



Army Resource Efficiency Manager (REM) Study

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Army REM Study Overview

- Sources of REM Study Data and Information
- Army REMs — Where and how many?
- Current Army REM Program Operating Concept
- Findings - Current Army REM Program
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Sources of REM Study Data and Information

- Data collection:
 - Phone calls with leading REM program stakeholders
 - Developed & distributed REM-specific questionnaires
 - Conducted interviews using questionnaire as guide
- All data obtained on a non-attribution basis
 - Respondents ideas and comments included in study
 - No names or organizations associated with comments
- Data was gathered from representative sampling of:
 - REM contract providers
 - Actively assigned Federal Government REMs
 - DoD and Government Agency REM program managers
 - IMCOM Regional offices and Army Garrisons

Army REMs – Where and how many?

1. Ft Bliss, TX
2. Ft Bragg, NC
3. Ft Campbell, KY
4. Ft Polk, LA
5. Ft Rucker, AL
6. Ft Sam Houston, TX
7. Ft Sill, OK
8. Ft Wainwright, AK
9. Picatinny Arsenal, NJ
10. Schofield Barracks, HI
11. Sunny Point, NC

Current Army REM program operating concept

- Army was one of the first Government agencies to employ a REM – started at Ft Lewis, WA in 1996
- Program administration primarily decentralized
- First-year REM costs are centrally funded
- REM services are offset annually by the direct and indirect energy cost savings they produce
- Program success measured & determined at local level



Findings – Current Army REM Program

- Most Government and industry personnel interviewed agree that:
 - The program works well -- REMs bring a great deal of technical expertise to the Army energy program
 - Where REMs are teamed up with Energy Managers, significant progress is being made toward mandated energy goals
 - Program has a high renewal rate - nearly 100%
- All REMs have some form of monthly reporting, but there is no consistency to this process.



Findings – Current Army REM Program

- In order to be successful, REMs need to have:
 - CEM Certification
 - Good interpersonal skills
 - Effective communication skills
 - Program Management and/or project development experience
 - Be able to work independently



Findings – Current Army REM Program

- There is a lack of standardization, interpretation, and consistency in measuring and verifying REM productivity and energy dollar savings.
- Standards, processes, and metrics for measuring REM cost-effectiveness are somewhat confusing and difficult to reconcile.
- There is a lack of universally accepted standards and metrics in the government's REM programs.
- There is documented evidence of inconsistencies in defining and quantifying REM performance metrics.



Findings – Current Army REM Program

- It can be a challenge for REM providers to find qualified REMs given the annual salary justification and the year-to-year employment opportunity
- Army garrison expectations for REMs vary significantly from garrison to garrison.
- The Army REM program is more decentralized than other DoD REM programs.
- There is less standardization in the Army REM program than other DoD REM programs.



Findings – Current Army REM Program

- Garrisons decide locally if REMs are cost-effective and whether or not to renew their contract
- Most REMs have been renewed and are considered cost-effective resources.
- Garrisons are satisfied with the payback the current REMs are providing (as high as 8:1).

Recommendations to Enhance REM Program

- Develop and implement a centrally managed and locally executed REM program.
- Develop a centrally managed REM contract that includes a definitive Scope of Work.
- Develop and define standard REM metrics to evaluate performance and savings.
- Develop and utilize a standard monthly reporting format to streamline monitoring and management.

Recommendations to Enhance REM Program

- Continue to allow first-year REMs a 2-year window to offset their costs and then go to an annual requirement for the REM to offset his/her costs.
- Renew REM contracts in the middle of the fiscal year.

Army's Plan to Improve Program

- Develop a centrally managed REM program.
 - Develop a centrally managed Army solicitation to place REMs at Army garrisons.
 - Develop a standardized scope of work for REMs.
 - Develop a set of standardized REM metrics to consistently and accurately measure performance.
 - Develop a standard Army REM monthly reporting format to capture REM activities consistently throughout the Army.

Anticipated Benefits

- Greater Army-wide realization of REM benefits
- Stronger REM advocacy and more cohesive program.
- More cross-fertilization of ideas and better sharing of information, lessons-learned, and best practices.
- More Command emphasis on REM program.
- Greater optimization and efficiency in REM processes, means, and methods.



For More Information

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