



U.S. ARMY ENGINEERING AND SUPPORT CENTER, HUNTSVILLE

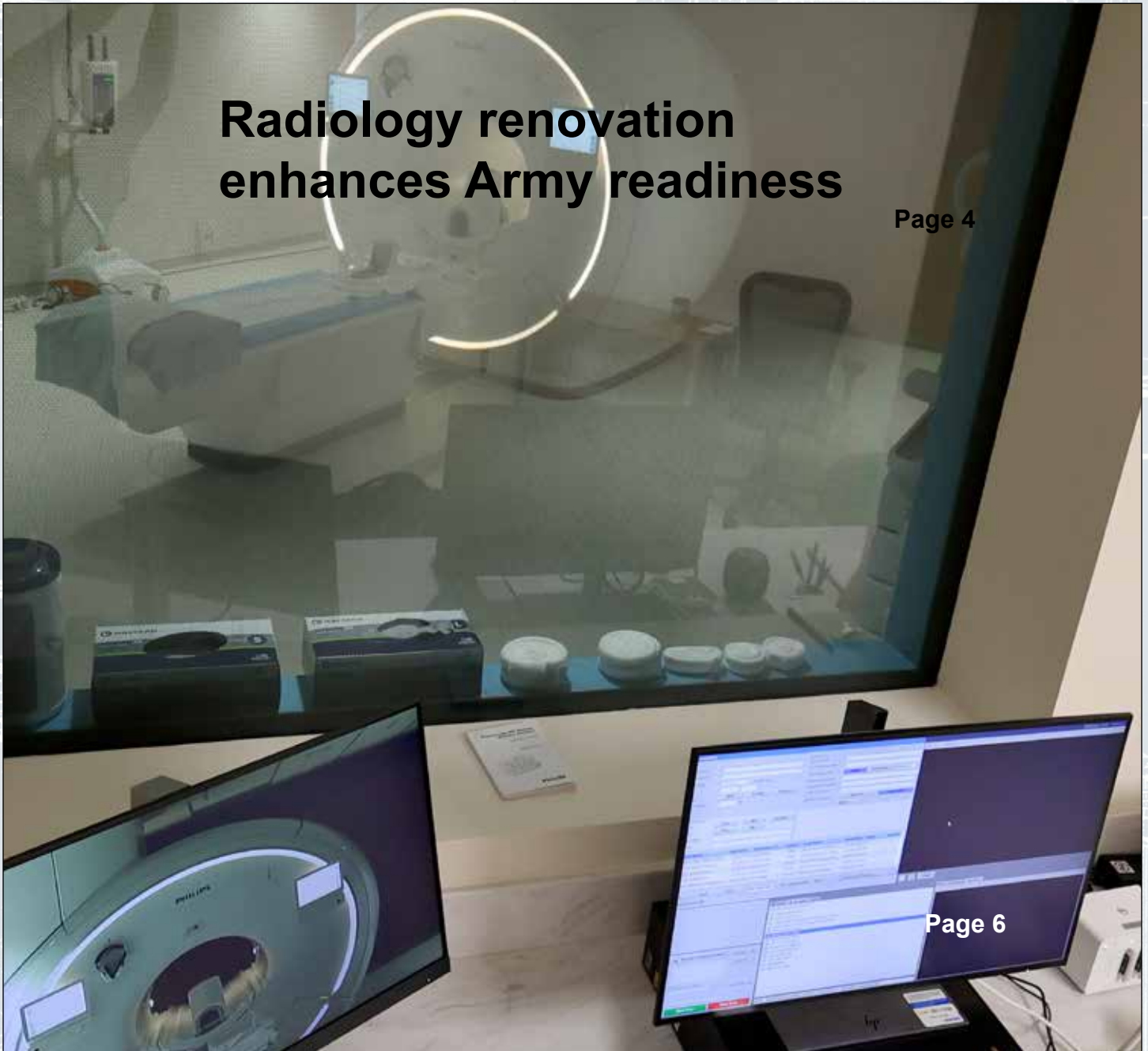


# The Bulletin

July 2023

## Radiology renovation enhances Army readiness

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



# HNC *Bulletin Content*

Commander's Thoughts.....	3
Radiology renovation enhances Army readiness.....	4
Ballistic missile defense program experts receive recognition.....	6
Dining facility sees tremendous growth after furnishings makeover.....	7
Federal energy training session enhances third-party financing capabilities.....	8
Energy Workshop set with focus on innovation, technology.....	9
Commander holds relocation town hall.....	10
USACE jumps 30 spots in best places to work.....	10
Three Center employees recognized as best in U.S. Army Corps of Engineers.....	11
Army 3Rs Explosives Safety Program raises awareness amid recent incidents.....	12
Bulletin Focus: Leadership.....	14
Bulletin Focus: Ethics.....	15

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



Commander: Col. Sebastien Joly  
Chief, Public Affairs: Chris Putman  
Editor: William S. Farrow  
Associate editor: Kristen Bergeson

*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

**“As we approach the end of the fiscal year, the best way we can posture ourselves to overcome obstacles is preparation, communication, and a laser focus on the end state – awarding a quality contract.”**



**Col. Sebastien Joly**

**T**eam,  
It's crunch time. The end of the fiscal year is just over two months from now and I am confident in our ability to meet our stakeholder's requirements.

To borrow a term from our Army Engineers in Uniform – Engineers overcome obstacles. We go over, under, or around obstacles to achieve the decisive point on the battlefield. For us at Huntsville Center, our contract awards on behalf of our stakeholders is that decisive point!

Huntsville Center contract awards establish the framework required for thousands of projects supporting military and government agencies globally through the sustainment, maintenance and upgrading of existing facilities, utilities and infrastructure and create solutions to support the nation's toughest engineering challenges.

As we approach the end of the fiscal year, the best way we can posture ourselves to overcome obstacles is preparation, communication, and a laser focus on the end state – awarding a quality contract.

We can prepare ourselves and our PDT by having a well understood plan and the necessary resources ready and responsive to execute in stride.

Communication is arguably the most important activity, particularly in a hybrid work environment, supporting various stakeholders around the world.

We must be timely and aggressive in sharing information and ensuring common understanding, particularly as time gets short.

The standard I hold myself to, is a response within 24 hours, even if it must be an interim response for more complex actions.

Face-to-face communication is always best, a Teams/phone call next best, and email the least preferred option. Keep our lines of communication open. A mindset of keeping the end in mind typically leads to the best outcomes.

As you review your to-do list and workload, ask yourself, “Does this help me get a quality contract awarded? If the answer is ‘no’ is there something I should be doing instead that does?”

Internal dialogues like this can often

ensure we don't get distracted by the countless things that compete for our attention daily.

Thanks for the incredible work you all contribute to our overall mission. I'm excited to watch you breach various obstacles on our contracting battlefield and score another win. If you need help, please ask! You have an entire team focused on securing the win, so use us.

As a final thought for this update, after October 1, most of you will be teleworking and our current facility at 475 Quality Circle will be virtually empty. Construction at our new facility at Redstone Arsenal is on schedule and we will begin moving in after the New Year.

I plan to hold another town hall in the fall to provide additional relocation updates so keep an eye out for a calendar invite.

In addition to the town hall, I also encourage you to visit our SharePoint page to find more information on the relocation while teleworking.

Essayons!





Photo by Chris Putman

An MRI at the newly renovated radiology department at Madigan Army Medical Center, Joint Base Lewis-McChord, Washington.

## Radiology renovation enhances Army readiness

By William S. Farrow  
Huntsville Center Public Affairs

**T**he Army is prioritizing People First by improving the Army's culture and quality of life, including upgrades in housing, barracks, childcare, and spouse employment.

However, healthcare may be one of the most important aspects to warfighter's readiness and the U.S. Army Engineering and Support Center's (Huntsville Center) Medical Division is at the forefront of ensuring warfighters and their families are receiving the top care they deserve. Huntsville Center's MRR program provides support with project management, construction, engineering, contracting, and Architect-Engineer (A&E) design services, to multiple Department of Defense (DoD) agencies, at various locations nationwide.

By offering a fast track, efficient method for design and execution of all types of medical facility repairs, renovations, conversions, alterations, additions (within statutory limits), and construction projects medical facility renewal work can be accomplished in a timely and cost-effective manner. As the Army's second largest medical treatment facility, the state-of-the-art and technologically advanced MAMC is one of only two designated Level II trauma centers in Army Medicine and one of four military hospitals in the state of Washington.

Last year, the Medical Division's Medical Repair and Renewal (MRR) program began a \$25 million project to design and renovate the Radiology Department (RD) at Joint Base Lewis McChord (JBLM) Madigan Army Medical Center (MAMC) in Tacoma Washington.

The project provides upgrades to space and equipment used for Magnetic Resonance Imaging (MRI), Breast Imaging, Ultrasound, General Radiographic, Fluoroscopy and Computed Tomography (CT Scan) sections of the Radiology Department.

Ronald Johnson, MRR project manager, said there were multiple design iterations based on Defense Health Agency design standards and end user requests.

"Since contract award, we overcame every challenge and this renovated Radiology Department provides an example of a modern, well designed and constructed department in terms of patient care, layout, and patient and staff-friendly environment," Johnson said.

Andrew Gross, MRR contracting officer for the project, said the key to the project's success is MRR's innovative use of Indefinite Delivery/Indefinite Quantity (IDIQ) contracts.

"We have Design-Build (D-B) Construction (CONUS only) IDIQ contracts in place to rapidly execute our customer's requirements," he said.

See **RENOVATION**  
Page 5



Photo by William S. Farrow

### **All Star Briefing**

Brig. Gen. Joseph Ricciardi, 81st Readiness Division deputy commanding general – support, and Brig. Gen. Kirk Daily, 416th Theater Engineer Command deputy commanding general – operations, and Wade Doss, Huntsville Center Engineering Director, review DD Form 1391 Processor System capabilities at the Center today. Doss was joined by members of Huntsville Center's Systems Cost Division who provided Ricciardi and Daily with an overview of how the system assists users in preparing, submitting, reviewing, certifying, printing and archiving DD Form 1391s and their related data, in accordance with the Army's facility management regulation.

## **RENOVATION**

### **From Page 4**

Gross said MRR also has direct access to a suite of medical Architect-Engineer (A-E) contracts (CONUS and OCONUS) managed by the Huntsville Center's Engineering Directorate to help meet the various design and study needs of our clients.

"These contracts, and how we use them, offer many benefits and advantages to our multiple Department of Defense (DoD) service customers," he said.

Upgrading equipment for the RD was a highly complex aspect of the project, Johnson said.

However, he said it's not solely about replacing equipment since MRR contractors can execute work across the vast spectrum of construction services within an active medical facility.

"From simply replacing ceiling tiles in an administrative non-patient area, to a phased demolition and construction renewal modernization of a multiple suites while maintaining patient services throughout the renewal, we can get it done."

Johnson said he's extremely pleased with the Phase 1 renovations to the Radiology MRI patient reception, check-in, and recovery areas, and additionally, the physician and staff offices and radiologist's reading rooms.

"It is known within the medical profession that radiologists have an unusually short career span due to eye-strain and intense concentration," he said.

"The modern design of the Department's reading rooms is a step forward using lessons learned in how

to reduce eye-strain and distractions by providing the right colors, lighting, back-lighting, and sound reducing materials."

Jeff Paradee, MAMC Facility Management Division deputy chief, said renovation of an active, functioning medical facility would not be possible without the coordination and oversight from a team of dedicated professionals within MAMC itself.

"In addition to the technical equipment experts from the Radiology Department there is also a group representing the MAMC Facilities Maintenance Department that coordinate all forms of activities to keep the project moving forward and meeting the Hospital Safety and Infection Control standards," Paradee said.

# Ballistic missile defense program experts receive recognition

By William S. Farrow  
Huntsville Center Public Affairs

Two Huntsville Center employees were recently recognized in late June by Brig. Gen. Geoff Van Epps, Northwest Division (NWD) commander, for their contributions to NWD while serving on the U.S. Army Corps of Engineers (USACE) Sentinel Program Reconnaissance Team from September 2022 to June 2023.

Bret Styers and Carson Walker, USACE Ballistic Missile Defense Mandatory Center of Expertise (BMD MCX) employees, were both recognized with Army Civilian Achievement Medals for their efforts under the Sentinel Integrated Program Management Office while supporting the fielding of a strategic weapons system for the Air Force Nuclear Weapons Center (AFNWC).

Set to replace the Cold War-era LGM-30 Minuteman III weapons system, the LGM-35A Sentinel weapon system requires upgrades in missile silos, control centers, and other ground infrastructure.

Established in 2006, AFNWC is the nuclear-focused center within Air Force Materiel Command (AFMC) synchronizing all aspects of nuclear materiel management on behalf of the AFMC commander and in direct support of Air Force Global Strike Command (AFGSC).

USACE's BMD MCX within the Center's Ordnance and Explosives Directorate, supports Department of Defense (DOD) BMD stakeholders and responsible USACE geographic divisions and districts by providing technical expertise and contract support in development and rehabilitation of tactical and non-tactical facilities and infrastructure. Huntsville Center has been designated to be the BMD MCX for USACE since 2016.

Walker is the BMD MCX technical integrator at a forward site located at Hill Air Force Base, Utah, and sits directly with the AFNWC chief engineer. Styers is the BMD MCX senior program manager responsible for the Air Force and Army and provides senior leadership accountability within the USACE Integrated Program Office (IPO).

Styers said he and Walker are primarily responsible for the overall integration of all Huntsville Center resources and subject matter experts into Sentinel program infrastructure upgrades.

"We are members of the USACE Sentinel IPO where we are fully partnered with Northwest Division (NWD) in helping coordinate the work across multiple Districts and Divisions to assist the AFNWC in delivering the Sentinel



**An Air Force illustration of the LGM-35A Sentinel weapon system. Bret Styers and Carson Walker, USACE Ballistic Missile Defense Mandatory Center of Expertise (BMD MCX) employees, were both recognized with Army Civilian Achievement Medals for their efforts under the Sentinel Integrated Program Management Office while supporting the fielding of a strategic weapons system for the Air Force Nuclear Weapons Center.**

Program," Styers said.

"We are pulling the lessons learned from our extensive ballistic missile defense experience from across the enterprise and incorporating them into the program."

Jeff Watts, BMD MCX chief, said Styers and Walker's work ensures NWD and AFNWC have the appropriate specialized BMD technical subject matter experts within Huntsville Center and USACE for the design of launch facilities and launch centers, through construction, to include available Architecture and Engineering acquisition tools.

"It's great to see our partners take time to recognize our people and I'm so proud of Brett and Carson, but also all the folks working for this vital program," Watts said.

"Although the Cold War ended, not much has changed in the mission of defending our homeland except for quickly advancing technology requiring change, and our mission focused team (including Derek Beck, Jerry Henley, Josh Gaines, Dan Hawk, Jeff Hoki) does an outstanding job collaborating with all the stakeholders supporting the BMD mission."





Photo by Chris Putman

Hunter Army Airfield Warrior Restaurant near Savannah, Georgia, recently received a full-scale renovation that included all new furniture via a contract awarded by the U.S. Army Engineering and Support Center, Huntsville's Furnishings Program.

## Hunter Army Airfield dining facility sees tremendous growth after furnishings makeover

**By Kristen Bergeson**  
**Huntsville Center Public Affairs**

**T**he Hunter Army Airfield Warrior Restaurant near Savannah, Georgia, has experienced a nearly 600% increase in diners following a full-scale renovation that included all new furniture via a contract awarded by the Huntsville Center's Furnishings Program. The contract, valued at \$351,000, provided the dining facility with a variety of seating options such as private nooks, window seating, lounge areas, and high-top tables with stools in conjunction with standard dining tables and seating, said Stephanie Hardin, Furnishings project manager.

The aim was to create a more

comfortable and aesthetically pleasing environment for customers, most of which are soldiers assigned to the 3rd Infantry Division, said Sgt. 1st Class Gerrick Smith II, the warrior restaurant manager assigned to the 287th Quartermaster Company.

"The Army plans to modernize all of its dining facilities with a college-campus dining concept, but we were chosen to pilot it, so for now, this is the only one of its kind," Smith said.

"We're just glad to be able to offer this level of dining experience to soldiers."

Prior to the Warrior Restaurant's grand reopening in April, the facility saw an average of only 50 customers per meal.

"Our utilization rate has gone up immensely since then," he said.

"Sometimes, we're over 500 people at one meal, but on a regular basis, it's closer to 300. Huntsville Center played a big part in that."

The remodel, which also included food trucks, "grab-n-go" kiosks, and made-to-order meal stations, stems from the Army's readiness and modernization priorities that were codified in July 2019 when the Army revised Army Regulation (AR) 30-22, the Army Food Modernization Program.

The program's overall objective is to field a modernized culinary service program that meets Soldier's needs and desires.

# Federal energy training session enhances third-party financing capabilities

By William S. Farrow  
Huntsville Center Public Affairs

Representatives from the Department of Energy's (DOE) Federal Energy Management Program (FEMP) conducted a training workshop at Huntsville Center in May.

The workshop provided Huntsville Center Energy Division personnel with a tailored and comprehensive overview of energy and utility savings contracting authority and processes to equip attendees with information about Department of Energy resources available to develop and implement successful projects focused on the needs of its stakeholders.

Huntsville Center Energy Division's Energy Savings Performance Contracting program utilizes private capital to make infrastructure improvements and new efficiencies at military installations without tapping into the installation's capital budget while supporting and enable the warfighter and meeting energy and environmental mandates.

The division's Utility Energy Services Contracting (UESC) program negotiates contracts with local electric, gas and water utility companies that enable the utility companies to provide federal agency customers with comprehensive energy and water efficiency improvements and demand reduction services while providing stakeholders flexibility to specifically tailor a project to a customer's energy needs and financing strategies.

The Federal Energy Management Program (FEMP) offers training and assistance to other federal agencies on Energy Savings Performance Contracts (ESPCs) and Utility Energy Services Contracts (UESC) to promote energy efficiency and cost savings across the federal government.

Overall, FEMP's training and



File photo

**Technicians install a battery system at Fort Carson, Colorado, as part of a Huntsville Center Energy Savings Performance Program project providing Fort Carson with infrastructure and energy improvements. Huntsville Center's Energy Division received Federal Energy Management Program training at the Center during a workshop in May ensuring Center employees have the knowledge, tools, and support they need to implement successful energy efficiency projects.**

assistance on ESPCs empowers federal agencies like Huntsville Center by providing them with the knowledge, tools, and support they need to implement successful energy efficiency projects and achieve energy and cost savings targets.

The training FEMP provided to Huntsville Center energy professionals focused on: awareness to educate agency personnel about the benefits and process of ESPCs and UESCs; technical expertise including assistance in developing project requirements, conducting energy audits, evaluating proposals, and selecting qualified energy service companies (ESCOs) and Utility Companies.

Other areas of focus include resources best practices, collaboration and networking and performance monitoring and evaluation.

Ricky Barnett, Huntsville Center

Energy Division industrial engineer, said the training session provided a concentrated overview of both ESPC and UESC programs which helps the Center determine the most appropriate execution vehicle to benefit the Center's stakeholders.

"I more fully understand the concept and intent of these initiatives and can better leverage and communicate the capabilities of the ESPC program to the stakeholders," he said.

Benita Davis, Huntsville Center Energy Division project manager, agreed on the training's value.

"The training enables our stakeholders to meet energy-related goals, identify affordable solutions, facilitate public-private collaborations, and provide energy leadership to the country by identifying government best practices."





# Energy Workshop set with focus on innovation, technology

**By William Farrow**  
**Huntsville Center Public Affairs**

**H**untsville Center is hosting an Energy Workshop Aug. 1-3 at the Jackson Center located in Huntsville's Cummins Research Park. The focus of the workshop is on Huntsville Center's capabilities in the Energy Savings Performance Contracting (ESPC) and Utility Energy Services Contracting (UESC) programs.

This year's theme as "Innovation and New Technology Integration." As the Army's exclusive agency for third party financed acquisitions, Huntsville Center holds this annual workshop for customers and stakeholders, utility

providers and all Energy Service Companies (ESCOs) holding contracts on the Center's \$1.5 billion Multiple Award Task Order Contract (MATOC).

Unlike other U.S. Army Corps of Engineers Divisions and Districts, Huntsville Center has no geographic boundaries allowing the Center to develop, award, and maintain long-term energy projects worldwide. The Center's Energy Division currently has a \$2 billion ESPC portfolio and a \$1 billion UESC portfolio.

Huntsville Center's customers include Army, Navy and Air Force garrisons, Army Material Command (AMC), Installation Management

Command (IMCOM), Deputy Chief of Staff of Army (DCS-G9), Deputy Assistant Secretary of the Army for Energy and Sustainment (DASA-ES), Assistant Secretary of the Army for Installations, Energy and Environment (ASA-IEE), Air Force Civil Engineer Center (AFCEC), Washington Headquarters Services (WHS), and Headquarters US Army Corps of Engineers (HQUSACE).

Congressman Gary Palmer, Alabama 6th District, and Brendan Owens, Assistant Secretary of Defense for Energy, Installations, and Environment, are scheduled as the event keynote speakers.



Photo by William S. Farrow

## **Branded**

The name and U.S. Army Corps of Engineers castle logo are up at the main entrance of RG 300, Huntsville Center's new facility Redstone Gateway. Construction on the purpose-built, 205,000 square foot building is on schedule and expected to be completed by January with employees in place thereafter. The new building will also be able to consolidate all of the Center's off-post leases and Huntsville employees for the first time since the 1970s.

# Commander holds relocation town hall

**By Kristen Bergeson**  
**Huntsville Center Public Affairs**

**H**untsville Center's commander laid out a detailed relocation plan for employees during a town hall June 1.

Col. Sebastien P. Joly spoke to more than 550 employees, who attended the town hall either virtually or in-person, about the Center's move from its current building at 425 Quality Circle to its new location on Redstone Arsenal.

Construction on the purpose-built, 205,000 square foot building is on schedule and expected to be completed by January 2024, he said.

"Construction is on schedule," Joly said. "They are currently drywalling, putting up interior offices, installing elevators. There is absolutely clear progress."

The Center's current lease ends in December, and movers will need to begin removing furniture, electronics and other office supplies out of the building in October.

During the transition between October and January 2024, the workforce will go into a command-wide telework period with some beginning to telework in August.

"Fortunately, we've been here before," said Joly, referring to the Center's last move from University Place in Huntsville, Alabama, to the building at Quality Circle.

"We're taking advantage of all the lessons learned in vacating our last facility and making the necessary adjustments. We're hoping for much fewer impacts this time around."

The commander also highlighted the benefits of the move, citing improved security, network access and Internet speeds, functional meeting spaces and modernized fitness and dining facilities.

"Our job is to deliver high quality projects on time, within budget, and safely, and we need the right tools, resources and facilities to make that happen," Joly said.

"That has been our primary consideration throughout the design of this new building."



Photo by William S. Farrow

**Col. Sebastien Joly, Huntsville Center commander, addresses attendees at the June 1 town hall.**

Joly said the new building will also be able to consolidate all of the Center's off-post leases and Huntsville employees for the first time since the 1970s.

"We currently have 11 different leases to accommodate everything that falls under Huntsville Center," he said.

"This facility will hold all of us so we can be under one roof."

Most importantly, Joly said, the move will position Huntsville Center on Redstone Arsenal for the first time.

"This relocation will provide us the opportunity to capitalize on shared resources and develop relationships with other organizations on the Arsenal," he said.

"We are looking forward to becoming a full member of Team Redstone."

Huntsville Center leadership is planning another town hall in the fall to provide relocation updates to the workforce.

In the meantime, employees can find more information on the relocation SharePoint page.

## USACE jumps 30 spots in best places to work

**By Gene Pawlik**  
**Headquarters USACE**  
**Public Affairs**

**T**he U.S. Army Corps of Engineers recognized 71 of their subcomponent organizations for earning one of several "USACE Best Places to Work" categories during an awards ceremony in May at Concordia College in Moorhead, Minnesota. Awards are based on employee

responses to the 2022 Federal Employee Viewpoint Survey (FEVS) regarding overall satisfaction with their job and the organization.

In the recently released 2022 Best Places to Work in the Federal Government rankings, USACE ranks 166 out of 432 federal agency subcomponents, representing a 30-spot improvement from 2021.

"We continue to generate great momentum on FEVS," said Lt. Gen.

Scott Spellmon, USACE commanding general.

"But we're still not done. I want to take our world-class organization to the next level while continuing to attract and retain the best, diverse talent."

According to the 2022 Best Places to Work in the Federal Government website, the rankings offer the most comprehensive assessment of how federal public servants view their jobs and workplaces.



Courtesy photos

Huntsville Center Employees Robert Renz, left, Stephanie Woods and Brendan Dingman were recognized by U.S. Army Corps of Engineers for performance, leadership, professional development, and community support throughout the fields of engineering and construction.

## Three Center employees recognized as best in U.S. Army Corps of Engineers

By William S. Farrow  
Huntsville Center Public Affairs

Each year, the U.S. Army Corps of Engineers recognizes employees and teams' contributions of excellence in performance, leadership, professional development, and community support throughout the fields of engineering and construction.

Three people working in the Huntsville Center Engineering Directorate (ED) received recognition as the best in USACE.

Robert Renz, ED Mechanical and Manufacturing Technology Branch, was named USACE Control System Professional of the Year; Brendan Dingman, ED Technical Engineering Branch, was named USACE Gil Valla Mechanical Engineer of the Year; and Stephanie Woods, ED Interior Design Branch, was named USACE Interior Designer of the Year.

Wade Doss, ED director, said the

awards are given as career capstone recognitions.

"These awards indicate just how much of an impact these personnel and the Huntsville Center programs have on the quality of life for our armed forces, and it's also an indication of their talents."

The Interior Designer of the Year award is presented annually to recognize contributions of excellence in the interior design field and the nominee's contributions to the profession and to their community. Woods was selected for her leadership, technical excellence, and commitment to comprehensive interior design within USACE while serving as interior designer team lead for Huntsville Center's Furniture Program.

The Gil Valla Mechanical Engineer of the Year is presented annually to recognize contributions of excellence in the mechanical engineering discipline. Dingman is noted in his recognition

as "an elite technical expert who's impacted the entire Department of Defense and Department of Veteran's Affairs medical facility enterprises across the nation and around the world." Dingman is consistently selected to handle the most complex laboratory and medical projects leveraging his vast expertise and authorship of national standards to affect the best project outcome.

The Control System Professional of the Year award is presented annually to recognize contributions of excellence in the control system field. Renz' recognition commends his "exceptional performance and contribution to the controls engineering community of practice."

He serves as a Lead Mechanical Engineer for various specialized projects, supporting Huntsville Center's technical and mandatory centers of expertise, USACE, and Army Installation Management Command.



# Army 3Rs Explosives Safety Program raises awareness amid recent incidents

By Amanda Sticker

Environmental and Munitions  
Safety Center of Expertise safety  
program

In the wake of two recent incidents involving the discovery and detonation of live grenades, the Army's Three Rs Explosives Safety Program is increasing its efforts to raise awareness about the dangers associated with munitions.

The incidents, both involving unexploded ordnance, serve as stark reminders of the potential dangers lurking within seemingly harmless objects.

As the Army works tirelessly to promote awareness and safety, it is crucial for both military personnel and civilians to remain vigilant in identifying and reporting potentially explosive devices.

The first incident took place in Hancock County, Ohio, where a local farmer made a shocking discovery while inspecting his corn crop. To his disbelief, he unearthed a live grenade from the ground, unknowingly risking his life in the process. Luckily, he immediately alerted the authorities, who promptly dispatched a specialized team to safely dispose of the hazardous device.

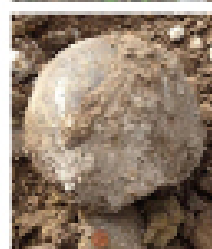
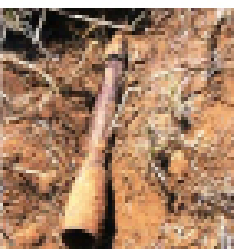
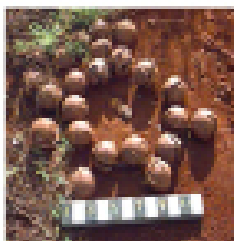
This incident serves as a harrowing reminder of the unpredictability of unexploded ordnance and the critical importance of public awareness.

Tragically, a second incident in Indiana took a far more devastating turn. A grenade, discovered among a grandfather's belongings, resulted in the loss of life and serious injuries.

The incident serves as a heart-wrenching reminder of the lethal consequences that can arise from keeping souvenir munitions. Such incidents emphasize the need for heightened awareness, not only within military circles but also among the

## Explosives Safety Awareness

*Do You Know What These Items Have In Common?*



They are unexploded ordnance (UXO), military munitions that failed to function properly. UXO are dangerous no matter their age or size. If approached, touched, moved, or disturbed, they can injure or kill children and adults unaware of the dangers. Learn and follow the 3Rs of Explosives Safety – Recognize, Retreat, Report – to protect yourself, your family, and your community. Find out more at <https://3Rs.mil>.

**Recognize Retreat Report**



<https://3Rs.mil>

public. To educate the public about the potential hazards associated with unexploded ordnance, the Army has implemented outreach programs, training sessions and informational campaigns to ensure that individuals understand the risks involved and are equipped with the knowledge to identify and report suspicious objects.

Since 2000, the Army's 3Rs Explosives Safety Program, which focuses on Recognizing, Reporting and Responding to explosive hazards, has played a pivotal role in preventing accidents and ensuring the safety of personnel and communities by promoting awareness and safe handling practices.

While incidents like the ones in Hancock County and Indiana are tragic reminders of the potential

consequences, they also serve as catalysts for renewed efforts to prevent such accidents.

The Army's 3Rs Explosives Safety Program remains committed to its mission of educating the public about the dangers of munitions and fostering a culture of safety. Our primary objective is to ensure we keep our communities and loved ones safe. Keeping souvenir munitions as a memento poses an immediate and tangible threat to your personal safety, as well as that of your loved ones and community. If you or someone you know possesses a souvenir munition, regardless of the duration it has been held, please contact your local police immediately to report it. Munitions

**See 3Rs  
Page 13**



Army photo

## Mission Complete

Operators place the last M55 rocket containing GB nerve agent on an input conveyor to begin the destruction process at the Blue Grass Chemical Agent-Destruction Pilot Plant July 7. This was the last munition destroyed in the U.S. chemical weapons stockpile. As the U.S. Army Corps of Engineers' agent for facility design and construction of all chemical demilitarization facilities, Huntsville Center has a long history building the facilities used to destroy chemical weapons. In 1981, the U.S. Army Toxic and Hazardous Material Agency requested the support of the then Huntsville Division to assist with construction of the plants, starting with a project at Johnston Atoll. Through three decades Huntsville Center assisted with designing and constructing chemical weapons destruction facilities in Alabama, Arkansas, Indiana, Maryland, Oregon Utah and BGCAPP in Kentucky.

## 3Rs From Page 12

are designed to be dangerous. Military personnel use our lands and waters across the United States for live-fire training and testing to defend our nation. As a result, ammo may be present on both land and in the water. No matter what you call it — ammo, explosives, UXO, duds or souvenirs — remember munitions are dangerous and can explode if approached, touched,

moved or disturbed. Because munitions come in a variety of shapes and sizes, it may be easy or hard to identify. If you see or think you see a munition, do not go near it, and follow the 3Rs:

- **Recognize** - when you may have encountered a munition and that munitions are dangerous.
- **Retreat** - do not approach, touch move or disturb it but carefully leave

the area.

- **Report** - call 911 and advise the police of what you saw and where you saw it.

It is imperative that everyone remains vigilant and proactive in reporting any suspicious objects to local authorities. By working together and spreading awareness, we can ensure a safer future for all.

# BULLETIN FOCUS: Leadership

**By Arthur Martin III**  
**Installation Support and Programs Management**  
**Directorate chief**

I am often asked about leadership attributes, characteristics, and behaviors. People want to know what drives your decision making processes and helps keep you “centered” considering all the conflicting priorities that must be addressed by leaders daily.

How do you keep from going bonkers from technical, financial, personnel and policy decisions that pop up, in no specific order, sometimes in the same day? For me, the answer points to my CORE values and personal ethics.

Being my best leader that I exhibit ethical behaviors in my actions and decisions. This is not my leadership style, but rather serves as the foundations for how I govern myself in the face of adversity as well as in times of relative calm. Ethical leadership requires, for me, adherence to six key principals. These principals are:

## **1. I am uncompromisingly who I am**

Simply put, I cannot be, nor do I try to act like, someone else. I own and acknowledge who I am, even the jagged edges that are forged by unpleasant circumstances and/or situations. Trying to be someone that I am not will lead to decisions that I cannot live with or behaviors that are not true to my inner value system.

## **2. Sense of Fairness vs Justice**

Should we treat all people fairly, or should all decisions be just? There are times when treating everyone equally may not be the optimal course of action. A leader evaluates the situation and acts accordingly, not necessarily because that's what happened last time.

## **3. Respect**

Treating all people with dignity and respect. This is a foundational value that has been instilled in me by my grandmother, parents so much so that it is now part of my core fabric. Adherence to this principal is non-negotiable in the office and permeates into my personal life and relationships.

## **4. Openness**

Being able to speak to and explain my actions and/or decisions (as best we can within the regulations). This is personal accountability. As leaders, being able to look someone in the eyes and tell them the truth about a decision is what builds trust, faith, and confidence in the leader. Even



File photo

when the answer is, “I can’t tell you,” own that and state why a response cannot be provided. After all, regulations and policies are a part of our world, so leaders must make it clear that regulations also apply to the leaders who are responsible for making sure compliance is achieved.

## **5. Empathy**

Employ compassion and emotional intelligence. While there are books about emotional intelligence, for me it simply boils down to my being able to listen to an individual, consider all aspects of the situation and make the best decision possible. People who know their leaders will listen without judgement are more likely to feel empowered to share. The trust bridge is strengthened between the leader and the individuals.

## **6. Walk the talk**

Being consistent. When employees know who they are dealing with, the communication tends to be free flowing and productive. Leaders who do not serve as the examples of the behaviors they expect are not trusted and deemed to have low integrity.

So, what am I really saying? Leaders who want to be viewed positively have a responsibility to be our personal best to give others our best. Having the trust and respect of those with whom I engage is a vital component to our organizational success – to my personal success. Without a strong sense of one’s self, a leader cannot be expected to help lead anyone else to any meaningful place.





# When to seek post-government employment advice

**By Melanie Braddock**  
**Huntsville Center Office of**  
**Counsel**

**A**fter teaching the latest round of annual ethics training, the Office of Counsel has gotten a number of questions about post-government employment, who it applies to, what the limitations are and how to determine what applies to you individually.

So here are a few points on how to navigate the “next step” if you plan to leave government employment.

First, you need to know what your plan is. If you plan to retire and hang a “*Gone Fishing*” sign or to travel the world or complete your bucket list of adventures, you do not need to obtain post-government advice.

Also, if you are moving to another federal government entity, then you are still in government employment and would not need to address “post-government” employment until you leave government employment.

However, if you are currently or plan to seek employment with any entity doing business with or seeking to do business with the Department of Defense, or is seeking action from DoD, then you should obtain post-government employment advice.

Note that the entities above are not limited to those that currently have contracts with Huntsville Center or even the Army, so be aware that the DoD does business with many entities such as real estate firms, technology companies, Internet providers, cellular providers, colleges, universities, think tanks and many others that are not the typical Huntsville Center contractors.

Next, where do you start if you need post-government advice? Your first step would be to reach out to the Office of Counsel and ask to meet with an ethics counselor about any potential post-government employment restrictions.

You may be asked to review and complete at least a draft version of the DD 2945, Post-Government Employment Advice Opinion Request Form before that discussion.

It is critically important that you make sure to review the projects, actions, and acquisitions you have worked and to list all of them so that the reviewer can give you accurate advice. Did you sit on a source selection board? Did you make a source selection decision? Did you fill in for someone, even temporarily, in an acquisition?

In the end, the advice is only as valuable and correct as the information provided. If it comes out later that there is additional information that would have changed your restrictions had it been provided, then the original letter would not be protective of the employee from any repercussions.

Lastly, remember that there are disqualification requirements once you begin seeking employment with a non-federal entity.

Once you send out your resume or call about a potential position, you are seeking employment. If you are seeking employment, you may not do Government work on a particular matter that will affect the financial interests of that prospective employer(s).

At that point, you must request that

your supervisor allow you to disqualify yourself from performing these duties. If the supervisor declines, you may need to discontinue seeking employment with that entity.

The question we often get is “What is Seeking Employment?” You are seeking employment if you make unsolicited employment contact (e.g., send a resume); respond to unsolicited employment contact with anything other than unequivocal rejection or “defer” the discussion (e.g., “can we talk in six months?”) to a point in the future.

If you are approached about future post-government employment, you need to first decide if you are interested. If you are interested, then you would immediately disqualify yourself.

However, if you are not interested, then you need to either ignore the request (if possible, may not be if in person) or you need to make an unequivocal rejection of the potential employment such as “Thanks, but I’m not interested,” or “I’m too busy at work to consider a new job, so I’m in no position to consider your offer.”

You have to be careful that you do not defer the response or leave a door open as doing so would be considered “seeking employment.”

For example, if you say “Let me think about it and get back to you,” or “I don’t know. Could we set up a time to talk,” or even “I am good, but I will let you know if that changes,” then you are seeking employment.

The main take-away -- Always consult your ethics counselor if you plan to seek non-Federal employment before separating from the Government.

## 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.

## FY2022 40+ Programs

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

# \$ 2.5B

**“HNC Delivers  
Innovation”**

In fiscal 2022, Huntsville Center awarded contract actions totaling more than \$2.5 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