army Pacific Command, in the heart of Honolulu, Island Palm Communities has provided thousands of new and renovated homes, dozens of tot lots and parks, and dozens of community centers and recreational amenities for more than 7,000 military Families who call Hawaii home.

To date, 3,294 new homes have been constructed, and 1,055 homes have been renovated. And, more are on the way. A lot more.

It has been six years since the Army entered into a partnership with developer Actus Lend Lease to form one of the largest Military Housing Privatization Initiatives: Island Palm Communities.

Reflecting on the condition of Army Family housing in 2004 and the challenges

experienced by the partnership during the transition to privatization, it is gratifying to see how much this public-private venture has accomplished.

The shared vision to do what is right for Soldiers and their Families has brought together leadership from the Army, Actus Lend Lease and the local Residential Communities Initiative team to successfully deliver on their promise to Soldiers.

"When I drive through a community and see Families strolling through neighborhoods and friends gathering at a community center or under a gazebo in one of our parks, that's when our achievements really hit home," said Col. Douglas Mulbury, commander, U.S. Army Garrison Hawaii. "We set out to provide Families with a community they would be proud to be part of, a place where they can find a network of friends and services to meet their needs, and a place they want to call home, even if just for a few years.

"I look around, and there is no doubt we are well on our way to accomplishing what we set out to do," he added.

Mulbury, who assumed command last summer, has provided valuable leadership to help ensure the momentum generated by the partnership is sustained. Just more than half the \$2.5 billion initial development



Possibly one of the most sustainable neighborhoods built on an Army installation, Fort Shafter's Simpson Wisser neighborhood is part of the U.S. Green Building Council's Leadership in Energy and Environmental Design for Neighborhood Development pilot, which will help establish the first national green ratings for neighborhood development. Photo by Mark Brown, IPC

(continued from previous page)

energy- and water-saving technologies that use rooftops, car parks, exterior walls and water catchment systems will be used.

Planners at Fort Hunter Liggett have learned that empowering installation staff members makes them part of the planning

team. This collaborative approach is essential in a process as complicated as master planning. Together, installation staff can create plans that meet today's needs and leave room for tomorrow's unknown missions.

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## Acronyms and Abbreviations

IPC	Island Palm Communities
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scope is complete, which means there is still a sizeable amount of work to be done.

"We have hundreds of trades on our construction sites each day helping us deliver on our promise to Families," said Mark Frey, IPC deputy project director. "In 2011, we'll build 411 new homes and renovate 324 historic homes. At year's end, nearly 70 percent of our planned 5,388 new homes and 55 percent of 2,515 historic renovations will be complete."

In addition to homes, the sixth of eight planned community centers will be completed in early 2011.

Located at Wheeler Army Airfield, the Wheeler Community Center will be the second facility to feature a swimming pool. It will also feature a tot lot, a fitness center, a movie theater and a large multipurpose room with a complete kitchen facility.

As with all the community centers, property management staff will provide a full range of property and community services to the 600-plus families living in the Wheeler community.

IPC will wrap-up construction and renovation in 2015. At end-state, it will have 7,894 homes.

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