

July 2017

Vol. 38 Issue 3



Huntsville Center  
**Bulletin**

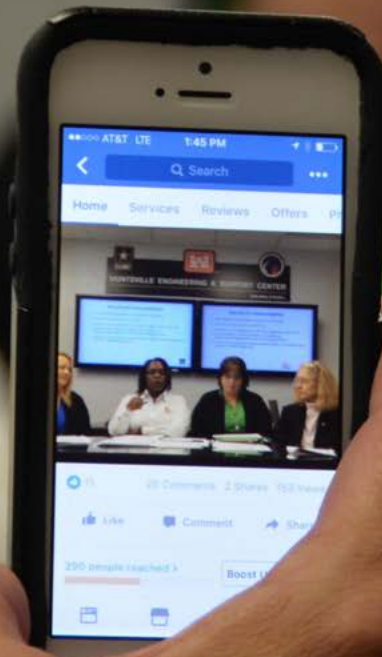


U.S. Army Engineering and Support Center, Huntsville

# 'Virtual' Success

**Innovation drives  
Office of Small  
Business program**

**Page 10**





# Table of Contents

Employee Spotlight.....4

Fort Riley breaks ground on energy contract.....6

Communication system a go at Weed Army Hospital Data Center.....7

Phase 2 increases solar array wattage.....8

Construction begins on Lima, Ohio, power plant.....9

Small Business Office innovates.....10

Organization Day Award winners.....12

Photos from Organization Day 2017.....14

Marin steps in to new role.....16

Black belt master Davis champions student success.....18

Duo honored in magazine.....20

Huntsville Center team contributes to youth task force.....23

Ethic Corner.....24

## Hail and farewell

**Hail:** William Spaulding, Amanda Mobley, Mark Reed, Stephan White, Elizabeth Cardenas, William Seelman, Meghan Stewart, Alex Trinh, Chelsey Turner, Derek Prosser, Center Contracting; Richard Olmedo, Neriah Holly, Johanna Lopez, Aaron Burns, Kelly Turner, Engineering Directorate; Kevin Cuevas, Management Review Office; Joe Fentress, Safety Office; Ellen Haapoja, Executive Office; Victoria Williams, Office of Counsel; Maya McDaniel, Equal Employment and Opportunity Office; Sarah Koh, Internal Review Office; Linda Owens, Jared Ayers, Sharleene Davidson, Erika Casper, Katia Ortega, Mindy Shelton, Dana McFarland, Jacob Morrison, Kelsey Seiter, Lorraine Rosello, Installation Support and Programs Management Directorate.

**Farewell:** Rodney Smith, Karen Spanier, Martin Bushey, CT; Wesley Malone, James Fitch, Ed Nixon, Solomon Adeyemo, Lt. Col. Ken Schlorf, Gerald Ramos, ISPM; Blaine Guidry, Will White, Rick Owens, Tony Ray Benson, ED; Sherri Anderson-Hundgins, Ordnance and Explosives Directorate, Engineering Directorate.

### On the cover

Huntsville Center's Office of Small Business Programs and program manager and contracting officer for a Medical Facilities Support and Services II contract held the Center's first Facebook live session for a Medical Facilities Support and Services II contract May 4.

Photo by Mark Thompson.

# Commander's thoughts



**H**untsville Center team, We've entered the fourth quarter, FY17. We are anticipating the Center will obligate between \$1.9 and \$2.1 billion. In June, about \$701 million had been obligated, which is normal. The bulk of our work is generally in the fourth quarter, and you always get the work done.

Our workforce is phenomenal. As of May, we have onboard 1,000 employees: 887 Department of the Army civilian employees, 44 temporary civilian employees and 57 contractors. We are continuing to look at ways to ensure we have the right-sized workforce commensurate with our workload.

## FIVE FOCUS AREAS

There are two things that I'd like to discuss in this issue. First, there are five focus areas where I have been spending the vast majority of my time and energy. I want to be transparent with you about these areas so you can continue to help me focus on these.

- Deliver the program – this means making sure we have the resources we need, hiring the employees with the experience we need and getting our processes right
- Develop the next generation of USACE leaders – it's important that we do effective succession planning, leverage the Leadership Development Program to help shape future leaders and ensure we maintain our technical competencies
- Stakeholder engagement – I want to continue to engage with key leaders both inside and outside USACE

- Command climate – I am ultimately responsible for the command climate in the Center. While we have an outstanding command climate right now, if you see something that could be improved, bring it to your supervisor's attention. Our investment in key programs like LDP, commander's challenge and Engineer Day, are ways to keep our command climate strong.

- Enterprise-wide initiatives – such as the Executive Governance Boards.

## STAYING ALL STARS

Second, I have been with the Center 10 months or so. I am always looking for analogies to describe the Center. USACE clearly is a world-class organization. If you use a sports analogy, it is operating at a professional level. When you talk to the leaders in USACE, they're not satisfied with being a professional sports team; they want to win the championship. But in most sports, you don't win a world championship unless you have some "all-star" or "hall of fame" caliber talent on your team. The leaders in USACE expect the Center — they need the Center — to operate at an "all-star" or "hall of fame" level to ensure USACE can be a world champion engineering organization. You are all world class "athletes," there is no question about that. The question for all of us though is how to continually operate at the "all-star" level.

## ENGINEER DAY AWARDS

The Engineer Day awards ceremony and organization day June 9 gave us a chance to get to know each other outside the work environment. Congratulations to the award winners



Col. John S. Hurley

and a big thank you to the Activities Association and employee volunteers who helped make the day a great success.

## RENOVATIONS ONGOING

You've probably seen by now that we are making progress on the renovations to the main building in Huntsville. A lot of hard work has gone on behind the scenes to get us to this point. With the signing of the contract with Turner Construction May 31, we started moving ahead, and you'll start seeing more changes. We plan to have projects underway by October, which will keep disruptions to a minimum during year-end.

So far, Suites 16 and 18 in Bldg. 4901 are being renovated, which will allow 120 employees from the Electronic Technology Division to relocate. This action will have a large impact on freeing up parking spaces at the main building. In Suite 1 we

See "Commander" on page 5



US Army Corps  
of Engineers®

The Huntsville Center Bulletin is printed by digital copier as an official publication authorized under the provisions of AR 360-1. Opinions expressed are not necessarily those of the U.S. Army. Inquiries can be addressed to Public Affairs Office, U.S. Army Engineering and Support Center, Huntsville, Attn: CEHNC-PA, P.O. Box 1600, Huntsville, AL 35807-4301. Phone: DSN 760-1692 or commercial 256-895-1972. The Bulletin is also online at [www.hnc.usace.army.mil](http://www.hnc.usace.army.mil). The Huntsville Center Facebook page is located at <http://bit.ly/HNCfbPage>. The Twitter page is located at <http://twitter.com/CEHNC>. Circulation: 500.

## BULLETIN

Commander..... Col. John S. Hurley  
Chief, Public Affairs..... Debra Valine  
Editor..... John Mark Thompson



Printed on recycled paper  
30 percent post-consumer



## Employee Spotlight : Tara Clark

# Learn strengths, forgive weaknesses

By Susan L. Follett  
Special to the Bulletin

In her 14 years of working for the federal government, Tara Clark's career has taken her from one service to another, across Europe and back to Alabama. Along the way, she's learned about the challenges of working overseas, the benefits of professional certification and the importance of learning from one's mistakes.

She started her career with the Naval Facilities Engineering Command (NAVFAC) in 2002, and developed solid footing in both engineering and acquisition. "NAVFAC pushed hard to make sure I achieved each facilities engineering certification level as it became available," said Clark. While with NAVFAC she also obtained her professional engineer certification and earned an MBA. "I think it was critical that I had a good foundation in my mechanical discipline before jumping over to the program and project management side," she said.

In early 2009, she was offered two positions outside the continental United States, one with NAVFAC Europe Africa Southwest Asia in Naples, Italy, and one with the U.S. Army Corps of Engineers' (USACE) Europe District in Wiesbaden, Germany. The Europe District offer was as the mechanical engineer for the Missile Defense Agency (MDA) European Interceptor Site, "an exciting



Photo by Maureen Slater

Tara Clark

facilities gave rural doctors a chance to consult with specialists to solve challenging cases."



**Learn your strengths and maximize these areas. Understand and forgive your weaknesses.**

- Tara Clark



In early 2011, she transitioned to a project manager (PM) post in the Missile Defense Branch. "At that time, we were just beginning work on the presidentially mandated European Phased Adaptive Approach (EPAA), designed to deal with the threat posed by Iranian short- and intermediate-

range ballistic missiles to U.S. assets, personnel and allies in Europe," she said.

Clark was the PM for the Phase I implementation of the EPAA program, a radar component of the land-based Aegis Ashore Ballistic Missile Defense (BMD) System, which was successfully brought on line in December 2011.

The Aegis Ashore BMD System is the first operational land-based version of the Aegis Combat System, which combines phased-array radars, fire control directors, computers and missiles.

She considers the position an important one in her career development. "It was a unique opportunity that allowed me to work

at an extreme pace on a very unusual project with a presidential mandate." She worked on a handful of different projects for the program until 2014, when she accepted a job offer at Huntsville Center.

Now, as a ballistic missile defense PM, she manages MDA-authorized projects from cradle to grave and leads product delivery teams in developing solutions to provide the MDA with facilities and infrastructure that meets its needs. "The systems are constantly being improved to better protect the U.S. homeland, its territories and allies," she said. "The projects I work on are vital to the protection of our nation, and in my little way I am making a difference." At Huntsville Center, with

Continued on page 11

The **Employee Spotlight** is intended to let Center employees shine for positively impacting the organization through mission achievements. Employees are featured quarterly in the Huntsville Center Bulletin. If you'd like to nominate someone within your office for this recognition, please contact John M. Thompson, Public Affairs Office, at 256-895-1972, or email: [john.m.thompson@usace.army.mil](mailto:john.m.thompson@usace.army.mil).

# The Bulletin asks:

What working-life lessons have you learned so far as a Huntsville Center summer hire?



“ I have learned the importance of time management and how it’s best to take initiative while learning new tasks. ”

**Victoria Reynolds**  
Office of Counsel summer hire

“ There are no more summer breaks for me anymore. My supervisor said “welcome to the real world.” I’m also learning how everyone wants to help (me). They see interns and summer hires as the future and they are never hesitant to give advice. ”

**Alex Trinh**  
Center Contracting summer hire



## Commander

Continued from page 3

updated restrooms, replaced carpet and installed new furniture. We acquired Suite 2 that resulted in consolidation of Suites 20, 21 and 24, and we acquired Suite 4 to support consolidation of the Information Technology Services Project Delivery Team.

Other improvements you will see include mold abatement, upgraded lighting and wall finishings, new carpet, a new lactation room, renovated restrooms and new entrance at the front of the building. We’ll keep you informed as each new phase starts. Employees in the impacted areas will

be relocated to allow the space to be renovated. You may or may not return to the same location. Employees in project delivery teams will be co-located to facilitate collaboration and communication among team members. An option during the time your area is being renovated may be telework; you will need to work with your supervisor to see if that is an option for you.

### STAY SAFE THIS SUMMER

Summer is underway. Now is the time to take leave and enjoy time with your family and friends before the frenzy of year-end hits us. I want you

to be safety aware in all you do – both at work and at home. Be aware of your environment. All you have to do is watch the news to know that we could face danger at any time, any place. Our security office lets us know areas of concern; pay attention to those when planning summer travel.

As I noted earlier, our workforce is phenomenal. You all are amazing and impress me every day with your dedication to the nearly 2,800 projects we have ongoing at any given time. Keep up the great work! You make us a world-class team. Essayons!

# Fort Riley leaders, partners break ground on energy saving contract

By Maria Childs  
1st Infantry Division Post

**S**outhland Energy; Installation Management Command; and the U.S. Army Corps of Engineers, Engineering and Support Center in Huntsville, Ala., re-affirmed a 22-year partnership at the Energy Savings Performance Contract groundbreaking ceremony June 13 at Ware Parade Field.

This first phase of a multi-phased ESPC project at Fort Riley will provide \$37,721,463 in facility improvements across 280 buildings. These improvements will be paid for from the \$2,447,496 in annual cost savings generated and will achieve more than \$92 million in savings over a 22-year period.

According to Mike Witmer, utility and energy branch chief for the Directorate of Public Works, the goal of the contract is to meet the congressionally mandated energy reduction goal of 25 percent by 2025. The project guarantees Fort Riley \$2.4 million savings per year, which equates to a 14.8 percent reduction of energy and 10 percent reduction in water consumption.

The project will provide new airfield lighting; new street lighting; new LED interior lighting; central chilled water plant upgrades; heating, ventilation and air conditioning and control upgrades; and water consumption reduction measures.

Col. John D. Lawrence, Fort Riley garrison commander, said this project

started in September 2014.

“It was then, and remains, Fort Riley’s objective to minimize energy consumption, costs and reliance on non-renewable energy resources while meeting all operational mission requirements and providing quality working and living conditions,” he said.

“With the energy savings performance contract now signed, Fort Riley residents, Soldiers, civilians and U.S. taxpayers will reap additional benefits. This ESPC is paid for through energy and operational savings, which allows Fort Riley to maximize our Public Works budget without increasing cost to taxpayers.”

Lawrence said the construction

**Continued on page 7**



Photo by Maria Childs

From left to right, U.S. Army Garrison Fort Riley Command Sgt. Maj. James Collins; Albert “Chip” Marin, U.S. Army Corps of Engineers, Engineering and Support Center, Huntsville; Joseph Cvetas, Executive Vice President, Southland Industries; H. Sandy Walker, Fort Riley Public Works; and Col. John Lawrence, Fort Riley Garrison Commander, turn ceremonial dirt during a groundbreaking ceremony June 13 at Fort Riley, Kansas. The ceremony highlighted the award of an energy savings contract to Southland Energy and commemorated the start of the construction phase. The contract is overseen by the U.S. Army Engineering and Support Center, Huntsville.



Courtesy photo

Data Center in the Weed Army Community Hospital.

# Communication System a go at Weed Army Community Hospital

By Heidi Connelly  
Huntsville Center

Soldiers and their families will see big changes when they start using the new Weed Army Community Hospital at Fort Irwin, California, in September.

Hospital users will see the new building, new furniture and new medical equipment. What they won't see is just as important.

The U.S. Army Engineering and Support Center, Huntsville's Medical Communications Infrastructure & Systems Support (MCIS2) Program is working with the U.S. Army Corps of Engineers Los Angeles District and the Health Facility Planning Agency to ensure facilities-related communications systems and communications infrastructure maintenance and upgrades are installed.

Continued on page 9

## Contract

Continued from page 6

phase of the project is scheduled to be completed by March 2019.

"The 1st Infantry Division and Fort Riley are committed to energy security and sustainability ... I am extremely proud that Fort Riley can be part of such a worthwhile endeavor," he said.

Chip Marin, Huntsville Center's programs director, said the Army has made it a priority to protect the environment to preserve valuable resources for future generations and also to ensure the land, water and air space that is needed to sustain military readiness is available.

"Fort Riley has and continues to be a leading contributor to change in the energy sector," he said. "The ESPC we are gathered to celebrate allows your installation to reach the congressionally mandated 20 percent energy reduction goal from 2015 consumption levels six years ahead of schedule."

He said this particular ESPC is also unique because it doesn't just focus on a single energy or water reduction measure.

"It does not focus on a single energy conservation measure, in fact, it takes several ECMs, or energy conservation measures, and bundles them into a single project," he said. "This project is important for many reasons. First off, it gains Fort Riley energy security, resiliency and sustainability, which are all crucial to future mission

accomplishments. Partnering with industry is our new normal so the installation and Southland Industries willingness to partner for this project is indicative of the installation, Army and nation's business strategy. Saving energy and being great protectors of our environments not only benefits us but also benefits our nation and its future generations."

Marin said Southland Industries is one of the many Army partners helping to meet the congressionally mandated energy reduction goal.

Joseph Cvetas, executive vice president for Southland Industries, said the goals for the project are simple. They include safety, minimizing any disruption to the daily operations of the installation, and achieving the targeted energy and operational savings to keep Fort Riley the best place to live and train for service members.

"Developing an energy savings performance contract of this magnitude is no easy undertaking," he said. "For the past year, we have collaborated with the Fort Riley Public Works team, the Army Corps of Engineers and the Army Installation Management Command to design this project. In order to be successful, we need a strong partnership with all stakeholders ... this project has that strong support from the DPW team. This project will bring much needed infrastructure improvements and increase operational efficiencies."

# Phase 2 increases solar array wattage

*Fort Campbell sees savings via Huntsville Center USEC, Power Purchase Agreement programs*

**By Heather Huber  
Fort Campbell Courier**

A ribbon-cutting ceremony June 9 at Fort Campbell, Kentucky, celebrated the completion of the final phase of Fort Campbell's 5 megawatt solar array.

"It's amazing to think how much Fort Campbell has changed over the last couple of years, and how much it'll continue to move forward," said Col. James "Rob" Salome, garrison commander. "It's a special time; it's important to Fort Campbell for us to try and move as much as we can toward sources like solar."

The two-phase project used two third-party financed contract vehicles managed at Huntsville Center, the Energy Division's Utility Energy Services Contracting and the Power Purchase Agreement programs.

Phase one incorporated a Utility Energy Services Contract for a 1.9 megawatt array executed through a 10-year contract with Pennyrile Rural Electric Cooperative Corporation and a \$3.1 million grant from the Commonwealth of Kentucky. Phase two used a 27-year Renewable Energy Service Agreement (RESA) and an \$800,000 grant provided by the Department of Energy's Federal Energy Management Program to install the remaining 3.1 megawatt array. The U.S. Army Corps of Engineers, Salome said when the solar array project started in 2012, the post was looking for ways to refine energy usage in an efficient way. Originally the plan was for the array to produce the equivalent of 3 percent of the post's energy usage.

"Well now with the work that we've all done to make this possible, it's going to represent 10 percent of our total [energy] utilization," he said. "That is really huge to us."

The 5 megawatt solar array is expected to annually produce enough renewable energy to power 463 homes.

Work on the solar array began in 2012 when the Fort Campbell Directorate of Public Works partnered with the

Huntsville Center and the Department of Energy to put together a renewable energy plan for the post.

The array was expected to cost between \$9-12 million, so the grant was a good jump start and made it significantly easier to find the rest of the funds.

"Through a Utility Energy Services Contract, we could actually fund a portion of the project ... through a (third-party financed) mechanism," Rick McCoy, chief business operations and integration division, DPW, said.

The UESC allowed them to complete phase one of the project in 2015, installing enough panels to produce 1.9 megawatts, with a 10-year payback.

Phase two was finally energized for a full 5 megawatts in April of this year. The array is expected to not only reduce the post's energy load on the power grid, it will also help save money.

"Power costs fluctuate based on when we use them," McCoy said. "The hottest day in July is when power's the most expensive. By some miracle that's when [the array] makes the most energy. When the sun's highest in the sky and you're burning up and your air conditioner is running like crazy. This [array] is making the most energy that it could possibly make.

"The bottom line is it is producing energy that's reducing the cost of Fort Campbell's electric bill," McCoy said. "It also reduces the stress on the local power grids in Clarksville and Hopkinsville."

The money saved on power consumption can be repurposed to fund training for Soldiers.

"We've got to do all we can to shave off spending in one direction to make sure the Soldier is well trained because we can't let him go out there and defend us without the best," McCoy said.

"That's the way we all look at it. We have an obligation to the tax payer to spend the money wisely, but we also have an obligation to the Soldier to make sure that any scant resources that are available are spent as much in their favor as possible."

Though the solar array is completed on the Kentucky-side of post, McCoy is still hopeful that Fort Campbell can partner with Tennessee to build another 5 megawatts worth of panels.

"This is the beginning cause I know there's lots more things that we want to do and partner on in order to really make ourselves as energy independent as we can possibly be," Salome said.

*(Editor's note: Debra Valine, U.S. Army Engineering and Support Center, Huntsville contributed to this article.)*

“  
The bottom line is  
it is producing  
energy that is  
reducing the cost  
of Fort Campbell's  
electric bill.”

- Rick McCoy



# Construction begins on Huntsville Center's first government owned, contractor-operated power plant

By Debra Valine  
Public Affairs Office

Construction is underway on a government-owned, contractor-operated power plant at the Joint Service Manufacturing Center in Lima, Ohio.

The nearly \$12 million contract, awarded to Siemens Government Technologies Inc., Dec. 30, 2016, is the first contract awarded by the U.S. Army Corps of Engineers, Engineering and Support Center, Huntsville's Energy Savings Performance Contracting Program for a government-owned, contractor-operated power plant.

This is a Firm Fixed Price Task Order Award from the ESPC III Multiple Award Task Order Contract.

Siemens will install energy conservation measures that include upgrading lighting to new, light-emitting diode (LED) technology with advanced control, repairing and replacing existing steam traps and adding insulation to ease maintenance burdens and increase steam system efficiency, building envelope upgrades that will extend the useful service life of existing roofs, and water system efficiency upgrades and compressed air system upgrades for increased reliability and efficiency.

According to Siemens, the improvements will save

approximately \$20 million and 1,407,765 MBtu over the 15-year performance period or enough energy to power 2,544 homes annually.

Under the ESPC contracting mechanism, Siemens will cover the cost for the efficiency improvements, and the facility will pay it back over time out of the cost savings generated by those improvements.

An ESPC is a partnership between the Army and an energy service contractor, in this case, Siemens. Working with the garrison, the ESCO provides the capital and expertise to make comprehensive energy and water efficiency improvements on facilities or implements new renewable energy capabilities and maintains them in exchange for a portion of the generated savings.

An ESPC is one of the acquisition vehicles an installation can use to meet the Army's 30 percent energy and 15 percent water reduction goals without upfront capital costs. Actual energy cost savings pay for the ESPC efforts on a yearly basis.

Huntsville Center is the U.S. Army Corps of Engineers center of expertise for ESPC.

JSMC, which restores and repairs armored vehicles, such as the M1A2 Abrams Main Battle Tank, is owned by the Army but operated by General Dynamics Land Systems.

## Hospital

Continued from page 7

The project equipped the new hospital data center with hardware cabinets, uninterruptable power supplies, power distribution units and inline cooling racks. The \$616,000 project included the assembly of all equipment within a hot aisle containment system and included the installation and deployment of UPS, batteries, PDUs and in-row cooling units.

"Working with the Los Angeles District, we provided key guidance in the development and execution of the facility related information technology portion of the integrated master schedule," said Kevin Miller, the Huntsville Center project manager. "This enabled all dependent medical systems to remain on schedule and

acquire their certification testing and staff training for opening day."

While providing procurement and installation of several key systems for the new hospital, the MCIS2 team attended onsite meetings that ensured the delivery and installation of critical components in a timely manner. During the course of any construction project of this magnitude, numerous changes are anticipated.

The MCIS2 Team coordinated with the general contractor, Turner Construction, as well as the Los Angeles District, to mitigate any issues with overall project completion. Working in parallel with the Los Angeles District and the Health Facility Planning Agency program manager, the project remained on schedule

throughout the construction process.

These key complementary services provided by the MCIS2 Program, Los Angeles District and the general contractor will ensure the completion of a world class medical treatment facility for the Fort Irwin Soldiers and their families.

The new Fort Irwin medical facility will be approximately 216,000 square feet and will provide Soldier and family patient care, emergency medicine and clinical support. The hospital will support not only the garrison but also the brigade size units that rotate through the National Training Center each year.

*(Heidi Connelly is the chief, Information Technology Systems Branch A, U.S. Army Corps of Engineers, Huntsville Center.)*

# Office of Small Business Programs innovations results in success

By William S. Farrow  
Public Affairs Office

The U.S. Army Engineering and Support Center, Huntsville has a team with thorough understanding of federal acquisitions, focusing their expertise and advocating for small businesses to compete for more than 5,000 contract actions, or portions of them, that Huntsville Center solicits annually.

In fiscal year 2016, Huntsville Center's Office of Small Business Program's efforts resulted in more than \$690 million in direct awards to small businesses. In fiscal year 2017, Huntsville Center had direct awards valued at more than \$191 million to small businesses in May with the bulk of awards to be made during the fiscal year's fourth quarter.



Rebecca Goodsell

"Small businesses represent 29.6 million companies in the U.S., create 63.3 percent of new jobs, export 34 percent of all U.S. exports, employ more than half of all private sector employees and generate more than half of our Gross Domestic Product," said Rebecca Goodsell, Huntsville Center's Office of Small Business Programs chief.

Goodsell and her team of small business specialists, Karen Baker and Nicole Boone, recognize how important small businesses are to America's economic future, and the team is in place to ensure Huntsville Center supports the government's policy of awarding a fair proportion of contracts

to qualified small business.

Goodsell said she and her staff are essentially "business advocates and advisers," charged with helping small businesses with a variety of needs as well as acting as liaison between the Center's staff and the Small Business Administration.

"Small business is a vital part of the Army Corps of Engineers' procurement process, and we provide valuable information that helps small businesses, program managers and contracting professionals identify needs and industry capabilities in support of our many programs," Goodsell said.

Huntsville Center's OSBP team is experienced in government contracting — all three on staff are Level III contracting officers — and each performs a variety of functions to include planning, implementing and administering the Center's full range of Small and Disadvantaged Business Utilization related programs.

"We're responsible for maintaining an extensive formal and informal outreach effort to counsel, assist and protect the interests of small business concerns in execution of our missions," Goodsell said.

One of the staples for the OSBP is the annual Small Business Forum that allows more than 300 small business representatives and small business owners to discuss their capabilities with Huntsville Center contracting officials and program managers to learn about upcoming Huntsville Center acquisitions. The 2017 Small Business Forum is set for Oct. 18.

The forum is good for small business to not only connect with Huntsville Center representatives, but with each other too as businesses are always looking to partner with each other, Goodsell said.

Throughout the year, Center

program and project managers and contracting officers also host "industry days" either in Huntsville or at outlying locations. An "industry day" is set so Center representatives can provide program and project contract overviews and explain steps small businesses can take to submit proposals to provide the services Center contracts require.

"Industry days are the lifeblood of the OSBP,"

Boone said. "It's not just a way for small business to interact with Huntsville Center staff, but also with each other.

After they meet with us they can then meet with each other and often they find ways to partner to come up with solutions to fulfill contractual requirements."

However, the OSBP staff, particularly Baker, began realizing "industry days" can be taxing on small businesses as it's not always easy for small business owners or representatives to attend as airline flights and hotels can be costly to a small business.

"Also they are taking time to attend, and for many small business owners, time is money," Baker said.

That aspect of the industry day got Baker thinking, and she soon realized many industry days could be accomplished virtually.

Huntsville Center's Base Operations Program had a services contract for the 88th Regional Support Command, an Army Reserve command element supporting more than 55,000 Army Reserve Soldiers and civilian employees. Many of the firms interested in supporting the 88th RSC's services were



Nicole Boone

"Success" Continued on page 11

## Clark

Continued from page 4

prior agreement by the host USACE district, she has been overseeing small MDA construction and repair projects at Vandenberg Air Force Base, California; Clear Air Force Base, Alaska; and some other locations.

“As a PM, I’m a facilitator, translator and link,” said Clark. “A PM needs to be able to listen and translate unusual customer needs into something that can be accomplished through your program office.” A positive attitude helps with the challenges that the position presents. “I try to look for the positive, and challenges are just opportunities to exceed expectations,” she said. “Since Huntsville Center can only take projects that have been turned down by the

geographical district, we always are given projects that give us opportunities to exceed expectations.”

Looking back on her career, Clark noted that she has had some exceptional supervisors and mentors. “An early PM supervisor at NAVFAC Mid-Atlantic had so much faith in my ability that he tasked me with repairing the fractured relationship between Marine Corps Air Station Cherry Point (North Carolina) and my branch. I was so successful that I was named the PM lead for this base,” she said. “When I was in Europe, my supervisor pretty much let me handle the work and trusted that I would brief him as needed. And Huntsville Center gave me the opportunity to temporarily

act as manager over the BMD program when the program manager had to take off for emergency medical leave.”

Those experiences have taught her wisdom she offers as advice for others: “Learn your strengths and maximize these areas. Understand and forgive your weaknesses. Take training when it is offered and participate in the classes. And if you make a mistake, learn from it and move on.”

*(Editor’s Note: This profile was originally published in the April–June issue of Army AL&T Magazine, posted at <http://asc.army.mil/web/magazine/alt-magazine-archive/> as part of the U.S. Army Acquisition Support Center’s Faces of the Force initiative.)*

## Success

Continued from page 10

small businesses in areas with close proximity to 88th RSC facilities.

Because the facilities were dispersed across 19 northern-tier states from the Ohio River to the Pacific Ocean, Baker and the BASEOPS program manager and contracting officer began discussing ideas about how to reach such a broad area.

“So we had the concept of hosting a ‘virtual’ industry day for this contract,” Baker said.

“I looked at the map of the area the 88th RSC covers, and Colorado was the central point. We also knew we wanted to involve regional Procurement Technical Assistance Centers that provide assistance to business firms in marketing products and services to the federal, state and local governments. So I called Dennis Casey, Colorado PTAC executive director, explained our situation and he was more than happy to help us.”

On Feb. 2, with assistance from Colorado PTAC and El Paso County, Colorado, visual information staff, Huntsville Center hosted its first virtual industry day, streaming the event live across the internet from the El Paso County, Colorado, Regional Municipal Center. The event was seen by hundreds of small business owners and representatives at PTACs throughout the region.

Casey was so pleased with the event that he submitted the event to the Association of Procurement Technical Assistance Centers’ award program, and the event was named

as an Outstanding Project Award for 2017.

The success of the 88th RSC virtual industry day garnered interest from other Huntsville Center program and project managers who began asking the OSBP for assistance with developing more virtual industry day events to draw in small businesses and meet their requirements for contract “set-asides for small business,” a contracting vehicle tool that reserves an acquisition (or parts of an acquisition) exclusively for participation by small business concerns.

Baker took industry day events to a new level May 4, with the Center’s first Facebook live session for a Medical Facilities Support and Services II contract.

Tonia Thomas, Contracting Directorate contract specialist, participated in the MFSS II virtual industry day and said working with OSBP helps contracting officers remember small business goals and ensure they are in line to use small businesses.

“I always learn something new working with the OSBP, they keep us abreast on small business policy and work side-by-side with us to determine which specific acquisitions should be set-aside for competitive small business awards. Their innovation is key to not only helping us take care of our customers, but also take care of the vendors. They are an invaluable asset to the Center’s acquisition workforce and the programs and projects we support,” Thomas said.



Karen Baker

# Employees receive honors at organization day

## Staff Reports Public Affairs Office

Each year during its annual organization day picnic, the U.S. Army Engineering and Support Center, Huntsville recognizes individuals for their efforts for the past year with Engineer Day awards.

Twenty-one Huntsville Center employees received honors during the Engineer Day awards ceremony and organization day picnic at Monte Sano State Park, June 9, 2017.

Twelve individuals received trophies; nine members of a project delivery team received medallions and certificates. The annual awards are solicited from the workforce as part of the Incentive Awards Program. Nominations are reviewed against established criteria.

### Administrative Support Employee of the Year:

**Maureen Slater**, Installation Support and Programs Management. As the lead division admin support person, Slater exceeds all expectations for timeliness, quality and accuracy of deliverables; initiating and implementing new processes that streamline administrative tasks for the Electronic Technology Division.



Slater

**Engineer of the Year: Ryan Bowers**, Engineering Directorate. Bowers, a



Bowers

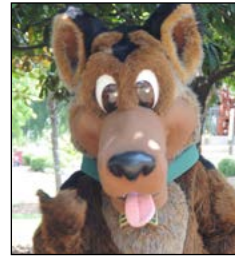
structural engineer and registered professional engineer in Alabama, is the subject matter expert and the Structural Branch's primary point of contact with the Department of Defense Explosives Safety Board. His technical expertise was instrumental in the development of a design concept for an Army National Guard missile maintenance facility. This concept will become the DOD standard, saving thousands of dollars by avoiding repetitive custom design.

**Contracting Professional of the Year: Susan Parsons**, Contracting Directorate. Parsons is the contracting branch supervisor for the Electronic Technology Branch. Last fiscal year she personally oversaw the award of \$217.5 million through 616 contract actions and has significantly aided in reducing the number of overdue contract closeouts.



Parsons

**Volunteer of the Year: Matt**



Urbanic

**Urbanic**, Contracting Directorate. Urbanic embodies the volunteer spirit within the Center and his home community. He was the first contracting officer on the ground to support flood recovery operations in Louisiana. He volunteers to train the workforce on a full range of contracting-related topics and he lends his talents to Huntsville

Center's Activities Association functions by creating balloon animals on organization day and wearing the Sgt. Woof costume for outreach events such as Redstone in the Park.

### Commander's Leadership Award:

**Laura Lokey-Flippo**, ISPM. As the former Base Operations Program manager, Lokey-Flippo provided service primarily to the Army Reserve's 88th Regional Support Command which encompasses 272 facilities covering more than 13 million square feet over a 19-state region. She managed a PDT of 20 fulltime equivalent personnel.



Lokey-Flippo

### Employee of the Year: Daniel

**Shepard**, ED. Shepard has been very active in the cybersecurity and information technology communities. He shares his expertise on the Unified Facility Code governing cybersecurity and has led several webinars on the subject. Through his personal efforts, he has taken on the mission to get the Center's Cyber Technical Center of Expertise designation upgraded to a Mandatory Center of Excellence.



Shepard

### Commander's Diversity Award: Daniel Unsen, CT.

As a member of the Commander's Special Emphasis Program Council, Unsen serves as past chair of the Asian American/Pacific Islander Program and present chair for the Individuals with Disabilities Program. His contributions to these programs serve to promote diversity and inclusion, address barriers and fulfill federal guidelines of the DOD and the Army. His dedication and service extends beyond the workplace as well, and he often devotes his time and talent to the Wounded Warrior Project as well as at the Manna House, providing food assistance to those in need.



Unsen

Continued on page 13

# Honors

Continued from page 12

**Commander's Leadership Diversity Award: Colleen O'Keefe, CI.** O'Keefe is the ambassador for the Individuals with Disabilities Program and a staunch supporter of the Commander's Special Emphasis Program. She manages



O'Keefe

a diverse organization of over 200 contracting, acquisition and administrative professionals. She works to provide opportunities for women and minorities in the workforce, with more than 58 percent women in her organization. Her directorate has the highest representation of minorities in the Center with 40 percent, and is leading

all directorates in representation of African Americans, Hispanics and Native Americans.

**Innovator of the Year: Brian Woodroof, ED.** In response to a finding that Huntsville Center was not in compliance with Federal Acquisition Regulation Part 23 that requires 95 percent of new contracts use green products and services, Woodruff developed a sustainability clauses workbook that saves the Center time when looking at all base contracts over the years. This workbook is being reviewed by Headquarters U.S. Army Corps of Engineers for use throughout the enterprise.



Woodroof

**Project Manager of the Year: Lisa Ramirez, ISPM.** A project manager for the Base Operations Program, Ramirez is creating an operations and maintenance program for the Army Reserve's 88th Regional Support Command. She and the project development team look to reduce the contracts from 341 to 57 task order contracts. By consolidating task orders, the program has the potential to reduce the overall effort to maintain acquisitions by 598 percent.



Ramirez

**Program Manager of the Year: Nathan Durham, ISPM.** Under Durham's leadership with the Electronic Security Systems Project Delivery Team, the ESS program is executing 119 active projects valued at over \$150 million with projects throughout CONUS and in 10 countries including South Korea, Japan, Germany, Italy and Israel.



Durham

**Safety Champion of the Year: David Shockley, ISPM.** Shockley initiated and championed three major safety



Shockley

initiatives in the maintenance and services to cover areas unique to this business line: 1. Proactive review of contractor incident reporting. 2. Implementation of tailgate reviews and 3. Initiated new M&S safety policy. These initiatives are critical to ensuring each member of the Center's team (industry or government) returns home safely without injury.

**Resource Manager of the Year: Donzia King-Clark, Resource Management.** As the program analyst for some of the Center's largest, fastest paced, most complex programs, she constantly provides sound financial guidance and advice on the proper use of funding and adherence to fiscal law. She single-handedly revamped the way the Center handles contingency funding at fiscal year-end. Through her foresight, the Center was able to use over \$17 million in contingency funding for within-scope modifications.



King-Clark

**Teamwork Award: Hardware Catalog Management System Project Delivery Team.** Faced with running out of capacity on the IT services contract, the PDT explored options and developed courses of action. The Hardware Catalog Management System PDT's successful acquisition is directly responsible for sparing USACE an almost five-month gap in OrderTrak services until a follow-on contract can be awarded in August. This effort ensures the USACE enterprise has ongoing access to IT equipment and its staff needs to execute USACE missions. PDT members: **Tracy Lynch, ISPM; Patrick Stone, ISPM; Tracy Phillips, ISPM; Angela Andrews, CT; Jennifer Kelley, CT; Lillian Fox, CT; Clay Weisenberger, Office of Counsel; Karl Kuhn, OC; and Ronald Fletcher, ACE-IT.**



Teamwork Award recipients pose with Lt. Col. John Hurley

# Huntsville Center “Org”



You can find even more Org Day photo on our Flickr page!  
[flickr.com/photos/huntsvillecenter](https://www.flickr.com/photos/huntsvillecenter)  
 or our tag: [huntsville\\_center](#)

**flickr**

Photos by Michael May



# Day at Monte Santo 2017



Photos by Michael May

# Marin selected HNC programs director

By Debra Valine  
Public Affairs Office

His is a familiar face around the U.S. Army Engineering and Support Center, Huntsville. Since his arrival in 2013, he has shown in each position that he puts people first, mission second.

Albert “Chip” Marin III assumed the duties as the Center’s programs director May 15. He had been acting programs director since Charles Ford retired March 3.

As programs director, Marin oversees the planning, programming and execution of projects across more than 40 separate programs in delivering an annual project execution averaging \$2 billion. He is also the senior civilian and commander’s civilian deputy for the execution of all support functions, day-to-day operations, operational and strategic communications internally and externally, and is responsible for acquisition planning, scheduling

and awarding of numerous major acquisitions through which 5,500 contract awards and task orders are made annually.

The Portland, Maine, native said he sees two challenges at Huntsville Center: taking care of employees and getting the mission accomplished.

“Since this is such a busy place with everyone always fully engaged with more work than they have time available, I want to make sure people are taken care of,” Marin said. “To maintain a professional, happy workforce you have to look for ways to take care of people.

“If you take care of your people, they will get the mission accomplished,” said Marin, who got his start at Huntsville Center as the branch chief for Facilities Repair and Renewal, Energy Execution Program and Defense Logistics Agency (DLA) Fuels.

Marin said the second challenge is managing the mission. “I will be looking for efficiencies across the

programs and how we share lessons learned.”

His year-and-a-half as director of the Installation Support and Programs Management Directorate helped prepare him for these challenges.

“ISPM does the yeoman’s share – 90 percent – of the annual obligations at Huntsville Center,” Marin said. “So, when we do \$2.2 billion worth of work, much of it came out of ISPM. Thirty-six of the Center’s programs are in IS.”

Marin said working in installation support taught him the requirements of the totality of all the programs and how to better prepare the Center for any surge in work.

“I was able to put systems and processes in place that allow the leadership to see the totality of the work,” he said. “It allows you to see programs and know in advance of year-end if there will be a problem with resources. If you know there will be a problem in advance, you can reprioritize

**Continued on page 17**



Photo by Debra Valine

Albert “Chip” Marin III, U.S. Army Engineering and Support Center, Huntsville’s new programs director, speaks to his team during a recent director’s meeting.





Courtesy photo

### AFGHANISTAN BRIEFING

Col. John Hurley, Huntsville Center commander, is briefed during a recent site visit to the Environmental Footprint Reduction project rock crusher location at Bagram Airfield, Afghanistan.

## Marin

Continued from page 16

programs to get the resources in place to solve the problem.

“The last two fiscal year-end efforts were a lot less strenuous than previous years,” Marin said. “It was because of the processes in place to better forecast and see when problems were happening. It allows us to be proactive rather than reactive.”

Marin said he believes the key to a manager’s success is communication.

“Managers have to plan the program, communicate that plan to employees, and get feedback to ensure everyone understands and buys into the plan,” Marin said. “And then, the manager needs to get out of the way and let people do the job. You have to periodically check on programs to see where they are and ensure they are on track and have the resources they need. The bottom line is you have to communicate. Email cannot be the only form of communication; talk to people and make them come back to you.”

Marin said he thinks Huntsville Center’s work will continue to grow, and to meet that challenge, the Center needs to be resourced to take on that new work.

“I think what has happened in the past, the biggest measurement of success was how much work you were bringing in without regard to the resources,” Marin said. “When new work comes, you need to ask: is it something we can do? Do we have the resources? And if we do not,

we need to attain the resources before we can take on new work.”

Before joining Huntsville Center in December 2013, Marin was the USACE strategic liaison officer to U.S. Army Central Command (ARCENT) and the Coalition Forces Land Component Command (CFLCC). ARCENT and CFLCC are the senior Army-level commands responsible for the warfights in Iraq, Syria and Afghanistan. In this position, he planned, coordinated and gained funding for all USACE support to ARCENT, CFLCC and U.S. Central Command (CENTCOM). He also served as a member of the ARCENT commanding general’s senior planning group responsible for developing, wargaming and writing all contingency and operational plans in the CENTCOM area of responsibility. Marin also served the Corps of Engineers as a project engineer, resident engineer and deputy area engineer in the Far East District.

He is a career Army officer with more than 25 years in uniform working in the engineering field.

Before joining USACE, he worked as a Pacific area program and project manager in the Federal Government Group with the Fluor Corporation, an international engineering, procurement and construction management firm.

He is an active member in the Society of American Military Engineers, the Army Engineer Association and the Project Management Institute.

# Black belt master champions student success

By David San Miguel  
Public Affairs Office

**T**he hard work, sweat, sacrifice and pain, all came down to what seemed an eternity; testing, then sparring on the makeshift dojang at the youth center on Redstone Arsenal. After years of dedicated training every week, three-times-a-week for nine years, Edward Jimenez, 50, and his son, Anthony, 11, had earned their tae kwon do first-degree black belts.

The senior Jimenez tears up every time he recalls that day in August 2014.

“I still get a lump in my throat when I think about it. I have seen my son grow and develop from a shy, little child into a tall, confident and physically fit teenager capable of leading and teaching people regardless of their age. We accomplished something big together. We gave it our best, left it all on the floor and reached our goal,” said the chief information officer, Army Materiel Command, Logistics Support Activity. “It is such a wonderful and fulfilling experience when you set out to reach a goal with your child, dedicate the time, trust in the program and instructors, and finally reach your goal together.”

Jimenez attributes their success to the coaching and mentorship of Jeffrey A. Davis, the founder and senior instructor of Rocket Tae Kwon Do, Huntsville.

Davis, an emergency management specialist with the U.S. Army Engineering and Support Center, Huntsville, said that moments like these are becoming more common. After all, his program was designed to encourage and afford families unique opportunities to participate and train together.

It’s an objective he admits is a far cry from what he experienced growing up and being raised by his grandmother along with four brothers and two sisters.

“It wasn’t easy. My dad was a functional alcoholic, very loving, but when he got to drinking, everything changed; and my mom

Continued on page 19



Photo by David San Miguel

# Black belt

Continued from page 18

never really worked because she had a nervous breakdown when I was 5 years old,” Davis said.

Despite these challenges, he stayed off the streets and out of trouble by occupying his time and attention with high school sports, playing on the basketball, football and track teams. It would be this competitive spirit and mindset that presented him an avenue to succeed later in life.

Following graduation and anxious to make his mark, Davis enrolled and attended Moraine Valley Junior College in Chicago’s southwest suburbs.

“I thought that was something I really wanted to do, but I found out it wasn’t really my time,” he said. “I wasn’t ready for college. After class, I would go home and hang out with my buddies. I knew then that I’d have to leave if I ever were to make something of my life.”

After only a year of academic study and a chance encounter with an Army recruiter on campus, Davis quit college and at age 19, he enlisted.

“The recruiter offered us a trip to Hawaii and a \$2,500 bonus. I mean, how do you turn that down?” he said. “I had no idea what to expect, but I knew I could do anything for three years. So I signed up for four.”

That initial enlistment would extend to a 23-year military career. Davis had quickly adapted to the Army’s lifestyle and excelled, steadily climbing up the ranks.

Assignments stateside and abroad fed his appetite to travel and experience the world, but it wasn’t until midway through his career and an assignment to Korea in 1991 that the Soldier first became acquainted with the martial arts.

“There, I really got into tae kwon do,” he said. “Once I started, I never quit. I’ve been doing it every day since.”

Following a subsequent stateside assignment to Fort Bragg, North Carolina, in 1992, the Soldier was introduced to Grand Master Myung Sok Namkung Mayes, a ninth degree black belt and four-time Korean national champion. It was she who humbled the first degree black belt and refocused his efforts.

Honored as a living legend by the Korean government, Mayes served as head coach of the U.S. Olympic team during the 1988 Summer Olympic Games and ranks as the highest

female black belt in the world.

“She made me realize just how much I didn’t know,” he said. “You just can’t learn all that stuff and earn a black belt in one year.”

Under her mentorship and training, Davis earned his second, then third degree black belt and entered the competition circuit, racking up the 1994 and 1995 U.S. Tae Kwon Do Championship as well as the 1995 North Carolina State TKD Championship titles.

Success on the mat paralleled his achievements in the Army, including a successful tour as a drill sergeant, graduating from the sergeants major academy, Class 51, and, by all accounts, he seemed poised for promotion to the senior enlisted rank.

No longer interested in an overseas assignment which would certainly follow, however, Davis contemplated retiring and began exploring career opportunities outside the Army.

“As I was preparing for retirement, I wanted to do something that would allow me to give back to the military family that had given me so much,” he said. “The first thing that came to mind was to teach tae kwon do to others since this is what I knew, and it was my passion.”

That passion to teach proved beneficial when he finally retired at Redstone in 2003, and almost immediately, gained employment as a teacher’s aide for the special education program at Farley Elementary School in Huntsville, then at Lakewood Elementary as a physical education instructor.

“Most of the kids there came from broken homes; backgrounds not conducive to learning,” he said. “I was the only male in the school besides the principal. It was a really, really tough job, but I’m glad I had the opportunity to be a role model.”

Davis taught there for about a year until he gained employment with the Huntsville Center’s resource management office as a manpower management analyst, all the while teaching tae kwon do after work.

“It just so happened that Redstone Arsenal was looking for someone to teach a martial arts class,” he said. “They awarded me a contract, and we started teaching there in 2002.”

There, for at least the first couple of months, there were no students, he said. “Just because you open the doors

“**I never really know how it will impact a student, but we’re going to keep making a difference**”

- Jeffrey A. Davis

Continued on page 21

# Magazine honors two Huntsville Center Engineers

By Debra Valine  
Public Affairs Office

Consulting-Specifying Engineer magazine announced May 15 that two U.S. Army Engineering and Support Center, Huntsville, engineers are among 40 nonresidential building industry professionals age 40 and younger to receive the 2017 40 Under 40 award.

Porscha Porter, chief of the Strategy and Business Management Branch in Huntsville Center's Energy Division, and Africa Welch-Castle, the strategic development lead, also with the Energy Division, will receive the award at a ceremony in Chicago Oct. 3.

Candidates were nominated by a professional colleague or mentor and judged based on nine areas including their commitment to excellence in their academic, professional, personal and community involvement. Porter and Welch-Castle are the only two U.S. Army Corps of Engineers employees to receive the 2017 award.

"This year's 40 Under 40 winners are superb in so many ways," said Amara Rozgus, editor-in-chief of Consulting-Specifying Engineer. "Now in its 10th year, the program has expanded to honor the best of the best in the industry."

Porter holds a Bachelor of Science degree in electrical engineering from Alabama A&M University, in Normal, Alabama, and a Master of Science degree in management from the Florida Institute of Technology, in Melbourne, Florida. She is also a certified project management professional. She holds several Defense Acquisition



Porter

Workforce Improvement Act (DAWIA) certifications: Level III in engineering; Level II in program management; Level II in facilities engineering; Level I in test and evaluation; certified Project Management Professional; and member of the Huntsville Project Management Institute and the Society of American Military Engineers.

As the strategy and business management branch chief, Porter manages the Huntsville Center's energy strategic-development team, providing a strong and unique combination of services to include strategic development for integrated energy planning, microgrid solutions, international/interagency support, energy center of expertise/sustainability, and support for the Army's Office of Energy Initiatives and the Air Force's Office of Energy Assurance.

Porter said she plays a key role in developing frameworks, guidance and transformative energy concepts and initiatives into viable programs by leveraging the Energy Division's expertise, providing outreach and pursuing partnerships within the energy community.

"Our team works with internal and external organizations in developing new energy initiatives into potential projects and programs," Porter said. "We collaborate and share knowledge and expertise with our strategic partners across many agencies to include Department of Energy, Department of Defense and local organizations such as Energy Huntsville."

She is an active participant with Energy Huntsville, a nonprofit dedicated to growing the region's economy in the energy sector and establishing the city as the go-to technology center for solutions to energy programs and projects. Porter was instrumental in the support of the Huntsville Center's Energy Division earning the USACE a 2016 Good Neighbor Award for its collaboration and partnership with Energy Huntsville.

Prior to her career with USACE, Porter served overseas, where she expanded her skills into facilities and construction as the Army Materiel Command's chief engineer responsible for managing all AMC projects and facility requirements in Kuwait and Qatar. During this time, she supervised and managed the facilities engineering staff and the AMC housing team for the 402nd Army Field Support Brigade, carrying out critical facility missions.

Welch-Castle is a professional engineer who holds a Bachelor of Science degree in mechanical engineering from Louisiana Tech University, Ruston, Louisiana, and a Master of Business Administration in project management from Walden University in Minneapolis, Minnesota, and is a Civil Engineer Corps officer in the U.S. Navy Reserve.

Continued on page 22



Photo by David San Miguel

**Tatiana Ayala, daughter of Carmen Perez and red belt taekwon do student, delivers a power punch. Her mother is an employee with the U.S. Army Engineering and Support Center, Huntsville.**

## Black belt

Continued from page 19

doesn't mean anyone is going to show up. It took a long time to build what we have now."

Today, Davis has 25 black belts and more than 150 students at the fitness center on the University of Alabama, Huntsville, and at Redstone.

"At one point, I was teaching at three different locations six days a week. I was literally teaching 13 classes a week myself," he said. "When I look back at it now, any time you start something new, you've got to put the work in. I put the work in. All this while I worked my government job."

In addition to martial arts, Davis said his program encourages its students to contribute and serve the community, whether providing kids meals, collecting coats or teaching taekwon do at a summer camp.

It's this charitable and caring environment, Nastasha Orr said, that first drew her to join in 2007, then made her stay.

Today, she boasts a second degree black belt and helps teach taekwon do at the UAH campus.



Davis

"Davis is not only a teacher of martial arts, but he's a teacher of life," Orr said. "He fosters an environment of comfort and belonging no matter what your skill level. He makes every individual person feel special ... like we have a special place with the group."

In the 15 years of Rocket TKD's existence, Davis has taught a number of individuals not readily accepted in most other taekwon do programs, including

elderly, deaf, blind and attention deficit hyperactivity disorder or ADHD students.

Kathi Tew said her granddaughter, MacKenzie, is just one of those students. She struggles with dyslexia and other language problems.

"Davis teaches his students to help others, to be kind and respectful," Tew said. "Whenever MacKenzie goes to class, everyone greets her with a big hi. She always has a smile on her face. She's found an extended family and a sense of belonging where she doesn't feel different. He pushes her to achieve and has given her a sense of confidence and success."

"I get a lot of feedback from parents about how their sons and daughters have progressed in many different ways because of my program," Davis said. "I never really know how it will impact a student, but we're going to keep making a difference. It's not just a business. It's more. It's my way of giving back to the community that has given me so much."

# Magazine

Continued from page 20

She has more than 15 years of diverse engineering experience, ranging from hydraulic pedestal crane design/manufacturing to roadway/hydrologic designs for the Texas Department of Transportation to mechanical, electrical and plumbing design.

In her nearly six-year U.S. Army career, Welch-Castle has been instrumental in teaching, implementing and taking an innovative approach to energy. For five and a half of those years, she was an energy manager for Fort Hood Directorate of Public Works, Energy Management Branch where she coordinated and developed energy conservation projects for solicitation of energy funding. She also served as a consultant for projects related to environmental, electrical and mechanical, including new construction, alterations, repair and maintenance by overseeing and participating in the development of long- (or short-) range energy management plans for the incorporation of energy conservation by utilizing various program opportunities. She integrated the energy



**Welch - Castle**

program with other Army programs through interrelationships and ensuring compatibility with Army plans, policies and goals by reviewing plans, specifications, shop drawings, material approvals, engineering studies, cost studies, surveys and analyses; and assisting in writing contracts and specifications for various energy related projects.

As an energy manager, she directed, coordinated and analyzed energy data; existing conditions; and conducted engineering studies, surveys, audits and special studies to optimize program efficiencies and determine feasibility and adequacy of projects. She also

provided advice and recommendations on matters concerning energy management. Her methods helped structure and build relationships at Fort Hood, which improved the existing energy program and helped it to grow.

At Huntsville Center, Welch-Castle works with military installations and laboratories to conduct microgrid assessments.

“I am working on a microgrid initiative using third-party financing that will help enhance energy security and resiliency for different agencies,” Welch-Castle said. “We look at the installation’s existing infrastructure makeup used for operation. Then identify mission critical functions and look for ways to ensure those functions can continue if something catastrophic were to happen. A microgrid is typically a standalone approach that is considered to be one solution that can be used to enhance energy security, but we are innovatively looking for others.”

*For additional information about the 40 Under 40 program, visit [www.csemag.com](http://www.csemag.com).*

## ANNUAL SHARP TRAINING

**Col. John S. Hurley, commander, U.S. Army Engineering and Support Center, Huntsville, thanks Victor Roberts, U.S. Army Corps of Engineers Huntsville Center and South Atlantic Division’s Sexual Assault Response Coordinator. Roberts conducted 12 face-to-face sessions of Sexual Harassment/ Assault Response Prevention (SHARP) training at Huntsville Center June 5-8.**



Photo by Mark Thompson



Courtesy photo

Shirley Burke-Mitchell, Huntsville Center Contracting Directorate, center, received the Outstanding Newcomer Award from Alabama A&M University’s Youth Motivational Task Force while serving as a consultant for the event April 3-4 alongside Maj. Sidney D. Howard III, Operations; Angela Morton, Equal Employment Opportunity Office; Patricia Coates, Installation Support and Programs Management; Felicia McBride, Contracting; and Stephanie Caldwell, EEO, providing students direction and insight necessary in making realistic career decisions.

# Huntsville Center team contributes to local Youth Motivational Task Force

By Angela Morton  
Huntsville Center EEO

**A** contracting specialist with the U.S. Army Engineering and Support Center, Huntsville received the Outstanding Newcomer Award as a first time consultant during the Youth Motivational Task Force at Alabama Agricultural and Mechanical University April 3-4.

Shirley Burke-Mitchell, recipient of the award, and fellow Huntsville Center employees Maj. Sidney Howard III, Operations; Angela Morton and Stephanie Caldwell, Equal Employment Opportunity Office; Felicia McBride, Contracting and Patricia Coates, Installation Support and Programs Management Directorate, provided students direction and insight in making realistic career decisions.

Participation in the event by

Huntsville Center employees supports “Getting the right people for the right job” while showing Huntsville Center as an organization that contributes to the local community by building partnerships with local schools.

The National College YMTF program has helped more than 5 million students become aware of the variety of careers available to them in the private and public sectors.

More than 90 consultants at the event visited classrooms, networked and established mentoring relationships with students. The YMTF program is designed to bring to predominantly minority colleges and universities, informed, dedicated and successful professionals from every walk of life. The event offered an opportunity to explain career opportunities in government, business and industry,

to discuss how the world of work operates, and to share their personal career experiences.

“YMTF is just as wonderful and rewarding today as it was 18 years ago, when I participated in my first conference as a consultant,” McBride said. “It is so gratifying to help students prepare for their future by providing information, resume preparation, mock interviews, mentoring and just being available to listen to their questions and concerns.”

First time attendee and new consultant Caldwell said, “Attending the 2017 AAMU YMTF Conference was one of the most rewarding experiences I’ve ever encountered. Sharing real life experiences and expectations as well as providing genuine mentorship to the students, humbled me while giving back to my alumni.”

# Army Values and Ethical Decision Making

By **Melanie Braddock**  
Office of Counsel

The Army Values are Loyalty, Duty, Respect, Selfless Service, Honor, Integrity, and Personal Courage. Many who have served in the Army learn these from Basic Training and apply them throughout their lives. Civilians learn them as part of serving and are encouraged to live these values both on the job and off.

Ethical decision making is a two part consideration – (1) Laws and Rules and (2) Values and Judgment. The Law & Rules consideration asks “can I take an action?” Ethics opinions provide legal conclusions. Additionally interpretive guidance provides guidance for grey areas. The Values & Judgment consideration asks “should I take an action;” “is it right for the government;” and “how will it be perceived.” In these situations, ethics opinions may provide considerations or risk analysis. These questions require subjective judgment and non-legal considerations such as public perception.

But is there an intersection between the Army Values and ethical decision making? The connection between the Army Values and ethical decision making may not be clear at first, but let’s put it in the context of a situation.

When faced with a situation, a soldier or civilian can and should apply both the Army Values and Ethical Decision Making. For example, ACME Contractors has offered to give Eldon Ethical tickets to a concert of his favorite band – the

Drill Sergeants, a popular band whose concert tickets start at \$250 face value – to discuss the source selection process on a procurement where ACME is an offeror.

If Eldon applies the Army Values, he would have to decline the offer because he would NOT be demonstrating loyalty to the Army, fulfilling his duty to his assigned tasks, showing selfless service by putting the nation and the Army’s interests before his own, living out his values with honor, exhibiting integrity by doing what was right, and showing

personal courage to take an action. It is difficult to imagine how Eldon could be living his Army Values and accept this “gift.”

From an ethical perspective, he would also have to decline for two reasons: (1) Employees are not permitted to take the “gift” of these tickets because at \$250 face value it would exceed the threshold for a gift from a prohibited source and (2) The offeror is seeking a “quid pro

quo” (or “this for that”) of providing official government protected information for this “gift.” Not to mention that this situation could be considered more than a gift and be treated as a bribe, which could have criminal consequences for the employee involved.

Even if the ticket was \$20 and there was no quid pro quo, this situation would be one where the employee would ask the remaining three ethical decision making questions – should I do it, is it right for the government, and how will it be perceived – since the giver is an offeror on a pending procurement.

If soldiers and civilians are living the Army Values, ethical decision making will follow.



***If soldiers and civilians are living the Army Values, ethical decision making will follow.***

- Melanie Braddock



DEPARTMENT OF THE ARMY  
ENGINEERING AND SUPPORT CENTER, HUNTSVILLE  
P.O. BOX 1600  
HUNTSVILLE, AL 35807-4301

ADDRESS CORRECTION REQUESTED