



Huntsville Center Bulletin



U.S. Army Engineering and Support Center, Huntsville

Center's installation support increases in fiscal 2018

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Hail and farewell

Hail: Diondra Nichols, Kim Carter, Lisa Snead, Shanika Lee, Al Condino, Audry Maack, Brenda Holcomb, Christa Radford, Eliza Lee, Jefferey Ball, Mary Montgomery, Megan Carpenter, **Center Contracting**; Brandy Kuebbing, Naja Shabazz, Irvin Lee, Kimberly Arriola, Tammy Timbers, Rhonda Fetner, **Engineering Directorate**; Cynthia Raymond, Dale Adkins, Gwendolyn Smallwood, Josh Cavanaugh, Julie Rowell, K.J. Wolfe, Laura Mabee, Tom Lundy, David Salaj, Earl Freeman, Kenneth Duff, Patrick Parten, **Installation Support and Programs Management Directorate**; Arelys PlainBull, **Environmental and Munitions Center of Expertise**; Manveer Khanijoun, **Business Management Office**; Catherine Carroll, **Public Affairs Office**.

Farewell: Lutreva Byrd, Ken Salter, Deborah Drake, Jose Cruz-Crespo, Adam Humphrey, Veronica Hannahs, CT; Lauren Petersen, Doris Marlin, Lance Lawton, Patricia Jeffery, **ISPM**; Ryan Bowers, Christopher Vessell, **ED**; Anisha Downs, Edwin Bave, **EMCX**; Marylou Blackburn, **OE**; Audwin Davis, **Resource Management Office** Giselle Lyons, **Public Affairs Office**.

**Editor's note: Cover illustration by Michael May.*

Commander's thoughts



Happy New Fiscal Year! Another year-end, another great success. Lots of hard work and dedication went into the awarding of 4,996 contract actions totaling more than \$3 billion in obligations for our customers. Job well done!

Last month Hurricane Florence pounded the Carolinas causing extensive damage throughout the region.

When disasters occur, the U.S. Army Corps of Engineers teams and other resources are mobilized from across the country to assist our local districts and offices to deliver our response missions. There are currently more than 410 Corps' personnel who are providing support both onsite and remotely, coordinating with local, state and Federal Emergency Management Agency partners. Currently, no one from Huntsville Center has deployed to support recovery efforts there. However, our Temporary Housing Planning and Response Team is on standby and will deploy if called.

The Corps' number one priority is the life, health and safety of all those impacted by the storm.

While he has only been in the position for a short time, I would like to thank Lt. Col. Juan Pace for serving as our interim deputy commander.

Our deputy commander, Lt. Col. Hugh Darville, returned Oct. 10 from his deployment. Juan's impact as part of the command group has been immense, as he is a natural leader.

I know he will continue to be a success no matter where he heads in life. Lucky for us, he will be returning to

his position in the Center's Management Review Office as a general engineer. Expect to see him in those civilian clothes again!

As always, a new fiscal year brings many things to look forward to and many unknowns.

There have been many question marks and uncertainties about our status concerning our facility at 4820 University Square. One thing that is certain is that you are my number one concern. As we move forward toward a potential contract award to move into a new facility, I will always aim to keep your work environment safe.

Our Small Business Forum is set for Oct. 23. Each year, the forum is a huge success. It's an opportunity for program and project managers to meet and interact with both small business representatives as well as large businesses looking to partner with a small business on Huntsville Center projects. The Office of Small Business Programs team does a great job coordinating and hosting this event, and it reaps great dividends for the command.

The Center will host a command-wide health fair on Nov. 8 in the cafeteria. Vendors will be present to discuss new or updated programs available concerning dental plans, vision care, and long-term health plans. Make sure to schedule time to visit their booths.

In November we celebrate National Native American Heritage Month with our Team Redstone partners with an observance set for 10 a.m., Nov. 7 at Bob Jones Auditorium on Redstone



Col. John S. Hurley

Arsenal.

The month also includes Huntsville/Madison County Heroes Week and Veterans Week, which together span the first two weeks of the month. Public Affairs will post specific times and dates of events to our Facebook page. With activities like an honor walk, a lecture series, a breakfast, and a parade, there are many opportunities to recognize those who served. Since many of the activities are free, I hope you will take time to participate and honor those who fought for our freedom.

As the end of the calendar year approaches and the holidays begin, I encourage you to take time off, especially if you have use-or-lose leave. Spend time with family and friends, relax and renew after your hard work at year-end. You deserve it.

Thank you for all you have done in fiscal year 2018 and all you do for Huntsville Center, the Corps of Engineers, the Army and the nation.

Essays!



**US Army Corps
of Engineers®**

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BULLETIN

Commander..... **Col. John S. Hurley**
Chief, Public Affairs..... **Giselle Bodin Lyons**
Editor..... **William S. Farrow**



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Employee Spotlight :

Parsons “Woman Who Rocks,” honored for leadership

By Giselle Bodin-Lyons
Public Affairs Office

Sally Parsons, chief of the Information Technology Systems Division at U.S. Army Engineering and Support Center, Huntsville, won the “Redstone Women Who Rock!” award in the leadership category this month from the North Alabama Chapter of Federally Employed Women.

The competition has multiple categories, including innovative researcher, rising star, and meritorious military service. Parsons had plenty of competition in the leadership achievement category, which had 17 nominees total.

“I was honored just to be nominated of course,” Parsons said. “I was totally shocked [to hear I had won]. At first I thought I had misheard the announcer, that there was a nominee with a similar-sounding name.”

The Leadership Achievement Award



Parsons

honors women who operate in challenging, unpredictable, fast-paced circumstances. Honorees create a climate of innovation within the organization beyond her job duties and exudes excellence in collaboration, commitment and leadership.

Arthur Martin, the Installation Support and Programs Management Directorate chief at Huntsville Center, who nominated her for the award, believes she epitomizes the type

of person that they were seeking to recognize.

“After having worked with Sally in various capacities over the years, she is the consummate professional who is also an excellent teacher and mentor,” Martin said.

“She is very much someone who ‘rocks’ in ways that are inspiring to those around her.”

Parsons was recognized for her award during Redstone’s Women’s Equality Day luncheon on Aug. 26 at the Summit.

After Parsons’ initial shock from the announcement wore off, she thought, “Why not someone from Huntsville Center? We have such a variety of fast-paced, innovative programs, we support so many different critical DOD [Department of Defense] missions. Of course Huntsville Center women can be competitive for a FEW Leadership Achievement award.”

Not just be competitive -- they can win. They can rock.

The **Employee Spotlight** is intended to highlight Center employees who shine by positively impacting the organization through mission achievements. Employees are featured quarterly in the Huntsville Center Bulletin. If you’d like to nominate someone for this recognition, please contact William S. Farrow, Public Affairs Office, at 256-895-1694, or email: william.farrow@usace.army.mil.

Congratulations to the 2018 – 2019 Huntsville Center Leadership Development Program Level II participants:

Rodney Amacher

Julie Ange

Amanda Baxter

Chad Braun

Drew Choat

Richard Himebrook

Jessica Larson

Richard Locklair

Jennifer McDowell

Tamika McDowell

Lili Miller

Earl Oberholtzer

Michael Pickett

Kyle Shireman

Hector Vega

Ross Westbrook

Center's installation support increased in FY18

By William S. Farrow
Public Affairs Office

In fiscal 2018, the U.S. Army Engineering and Support Center, Huntsville executed more than \$3 billion in contract actions, a 50 percent increase from what the Center accomplished in the previous fiscal year.

The person who oversees all programs and projects at the organization said this year's increase is due to two contracts Huntsville Center obligated for the U.S. Army Corps of Engineers' electrical restoration efforts in Puerto Rico after the island was hit by Hurricane Maria.

"It (this increase in the Center's fiscal year obligations) was strictly due to Puerto Rico," said Chip Marin, Huntsville Center programs director.

"If you back out the \$750 million (contracts for power restoration) from the \$3.3 billion, we're down to about \$2.6 billion," he said.

Marin said other Center programs have performed consistently over the last five years, but this year the Center's program numbers were closer to fiscal 2013 when it obligated \$2.5 billion.

"We're right in the ballpark of where we normally would be," Marin said.

The Center accounted for more than 10 percent of all contract actions across the U.S. Army Corps of Engineers and its obligations represent more than 13 percent of the Corps' total obligations.

The Center's Installation Support and Programs Management Directorate closed the fiscal year by executing more than \$2.5 billion in obligations with more than 3,500 completed contract actions. This represents approximately 90 percent of the total obligations for the entire Center.

Of the six divisions within ISPM, the largest amount obligated this year was executed by the Facilities Division with more than \$1 billion via 276 contract actions.

Regarding 4,996 contract actions the Center made this year, Marin said much of the increase was due to the Center's ability to meet the expanding needs of the customers.

The Center's Ordnance and Explosives Directorate, Marin said, has seen an increase in obligations due to its support of the ballistic missile defense arena.

Huntsville Center has always been the central program manager for the Department of Defense's Missile Defense Agency. In fiscal 2018, the Center also became central program manager for U.S. Army Space and Missile Defense Command too.

"We took it (the SMDC request) to headquarters (U.S. Army Corps of Engineers) last spring and received direction to take on SMDC as well," Marin said.

Environmental work at the OE directorate also picked up



Huntsville Center ended fiscal 2018 with more than \$3 billion in contract actions. The Center accounted for more than 10 percent of all contract actions across the U.S. Army Corps of Engineers and its obligations represent more than 13 percent of the Corps' total obligations.

last fiscal year and OE took on the task of replacing the hazardous Aqueous Film Forming Foam used at most military installations with a flying mission. The Air Force replaced AFFF contained in aircraft hangar-fire protection systems in conjunction with hangar renovations, and OE was heavily involved in the steps taken during that process.

"So from an environmental program perspective that was a big add on for the directorate and our environmental folks did such a good job with the Air Force project, the Navy has since come to us and we're picking up a lot of the Navy work now as well," Marin said.

More environmental work came to the Center in 2018 with Environmental and Munitions Center of Expertise taking on the Army Installation Management Command efforts to comply with National Environmental Policy Act policies and goals.

"NEPA is a part of executing many DOD projects and the EMCX ensures the USACE geographic district understands the NEPA rules and regulations and, on behalf of IMCOM, the EMCX assists them in developing NEPA plans and reviewing those plans to ensure they meet local,

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Courtesy photo

Afghan visit

Col. John Hurley (center), Huntsville Center commander, travelled to Afghanistan recently to meet with Huntsville Center's Global Operations Division team of program and technical specialists deployed there to establish in-country presence and provide project oversight and support. IO provides global support for unexploded ordnance and minefield clearance, munitions disposal, environmental services, and facilities maintenance and repair services. Hurley also met with customers and stakeholders including the Afghanistan District Command Team.

FY 2018

state and federal rules and regulations," Marin said.

Marin cited increases in obligations to the Engineering Directorate's Control System Cybersecurity program becoming a mandatory center of expertise. He said he envisions the program growing exponentially.

"As the DOD, the Army and the Corps begin understanding control system cybersecurity requirements and how to meet those requirements, work increased in the cybersecurity arena," Marin said.

Of the Center's fiscal 2018 obligations, more than \$800 million went to small businesses, an increase of more than 28 percent from fiscal 2017.

Marin said a concerted effort has been made over the last several years to use the Small Business Administration and General Services Administration contracts to look for small businesses that are capable of doing the Center's work and use them as first option when possible.

"We ask ourselves the question, 'Can they (small business) do this?'" Marin said.

"If the answer is yes, we keep

pursuing down that course of action, so it's just a change in thinking of using small business as a course of action and that will continue."

Marin attributes the success of the Center not just to the volume of contract actions or funds obligated, but on the volume of quality, certified employees the Center retains willing to take on additional customers and projects.

Most of the major subordinate commands and geographic districts across USACE hover at the 80-90 percent in personnel position strength, Marin said. However, Huntsville Center is at 101 percent of its positions filled.

"We grew our human capital office from two people to a staff of five people and it's making a difference in our ability to recruit, and when we recruit we can take on additional work because we have the human capital resources to do the work," Marin said. Marin said although the Center's human capital office is doing an excellent job filling positions, it's the Center's supervisory staff that ensure positions are filled.

"It's the outstanding effort by the

Center's supervisors to know when someone is leaving or retiring, to get a recruitment action in well before that occurs, and to physically get a new person onboard has gone up drastically — and that's why we're up 101 percent capacity for personnel."

Col. John Hurley, Huntsville Center commander, said stakeholders are much better off on Oct. 1, 2018 than they were on Oct. 1, 2017 because of the Center's employees' "tremendous accomplishments."

"Not only did they execute this year's programs brilliantly, but they set the stage for fiscal 2019 by hiring the talent we needed, staying current on training and professional licenses, developing the next generation of acquisitions and executing sound fiscal management," Hurley said.

Hurley said the Center's workforce is focused on maximizing the value of every dollar to support our nation's Soldiers, Sailors, Airmen and Marines and that support ensures they are more lethal to win our nation's wars and return home safely.

Workshop highlights strengths of Value Engineering

By Stephen Baack
Public Affairs Office

Like a woodsman sharpening an axe before chopping down a tree, a project manager must devote time to the planning phase of a construction project before a single cubic yard of concrete is poured into the foundation.

If a project is the axe, then a project team can use Value Engineering in the planning phase as the sharpening tool.

“Value Engineering uses a multidisciplinary team to analyze a function of a project or a program to see if there’s any way to improve it,” said Tiffany Torres, Huntsville Center’s Value Engineering officer and value program manager.

“It’s not necessarily cost-cutting, but just trying to figure out if there’s any way to increase the function and/or limit the resources – just get a better value for your project.”

Torres said one of the best illustrations of the Value Engineering process was a workshop in March to examine the construction of the Army’s proposed Soldier Physical Readiness Centers, or SPRCs (pronounced like “sparks”).

The SPRCs are slated to be a piece of the Army’s Holistic Health and Fitness initiative, which the Army Center for Initial Military Training is spearheading.

The H2F initiative has a suite of other proposed measures within it, including the planned six-event Army Combat Fitness Test and a revised physical training regimen. The five pillars of the initiative are governance, personnel, facilities and equipment, programs, and leader education.

Developing a solution for the facilities and equipment pillar is where the Corps of Engineers enters the picture, and it’s the reason members of the U.S. Army Training and Doctrine Command traveled to Huntsville Center for the Value Engineering workshop.

“We’re looking at more than a fitness facility and more than a gym; it’s a place where all of the personnel and staff who work on Holistic Health and Fitness can come together to provide training and care for Soldiers,” said Dr. Whitfield B. East, a research physiologist from the Army’s Center of Initial Military Training.

The SPRCs would be separate from Army’s MWR fitness facilities, East said, which are usually shared with families and civilian employees and help fulfill MWR’s broader mission. On the other hand, SPRCs would be dedicated for Soldiers’ fitness and physical recovery needs and would be located in the footprints of brigades or battalions.

“It’s going to be a measured, iterative process to bring these facilities up to full operational capability,” said East, who added that the plan is to first offer them to maneuver brigade combat teams and then branch out from there to the entire force – including Reserve and National Guard units.

The workshop gave the visiting team a chance to examine



Photo by Stephen Baack

Maj. Kayla Ramotar, Holistic Health and Fitness action officer and command dietitian from the Army Center for Initial Military Training, leads a group discussion during a Value Engineering workshop at Huntsville Center.

their own project plans through Value Engineering’s own lenses of performance, safety and cost in a systematic way.

Torres said the visiting team came to Huntsville Center for the workshop at the perfect time: before the design stage but after they already established a clear vision of the intent of the facility and its functions.

An issue both sides discussed was foot traffic flow.

“The whole time we were thinking they were going to move 250 people through a double front door, and an hour later they were going to move them out,” said Vernon Petty, project manager for costs with the Center of Standardization at Huntsville Center.

“Then they started talking about coming in from all four sides and using each quadrant separately – which is a great idea, but we didn’t know that.

“So, we were on one train of thought, and they were on another, and as soon as they went that route, we put awnings on and concrete slabs on,” Petty said. “We’ve made changes based on what we now understand the real use is, and I think they’ve made changes based on the reality of construction.”

The VE team also provided the visiting team with a list of options for outdoor amenities such as basketball courts and running tracks – something they had not given their full attention to before the workshop.

Petty said shaving costs off this project wasn’t the goal of the VE study since there wasn’t a firm dollar amount at the time of the March workshop.

“I think when all is said and done, though, by sheer accident we’re probably going to get it at a cheaper cost – and a much more functional building,” he said.

Torres said she hopes more stakeholders come to view Value Engineering as the advantage it is, rather than simply another requirement.

“A lot of times people feel that VE is a barrier or an obstacle. But really, if you plan it at the right time, this can be such a benefit to your project,” Torres said.

Interest in auditing class grows, spreads to DOD

By Stephen Baack
Public Affairs Office

Huntsville Center's Internal Review office wrapped up its fourth government auditing foundational course of the year Sept. 14, but if interest continues to grow throughout the Army and the Department of Defense, it likely won't be the last.

Lori Cordell-Meikle, chief of Internal Review, launched the course with her staff in March as a way to keep pace with the Army Internal Review Program's evolving requirements in respect to the Generally Accepted Government Auditing Standards, or GAGAS.

The course started as a partnership between Huntsville Center and the U.S. Army Reserve Command, but has expanded since March. The original plan was to offer two classes this fiscal year, but Cordell-Meikle said the course has since "taken on a life of its own."

GAGAS, also known as "The Yellow Book," is the framework of rules and standards within which Army Internal Review Program professionals operate as they provide internal auditing in the domains of finance, policy, acquisition, programs, training and others.

From 2005 to 2013, most of the Army's auditors were classified as accountants and were therefore not subject to GAGAS during that timeframe, Cordell-Meikle said. The course is a way for auditors to renew and strengthen their proficiency with GAGAS. Cordell-Meikle said she anticipated the change even before 2013 and took steps to ensure her office stayed as current with the standards as possible.

"When I came in the door I understood the need to comply with GAGAS," said Cordell-Meikle, who previously served as a lead auditor for NASA. "The drawback for me was that I did not have adequate staff to do it."

While recruiting to fill those



Photo by Stephen Baack

Teresa Pender, right, an auditor with Defense Finance and Accounting Services, debates some auditing nuances with Robert A. Jones, center, an auditor with the U.S. Army Space and Missile Defense Command / Army Forces Strategic Command, Sept. 12 during a four-day government auditing foundational course led by the Internal Review team at Huntsville Center, at the nearby Bevill Center.

positions, she looked for candidates with strong audit backgrounds who were familiar with GAGAS compliance. Once she had a full staff, her office was well-positioned to share their expertise.

"I knew we could instruct it because my folks know how to do it," she said.

The instructors have now provided refresher training for more than 130 auditors of varying skill levels from 14 organizations throughout the Army and the Department of Defense. Students have traveled to Huntsville from as far away as Germany, South Korea and Saudi Arabia for the four-day class.

"With each class, we have been getting more and more responses indicating the need," Cordell-Meikle said. "One thing that the Department of the Army did was they sent out a notice to all the training coordinators across the Army, opening it up to anybody who wanted to take it. That response has been overwhelming."

Bret Mullinix, director of Internal Review and Audit Compliance with Army Materiel Command at Redstone Arsenal, said the course is filling an important gap in training for the Army

IR community.

"I had my entire staff come to the training as a refresher due to our being local here," Mullinix said. "I also used it as a team-building event."

Mullinix commended the instructors and said he hopes they continue to refine and polish the curriculum.

"Instructors did a really good job," Mullinix said. "I know from experience that it's quite difficult developing a course curriculum from scratch."

There's already another class tentatively scheduled for November, and Cordell-Meikle said she is strategizing ways to expand and improve the course as interest says strong.

"It's good to be able to tell the Corps of Engineers perspective, but I think what will continue to make the class very strong – even though it's Corps-led – is that we have the experience levels from all the other Army organizations," she said.

"We are reaching out to individuals who've been in our class, trying to develop a cadre of instructors that mirror the Army."



Courtesy photo

Huntsville Center Energy Division team members were among the attendees visiting vendors at the Federal Energy Management Program's Energy Exchange Aug. 21-23 at the Huntington Convention Center in Cleveland.

Energy team attends DOE 'event of the year'

By William S. Farrow
Public Affairs Office

More than a two dozen representatives from the U.S. Army Engineering and Support Center, Huntsville attended the Federal Energy Management Program's Energy Exchange Aug. 21-23 in Cleveland.

The U.S. Department of Energy combined the Energy Exchange with its Better Buildings Summit to create the largest DOE training, trade show, and peer-to-peer knowledge sharing event of the year.

Energy Division attendees represented Huntsville Center's Commercial Utility Program, Energy Engineering Analysis Program, Energy Savings Performance Contracting, Utility Energy Services Contracting and Resource Efficiency Management.

Huntsville Center representatives from the Office of Counsel and Engineering Division attended as well.

"Attendance at the Army Energy Manager Training Workshop and Energy Exchange allowed our Energy Division team the opportunity to attend the largest and most innovative training, trade show and peer-to-peer knowledge sharing event of the year," said Mike Norton, Energy Division Planning Branch chief.

Norton said this forum provided Energy Division personnel opportunities to interface personally with key federal leaders from the federal, state and local government as well as private industry and education sectors to discuss best practices in adoption of energy and water efficiency, integrated

resilience, emerging and secure technologies, and renewable energy solutions.

"These are the people who make policies and provide direction to agencies and organizations we support," Norton said.

Norton said attending the event also enabled the staff to stay abreast of current technologies and best practices by participating in committee activities and meeting with and listening to nationally known experts sharing their technical expertise.

During the event there were more than 120 technical sessions with more than 85 percent of the sessions awarding continuing education credits.

Teresa Whalen, a project manager with the Huntsville Center's Resource Efficiency Manager program, attended many of the REM-specific sessions including an Army-wide meeting in which REMs learned about the current Army's Energy Resiliency policy, guidance and directives.

"(In the meeting) REMs were informed about additional energy resilience policies, guidance and directives that will be issued in fiscal year 2019," she said.

"Energy resiliency is a priority for the Army and must be considered in every project developed and executed and REMs will be key in implementing these Army directives."

The Energy Department's Federal Energy Management Program is charged with helping federal agencies reduce their \$16 billion annual energy bill, meet energy and water-related goals, and provide global energy leadership.

ERCIP updates finalized

By Stephen Baack
Public Affairs Office

The biggest update in years to the Energy Resilience and Conservation Investment Program validation process has been finalized after months of work from members of the U.S. Army Engineering and Support Center, Huntsville, and the energy managers they partner with throughout the Army.

The Energy and Resilience and Conservation Investment Program, or ERCIP, gives stakeholders from anywhere in the Army a direct path to secure funding for military construction designed to increase energy efficiency, employ renewable energy sources, reduce energy costs, and increase energy resilience and security.

Before a stakeholder – such as an installation in need of such a project to fulfill the Army’s energy resilience requirements – submits a project proposal to the Office of the Secretary of Defense to compete for funding, it is the job of Huntsville Center’s ERCIP validation team to lend technical support and planning guidance by validating the project.

With the Army’s increased push for energy resilience in the last few years, the Huntsville ERCIP validation team saw an opportunity not only to incorporate changes to support this push but to strengthen ERCIP overall.

As part of their effort to roll out these updates, Huntsville Center validation team members traveled to Idaho National Laboratory in June to workshop these changes with ERCIP partners from throughout the Army. These partners include energy managers representing the Army’s landholding commands, which are Installation Management Command, Army Materiel Command, the Army National Guard, the Army Reserve and the U.S. Army Corps of Engineers. Also represented at the June workshop were the Office of the Assistant Chief of Staff for Installation Management, or OACSIM, and the Department of Energy at Idaho National Laboratory.

The new proposal submission procedure requires each stakeholder to provide a more comprehensive outline for their scope of work and to provide answers to questions such as what is the impact if the project is not approved, what are the mission-critical assets the project will support, and what alternatives were reviewed to meet the project requirement?

The new process also more clearly delineates the roles and responsibilities of the participants: Huntsville Center, the requesting installation, the applicable land-holding command, the executing Corps of Engineers district, and OACSIM.

Erika Cosper, ERCIP project manager with Huntsville Center’s Energy Branch, said the biggest change to the overall process is that the Corps of Engineers districts and divisions that are engaged in each project locally will be much more



Photo by John Prettyman

An Energy Resilience and Conservation Investment Program solar microgrid project at Fort Hunter Liggett, California, is managed by the Sacramento District. A fiscal 2016 ERCIP project added additional rooftop solar panels and a second battery energy storage system.

involved.

For each project during the validation phase, Cosper said, each district will be directly involved in the planning phase, including leading planning charrettes and producing the current working estimate. Huntsville Center also plans to include a program manager and cost engineer from each district.

“We’re trying to do more upfront work with the geographic district,” Cosper said.

This means Huntsville Center will cede some accountability of the validation process to the districts themselves. Though this might make more work for the districts, the intent is to ensure all pre-project planning and cost analysis match the stakeholders’ needs.

One big reason for this is, though Huntsville Center works closely with districts on each project, Cosper said the center does not always have the same consistent visibility on a project the way a local district would.

“We do visit them and do our best to lead the planning, but since the district is already there and it’s their installation, they’re more aware of what happens on that installation and how things work there – so it really helps the validation process from the beginning.”

One example Cosper gave is the knowledge of how weather and climate may impact a project.

“That’s a huge part of every project – are there issues with

See ERCIP on Page 11

Workshop dialogue focuses on communication

By William S. Farrow
Public Affairs Office

More than 70 government and industry representatives shared information, experiences, and lessons learned during Huntsville Center's second annual Energy Savings Performance Contracting Measurement and Verification Workshop July 31-Aug.1 at the Bevill Center on the University of Alabama Huntsville campus.

An ESPC is an acquisition vehicle installations can use to meet energy and water reduction goals without upfront capital costs.

In close coordination with the agency or garrison and Huntsville Center, the energy service contractor, or ESCO, provides capital and expertise to make comprehensive energy and water efficiency improvements in exchange for a portion of the generated savings.

Jack Porter, Fort Huachuca Garrison's energy manager, was invited to speak at the workshop to relay his perspective from the point of the installation's department of public works.

He said the workshop is a great opportunity to build relationships.

"There are many stakeholders involved in the ESPC process and often there isn't a lot of face time. (Our success) is based on how we communicate with each other and how we stay on the same page with each other," Porter said.

"We're not all located in the same geographic location so a lot of times we are telecommunicating. We're all one community and to build that



Photo by William S. Farrow

Shah Alam, left, Huntsville Center ESPC post-award team lead, addresses attendees at the second annual ESPC Measurement and Verification Workshop.

community we have to see each other face-to-face."

Representing one of the many energy services contractors in attendance, Greg Bowman, Siemens Government Technologies, Inc., agreed with Porter's sentiment.

"This partnership approach has really made a difference for us in being able to provide greater value to the government," Bowman said.

"The more we learn together and come together as an industry and as partners, the better we can provide the resiliency and security each contract requires."

Jason Bray, Huntsville Center's ESPC program manager, said there is continual growth in interest in the ESPC program among other federal agencies and service branches. Bray said representatives from the Army included staff from the Assistant Chief of Staff for Installation Management, Headquarters Installation Management Command and Headquarters Corps of Engineers.

"We're (Huntsville Center) considered the Army's leader in executing ESPC programs, but also

through partnerships we execute the Department of Energy's Federal Energy Management Program and the Air Force ESPC program and both were represented at the workshop too."

Les Martin, Air Force Civil Engineer Center's Program Development Division chief, said the Air Force partners with Huntsville Center because it has a specialized contracting function dedicated solely to the execution of ESPC task orders contracts.

"This specialization allows us to leverage knowledge and expertise across our entire ESPC portfolio. It works out well," Martin said.

Bray said he's confident the Center's ESPC program is the best choice for any federal agency or service branch looking to reduce energy and water consumption without upfront capital costs.

"With more than 20 years of experience, our full line of capabilities include project management, contracting, engineering and legal services. Our committed, dedicated and experienced project delivery team provides 'one-stop-shopping' for our customers," he said.

ERCIP

the weather? What are you trying to install and will that hold up against the climate it's in?" Cosper said.

"There's a lot of different local aspects to look at when trying to validate a project, so I think the district being there and having the knowledge of an installation or area will help." Cosper said the aspect of the new ERCIP process she is most excited about is helping the districts start leading the planning

— especially the charrettes, which are multiple-day workshops that bring together interdisciplinary teams to develop a concrete plan.

"The biggest thing for me, which will also be a challenge, will be helping districts to start leading those," said Cosper, "but that's something I'll be able to assist them with and help them learn."



Courtesy photos

Emily Carothers, recipient of the 2018 Failure is Not an Option scholarship, reviews checklists in mission control during a mission simulation at the U.S. Space and Rocket Center's Space Camp in July.

Scholarship funds two more for Space Camp

By Michelle Nguyen
Public Affairs Office

Thanks to the efforts of Russ Dunford, Huntsville Center strategic planning and integration officer, and founder of the Failure is Not an Option Scholarship Fund, two fifth – graders from West Virginia traveled for a week-long adventure to Huntsville for Space Camp this summer.

Launched in 1982, U.S. Space and Rocket Center's Space Camp has inspired and motivated young people from around the country, and later the world, with attendees from all 50 states, U.S. territories and more than 60 foreign countries.

The Failure is Not an Option Scholarship Fund awards an opportunity to one male and one female

student from Dunford's hometown of Meadow Bridge, West Virginia, to attend the weeklong Space Camp the summer of their fifth-grade year.

Students apply by submitting an essay on what "Failure Is Not an Option" means to space exploration and their goals."

The scholarship fund is thriving in its fourth year. What started out as a Christmas present from his daughters, the foundation has already supported six students from Meadow Bridge Elementary School.

He wanted to give the gift of opportunity to a young man or woman growing up in southern West Virginia, where Dunford was born and raised.

The 2018 winners were Emily Carothers and Jadon Butcher.

From July 2 - 6, Emily and Jadon

joined fellow students from around the world at Space Camp where they trained like astronauts, maneuvered through simulated missions through space, and engineered their way to work various challenges.

Throughout this time, both learned some valuable lessons such as the benefits of teamwork and finding new respect for Science Technology Engineering and Math.

Carothers said her experience at Space Camp would help her focus more on STEM subjects like math and science.

"I want to be an engineer and go to West Virginia University Institute of Technology."

Emily said her time at Space Camp not only magnified her understanding

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Emily Carothers and Jadon Butcher, now sixth – grade students at Meadow Bridge Elementary School in Meadow Bridge, West Virginia, were the 2018 recipients of the Failure is Not an Option Scholarship Fund founded by Meadow Bridge native Russ Dunford, Huntsville Center strategic planning and integration officer.

Scholarship

of the importance of STEM in her future education, but she said she also learned a great deal about the history of the U.S. space program.

However, she said more importantly she made friends while learning the value of teamwork.

“I learned that if we all stick together, we can do it.”

As a fifth grader, Butcher’s aspirations for his future were mostly focused on playing basketball.

His essay focused on keeping his grades up so he would be able to go to college and play college basketball.

After attending Space Camp, Butcher said he has a greater understanding of STEM subjects too, and a better understanding of leadership, what it takes to manage a team, and how to find the right solutions when things go wrong.

“On my first mission I was the pilot on the space capsule and on the second mission I was the flight director in mission control,” he said.

Butcher said as a mission pilot, he concentrated on the tangible.

He said he followed checklists and pushed buttons, turned dials and monitored technical readings.

But as flight director, Jadon said he found his role more challenging.

“In mission control we had a bunch of anomalies and problems to solve,” he said.

“We had to find the solutions to the problems and relay that back to the capsule, so I learned how important it is to work together for the mission.”

As STEM education continues to grow in classrooms, Dunford saw the connection of the subject and the opportunity of Space Camp where they would get an

opportunity to learn more about it.

“In November when I go back to Meadow Bridge Elementary to announce the scholarship recipients, I also spend time educating the student body on the importance of STEM and how it applies to everyday life,” said Dunford.

“The movie ‘October Sky’ very much portrays where I’m from today,” said Dunford in a 2016 story by Amy Tolson, about a film, which depicts the early years of NASA engineer and West Virginia native Homer Hickam.

Hickam, a current Huntsville resident, had early exposure to STEM at a young age. This led the way into his engineering career.

“When I was in high school, the first man-made Earth satellite Sputnik was launched. This changed my life. After that, I wanted to build a rocket and work for NASA,” Hickam said in an STEM career profile for the Challenger Center.

As a Huntsville Center employee, the organization not only supports Dunford’s efforts, but also the STEM educational outreach.

Historically, the Corps of Engineers established an engineer division to manage the enormous Ballistic Missile Defense program with a headquarters in Huntsville, Alabama – the national center for missile development. It was the genesis of what would become the U.S. Army Engineering and Support Center, Huntsville.

As the scholarship fund reaches its fifth year in fundraising efforts, Dunford is excited to see what the future holds for the next set of recipients.

To learn more about The Failure is Not an Option Scholarship Fund visit:

<https://gospaceeducation.org/memorial-scholarship/failure->

Deployment Roadshow team visits Center

By Stephen Baack
Public Affairs Office

A team of deployment coordinators visited the Huntsville Center July 18 to give employees information on how they can support the Corps' overseas missions.

In a message last year to the U.S. Army Corps of Engineers workforce, Lt. Gen. Todd Semonite, the USACE commander, stressed the importance of giving every USACE employee the opportunity to deploy.

"We need civilian leaders of superior integrity and technical competence to step up and answer the call to serve within Overseas Contingency Operations missions – a top priority for USACE," Semonite wrote in his "SemoNOTE" dated Sept. 11, 2017.

The Corps' overseas deployment mission remains a top priority, and the visiting team provided information on three ways for civilians to do their part: Overseas Contingency Operations, or OCO missions; Forward Engineer Support Teams, or FESTs; and the Expeditionary Civilian Workforce, or ECW.

OCO deployments, which are managed by the USACE Transatlantic Division, funnel personnel to the U.S. Central Command area of responsibility in locations including Afghanistan, Iraq and Kuwait. The duration depends on the mission, but rotations can last as long as a year.

FEST deployments, also a USACE mission, mobilize teams that work together for six to nine months in locations such as Germany, Italy, Romania, Bulgaria and Ukraine.

The Expeditionary Civilian Workforce, on the other hand, is a Department of Defense program.

Those who sign up for ECW deployments typically perform missions outside USACE's purview and work with other agencies in locations including the CENTCOM area of operations.

Albert "Chip" Marin III, Huntsville Center's programs director, encourages Center personnel willing to deploy to do so because, firstly, helping people who may be displaced or who are in harm's way can be one of the most rewarding experiences of a person's career.

"If you haven't deployed to Iraq or Afghanistan, the people are just like the people here: All they want is to take care of their families, they want to have jobs, they want to have incomes, they want to have a roof over their head, and they want some semblance of security," said Marin. "That's what you can do as part of these deployments."

Professional development is another advantage of deploying, Marin said, adding that it's possible to learn in three or four months what one might otherwise learn in a year or two due to the high operations tempo.



Photo by Stephen Baack

Lisa Doumont, lead deployment coordination administrator from the U.S. Army Corps of Engineers' Contingency Recruitment Cell, speaks to employees of Huntsville Center about deployment opportunities for civilians.

"You're going to learn a lot and you're going to be really, really busy," Marin said. "It's not a 9-to-5 job. There's a lot of overtime involved and a lot of travel involved. Sometimes you're in harm's way, and sometimes you're not. Even when you are in harm's way, there's security that's provided for you. And it's really good work."

Although the visiting team did not address civil deployments – such as those to Puerto Rico and the U.S. Virgin Islands in response to hurricanes Irma and Maria – Marin highlighted that option as well.

"You get to see people who now have access to their homes, you get to see roads open and you get to see hospitals open," Marin said. "It's really about helping people who are in dire need, and there's no organization other than the Corps of Engineers who do the things that we do."

Those who missed the briefing have plenty of resources, said Carlton Phelps, lead deployment coordination administrator with the Expeditionary Civilian Workforce and member of the Deployment Roadshow team.

Phelps said the primary point of contact for those interested in deploying is the organization's deployment coordinator.

Additionally, USACE issues a monthly deployment bulletin via email that showcases OCO, FEST and ECW opportunities. This bulletin goes to all active Corps of Engineers email accounts.

Pathways Internship Program affords college students flexibility, opportunities

By Stephen Baack
Public Affairs Office

College interns at the Huntsville Center returned to their classes this fall, but that doesn't mean their time with Huntsville Center has coming to an end.

The students, hired here as part of the Pathways Internship Program, were able to work full time during the summer to build real-world skills before completing their college degrees.

Many of these interns continue working here when their summer break ends and, depending on their appointment type, can continue to do so until they reach a year or even until they graduate.

"The idea is to hire them in the summer, and then continue their employment – whether it's on a permanent appointment or a temporary appointment," said Christine Moss, Pathways Program coordinator with Human Capital.

"The program allows for the students to either work part time, which means they have to work between 16 and 32 hours, or full time."

"I think it's a great way for people to get their foot in the door and get to know as many people as you can," said Cheyenne Christian, a business management major at the University of Alabama who works with Huntsville Center's Facilities Branch.

While at the Facilities Branch, Christian has learned how to capture business processes for the Facility Repair and Renewal Program, to organize contract modification information and contracting officer directives, and has made time to complete the Comptrollers Accreditation and Fiscal Law Course. Nevertheless, Christian said her most important on-the-job skill here is more intangible: learning how to



Photo by Stephen Baack

Cheyenne Christian, a student intern with the Furnishings Branch at Huntsville Center, makes a presentation to members of the command and staff July 30. Christian and 10 other students worked through the summer at Huntsville Center in various departments to build their real-world skills before completing their college degrees.

work with people in a professional office environment – particularly in a government organization with tight deadlines.

Christian, a junior, said her goal is to work with Huntsville Center at least until she earns her bachelor's degree. Now that classes have resumed, she – like many of her intern peers – work here while attending classes.

"After I graduate with my undergrad, I want to get my graduate degree in management, unless I find there's something else that I like better," Christian said. "

I would like to, hopefully after the internship, be able to acquire a permanent position with the Corps. There are great benefits, and it's a great environment to be working in."

Intern Deborah Drake is pursuing her graduate degree in public policy at the University of Alabama-Huntsville

while she works in contracting with the Communication Systems Support Branch. Drake started working for Huntsville Center about a year ago when she was completing her master's. "Like most graduate students, I needed an internship to complete my program," Drake said. "I applied for several internships on USAJobs.gov and around the state, and I was selected for this position last June."

As part of the U.S. Army Corps of Engineers Information Technology team, Drake said a highlight has been learning how emergency contracts are put in place. In this case, the contracts were in support of recovery efforts in the wake of hurricanes Irma and Harvey.

Like Christian, Drake said the most important thing she's learned here isn't easy to measure. That's flexibility.

"Time management is a skill that I learned in grad school, but I was not fully prepared for the daily 'hot actions' which would squeeze their way into my perfect schedule. Priorities change and rigidity just isn't allowed in government contracting," Drake said.

According to Moss, the Pathways Internship Program is advantageous for agencies like the Center because it gives professionals experience in mentoring young professionals and it provides another avenue to hire new talent.

At least three interns have been converted to permanent employees just this year, Moss added, not to mention the number of current permanent employees who started as interns.

Moss said those who are interested must go through the same process as any other candidate for government employment: by applying through USAJobs.gov.

To learn more about the Pathways Internship Program, visit www.usace.army.mil/Careers/Internships.aspx.

Doing what's right when no one's looking

By Melanie Braddock
Office of Counsel

As writer, academic and theologian C.S. Lewis said, “integrity is doing the right thing, even when no one is watching.”

As federal employees, we are given the honor of service to our country, and we must hold ourselves to a higher standard. With that privilege comes great responsibility to not misuse our position or the government's resources.

Two key principles are that you shall not use your position for your own private gain or for the private gain of others; and that you shall not improperly use government time, information or property.

With regard to misuse of your position, there are two areas where this often comes up – endorsements and letters of recommendations.

For endorsements, you may not use or allow the use of your Department of Defense position or title to endorse a non-federal entity, its services or its products. The only exception is where such endorsement is made pursuant to statutory authority, which is rare.

For letters of recommendation, you may only write a letter of recommendation using official title and official stationery in response to a request for an employment recommendation or character reference – and then only based upon personal knowledge of the ability or character of a person with whom

you have dealt in the course of federal employment.

If you have dealt with the individual as part of your Federal employment, then any letter of recommendation should only be in your personal and not official capacity.

Improper use of government time, information or property is an area with high potential for abuse. As a federal employee you shall use official time in an honest effort to perform your official duties.

More importantly, you may not direct or request subordinates to use their official time to perform any activities other than official activities.

The government's information is one of its most valuable resources and should be guarded and used solely for government purposes.

You may not use or allow the use of nonpublic government information to further your own private interests or the private interests of others including contractors. Be diligent in securing government information.

Finally, you have a duty to protect and conserve government property and may not use such property, or allow its use, for any unauthorized purpose. It should not be your go-to location for printing the hand-out for your book club or your child's after school club.

Do the right thing, even when no one is looking.

If you have any questions, please feel free to contact me at (256) 895-7373 or send an email to: Melanie.L.Braddock@usace.army.mil.

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