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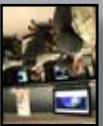
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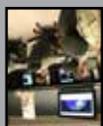
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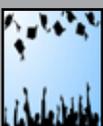
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By Hon. Katherine Hammack
Assistant Secretary of the Army
Installations, Energy and Environment

Energy Awareness = Action Month

Promoting energy conservation and efficiency

In 1991, October was designated "Energy Awareness Action Month" through a presidential proclamation.

Throughout the Army we promoted energy and water conservation efficiency efforts. We know that behavior change, coupled with technology, enhances energy security.

The Army requires secure and uninterrupted access to energy. We are the largest facility energy consumer in the federal government with a bill of \$1.25 billion in fiscal year 2012. Investment in energy capabilities, including renewable energy and energy efficient technologies, will help ensure the Army can meet mission requirements today and into the future.

The Army energy program has been developed with the following key goals in mind: manage people and change Army culture; improve energy efficiency; expand alternative and renewable energy; and incorporate science and technology. Through the efforts of individual installations and Army-wide programs such as Net Zero and Energy Savings Performance Contracts, the Army has reduced its energy consumption by almost 16 percent.

Our Energy Saving Performance Contracts program enables private industry to implement energy-saving technologies on Army bases. Once energy savings are realized, the contractors are paid back directly out of the energy savings. Through this program, the Army has achieved energy

savings of more 8 trillion British thermal units (BTUs) for an annual cost saving of \$148 million.

We have also adopted energy and water-efficient construction standards, which will reduce energy and water consumption while saving over 40 percent in life-cycle costs. We require all new construction and significant renovations to be certified to

worldwide demand for scarce resources. The rise in oil prices and scarcity of water – driven by demand, cultural and demographic conflicts in several regions, political unrest, unstable weather conditions, and the effects of climate change – will create increased global tensions and worsen our future security environment.

The Army's ability to accomplish our mission on a global scale depends on secure, uninterrupted access to power and energy. With today's volatile energy market, the long-standing assumption that the Army will have unlimited access to affordable fossil fuels is no longer valid. We must become more flexible and adaptable in obtaining the energy supplies necessary for the Army to fulfill its mission.

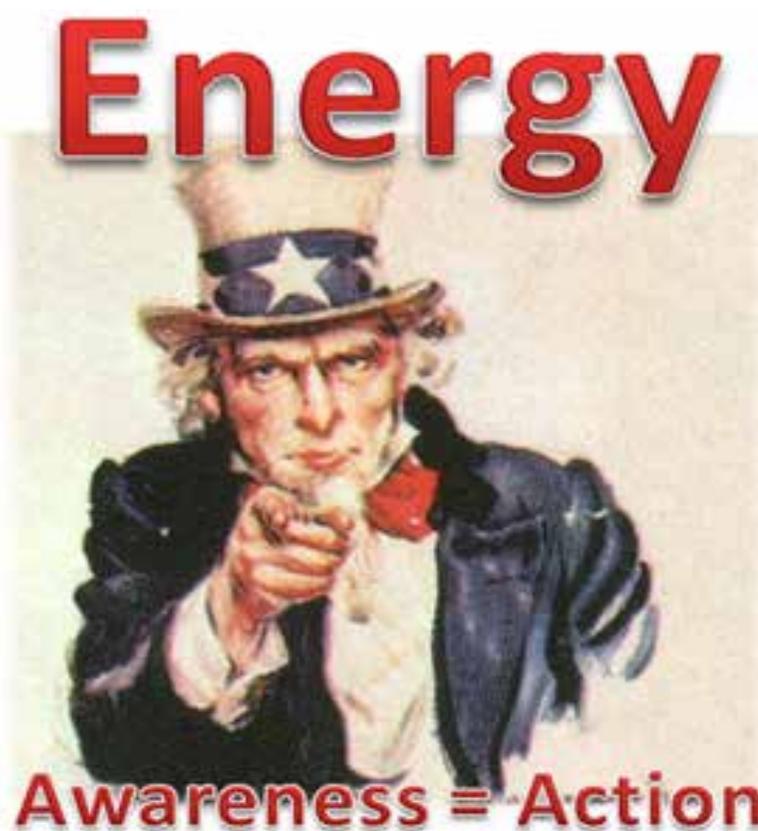
The goal of the Army is to develop and execute a balanced portfolio of projects to serve three strategic goals: energy security; compliance with mandates and established goals; and defined economic benefits.

Energy security means having assured access to reliable supplies of energy and the ability to protect and deliver sufficient energy to meet mission-essential requirements. In

an environment of declining budgets, it is our responsibility to stabilize and reduce our energy costs, and any projects must have some sort of economic benefit.

Additionally, we have mandates from the president, Congress and American people to increase our use of renewable energy, reduce greenhouse gas emissions and reduce energy consumption overall.

Our challenge is to balance these sometimes competing principles.



Leadership in Energy and Environmental Design (LEED) standards.

Today, the Department of Defense (DoD) faces multiple threats and non-traditional challenges, all of which jeopardize our future security environment. Lt. Gen. Mary Legere, the Army's senior intelligence officer, reports that the key defining element of the complex, future operating environment will be the "lack of governance or rule of law."

Driving this breakdown in governance will be an increasing,

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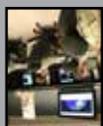
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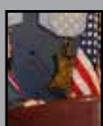
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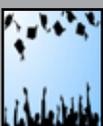
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By Mr. J. Randall Robinson
Principal Deputy Assistant Secretary of the Army
Installations, Energy and Environment

National Museum to Tell the Army Story

Connecting American people with the Army

This month, former Army Capt. William Swenson received the Medal of Honor for his courageous actions during the 2009 Battle of Ganjgal Valley. However, his historical action is just one thread in the larger fabric of the Army's history.

The Army's history – woven over more than four centuries – has shaped the very society the Army protects. Yet, the Army is the only military branch that does not have its own national museum. This will change soon. We will soon be able to share the story of the American Soldier, like Capt. Swenson, in the National Museum of the United States Army (NMUSA).

The current Army museum system, an idea conceived in the midst of strife, tells a fragmented story of the nation's largest and oldest military branch. In 1814, with the country still embroiled in the War of 1812, Congress directed the Secretary of the War and the Navy Department to collect, preserve and display "flags, standards, and colours" in public place.

Half a decade later in 1854, the U.S. Military Academy at West Point opened its museum to the public. Today, the Army has museums and holdings worldwide, but each of these museums focuses on the history of one of three areas: the installation; a branch of service; or a particular unit. Originally intended to serve as schools to inspire an esprit de corps among a specific group of Soldiers, these museums only tell a portion of the Army's story.

Now, more than ever, our nation needs to understand the American Soldier and how they have helped to shape and advance American society.

According to a survey conducted by the Pew Research Center, public understanding of the role and importance of the military has decreased by six percent in as little as four years. As more installations close and the Army draws down, it is likely that the public's understanding will continue to decline unless action to educate the public is taken.



Our nation needs its Army. With millions of veterans, our Army needs the understanding and support of its nation. Today – with less than one half of one percent of the U.S. population serving in the armed forces (the lowest levels since 1940) and only 109 military veterans serving in Congress – the Army must tell the Army story and be an effective champion of the American Soldier. Since the early militias, our Soldiers have defended our borders, developed cutting-edge technology, provided critical disaster relief and even stood on the front lines for the battle of equality. After 12 years of war, the American people need a new way to hear this story.

The Army Historical Foundation (AHF) is raising money to build a museum that tells this story and connects the American people with their Army in a new way. The AHF will fund the construction of the NMUSA campus through their Capital Campaign Plan and gift the museum to the Department of the Army. This state of the art museum, spanning more than 193,000 sq. ft., will be located on Fort Belvoir – a place where the father of our Army, George Washington, once walked. The museum will house 1,700 artifacts ranging from Gen. Winfield Scott's Congressional Gold Medal to a model of the Wright Flyer – which is currently on loan to the Smithsonian Air and Space Museum's Steven F. Udvar-Hazy Center. Additionally, the museum campus will feature a parade ground, amphitheatre, memorial garden and a Medal Honor Garden which will honor Soldiers such as Capt. Swenson that were awarded our nation's highest commendation for valor. Their stories will finally have a home.

The Army story is closely intertwined with our nation's story. More than any other American institution, the Army reflects the character of this nation. Our nation needs to know how Soldiers helped shape a new nation in 1776, preserved the Union, made America a world power and continue to protect America from global threats on battlefields far from home. Our nation needs to hear the Army story.

To learn more about the NMUSA Project visit www.thenmusa.org.

Randy Robinson

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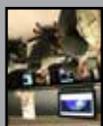
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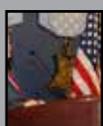
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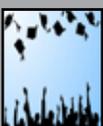
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Birthdays and a Final Note



By Sgt. Maj. Tracey Anbiya
Senior Enlisted Advisor
ASA (IE&E)

How Will You Live Your Dash?

Taking stock of your personal and professional life

How will you live your dash? My previous boss would often talk about this in our various meetings. He would bring it up in conversations and in passing in the hallways; it was always the same question, how are you living your 'dash?'

On our headstones is the year we were born and the year we depart. In between the two, there is a dash. This dash represents what we did with our lives in between our birth and our death. Have you ever given this question serious thought? I can honestly say that after I did, it changed my attitude and quite frankly, my life.

I have learned over the years that we have a short time on Earth, and I know that we all have a divine purpose for being here which is why there is no time to waste on the trivialities of life. Instead, I focus my attention, energy and resources to serving a cause larger than myself.

With so many competing events in our lives, taking the time to find out what truly matters is a necessity. All too often the pressures of everyday life take a stronghold over us, causing so many of us to crumble under the stress. Our lives were never intended to be that way! We are told that we could have life and have it more abundantly, and I believe that! I am convinced that previous historic events did not unfold the way they did by happenstance for us to not live enjoyable and productive lives.

Take stock of your personal and professional lives. Are you truly living your dash to the fullest – or do you

simply "exist" through life? Is your career fulfilling? The late Steve Jobs told us the only way to be truly satisfied is to do what you believe is great work. The only way to do great work is to love what you do. If you haven't found it yet, keep looking. Don't settle. As with all matters of the heart, you'll know it when you find it.

One of the best ways we can live our dash is with family and friends. Someone once told me that having



pictures shows that we lived, so I say click away, and remind others to do the same.

Just the other day I read a quote by Thomas Jefferson. He said "the happiest moments of my life have been the few which I have passed at home in the bosom of my family." Can you say the same at this moment in your life?

Live your dash to the fullest and with no regrets! Love yourself enough to take the time you need to accomplish what is important to you. Whatever you do from this point forward, remember to always live your dash!

Tracey Anbiya

Tips for Managing Stress

Stressors are always present in the real world, which suggests you should learn techniques to manage stress to remain an effective and productive member of society.

Here are a few ideas:

- Acknowledge you are stressed out
- Change your behavior (for example: exercise regularly, maintain a healthy diet and get quality sleep)
- Communicate with others
- Practice the 10 Commandments for Reducing Stress, courtesy of Hilary Langford:

1. Thou shalt not be perfect or even try to be
2. Thou shalt not try to be all things to all people
3. Thou shalt leave things undone that ought to be done
4. Thou shalt not spread thyself too thin
5. Thou shalt learn to say 'no'
6. Thou shalt schedule time for thyself and supportive network
7. Thou shalt switch off and do nothing regularly
8. Thou shalt be boring, inelegant, untidy and unattractive at times
9. Thou shalt not feel guilty
10. Thou shalt not be thine own worst enemy, but be thy best friend

Have a wonderful day – every day!



Partnering for Enhanced Mission Effectiveness

Section 331 of the National Defense Authorization Act of 2013 gives the Army and the Defense Department broad latitude to enter into public-public partnerships with state and local governments for Base Operations Support services like trash, utilities, and libraries.

Public-Private Partnering

The U.S. Army is leveraging the core competencies of corporate, community, and public expertise to focus on Army core competencies: deploying, fighting, and winning our nation's wars.

Partnering with America's Army will ensure Ready and Resilient Soldiers have the agility, versatility, and depth to Prevent, Shape and Win.

The Hon. Katherine Hammack, assistant secretary of the Army for installations, energy and environment said, "Our mission capabilities are enhanced and our costs reduced when we focus on our core competencies, and rely on the expertise and experience of our partners for non-core functions and services. This 'win-win' approach keeps us Army Strong!"

Large-scale Renewable Energy

The Army is addressing installation Energy Security by leveraging private sector investments and expertise to develop large scale renewable energy projects.

- The Army Energy Initiatives Task Force (EITF) is developing long-term, large-scale, renewable energy projects using solar, wind, biomass, and geothermal energy resources.

- To date, the EITF has seven projects in the contract and agreements phase, which represent approximately 175 megawatts of renewable energy.

- In FY13, the Army qualified 58 contractors for renewable and alternative energy power production Multiple Award Task Order Contracts.

Residential Communities Initiative

We are partnering with industry and communities to improve Soldier and Family Quality of Life by providing high-quality housing.

- The Army has leveraged nearly \$1.2 billion in appropriated funds into more than \$11.5 billion worth of new and renovated housing.

- The Army is partnering with the private sector to build 87,213 housing units, in 34 privatized family housing projects, on 44 installations.

Energy Efficiencies

The Army is increasing private sector partnerships through Energy Savings Performance Contracts (ESPCs), Utilities Privatization (UPs), and Utilities Energy Service Contracts (UESCs).

- The Army leads the federal government in usage of ESPCs and UESCs. These public-private partnerships combine for a \$1.7 billion investment, with savings of 10.4 trillion BTUs per year.

- We have privatized 149 utility systems and avoided nearly \$2 billion in utility upgrade costs.

Privatized Army Lodging (PAL)

The PAL program is a partnership between the Army and private industry to improve the condition of on-post lodging facilities and provide for their long-term sustainment.

- When complete, the PAL program will encompass 14,400 hotel rooms across 41 installations.

- The PAL program seeks to overcome a \$1 billion revitalization backlog.

- The PAL program offers rooms across the privatized portfolio at 75 percent of the prevailing lodging per diem for Official Travelers.

Public-Public Partnering

The U.S. Army has the authority – as established under NDAA Sec 331 legislation, codified by 10 USC 2336 – to enter into intergovernmental support agreements to receive, provide or share installation-support services with state and local governments.

Given today's budget realities, the Army and local municipalities are increasingly challenged to fund on-going municipal and other services to our respective communities. In the face of this shared problem, it is important to work together to find shared solutions. New Section 331 public-public partnership authorities will be critical tools in assisting us to do more with less.

Communities and the Army will benefit from these partnering efforts. Intergovernmental support agreements will create greater economies of scale, more efficient operations and a forge an even stronger bond between us.

"I encourage our installations to continue to seek out public-public partnerships to maximize cost savings and cost avoidance through shared services. I would like installations, and State and local governments to work together to proactively seek and evaluate opportunities for shared services," Hammack said.

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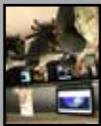
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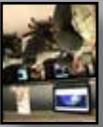
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Operational Energy Task Force

Col. Hill Bids Farewell

Col. Timothy Hill was honored at a farewell ceremony in the Hall of Heroes at the Pentagon in Washington, D.C.

The ceremony was hosted by Hon. Katherine Hammack and attended by Col. Hill's family, friends and colleagues.

During the farewell ceremony, Col. Hill was awarded the Legion of Merit from the President of the United States of America for exceptionally meritorious service in his role as director leading the task force. He was commended for flawlessly operating in a high stress environment, and mobilizing and harmonizing a team comprised of general officers and senior executive service leaders from the Training and Doctrine Command, Army Material Command, Central Command, US Forces Afghanistan, as well as diverse elements of the Secretariat and the Army Staff.



Col. Hill was the first director for Operational Energy-Contingency Basing Task Force, ASA (IE&E). He was recently succeeded by newly promoted Col. Anthony P. Mitchell.

Lt. Col. Mitchell Promoted

Lt. Col. Anthony P. Mitchell was promoted to the rank of Colonel in a ceremony at the Pentagon in Washington, D.C., on Oct. 2, 2013.

The ceremony was hosted by Lt. Gen. Thomas Bostick, Army Chief of Engineers and attended by Hon. Katherine Hammack, and several of Col. Mitchell's family members.

The pinning ceremony was performed by Lt. Gen. Bostick and Mrs. Trena Mitchell.

Col. Mitchell is the new director for Operational Energy-Contingency Basing Task Force, ASA (IE&E).

Col. Mitchell replaced Col. Timothy Hill, who retired in September.



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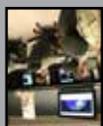
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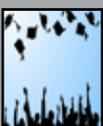
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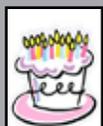
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By Mike George and Pete Stemnisky
Office of the Deputy Assistant Secretary of the Army
Environment, Safety and Occupational Health

International Arms Control Treaties and Agreements

Treaties and agreements are of direct interest to ASA (IE&E)



The U.S. Department of State receives a message that Russia is sending a team of inspectors to the U.S. to examine U.S. nuclear delivery systems. Will they be going to Camp Navajo to inspect the Air Force rocket motors stored there?

Old munitions buried at a U.S. Army installation are suspected of being filled with chemical agent. When the Army excavates these munitions and characterizes them as chemical weapons, what are the international implications?

The U.S. Army Space and Missile Defense Command considers using a former intercontinental ballistic rocket to test new technology. Would this action cause an international incident?

U.S. Army Europe collects data to submit to 28 European treaty partners

on battle tanks, armored combat vehicles, and artillery based in Europe. Is the data correct?

The answers to all of these questions are of direct interest to ASA (IE&E) – but why? As assigned by a 1992 Secretary of the Army memo and codified in AR 525-92, "Army Arms Control Implementation Policy," the ASA (IE&E) is the Army's Arms Control Treaty Implementation and Compliance Review Manager – a long title with significant responsibilities. This responsibility was delegated to the Deputy Assistant Secretary of the Army for Environment, Safety and Occupational Health (DASA (ESOH)).

If the inspection does not conform to treaty protocols, if the test of a new system bumps into a treaty limitation, if the chemical weapons excavated are not reported, or if the data provided

to treaty partners are not correct, then the DASA (ESOH) is responsible for representing the Army within the U.S. Department of Defense (DoD). DASA (ESOH) responsibilities include answering questions, overseeing the solution and ensuring that the Army remains compliant with U.S. obligations under international arms control treaties.

The Army must comply with over 20 such international arms control treaties and agreements. The treaties and agreements contain a range of provisions. These provisions include guidance on limitations on what the Army can develop, test, own, and operate, where they can locate systems, accepting short-notice inspections of Army facilities by international inspectors, and providing accurate data to treaty partners. Army compliance with these treaties and agreements plays a crucial role in preserving and promoting U.S. national policy. It does so by eliminating or controlling weapons of mass destruction, limiting or controlling certain aspects of conventional weapons systems, and limiting the abilities of actual or potential adversaries to threaten or attack U.S. forces.

To carry out the obligations of the treaties and agreements, the Army established treaty Implementing Agents – organizations in the Army with lead responsibility for Army coordination of implementation and compliance actions required by arms control treaties. The ASA (IE&E) oversees these organizations as they implement the treaties and agreements, and is directly involved when questions of compliance arise.

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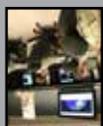
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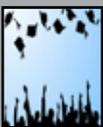
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Outstanding Individuals Recognized at September ASA (IE&E) Town Hall

Several awards were presented at the ASA (IE&E) Town Hall Sept. 19, 2013, to recognize outstanding individuals within the organization. The following individuals were recognized at the town hall and presented with awards by Hon. Katherine Hammack:



- Mr. Fred D. Young received the Department of Army Certificate of Promotion to signify his promotion to the rank of GS-15.
- Ms. JoAnn Ginsberg received the Superior Civilian Service Award for her exceptionally meritorious service as Executive Assistant to the Commander, Trans-Atlantic North, U.S. Army Corps of Engineers (USACE), in support of Operation Enduring Freedom from Feb. 12 – Apr. 20, 2013.
- Ms. Lauren Bregman received a certificate for services in the Office of the Secretary of the Army authorizing her to wear the Army Staff Identification Badge.
- Mr. Anthony Kelly received a certificate and service pin in recognition of his 35 years of faithful service to the federal government.
- Mr. Jae Kim received a certificate and service pin in recognition of his 25 years of faithful service to the federal government.

West Pointers Learn About Energy and Sustainability

As part of an Academic Individual Advanced Development (AIAD) experience, two cadets traveled from the U.S. Military Academy at West Point to the Pentagon this summer to intern in ASA (IE&E). Myself and Cadet Erin Mauldin are both members of the West Point Class of 2014. Having both completed all of our graduation requirements we came to the Pentagon voluntarily with the intention of learning about how the Pentagon operates and the Army's energy and sustainability efforts.

Both Cadet Mauldin and I are very interested in energy and sustainability, as we have both been involved with the Energy and Environment Chain of Command at the Academy. The Chain of Command has only existed for two academic years, so we hope to take our experiences at the Pentagon back to West Point to improve our program and help other cadets understand its relevance to Army operations.

In addition to learning about ASA



(IE&E), I have been working in the Operational Energy Office to help develop metrics for proposed new subtasks of Major Objective 8-2 in the Army Campaign Plan. Mr. Nate Cornell and Lt. Col. Sparks of G4 have been essential to familiarizing me with the material and guiding me through this process. While my involvement was limited, it has been an awesome experience to assist, as few cadets are given an opportunity to have influence on anything outside of our Chain of Command's responsibilities.

As my time at the Pentagon comes to a close, I want to thank everyone I have met over the last few weeks. Your insight and advice has been very informative and helpful to my development. I feel better prepared for my final year at West Point, my branching decision, and time as a young officer. I hope that future cadets who come to the Pentagon will enjoy their experience as much as I have.

By Cadet Bonny Broadway
Office of the Deputy Assistant Secretary of the Army
Energy and Sustainability

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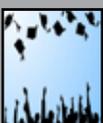
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By Adriane Miller
Project Manager
Army Regional Environmental and Energy Offices

Learning to Navigate the Legislative Maze through Fellowships

Fellowships give REEO staff valuable insight into legislative process

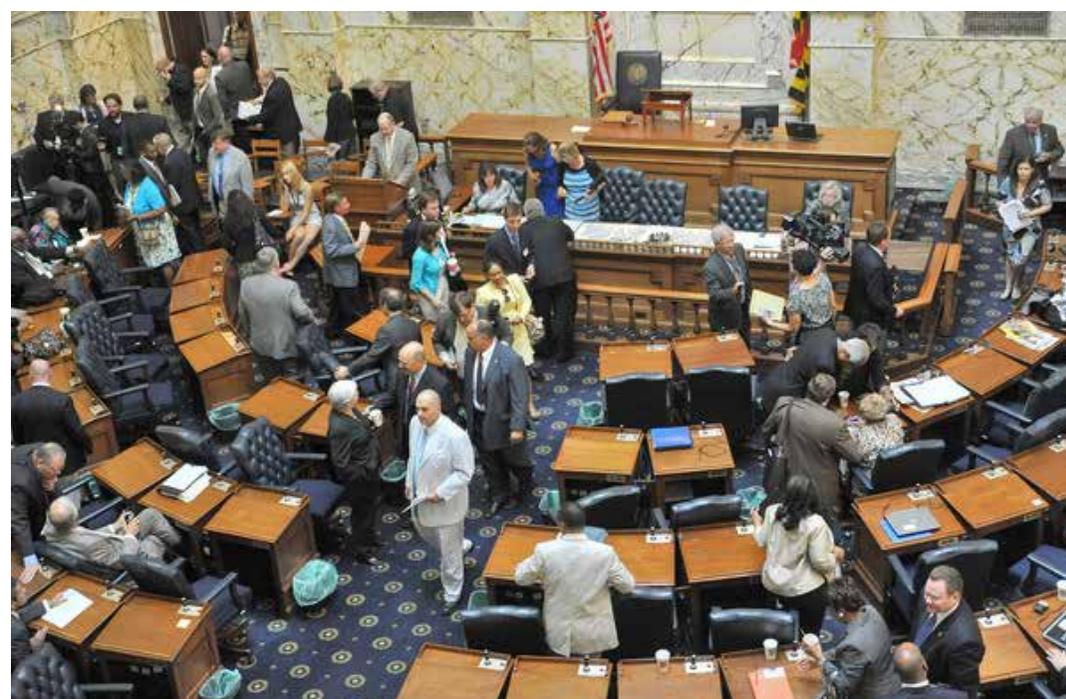
One of the most important roles the Army Regional Environmental and Energy Offices (REEOs) perform is to engage state legislators when a bill has the potential to affect military training or the military mission. REEOs have existed since 1995 and are uniquely authorized by the Department of Defense (DoD) to work directly with state legislators on issues impacting installations.

However, state legislative sessions are short and notoriously chaotic. To almost anyone but legislators themselves, the legislative process looks like a maze full of pitfalls and blind alleys.

Who is the right legislator to call about an issue? When is the best time to make an impact? How does a bill really become law?

Sometimes, the best way to get answers is to go right to the source, which is what REEO staff members have done. Amy Alton, Regional Environmental Coordinator (REC) for Region 3 in the REEO-Northern, and Stanley Rasmussen, Regional Counsel in the REEO-Central, completed legislative fellowships in the Maryland General Assembly in 2013 and the Kansas State Legislature in 2010, respectively. Both Alton and Rasmussen say their experiences are changing the way REEOs do business.

"I wanted to see how the sausage was made," says Rasmussen, explaining his initial interest in a fellowship. "I came to understand that issues are decided long before the legislative session starts. You need to build relationships with state legislators before you need them. If you build up trust before you have to ask, you're



likely to get help. If they don't know you, they don't know how to support you."

With a positive experience in 2010, Rasmussen encouraged Alton to explore a fellowship for herself. She and others at REEO-Northern had worked for years to establish relationships with members of the Maryland State Legislature at meetings of the Maryland Association of Counties, where elected officials congregate to discuss state legislation and regulation priorities. Once she received the backing of the Director of REEO-Northern, Jim Hartman, to become a legislative fellow, she asked the Speaker of the House of Delegates at the Maryland General Assembly to grant her access to the full 90 days of the 2013 Maryland Legislative Session. She worked directly for the Speaker of the Maryland House of Delegates, performed internship duties, and observed the legislative process up close in real-time.

Alton returned to her position as Region 3 Regional Environmental Coordinator (REC) with so much information to share with her colleagues, a lessons-learned briefing she held turned into a four-hour question and answer session.

"How you think a bill becomes law is not how a bill becomes law," Alton says now. Legislative staff and legal services groups working behind the scenes have a tremendous amount of clout.

"Just because the chair of a committee is listed as the bill author, it doesn't mean they know anything about the bill," she says. "You have to know who cares most about it and who has the most authority to intervene."

Sometimes that's the Senate secretary. Sometimes it's the House minority whip. Sometimes it's a clerk. And most often, it's not written down.

Alton also saw first-hand how an effective legislative program requires

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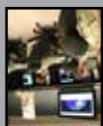
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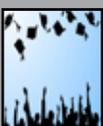
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knowledge of the actual process and months of advance work to get the bill to the "magical" stage of a second reading. She says in Maryland, if a bill makes it to a second reading, it is likely to be successful. Nobody wants to risk political capital by ushering a bill that far unless they know it has the votes to pass.

In order for the REEOs to affect a bill's outcome requires knowing the right time to jump in. "You have to know the sweet spot for intervention," Alton says. That differs for each bill, and for each legislature. That's where really knowing the process and the players pays off.

Simply monitoring the legislation after it's been introduced won't influence a thing, she says. Meetings with legislators and staff should begin the year before, when the legislative agenda is being planned.

The Maryland Veterans Full Employment Act, which passed during the 2013 session and helps service members in Maryland get credentials to transition to the civilian labor market, had heavy involvement from the Office of the Secretary of Defense (OSD) months before the session began. It passed, Alton says, partly because OSD decided ahead of time that it was a priority for 2013.

During her fellowship, Alton watched bill proponents fail to exert any influence on bills because they did not know about or attend bill hearings. Sometimes they missed their window of opportunity altogether.

Alton handled a letter by a federal agency with comments on a bill that had already been debated in committee. The letter was sent through the postal service and arrived the day of the hearing – too late to make its way to a committee member where it might have been read. ("Snail mail" is rarely used, Alton says, because the legislative process moves too quickly now for anything but electronic communication.)

Getting those comments into the bill would have required a delegate to sponsor them as amendments, she says – and the best time to find a delegate's support isn't the day of the bill's first reading. It is months before the session begins when the delegate has time to



talk over the proposition.

Timeliness of response, the ability to plan ahead and react quickly when situations change, asking for help when it's available, and being ready to give testimony at a moment's notice – all require the REEOs to pay close attention during the legislative sessions and, when possible, maintain a physical presence at state houses. Currently, the REC for Region 9, with the Navy as lead, works from Sacramento, Calif., and is currently the only REC with a continuous presence at a statehouse.

When legislators are out of session, the REEOs need to meet with individual legislators. That can be in legislators' home districts, or, more effectively, at group events such as the Council of State Governments (CSG) or National Conference of State Legislatures (NCSL) meetings.

"Being active in CSG and NCSL has been really valuable because it

allows you to meet a lot of legislators at once, build those relationships, see them outside the statehouse setting," Rasmussen says. "You have the opportunity, once you know them, to say, 'Hey, we could really use your help on this.'"

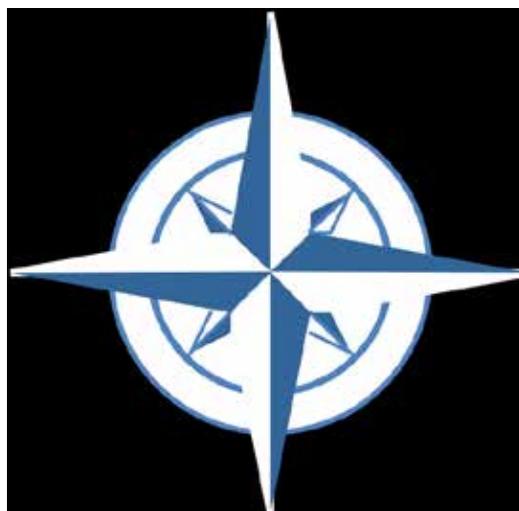
"Everybody has respect for the military and appreciates it," he adds. "We help them understand the financial impact on a state. Some are surprised to hear we have such a huge impact. They want to help us – but they have to know us first."

The REEOs expect to capitalize on the legislative fellowship experience of its staff by developing proactive legislative agendas for states, prioritizing the environmental and energy issues that installations face, and developing a list of "asks" for state legislators who will support their journeys through the state maze.

Hartman is convinced the fellowship experience was valuable for Alton and his office, even though he had to give up his Region 3 expert for 90 days.

"It proves that an effective state government affairs program cannot be done virtually. It requires face-to-face intervention," he said. "And intervention requires outreach and networking to build and retain relationships."

For more information about the Army REEOs and their state government affairs programs, visit <http://www.asaie.army.mil/Public/InfraAnalysis/REEO/index.html>.



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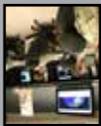
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By Lt. Col. Robert "Bobby" Lee Brooks Edwards
Office of the Deputy Assistant Secretary of the Army
Installations, Housing and Partnerships

The Power of Office Courtesy

The Office of the Deputy Assistant Secretary of the Army, Installations, Housing & Partnerships (DASA (IH&P)) asked me to submit an article for this issue of *The Communicator* on office courtesy. I told myself (and my ego) that Mr. Cramer, DASA, IH&P, must have really, really enjoyed my last, hard-hitting article entitled "Elvis has not left the Building" – which discussed office souvenirs (it is, by the way, proudly displayed on my refrigerator alongside my seven-year-old's latest art work – I wish I were kidding). I think that Mr. Cramer enjoyed that article so much that he wanted an even bigger article – with even more words, graphics, stories, etc. (I may be reaching here a bit, but I have to get myself "psyched up" for the writing process).

I thought the topic of office courtesy (generally defined as behaving, conducting oneself respectfully in the work place) would be a piece of cake. Basically, practice the "golden rule," help co-workers out when they go on leave (i.e. water their plants if necessary to avoid botanical disasters), say "please" and "thank you" when interacting with all colleagues, respect people's space, etc. I thought, "I should be done with this in 15 minutes!" Be polite in your office area, and be a good team player. Yes, this is all true and works well for most organizations.

However, ASA (IE&E) is a special organization. We are simply not one singular office in one singular location. We have many global responsibilities and interests, and we sometimes have to make tough decisions in the name of limited resources. This is indeed a very challenging situation. How do you maintain a positive spirit of office courtesy when your office is literally the world, with locations ranging from the Pentagon and surrounding Washington, D.C. Metropolitan Area, to the entire

country, to almost everywhere?

Do we lose that powerful close-knit concept of a team? If we do, how do we get it back? Sometimes our decisions are not always popular and office courtesy might not seem that important. It can become a challenge to execute our daily responsibilities, let alone move from an environment of courtesy to a powerful and positive office culture (the ideal



next step). All of this complicates the rightful importance of office courtesy.

In a desperate search for answers to the issues posed above and with a deadline fast approaching, I found the answers to my questions from two excellent business articles entitled "Business Etiquette, 5 Rules that Matter Now" by Elizabeth Browning and "7 Things Really Respected People Do" by Kevin Daum. Both lay out key tenets for growing basic office courtesies into powerful office cultures. The best part – ASA (IE&E) already practices these tenets.

Let's take a look at one major tenet from each article. First, Browning states one way to strengthen office courtesies is to understand the importance of "knowing the names, or reaching out to people in your company, regardless of their roles, and acknowledge what they do." Our leadership, up and down the chain of command, is expert at this,

formally and informally recognizing the great work done by the people at ASA (IE&E). This positive recognition is a combat multiplier with lasting impact.

Next, whenever and wherever possible, deliver that "thank you" in person. I witnessed a valuable lesson in this when our very own Col. Backus asked me to walk with him to meet and thank the Career Senior Leader Management Office (CSLMO) team for their support on a recent function. The whole time I was wondering why we couldn't just call them. The power of a face-to-face, in person visit, however, was well worth the time and has made a powerful difference on subsequent missions.

Secondly, office courtesy is about respect. Daum identifies that respected workers and leaders "find the joy in everything." The work ASA (IE&E) does has a powerful impact on the world. Again, it is easy to see from the top down that our people have a joy for their work that translates into positive office courtesy and easily leads to a powerful office culture. Many ASA (IE&E) examples come to mind, but to me the most immediate and obvious examples are our super executive assistants. No matter what is going on – good or bad – they always display a joy that leads to positive office courtesy – then to powerful office culture. They set the tone for success.

In closing, a journalist friend of mine argued that my article could have an even bigger impact if I could discuss a third and final point to bring it home strong. Therefore, my final point is to say keep up the great work with your office courtesy and please participate in the Combined Federal Campaign (CFC).

OK – that doesn't really tie in with my office courtesy theme, but as the CFC Campaign Manager, I thought I would give it a shot!

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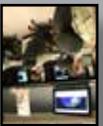
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ASA (IE&E) Team Competes in Army Ten-Miler



The ASA (IE&E) Green Warrior team competed for the sixth time in the Army Ten-Miler Oct. 20, 2013.

This year's brave competitors were Manny Perez (Office of the Deputy Assistant Secretary of the Army, Strategic Integration (DASA (SI))), Pete Stemniski, Mike Hathaway, Siegm

Muehlenbrock, and Cory Wills (Office of the Deputy Assistant Secretary of the Army, Environment, Safety and Occupational Health (DASA (ESOH))).

Siegm, who hails from Germany and is working in the ESOH through the Engineers and Scientists Exchange Program, competed in his first Army Ten-

Miler. All other team members boast veteran appearances.

While this year's competitors carried the flag for ASA (IE&E), they did not race alone.

For more information on Green Warrior activities, contact Tom Mooney at thomas.mooney3@us.army.mil.

Program Manager Earns Doctor of Divinity Degree

Randy J. Shed, an Energy Program Manager in the Office of the Deputy Assistant Secretary of the Army, Energy and Sustainability (DASA (E&S)) received his Doctor of Divinity degree from the Frederick L. Ray Biblical Institute in Woodbridge, Va., on Aug. 22, 2013.

He defended his doctoral thesis "Explain how Jesus the Christ is Both Fully God and Fully Man and Compare to Docetism" before the panel that included his pastor - Pastor, Rev. Dr. Clyde Ellis, Jr., Advisor and Assistant Pastor, Rev. Dr. Bobby Smith, Pastor Tony Ares, and Rev. Dr. Clint Cleveland.

Shed received his Master of Divinity Degree in 2011, his Bachelor of Theology Degree and Certificate of Ordination in 2007, and a Certificate of Special Studies in 2006 through the Fredrick L. Ray Biblical Institute, Woodbridge, Va.



Shed was licensed to preach the Gospel of Jesus the Christ in the state of Virginia in 2005.

Happy Birthday

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Tony Kelly - ESOH - 2 Sep
Paul MacPherson - IH&P - 3 Sep
Bob Luther - ESOH - 19 Sep
COL Andrew Backus - Exec Ofc - 21 Sep
J. Randall Robinson - Exec Ofc - 21 Sep
Craig Smith - E&S - 22 Sep

October

Marshall Williams - REEO-S - 6 Oct
Hew Wolfe - ESOH - 18 Oct
Andy Napoli - IH&P - 24 Oct
Victor Castillo - SI - 25 Oct
Dennis Bohannon - SI - 26 Oct
LTC Robert Edwards - IH&P - 28 Oct
John Mire - ESOH - 28 Oct
Steve Scanlon - REEO-C - 28 Oct

November

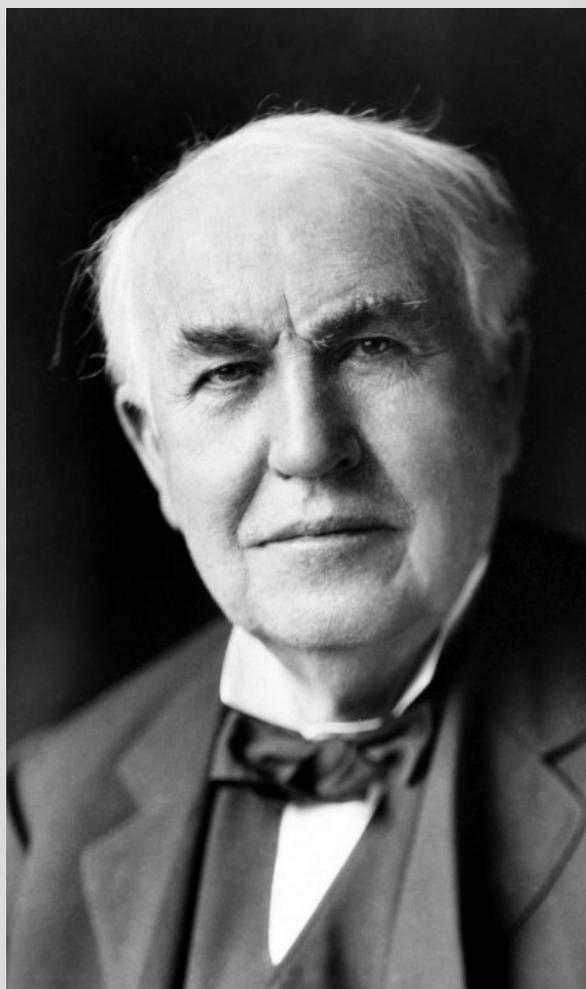
COL Anthony Mitchell - E&S - 3 Nov
Linda Douglas - IH&P - 3 Nov
Michael Weaver - REEO-C - 4 Nov
Pete Stemniski - ESOH - 9 Nov
Alan King - E&S - 13 Nov
Jae Kim - IH&P - 14 Nov
Alexandria Long - ESOH - 20 Nov
Joe Vallone - E&S - 20 Nov
Hon. Katherine Hammack - Exec Ofc - 23 Nov
Dave Guldenzopf - ESOH - 28 Nov
Russ Santala - Exec Ofc - 29 Nov
LTC Daniel Townsend - IH&P - 29 Nov
Mark Atkins - ESOH - 30 Nov

A quote worth repeating

"We are like tenant farmers chopping down the fence around our house for fuel when we should be using Nature's inexhaustible sources of energy -- sun, wind and tide. ... I'd put my money on the sun and solar energy.

What a source of power! I hope we don't have to wait until oil and coal run out before we tackle that."

*Thomas Edison
Inventor
(1847-1931)*



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