

TESTIMONY
TO
THE HOUSE COMMITTEE
ON VETERANS' AFFAIRS

DR. WILLIAM B. MOORE, VICE PRESIDENT
LOGISTICS MANAGEMENT INSTITUTE

OCTOBER 16, 2002

ORAL STATEMENT BY DR. WILLIAM B. MOORE, VICE PRESIDENT,
INFRASTRUCTURE MANAGEMENT, LOGISTICS MANAGEMENT
INSTITUTE TO THE HOUSE COMMITTEE ON VETERANS' AFFAIRS,
OCTOBER 16, 2002.

Chairman Smith and distinguished members of the Committee on Veterans' Affairs, LMI welcomes the opportunity to give the committee an overview of our study of veteran cemeteries. I am Dr. Bill Moore, LMI's Vice President for Infrastructure Management and the corporate officer responsible for this work. With me today are Mr. Ron Lind, the program director responsible for the study, and Mr. Don Prettol, our project leader for the effort.

In 1999, VA cemeteries had 2.3 million graves, more than 6,000 developed acres, 600 buildings, other infrastructure, such as roads, walks, and electrical systems; and monuments. Because the mortality rate of World War II and Korean War veterans was increasing as was the utilization of burial services by Vietnam War veterans, annual interments have increased from 58,400 in 1989 to 77,680 in 1999, a trend that will continue for the next decade. We did the study to assist the National Cemetery Administration (NCA) of the Department of Veterans Affairs (VA) with maintaining and improving all cemeteries under its jurisdiction in a manner befitting their status as national shrines. For the study we did three things: reviewed current and future burial needs, evaluated the maintenance required at the cemeteries, and recommended cemetery standards of appearance. I will describe our evaluation of the maintenance needs. Mr. Lind will discuss our analysis of future burial needs, and Mr. Prettol will review our recommendations for cemetery standards of appearance.

As the first step in our evaluation of maintenance requirements, we asked the NCA cemetery directors to answer web-based survey questions. These preliminary questions were about the cemeteries and their inventories of buildings, burial sections, and infrastructure. We then transferred the directors' responses to a database, which was the primary source for site-specific data and helped us identify potential problems.

A field survey team of professionals—including landscape architects, civil engineers, and architects—did the on-site assessment and data collection for this project. During the site visits, members of the team interviewed the directors,

discussing specific details noted on the preliminary survey and gaining additional insight into specific concerns.

The field survey teams used a checklist, specifically created for this project and approved by the NCA, to assess and document existing conditions at each cemetery. The field effort consisted of visually assessing each location, using digital photography to document problems, and completing the survey checklist to capture all elements in the electronic database.

We then used the database to generate a comprehensive report about the condition of each cemetery, with problems and deficiencies clearly identified. We recommended one-time repair projects assigning a ranking and priority to each project. For each project, we assessed the scope of work for correcting deficiencies, evaluated the overall effect of the project on the problem category and cyclical maintenance operations, and estimated the costs. The detailed results of our analyses are in our report, which we've summarized in Exhibit 1 that also contains the results of the review for a sample cemetery.

Memorial service network	Cost (\$)	Number of projects
1. Philadelphia Network Office	71,660,056	233
2. Atlanta Network Office	30,145,757	250
3. Denver Network Office	39,929,084	121
4. Indianapolis Network Office	38,101,807	174
5. Oakland Network Office	100,009,368	150
Total	\$279,846,072	928

WILLIAM B. MOORE, PH.D., P.E.

VICE PRESIDENT

Education

Ph.D., Civil Engineering, University of Maryland, 1989

M.S., Civil Engineering, Pennsylvania State University, 1980

MBA, Drury College, 1978

B.S., Engineering, U.S. Military Academy, West Point, 1974

Employment History

1997–Present, Logistics Management Institute, Vice President

1990–1997, Logistics Management Institute, Program Director

1984–1990, Logistics Management Institute, Research Fellow

1983–1984, U.S. Army Engineer District, New York, Special Assistant to the District Engineer

1982–1983, U.S. Army Engineer District, New York, Assistant Chief of the Engineering Plans Formulation Branch

1980–1982, U.S. Army Engineer District, Al Batin, Saudi Arabia, Project Engineer

1974–1980, U.S. Army Corps of Engineers, Engineer Officer

Experience

STRATEGIC PLANNING

Advised the U.S. Army Corps of Engineers regarding studies and analyses concerning its proposed reorganization, which included modeling alternative organizational structures.

Assisted in establishing the Commissions on Base Closures and Defense Conversion; advised top management about strategies for meeting goals and objectives.

For the U.S. Army Community and Family Support Center, examined the current delivery process and assisted with reengineering the facility delivery processes.

For the Department of State's Foreign Buildings Office, advised senior management about the current status of the facility delivery process, established quality standards, and reengineered the facility delivery processes.

For the U.S. Army Corps of Engineers, developed quality standards and performance measures for technical service areas.

Analyzed the relationship between contract types and the quality of the resulting construction; recommended methods for enhancing that quality.

ANALYSIS OF FINANCIAL, PERFORMANCE AND ECONOMIC ISSUES

Assisted the Office of the Secretary of Defense with base closing process by developing models and methodologies for estimating the economic impacts of military base closing decisions and ensuring the quality of the analyses.

Directed financial analyses and market assessments for capital assets including real property holdings.

Developed corporate strategies for the Corps of Engineers for managing engineering information. These strategies included reviews of current industry practices and identified applicability to Corps of Engineers requirements.

Developed decision support systems for assessing capital asset decisions for various agencies.

Developed an innovative approach for routing, managing, and documenting facility and engineering information that served as the basis for implementing process reengineering results.

For the Department of Energy, developed and applied a benchmarking approach that has been utilized at four major production complexes and addresses support and administrative cost.

Analyzed project management, quality, contracting, and financial issues related to facility, technical service, and major construction programs.

RESOURCE MANAGEMENT

Developed manpower models for forecasting requirements for construction management, design, design management, and facility management for the Corps of Engineers and the U.S. Postal Service. These models translate expected workload into staffing requirements and are used to resource organizations and examine efficiency.

REENGINEERING PROCESSES

Reengineered the facility support process for the INS and incorporated information strategies into the reengineering effort.

Assisted with the development of a plan for ISO 9000 implementation for the U.S. Army Corps of Engineers.

Served as the technical lead for an analysis of Department of Energy maintenance costs to determine appropriate performance measures and to identify best in class performers to serve as benchmarking candidates.

Directed analyses of facilities management and related processes, which resulted in the reengineering of the processes. Efforts included the use of flowcharting and modeling techniques as well as the use of process simulation models. These analyses were conducted for the National Institutes of Health, the Department of State Foreign Building Operations, and various Corps of Engineers organizations.

Awards and Relevant Organizational Memberships

Recipient of the Field Award from the Society of Logistics Engineers for contributions to facility engineering and management

Registered Engineer, Virginia

Registered Engineer, Pennsylvania

Member, American Society of Civil Engineers and Society of American Military Engineers

List of Selected Publications

“Impacts of Development and Infrastructure Financing,” *Journal of Urban Planning and Development*, American Society of Civil Engineers, Vol. 117 No. 3, September 1991.

“Developing Defensible Transportation Impact Fees,” *Transportation Research Record 1283*, Transportation Research Board, National Research Council, 1990.

Logistics Management Institute, *Managing Engineering and Construction Information: An Industry Overview*, May 1989.

“SBA Set-asides: How They Affect Contractor Selection,” *The Military Engineer*, July 1989.

Logistics Management Institute, *Controlling Engineering and Construction Management Costs Within the Corps of Engineers*, December 1988.

“Job Order Contracting: A Procurement Success Story,” *Contract Management*, November 1988.

Logistics Management Institute, *Corps of Engineers Military Construction: Management Costs Below the Industry Average*, August 1988.

“Paying for Growth: The Impacts of Rapid Growth,” *Engineering Management International*, 1988.

Logistics Management Institute, *Contracting for Quality Construction*, January 1988.

Logistics Management Institute, *Corps of Engineers Resource and Military Manpower System*, May 1987.

Logistics Management Institute, *Analysis of Vieques Industrial Park Alternatives*, March 1987.

“Engineering Management in Action: Infrastructure and Fiscal Planning for Communities Impacted by Rapid Growth,” *Proceedings*, First International Conference on Engineering Management, September 1986.

Security Clearance

Top Secret

RELATED FEDERAL CONTRACTS

Task Title: National Cemetery Administration Study

Contract Number: 973A.P329.VA101

Customer: Veterans Affairs

Project Leader: Donald Prettol, Logistics Management Institute

Period of Performance: 12/27/2000–04/30/2002

Funding: \$2,504,082