



U.S. ARMY ENGINEERING AND SUPPORT CENTER, HUNTSVILLE



# The Bulletin

July 2022

## Huntsville Center awarded Army Safety Star

Story on Page 4



The U.S. Army Engineering and Support Center, Huntsville, engineers adaptive, specialized solutions across a broad spectrum of global enterprise covering five main lines of effort: Energy, Operational Technology, Environmental, Medical, and Base Operations and Facilities





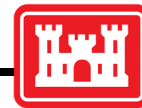
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OFFICIAL PUBLICATION OF THE  
U.S. ARMY CORPS  
OF ENGINEERS,  
U.S. ARMY ENGINEERING  
AND SUPPORT CENTER,  
HUNTSVILLE



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**The Bulletin** is an authorized official publication, published quarterly under provision of AR 360-1, the Huntsville Center Public Affairs Office publishes The Bulletin to provide useful command information to our internal civilian and military employees. Contents are not necessarily the views of or endorsed by the U.S. government, Department of Defense, Department of the Army, USACE or Huntsville Center.



# Commander's Thoughts

**“ We have so much to be proud of at Huntsville Center.”**



**Col. Sebastien Joly**

**W**e have so much to be proud of at Huntsville Center. On June 15, Huntsville Center was awarded the Army's Safety and Occupational Health Star for fully implementing the Corps' Safety and Occupational Health System and integrating safety throughout our mission.

This achievement was the result of years of hard work, creative problem-solving and commitment from the entire workforce, and it serves as a shining example of what we can accomplish as a team.

By ensuring the safety of our people, we can continue to be the go-to source for innovative engineering solutions.

Huntsville Center's Directors, Division Chiefs, Small Office Chiefs and the Corporate Board converged last month to focus on improving the access and quality of the Center's programs specifically geared toward our employees.

During the sessions we focused on our culture, its people (recruitment, retention and Project Development Team functionality), as well as training and professional development.

As we assume our transformed workplace posture in this new hybrid working environment, we wanted to seize on the opportunities presented, identify areas that we needed to shed

some rust, and identify areas for meaningful investment in time and resources that we feel will support the development and effectiveness of our workforce.

You've likely received emails highlighting activities organized to reignite the atmosphere and camaraderie associated with our End of Fiscal Year 'Super Bowl' programmatic sprint to award our stakeholders' requirements.

I urge you to participate, share stories with new employees, and recognize that no other organization does what you do, like you do it! In the coming months, we need to reacquaint and get to know each other, particularly for the new people like me! The strength of our relationships is what allows us to be successful.

One of my passions as an Army officer are the people under my command, and developing our future leaders is one of my top priorities as the Center's commander.

There are numerous programs, both internal to Huntsville Center, USACE and across the Army, that you should consider in your career planning.

We will soon be launching the next iteration of the Huntsville Center Leadership Development Program (LDP) Levels I, II and III, Huntsville Center Fellow assignments and USACE Enterprise Emerging Leaders Program for FY23.

Although the deadline for application into these programs was June 17, I encourage all of you to think ahead about applying next year.

We are nearing the halfway point of the Federal Employee Viewpoint Survey (FEVS) open window. If you haven't had the opportunity to provide your feedback, I encourage you to do so and help us make USACE an even better place to work.

The USACE Office of Equal Employment Diversity, Equity and Inclusion recently conducted a program evaluation of the Center's Equal Employment Opportunity Program.

The program evaluation included listening sessions for non-supervisory and supervisory employees to elicit feedback concerning the workforce's perception of leadership's commitment to fair and equitable treatment and to assess the organization's EEO Program's overall effectiveness, while providing a platform to share experiences, observations and suggestions.

Thank you to all who participated in the evaluation helping to ensure we a workplace free of harassment and discrimination that enables and encourages employees to reach their employment potential.

Thanks again for all you do. I'm glad to be on a winning team with teammates like you!



Photo by Elizabeth Canfil

Kellie Williams, Huntsville Center safety manager; Amy Borman, deputy assistant secretary of the Army for Environment, Safety and Occupational Health; and Col. Sebastien Joly, Huntsville Center commander, hold up the Army Safety and Occupational Health flag during an award ceremony June 15. Huntsville Center received the Army's Safety and Occupational Health Star, making the organization the first in the Corps of Engineers to earn the award.

## Huntsville Center awarded Army Safety Star

By Kristen Bergeson  
Public Affairs Office

**H**untsville Center became the first U.S. Army Corps of Engineers organization to earn the Army's prestigious Safety and Occupational Health Star during an award ceremony at the Center on Wednesday, June 15.

Organizations achieving the Army SOH Star are recognized for the development, implementation and continuous improvement in the prevention and control of occupational safety and health hazards.

The award follows the Center's implementation of the Corps of Engineers Safety and Occupational Health Management System (CE-SOHMS), a process that began four years ago and has resulted in significant changes in how safety is incorporated into the day-to-day activities of the workforce. These changes met

the additional safety objectives and performance measures established by the Army in 2020.

While other Army organizations earned the Safety Star prior to the new guidelines, Huntsville Center is the first to earn the Star under the new, "more robust standards," said Amy Borman, deputy assistant secretary of the Army for Environment, Safety and Occupational Health, during her remarks at the award ceremony.

"The goal is for all commands to achieve excellence by 2028, but here we are in 2022 with you all leading the way, so congratulations, Huntsville," she said.

To fully implement the new safety system, which focuses on measuring safety performance and effectiveness rather than compliance, Kellie Williams, Huntsville Center safety manager, and her team focused on improving employee and supervisor engagement, which required simple processes

and education..

Williams and her team created automated digital tools to collect data on the safety needs of employees and to identify and track hazards, and educate the workforce through easily accessible information and quality on-site training. These resources have been shared across the Corps of Engineers and, in many cases, are now considered best practices, said Col. Sebastien Joly, Huntsville Center commander.

"From the beginning stages of the phased CE-SOHMS roll-out, Huntsville Center has been at the forefront of implementation, paving the way for other USACE organizations with innovative initiatives that have quickly become enterprise solutions," Joly said.

According to Williams, the achievement was truly a team effort

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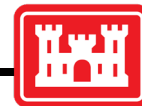


Photo by Chris Putman

### It rises now before me

**A construction crew raises the first wall of Huntsville Center's new leased building on Redstone Arsenal June 30. Construction of the three-story, 205,000 square foot facility is expected to be completed in 2024.**

## STAR From Page 4

involving the entire Huntsville Center workforce.

"I am fortunate to have an innovative, collaborative safety office, a command staff that endorse the initiative, and employee volunteers who are engaged in safety," Williams said.

"No matter how much I might have wanted to implement the CE-SOHMS, it would not have been possible without employee and management support."

In recognition of their dedication to the safety program, Williams asked three Center employees—April Rafael-Adams, David Shockley and Traci Davis—to raise the official Army SOH Star flag for the first time during the award ceremony.

Rafael-Adams, mechanical engineer and team lead, was selected because of her support to safety as a volunteer,

said Williams. She has served as a first aid attendant for over 15 years and frequently volunteers to be a floor monitor, crossing guard, safety council member and more. "Ms. Rafael exhibits selfless service," Williams said.

"The safety program cannot excel without volunteers like her."

David Shockley, branch chief, was selected for his widespread positive influence on other employees, Williams said.

"He understands the impact that a serious accident has on an organization or project and is always proactive in the field of safety," she said.

"Through example, Mr. Shockley has influenced other employees who have become supervisors who support safety."

Traci Davis, branch chief, was selected for her consistent advocacy for

all things safety, said Williams.

"She understands that safety impacts every facet of the project and is a supporter and leader for safety who understands that safety is as important as schedule, budget and quality," Williams added.

Joly praised the workforce for their commitment to safety and emphasized the need for "ongoing vigilance and innovation."

"We are incredibly honored to be recognized today for this achievement, but we also know that our work doesn't end here," Joly said.

"In order for Huntsville Center to continue pioneering solutions to unique, complex and high-risk missions, we must continue to explore new ways to keep our employees safe ... As always, Huntsville Center is up to the challenge."



Photo by Kristen Bergeson

**Albert “Chip” Marin III, Huntsville Center business and programs director; Maj. Gen. Richard Heitkamp, USACE deputy commander; Col. Sebastien P. Joly, Huntsville Center commander; and Lt. Col. Benjamin Summers, Huntsville Center deputy commander on day two of the Center’s command strategic review.**

## Command strategic review focuses on collaboration, transparency

**By Kristen Bergeson  
Public Affairs Office**

**H**untsville Center staff collaborated with top U.S. Army Corps of Engineers leadership during the Center’s command strategic review May 24-25.

Led by USACE Deputy Commanding General Maj. Gen. Richard Heitkamp, the discussion focused on Huntsville Center programs, opportunities and challenges from an enterprise-level perspective with the overarching aim of ensuring all USACE centers, labs and districts are working toward the command’s Campaign Plan goals. Heitkamp began the two-day review by praising the Center’s ability to quickly provide innovative solutions to the most difficult challenges.

“When we dial 911 from Headquarters, the phone rings here,” he said.

“I don’t know that everyone realizes that, but if you really have to move something overnight, it’s got to be Huntsville Center.”

Heitkamp’s words were echoed by Alex Dornstauber, chief of the

USACE Strategy and Integration Office, who reviewed feedback from key stakeholders interviewed by Headquarters staff.

“The feedback was overwhelmingly positive with many commenting that you were integral to them accomplishing their mission,” Dornstauber said.

Huntsville Center employees shared a few of their recent successes that may soon be considered best practices throughout the USACE enterprise.

Nate Durham, Huntsville Center command program manager, discussed the Center’s innovative approach to leasing its new facility on Redstone Arsenal. The 205,000 square-foot building, which is currently under construction with a tentative opening scheduled for January 2024, will eliminate off-post leases, bring all 1,000-plus employees under one roof, and provide a more secure environment for the Center’s staff.

Colleen O’Keefe, Contracting Directorate chief, shared her team’s comprehensive strategy for expediting the growth of new employees. By assigning some supervisory duties

to junior employees, restructuring responsibilities and providing numerous opportunities for mentoring and coaching, O’Keefe said her employees with less than five years of experience—a group that makes up over 30 percent of the Contracting Directorate—are quickly learning the technical and managerial skills they need to be successful.

Kyle Shireman, Safety Office safety and occupational health manager, highlighted a few of the tools and strategies the Safety Office has used to become the first USACE organization to fully implement the Corps of Engineers Safety and Occupational Health Management System.

Through an updated Safety website that has become a “one-stop shop” for all things safety, Huntsville Center automated the process of submitting hazard reports, requesting personal protection devices, and more.

Shireman also unveiled a demo of a new training program the Safety Office is creating in collaboration with the

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# Workshop prioritizes work according to policy

By William S. Farrow  
Public Affairs Office

**E**fficient use of resources is key to the framework for a long-term endeavor to operationalize climate adaptation and mitigation across the Army, and Huntsville Center's energy programs are at the forefront to enhance readiness, resiliency, and capabilities of the force.

However, keeping stakeholders informed about current changes and policy updates can be challenging due to the nature of each installation having separate and specific requirements.

Huntsville Center's Resource Efficiency Manager program recently invited subject matter experts to provide training during the REM Workshop in May to hone skills identifying projects and practices to reduce energy and water costs.

More than 50 Resource Efficiency Managers, or REMs, and energy reduction industry representatives attended the workshop. The REMs in attendance are all contracted "employees" whose sole purpose is improving their assigned installation's energy programs by identifying projects and practices to reduce energy and water costs.

The energy reduction industry representatives in attendance have an opportunity to provide information to the REMs regarding cutting-edge technology and systems that assist the REMs in reducing energy and resource consumption for REM's customers.

John Trudell, Huntsville Center REM program manager, said REMs help installation energy managers increase energy awareness, collect data for reporting site energy use and management, and support energy programs in the achievement of energy goals and mandates.

"Their expertise is in developing site energy and water plans to achieve energy efficiency, reduction, security, and resiliency through sustainable and renewable resources," Trudell said.

The Army's latest Climate Strategy creates irreversible momentum to enhance Army readiness and resilience for the next 30 years. By building upon decades of research,



development and innovation, the Army will become the resilient and sustainable land force that the nation needs.

Huntsville Center's REM program improves installation energy programs by identifying projects and practices to reduce energy and water costs through a contracted subject matter expert providing vital expertise to develop site energy and water plans that achieve energy efficiency, reduction, security, and resiliency through sustainable and renewable resources.

Greg Palko, a REM with Sain Engineering Associates recently finished an assignment with Army Materiel Command at Redstone Arsenal, and has years of service reducing resource consumption for Army logistic activities in North Carolina and California as well as other locations.

He said the REM workshop is vital to the REMs in attendance as policy changes and new directives drive the workshop structure. Palko said the best way to ensure he's doing the best job he can is by attending the workshop and networking with other attendees.

"Policy has always been a part of the REM program," Palko said. "Having previously worked for an ESCO I learned the importance of the REM program and I always jump at the opportunity for training and meeting with other REMs and industry suppliers."

## CSR

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Army Game Studio. The program, scheduled to be completed this fall, uses gaming technology to allow users to virtually explore a construction site and test themselves on hazard identification and safety measures.

In addition to showcasing their strengths, the Center also presented

areas of concern with requests for support from Headquarters.

During individual focus sessions, leadership and subject matter experts discussed potential solutions that resulted in two separate to-do lists.

"One list is what we can do at Headquarters to better support HNC (Huntsville Center). For example, what

are your unique IT challenges that we can fix to help you operate more efficiently?" Heitkamp said.

"The other to-do list is for the things that you can work on here at the Center."

The command strategic review team will reconvene in 120 days for a status check, he added.



Photo courtesy Blue Grass Chemical Stockpile Outreach Office.

Operators move M55 rockets containing VX nerve agent from a pallet to a transfer cart to begin the destruction process at the Blue Grass Chemical Agent-Destruction Pilot Plant April 15, 2022.

## Destruction of last remaining VX nerve agent at Blue Grass marks milestone

**By Elizabeth Canfil  
Public Affairs Office**

**D**estruction of the last M55 rocket containing VX nerve agent in April at the Blue Grass Chemical Agent-Deconstruction Pilot Plant (BGCAPP) in Kentucky, marking a milestone for the destruction of chemical weapons under the Chemical Weapons Convention treaty.

Huntsville Center served as engineering and construction oversight for the Program Executive Office Assembled Chemical Weapons Alternatives for the duration of this project and continues to maintain a role in ongoing facility reconfigurations.

“The Ordnance and Explosive Branch, The Electronic Security System MCX, Facility Explosive Safety MCX, and the construction support branch continue to be involved in ongoing construction and maintenance tasks for the BGCAPP project,” said Aaron

Renfro, Project Lead Civil Engineer.

The Department of Defense was directed by Congress through Public Law 99-145 to be the government agency responsible for destruction of the chemical weapons stockpile.

To comply with the Chemical Weapons Convention treaty and congressional mandate, destruction of these weapons was to be completed by 2007.

An additional five-year extension was exercised allowing the program to meet a 2012 deadline. Another extension was approved for a January 2023 deadline.

Destruction of the VX M55 rockets began at the Blue Grass Army Depot (BGAD) on July 9, 2021. Over 18,000 rockets and nearly 13,000 155mm projectiles containing VX nerve agent were destroyed at BGCAPP.

According to Mark York, Communications Manager for

Assembled Chemical Weapons Alternatives, the chemical weapons stockpile at the depot originally comprised 523 U.S. tons of chemical agent configured in 155mm projectiles containing mustard and VX nerve agent, 8-inch projectiles containing GB nerve agent, and M55 rockets containing GB and VX nerve agent.

The drained rocket warheads were destroyed in a Static Detonation Chamber (SDC) unit on the depot. The neutralized VX agent was pumped to holding tanks and shipped to Veolia Environmental Services in Texas. The chemical munitions were placed in high heat to destroy the chemical agents and the gases generated were treated by an off-gas treatment system.

Following the destruction of the final M55 rocket containing VX agent, over 46 percent of the original 523 U.S. tons of chemical agent has been destroyed.





# Huntsville Center energy program saving money, resources for USACE Districts

By William S. Farrow  
Public Affairs Office

**A** Huntsville Center energy and resource conservation program, previously only providing cost savings and environmental stewardship for military installations around the world, has expanded to cover the U.S. Army Corps of Engineers Civil Works programs. The Center's Energy Savings Performance Contract program has been reducing energy use and water consumption at military installations since the mid-1990s.

The program construct relies on a selected Energy Service Company, or ESCO, to provide capital and expertise to make comprehensive energy and water reduction, energy resilience and security efficiency improvements on facilities, and maintains them in exchange for a portion of the generated savings.

Fort Polk, Louisiana, was one of the first Army installations to take advantage of the ESPC program, saving \$44 million over 20 years. Other major ESPC projects followed at Fort Bliss, Texas, in 2010; Rock Island Arsenal, Illinois, in 2014; Letterkenny Army Depot, Pennsylvania, in 2015; and a \$50 million ESPC for solar power at White Sands, New Mexico and Fort Buchanan, Puerto Rico. As Army installations were realizing ESPC savings, Huntsville Center soon began expanding to other service branches. The Navy came calling in 2012 to develop a \$12 million contract for the Space and Warfare Command Systems Center-Pacific in San Diego, California. However, only in the last decade has seen USACE begin using the program's contracts for Civil Works projects.

Eight years ago, Mobile District embarked on the first-ever Energy Savings Performance Contract executed to improve the infrastructure along the Tennessee-Tombigbee (Tenn-Tom) Waterway. Huntsville Center's ESPC program developed the \$2.8 million contract with Siemens Government Technologies Inc., to replace and retrofit multiple sites along the Tenn-Tom — primarily lighting at its 10 locks and dams. Due to the contract's annual savings measurement and verification process ensuring payment to the ESCO never exceeds the actual savings, other USACE divisions and districts took notice of the ESPC program.

In 2015, Pittsburgh District jumped on board after an ESPC Site Survey Report identified potential energy and water conservation projects within the 26,000 square mile district. The SSR recommended solutions to reduce utility costs and dependence on fossil fuels while providing a more sustainable and safer operation in alignment with Federal mandates and Executive Orders. After the ESCO installed



Courtesy photo

**The Tom Bevill Lock and Dam near Aliceville, Alabama, is one of 10 lock and dam structures on the Tennessee-Tombigbee Waterway to receive retrofit and replacement of lighting systems from Huntsville Center's Energy Savings Performance Contract program.**

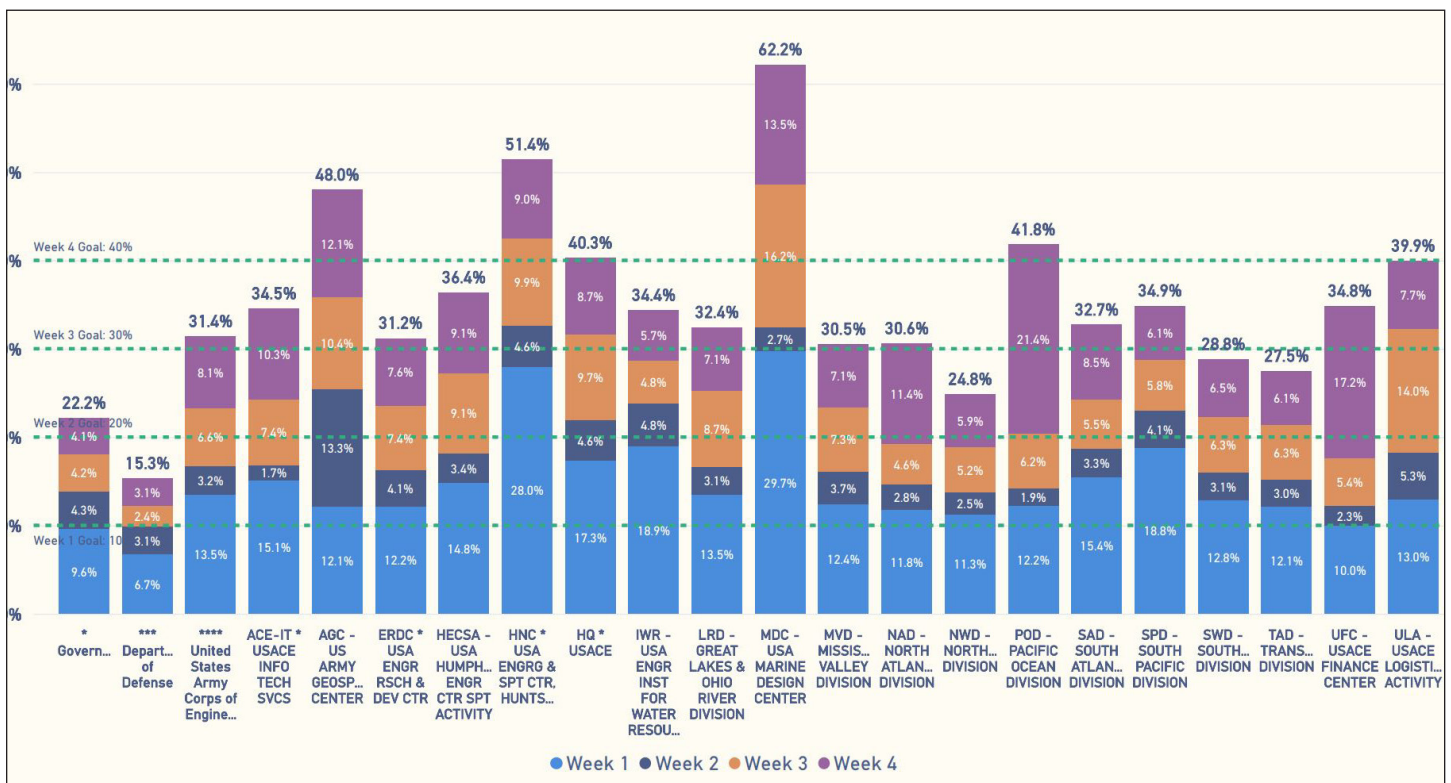
programmable thermostats and LED lighting, replaced transformers with high efficiency models, and replaced meters reducing water flow rates, saving more than \$1.8 million.

New Orleans and Albuquerque Districts have joined Mobile and Pittsburgh District in the use of ESPCs and improving infrastructure while saving money too. The Mississippi Valley Division headquarters building in New Orleans has an ESPC replacing inefficient lighting fixtures with lower wattage LED technology, resulting in a guaranteed savings of more than \$300,000. Lighting upgrades, installation of programmable thermostats and HVAC upgrades at Albuquerque District facilities saved more than \$69,000 in fiscal 2022.

Dale Adkins, Huntsville Center ESPC program director, said he believes the program growth within USACE is due to policy and legislation imparting Third Party Financing as a tool to execute projects.

"Our dedicated and experienced project delivery teams offer streamlined and standardized processes making us different from the other organizations because we have a centralized project management 'one-stop-shop' that manages the contract for the full life cycle," Adkins said.

Justin Murphree, Mobile District Operations Project Manager for the Tenn-Tom Waterway, said the ESPC has certainly lowered electricity bills, but the largest benefit has been the upgraded lighting improving working conditions for employees. "Saving money on power bills is a huge plus, but the lighting at the locks is a huge benefit. Our Lock Operators have to work outside at night in an industrial type of atmosphere. The improved lighting is making their jobs a lot easier and safer," Murphree said.



2022 Federal Employee Viewpoint Survey U.S. Army Corps of Engineers response rates as of July 1.

## With two weeks remaining, Center sits at number two in USACE survey response rate

Courtesy Valerie Ward  
Human Resource Office

We are in the fifth week of the Federal Employee Viewpoint Survey (FEVS) open window. This is a reminder to all who received an invitation to participate in FEVS, but did not yet complete the survey: We need to hear from you.

The FEVS only takes 15-20 minutes to complete — if you have not done so already, please complete the survey as soon as you can.

Army leaders are eager to hear your voice. Dr. Todd Fore, Deputy Assistant Secretary of the Army for Civilian Personnel (DASA-CP), is reminding Army Civilians why it's so important to take the FEVS.

[Watch the video on DVIDS today.](#)

As we move into the fifth week of the FEVS, please remember:

■ All Army Civilians who are not political appointees, not contractors, not term or temporary employees, and on board with the Army as of November 2021 are eligible for the survey.

■ The 2022 FEVS is a census survey, so all Army Civilians meeting the eligibility requirements noted above should receive a survey link.

■ Army Civilians selected to complete the survey will have received an email from “Federal Employee Viewpoint Survey-AR <evar@opm.gov>,” signed [EVAR@opm.gov](mailto:EVAR@opm.gov). If you have questions about your eligibility or are missing a survey email, please email [EVAR@opm.gov](mailto:EVAR@opm.gov). OPM is actively investigating cases of missing survey links. USACE Civilians eligible to complete the survey will have received an email from “Federal Employee Viewpoint

Survey-from [EVAC@opm.gov](mailto:EVAC@opm.gov). If you have questions about your eligibility or are missing a survey email, please email [EVAC@opm.gov](mailto:EVAC@opm.gov). To confirm the email is legitimate, please verify the survey email address ([EVAR@opm.gov](mailto:EVAR@opm.gov) or [EVAC@opm.gov](mailto:EVAC@opm.gov)) and the email subject line (“[Non-DoD Source] The 2022 OPM Federal Employee Viewpoint Survey”). If these are accurate, the survey is safe to take.

You may also forward your survey invitation to your personal email and take the survey on your personal computer or smart phone. We understand many employees are working remotely, not at their normal duty location, or working different work schedules. Employees also have the flexibility to stop and return to the survey if they are interrupted. If you have any questions, please reach out to me at [valerie.d.ward@usace.army.mil](mailto:valerie.d.ward@usace.army.mil).





# Like father, like daughter

## Center employee, former Army aviator's daughter heads to flight school

By Elizabeth Canfil  
Public Affairs Office

**R**ussell Dunford, Huntsville Center Business Practice Division chief, traveled to the mountains of Colorado for his daughter's graduation May 25 from the Air Force Academy, Colorado Springs, Colorado.

A graduate of Huntsville High School, AnnMarie "Annie" Dunford entered the Academy in 2018, alongside 1,434 other cadets. Annie was among the 973 who graduated, making her the first in the Dunford family to graduate from a service academy and one of 6039 women to have graduated the Academy since 1976, the first year women were admitted into military service academies.

Secretary of Defense, Lloyd Austin III addressed graduates at the ceremony on May 25.

"Discipline matters. Work hard, master your craft, and stay focused," Austin told the graduates. "As cadets, you are no stranger to putting in the reps and sets it takes to be successful. As lieutenants, I hope that you'll keep up that persistence."

Dunford, who served as an Army helicopter pilot for over 20 years, was on hand at the ceremony to cheer on his daughter. However, unlike most other proud parents in attendance, he had the honor of administering the Oath of Office to her.

"Next to holding your child when they are first born.... this was the greatest experience of my life," Dunford said.

"I've administered the Oath of Office from Iraq to Fort Hood, Texas and all places in between. I have administered the oath to soldiers and friends' children, but when you pass the baton of military leadership to the next generation, and it happens to be your daughter... there are no words that can



Courtesy photo

**Russell Dunford, Huntsville Center Business Practice Division chief, administers the oath of office to his daughter, Anne Marie, at her graduation May 25 from the Air Force Academy in Colorado Springs, Colorado. (Courtesy Photo)**

describe that."

With the Academy behind her, Annie intends on taking full advantage of her 60 days of leave before reporting to her next duty station. When tasked with the decision on how to spend her leave, Annie turned to her dad for advice. "She asked me, if I could do it over again, what I would do, and I advised her that I would travel," Dunford said. And travel she is. Annie embarked on a 45-day trip to Europe that began in Ireland and will conclude in Greece.

As Annie reflects on her time at the Academy she notes that "the reason you stay is not the reason you go," and despite the academic challenges, long hours, and the need to keep Chapstick and hand lotion on hand year round, she will miss the comradery of the Academy. Annie looks forward to reporting to Columbus Air Force base in Mississippi to begin her pilot training later this summer.

### Employee Spotlight

**Tamar Gerhart**  
Office of Counsel



**What is the best part of your job?** I love interacting with and helping people. I really enjoy getting to know people either as part of my day-to-day work or just casual conversations as I run into folks in the breakroom or hallway. I have great clients and team members who bring joy to my days and inspire my dedication to my work.

**What is the best advice someone has given you?** "You can't go around life; you have to go through it."

**What achievement are you most proud of?** It's most natural for me to phrase my response in terms of gratitude. I am very grateful to be working here at HNC -- a place full of brilliant, kind and fun people, generous with their talents and time, an organization comprised of people who care. I am exceptionally grateful for my boss who trusts us to get the work done and has our backs at all times.

# FOCUS ON LEADERSHIP

## Be proud of what you do

**By David Willet**  
**Facilities Division chief**

**T**hinking back over my more than 19 years with the U.S. Army Corps of Engineers, I am proud of teams I've been a part of, and the work that has been accomplished.

This time includes approximately four-and-a-half years doing geotechnical design in the Huntington District, five and a half years in military construction projects at Fort Bragg, North Carolina, and more than nine years in multiple programs here in Huntsville Center.

Being an engineer and project/program manager over this time, I love the "can do" attitude of teams coming together to try and work out a solution, taking on the tough tasks, being creative, trying something new, doing what it takes to be successful and providing a quality product. This mindset and culture are why customers keep coming back to us.

We truly care about our teammates and are there for each other in times of need. We understand that it takes a team for any of us to be successful. All of this combined, is why so many of us love what we do and being a part of the important missions that we all support. Having the right culture in an organization can be highly motivational and makes you enjoy coming to work each day.

In the recent commander's offsite, culture was talked about at length. I encourage everyone in Huntsville Center to think about the culture in all of the groups that you are a part of: from a project, branch, division, directorate, and a Center



**David Willet**

perspective.

Are they the same at each level, or if not, how are they different? Has it changed over the last three, five or 10 years? What was the culture like in other programs or organizations you have been a part of? Do you like it, or what would you like it to be?

While I'm proud of the work that I alone have done, I am even prouder of what the teams I have been on have been able to accomplish. Each of those teams have had a little different culture, partially by different personalities in the group and that is perfectly normal and okay. There is not a right or wrong answer.

There are a lot of individuals that make up a team, and we have to understand that everyone may have different descriptions, definitions,

or understandings of what they may perceive as a culture that they want to be a part of. However, I bet there are a lot more similarities than differences.

While leaders at the top of the organization help set a culture, please know that we are all leaders in our own way. We can all make a difference and help set the tone and culture at various levels.

I am not going to tell you what the right culture is, but I do encourage everyone to talk about it in your teams and encourage change in areas that may not be where you want it to be.

One last thing -- there are so many different programs and missions across Huntsville Center. Please sit back and understand the importance of what you are doing and be proud of the mission and the part you play in those accomplishments.

This is part of having a proud culture in your organization. To take it one step further, take some time to understand what a diverse group of programs the Center supports if you have not done so in the past.

We are very unique from other Districts, and you will be very surprised by the large portfolio that we support across the world. We should all be honored and proud of the missions that we support.

It is incredible what Huntsville Center teams do to support our customers, warfighters and their families. Most people that I talk to have no idea that Huntsville Center or the USACE is responsible for some of the work that we do. Help spread the good news.





# FOCUS ON PROFESSIONALS



Photo by William S. Farrow

Huntsville Center Commander Col. Sebastien Joly recognizes Huntsville Center's June Employee Of The Month, Kayla Helms, junior budget analyst, with a challenge coin as Maj. Gen. Rich Heitkamp, USACE deputy commanding general, looks on. Helms filled in for a month as the main budget analyst for the Ordnance and Explosives Directorate and Environmental and Munitions Center of Expertise, positions normally filled by multiple senior budget analysts.



Photo by Steve Lamas

Huntsville Center Deputy Commander Lt. Col. Dan Segura presents Tina Riley with July's Employee Of The Month certificate. Riley served as the Contract Specialist for the on-time award of the Utilities Privatization Technical Services contract valued at \$6.4 million. Her efforts ensured the Army's capability to transfer utility systems to private ownership for upgrade, operation and maintenance.

## FOCUS ON BUSINESS PRACTICES

# ICE



## INTERACTIVE CUSTOMER EVALUATION

**By Carolyn Harris**  
**Business Practices Division**

**H**untsville Center solicits inputs on the products and services we provide our customers.

Our customers' feedback/inputs help us improve what we do for them and helps us improve our overall business processes.

The Interactive Customer Evaluation, or I.C.E., allows the Center's customers to rate our products and services and the comment card ratings are used to improve the products and services delivered.

Each program has its own link, allowing the customer to access a survey by simply clicking on the link provided on e-mail signature blocks.

The goal is to get direct feedback from customers on their projects/programs instead of waiting for the annual external customer survey.

If the customer has any 'hot button'

issues, the Service Provider Manager will know about them immediately (via e-mail notification) and can coordinate a response.

The Interactive Customer Evaluation (ICE) system is a web-based tool that collects feedback on services provided by various organizations.

The ICE system allows customers to submit online comment cards to provide feedback on the services provided to them; thus, allowing managers to monitor the satisfaction levels provided through reports and customer comments (ICE v2.3.3).

ICE allows customers to quickly and easily provide feedback data for process improvement and gives leadership timely data on service quality.

Huntsville Center has 73 Active Program Service Providers and 46 active Service Provider Managers.

Any questions on how to generate an ICE survey, contact me at [carolyn.d.harris@usace.army.mil](mailto:carolyn.d.harris@usace.army.mil).

### ICE provides the following benefits:

- Allows customers to quickly and easily provide feedback to service provider managers.

- Gives leadership timely data on service quality.

- Allows managers to benchmark the performance of their service providers against other organizations.

- Encourages communication across organizations to create performance results.

- Saves money





## FOCUS ON EQUAL EMPLOYMENT OPPORTUNITY

# USACE hosts career fair for Historically Black Colleges and Universities

By Elizabeth Canfil  
Public Affairs Office

**R**epresentatives from Huntsville Center spoke to students from Historically Black Colleges and Universities (HBCUs) about the Center's numerous career opportunities during a virtual career fair and exposition hosted in April by the U.S. Army Corps of Engineers.

With the goal of recruiting fresh talent, career fair offered students the opportunity to learn about and apply for civilian positions with USACE.

The two-day event included an overview of USACE's diverse mission set, civilian employee pay and benefits, and interview and resume-writing guidance from senior Army civilians.

Virtual interviews were conducted, and immediate job offers were made to highly qualified candidates with engineering and other technical backgrounds. More than 300 students participated in the event.

Patrick Stone, chief of Huntsville Center's Facility Technology Integration Division, noted the importance of recruiting talent directly out of colleges and universities and establishing relationships with potential candidates prior to their senior years.

"With our mission ever changing, we need bright minds that have a diversity of background, skill sets, and abilities and can adapt to new challenges," he said

"Ensuring that USACE has the right talent mix and is able to attract diverse, civilian talent is critical to success."

This event represented part of USACE's outreach strategy, which promotes mutually beneficial collaborative partnerships with HBCUs to enhance the Army's future readiness. In addition to having direct access to fresh talent through its students, USACE works to maintain relationships with HBCUs to communicate the current and future needs of USACE.

"Meeting with career services on a regular basis ensures that potential candidates obtain the knowledge required to enter the labor market ready for success," Stone said.

Recruiting Army civilians into Science, Technology, Engineering and Math specialties is critical to Army Priorities. USACE has more than 38,000 civilian employees and, in 2021, recruited over 225 interns into STEM programs and made 3,130 direct hire appointments.



**Patrick Stone, chief of Huntsville Center's Facility Technology Integration Division, recently spoke to students at a USACE career fair for Historically Black Colleges and Universities.**

According to "U.S. Black Engineer", USACE was rated number four in the magazine's list of Top Government/Non-Profit Supporters of HBCU Engineering Schools for 2021.

Agencies Top supporters are companies and government agencies considered most supportive of engineering programs at HBCUs and contribute to the institutional missions of these schools.

The ongoing recruitment of diverse candidates remains a priority for the U.S. Army Engineering and Support Center, Huntsville. In addition to the HBCU event, Huntsville Center recently participated in the Black Engineer of the Year (BEYA) conference, which brought both recent graduates and experienced professionals who were interested in careers supporting the Army. Huntsville Center also has plans to take part in additional conferences for Veterans, Asian Americans, Women, and the National Society of Black Engineers.



## About Huntsville Center

# HNC

## Unique to the U.S. Army Corps of Engineers,

Huntsville Center provides innovative engineering solutions to complex, global missions. Our team of professionals engineer adaptive, specialized solutions across a broad spectrum of global enterprise covering five main lines of effort: Energy, Operational Technology, Environmental, Medical, and Base Operations and Facilities. Our portfolios comprise 43 program areas, as well as nine mandatory and six technical centers of expertise, and 17 centers of standardization. Through partnership with Department of Defense agencies, private industry and global stakeholders, we deliver leading edge engineering solutions in support of national interests around the globe.

# FY2021 40+ Programs

8 Mandatory Centers of Expertise,  
6 Technical Centers of Expertise  
and 17 Centers of Standardization

# \$ 1.9B

**“HNC Delivers  
Innovation”**

In fiscal 2021, Huntsville Center awarded contract actions totaling more than \$1.9 billion in obligations for its stakeholders.



The U.S. Army Engineering and Support Center, Huntsville, engineers adaptive, specialized solutions across a broad spectrum of global enterprise covering five main lines of effort: Energy, Operational Technology, Environmental, Medical, and Base Operations and Facilities