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Huntsville Center

Bulletin

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Photo by Debra Valine

Col. Robert Ruch, commander, Huntsville Center, hugs Ms. Merle Englebort, a 92-year-old World War II Marine veteran, at the Floyd E. “Tut” Fann State Veterans Home in Huntsville, Alabama, Dec. 23. The Huntsville Center Activities Association, as part of the Center’s holiday activities adopted the veterans home. Employees donated requested items such as: picture frames, pajamas, toothpaste and toothbrushes, facial tissue, bath wash, etc. A group of employees from Huntsville Center delivered the donations.

West Point on track to reach Net Zero goals with Huntsville Center help

**By Julia Bobick
Public Affairs Office**

Huntsville Center’s Energy Division met with Director of Public Works Matt Talaber at the U.S. Military Academy at West Point, New York, in October to chart a way ahead for helping the institution achieve Net Zero.

The meeting was held in response to a West Point request in July for assistance in charting a course to execute projects that will enable the DPW to reduce energy demand and consumption and address increased energy security risks. Huntsville Center will provide a Capital Investment Strategy and

roadmap that clearly identifies the yearly projects and steps needed to help West Point approach Net Zero.

Huntsville Center dispatched an engineering team to West Point the week of Oct. 27 to gather and assess past, current and future energy, infrastructure and modernization projects. The team is reviewing current energy operations, management control systems and opportunities for renewable energy projects.

The team is also analyzing its on-site findings, as well as the myriad of energy studies that have been conducted at the

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Commander's thoughts

Happy New Year Huntsville Center!
I hope you all enjoyed the Center's holiday celebrations. I'm sorry I wasn't here to celebrate with you.

The Activities Association coordinated "Five Days of Fun" the week of Dec. 15-19. Each day that week, a different directorate – with the Small Offices joining with Resource Management – provided snacks and activities for all employees. I hear ISPM really went above and beyond with their "Grinch" day in the cafeteria!

As you all probably know by now, FY14 was a record-setting year for Huntsville Center with \$2.5 billion in obligations. I'm looking forward to seeing what great projects will get accomplished by all of you this year.

We're starting the year with the first civil works Energy Savings Performance Contracting project kicking off this month. Huntsville Center is supporting South Atlantic Division and Mobile District with upgrades to exterior lock and dam lighting and minor interior lighting along the Tennessee-Tombigbee waterway.

A kickoff ceremony is planned for Jan. 21, with the Honorable Jo-Ellen Darcy, the Assistant Secretary of the Army (Civil Works); Kate Brandt, the administration's Federal Environmental

Executive; an Office of Management and Budget (OMB) representative; and John Coho (I), the USACE senior adviser for Environmental Compliance tentatively scheduled to attend. The Tenn-Tom project is a \$3.2 million capital investment with anticipated annual savings of \$159,318.

We'll have a town hall meeting Jan. 23 to discuss the state of the Center. Maj. Gen. Richard Stevens, the USACE deputy commander is tentatively scheduled to be here. It will be our first time to show Maj. Gen. Stevens the Huntsville Center's diverse missions and programs.

We'll get another opportunity to meet with the deputy commander in February when USACE leadership and select stakeholders come to the Center for our Command Strategic Review. We'll be discussing four focus areas I believe are important to Huntsville Center's future and our support of the USACE Campaign Plan. The last CSR took place in 2012, just before I took over as commander. I was fortunate at that time to be able to sit in as an observer.

Recently I sent out an email talking about three of the top items of concern that were identified in the recent Command Climate Survey: the Activities Association, the building and



Col. Robert Ruch

workspace, and performance awards. There were a couple of other concerns I would like to address: counseling and Individual Development Plans.

We just completed annual appraisals so this is a good time to talk about these concerns. Supervisors should be working with employees to develop both the performance and training objectives.

Supervisors are required to have performance objectives and a training plan for each employee he or she supervises. To accomplish this, supervisors must have input from employees letting them know what the employee wants to accomplish for the next year and also any training the employee would like to take. Training objectives, along with mandatory training, are entered into ATMP and become the IDP.

Both performance and training objectives can be adjusted during the

See RUCH on page 5

Hails & Farewells

Hail: Daniel Sheppard, Elton Hollis, Josh Hamilton, Engineering Directorate; Tracy Shaw, Rocky Smith, Francisca Crouch, Brent Preston, Jennifer McClure, Contracting Directorate; Steven Shankle, Chemical Demilitarization Directorate; Jerad McIntyre, Doug Garretson, Vance Williams, Marty Gates, Gary Gates, James Langford, Capt. Leslie Petre, Installation Support and Programs Management Directorate; Judson Boles, Ordnance and Explosives Directorate; Eduardo Davis, Resource Management Directorate.

Farewell: Nicholas Aprea, Joaquin Tucker, Tom Delany, Jeffery Byrd, Craig Stiller, Amy Wallace, Shirley Martin, Earl Johnson, CT; Jim Cox, CD; Craig Zeigler, Elise Goggin, David Hawkins, ED; Will Irby, ISPM; Kristi Henry, RM; Alicia Wilson, Business Management Office; May Hayes, Jean Allen, Environmental and Munitions Center of Expertise; Lori Byrd, Security Office.



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BULLETIN

Commander..... Col. Robert Ruch
Chief, Public Affairs..... Debra Valine
Editor..... William S. Farrow



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The Bulletin asks:

Any New Years resolutions?

“ I don't make a New Year's resolution. I'm Catholic and practice Lent, which begins on Ash Wednesday and ends on Good Friday. So giving up certain things for positive alternatives on a continuous basis is a part of my faith. ”

Bridget Knatt
Installation Support and Programs Management Directorate



“ My New Year's resolution is the same one I've had for the past 25 years: lose weight, stop smoking and exercise every day. ”

Leigh Williams
Engineering Directorate

“ I don't have any because of my religious beliefs. My decisions are all made based on the tenants of my faith. ”

Eduardo Davis
Resource Management Directorate



New year, new you: Army Civilian Wellness Program site can help



The Army Civilian Wellness / Fitness Program is a Department of the Army program intended to encourage Civilian employees to improve their health and fitness through exercise and other positive health benefits. For more information, check out the website at : <http://phc.amedd.army.mil/topics/healthyliving/al/Pages/ArmyCivilianWellnessPrograms.aspx>

Nancy Book

By Jo Anita Miley
Public Affairs Office

Where do you work?

I work for the Engineering Directorate's Mechanical-Electrical Division.

How long have you worked for the Corps?

I started with the Corps as a contractor at the Mobile District office on Redstone Arsenal in 2008 and have worked at Huntsville Center since 2009.

In your own words, what is your job? What do you?

As the division secretary, I am responsible for coordinating and performing a variety of specialized clerical and administrative duties. I mentor, train and support the branch secretaries. I work closely with our management to maintain consistent administrative support throughout the year. I am the expert for timekeeping, training, travel, budget and other tasks essential to the everyday operation of my division.

Review the Campaign Plan goals and objectives. Which one(s) apply to you?

I support Campaign Plan Goals 1, 3 and 4 because of the nature of the work we do in Engineering Directorate. More specifically, Campaign Plan Goal 4 – Prepare for Tomorrow definitely applies as



Nancy Book

part of my job is to create a plan of action for various situations to ensure my division runs smoothly. My ability to assure a seamless path forward when handling all personnel actions is crucial for my team's success. Part of my job involves being able to communicate strategically and engage in continuous process improvement. I am able to mentor new secretaries as well.

How do you see your job making a difference and contributing to the Corps' success?

My focus is having a happy and satisfied customer so I am always working toward this final outcome. Since I act as the liaison between other offices to make sure our employees' administrative needs are met, my job is very important to the well-being of our group.

Also, coordinating any budgeting and auditing processes is integral to the success of our team. As administrative support professionals, we keep things moving to take care of our technical staff so the mission can be met. I like that I can really make a difference in the livelihood of my team when I perform my job well.

What do you love about your job?

I think what I like most is working with the different people at Huntsville Center – I enjoy the people I work with! I love working with the other secretaries within my directorate – I get to train and mentor them. I feel blessed to be a part of it all.

Any special moments/memories about your job, you'd like to share?

As a whole, Huntsville Center has some wonderful employees. My division has some of the best people I have ever met, people that really care about one another. Engineering employees help each other in times of need, reach out to others within the community and take care of military families.

I faced some health challenges earlier this year and still have some medical issues ahead. My coworkers have been very caring, concerned and generous individuals during this time. They make each day special for me.

The **Employee Spotlight** is intended to let our Center employees shine for positively impacting our organization through mission achievements. Employees are nominated and are featured quarterly in the Huntsville Center Bulletin. If you'd like to nominate someone within your office for this recognition, please contact Jo Anita Miley, Public Affairs Office, at 256-895-1585, or email: JoAnita.Miley@usace.army.mil.

West Point continued from page 1

historic 16,068-acre campus.

“Huntsville Center will assess where West Point is right now – what’s been done, what’s underway, and what’s planned – as the first step in building a comprehensive, integrated strategy and viable roadmap to Net Zero,” said Paul Robinson, chief of the Huntsville Center Energy Division.

West Point DPW has taken many steps to reduce energy consumption and improve efficiency of its nearly 8 million square feet of buildings. DPW recently completed an extensive rebuild of the campus energy management control system, which resulted in the addition of state-of-the-art controls to West Point’s

heat and cooling systems, steam line repair and installation of better lighting.

Building upon West Point’s prior success and plans will enable the dedicated team to accelerate results, Robinson said.

“I remain confident that by leveraging the resources and knowledge of the Directorate of Public Works, the Corps of Engineers, West Point’s academic departments, and Cadets, as well as our industry partners, we can realize our goal of Net Zero energy,” Talaber said.

Huntsville Center’s Energy Division is the organization tasked to lead this initiative. The division has assembled a project delivery

team comprised of Huntsville Center, U.S. Army Construction Engineering Research Lab, and North Atlantic Division/New York District to strategically partner with West Point to holistically evaluate USMA’s energy operations and provide coordinated solutions to achieve Net Zero.

From investigation and planning phase through acquisition, execution and sustainment, the division has a full suite of energy programs in its toolbox to help installations identify conservation measures, reduce consumption, improve energy efficiency, enhance energy security, and ensure equitable utility rates from reliable utility sources.

The Commercial Utility Program team (CUP) is one of the programs the division is using to conduct a utility service assessment of West Point’s commercial utility providers. CUP’s scope of work will involve summarizing West Point’s contractual obligations going forward, conducting an assessment of the utility provider transmission study and a utility rate analysis.

Moving forward, the PDT will continue meeting monthly with the West Point DPW staff to evaluate recommendations and define projects for implementation to ensure USMA remains on track to meet the Army’s Net Zero goal. West Point is one of the Army’s nine Net Zero pilot installations.



Courtesy photo

Representatives from the West Point Directorate of Public Works facilitate an October tour for the Hon. Katherine Hammack, Assistant Secretary of the Army for Installations, Energy and Environment. Hammack was briefed by DPW representatives there on its innovative and ambitious designs to transform West Point into a Net Zero installation.

RUCH

continued from page 2

year, if necessary, due to changing work requirements or new training opportunities. This is where counseling comes into play. Supervisors are required to conduct counseling when the employee is placed on performance objectives, halfway through the rating cycle and when the final annual appraisal is complete. It’s during this counseling between supervisor and employee that any adjustments can be made.

But counseling is not limited to those three times, and it can be initiated by either the supervisor or the employee. Counseling can be formal or informal, positive or negative.

When a supervisor relays congratulations for a job well done, or offers constructive guidance on how to accomplish

a task, this is informal counseling. If an employee is late to work on a regular basis, for example and the supervisor discusses adhering to established work schedules, that is also counseling. I know we’re all very busy, but we do have a requirement to do counseling, and it’s a two-way conversation. As with anything else, we can do better. I encourage employees to work with supervisors to ensure your objectives and training are what you would like to include and what is required to accomplish the mission.

Ultimately it is the supervisor’s decision; you may or may not gain approval for everything you ask for.

Let me close by saying I wish everyone a safe and happy new year.

Companies meet to learn about Redstone Arsenal renewable energy opportunity

By Julia Bobick
Public Affairs Office

Biomass companies interested in competing for a renewable combined heat and power project on Redstone Arsenal, Alabama, met Nov. 13 to learn more about the opportunity and the acquisition process.

Huntsville Center, which is managing the acquisition for the U.S. Army Office of Energy Initiatives, hosted the pre-proposal meeting that included overviews of the installation and the request for proposals, as well as a driving tour of the proposed 5-acre site at the northeast corner of the arsenal.

“One of the primary reasons we are all here is to provide energy security to Redstone Arsenal; we are excited about the project,” said Erich Kurre, the OEI project director.

“We believe this is going to benefit the greater Huntsville community, as well as the Tennessee Valley as a whole.”

Following several devastating tornadoes in April 2011, Redstone Arsenal Garrison Commander Col. Bill Marks said they learned that although multiple power plants were providing power to the installation, it could all be taken out.

Out of power for nine days and relying on generators, Marks said the installation determined it needs 20MW of power to maintain its critical infrastructure and looked to alternative sources of power to prevent such an outage from happening in the future.

The second of two OEI renewable energy generation facility projects on Redstone Arsenal, the combined heat and power facility will provide 25 MW of electricity. The first project, a solar facility expected to be awarded in the second quarter of 2016, will provide up to 18,000 MWh a year. The selected developer will be responsible for supplying a minimum of 160,000 MWh a year of electricity at a steam



Photo by Julia Bobick

Col. Robert Ruch welcomes some 40 biomass industry representatives to Nov. 13 pre-proposal meeting for Redstone Arsenal's renewable combined heat and power project. Huntsville Center is managing the acquisition for the Office of Energy Initiatives project.

extraction rate of 520,000 klbs per year. Through a 30-year Power Purchase Agreement, the installation agrees to purchase the on-site generated renewable steam and electricity at a set rate for up to 30 years in accordance with the terms and conditions stipulated in the resulting contract. There is no up-front cost for the Army; the contractor will finance, design, build, operate, own and maintain the CHP renewable energy generation facility.

“This installation is huge to the defense of our nation ... a community where excellence is the standard; we need to be bringing the very best to this project,” Marks said to the potential developers. “This is critical to us for our energy security, and I’m looking forward to breaking ground.”

Proposals are due Jan. 7, 2015; a notice of intent to award is anticipated in summer of 2015.

The project will bring the Army closer to its commitment to deploy 1 GW of renewable energy generation by 2025.

Facilities Repair and Renewal team 'fireproofs' hangars at Joint Base Andrews

By Jo Anita Miley
Public Affairs Office

A project to install a High Expansive Foam System and fire alarm system into all the maintenance hangars at Joint Base Andrews, Maryland, presented a unique challenge for Installation Support and Programs Management Directorate's Facilities Repair and Renewal Program at Huntsville Center.

"This is the first time Huntsville Center's FRR team has done this type of work," said Mike Murphy, FRR program manager at Huntsville Center.

"We finished the work on hangar 13 and awarded hangar 14 last year. This year, we awarded the work on hangar 12 – the final hangar on this task order. The dollar value on these projects total \$5.4 million."

Aircraft hangar safety involves a wide range of issues depending on the work that is being accomplished.

Xavier Thigpen, the FRR project manager who provides oversight for the hangar projects at Joint Base Andrews said the most catastrophic safety issue in an aircraft hangar is an uncontrolled fire.

High Expansive Foam Systems – generally used in contained areas, such as aircraft hangars, mines and ships, where volume fire control is required – are highly important to the safety of individuals performing aircraft maintenance in the hangars in the event of a fire.

The high expansion foam concentrate extinguishes fires involving both Class A fuels and flammable liquids.

Since 2012, Thigpen has worked



Courtesy photo

A foam test is conducted at Joint Base Andrews, Maryland.

closely with private contractors and project engineers at USACE's Middle East District to complete the upgrades on schedule.

The Middle East District is the Technical Center of Expertise for Aircraft Hangar Fire Protection in USACE, providing fire protection engineering assistance to Corps offices involved in the design and construction of fire protection systems for aircraft hangars.

Their goal is to assure hangar fire protection systems are designed and constructed to be as cost effective, reliable and maintainable as possible. Contractors have to perform several extensive tests of the hangar's fire sprinkler system and fire alarm system; mass notification systems have to be performed prior to actually making the 2 percent low level High Expansion Foam System's foam drop.

USACE Middle East District provides the final decision on

test success.

Thigpen said fire suppression foam comprises three parts: foam concentrate, water and air. When mixed correctly, these parts form a homogeneous foam blanket that extinguishes flames by the combined mechanisms of cooling, separating the flame source from the product surface, suppressing vapors and smothering.

In addition, the hangar's silhouette has to be covered to a minimum of 1 meter within 4 minutes. The FRR team accomplished this test within approximately 2 minutes, 30 seconds in hangar 13.

Murphy said the hangar projects at Joint Base Andrews are very important to his program and the Center because they are representative of the work Huntsville Center is capable of providing to customers.

Thigpen said successfully completing the tests means hangar occupants now have a safer work environment.

"Using this type of fire suppressant is favored because high-expansion foam concentrates form vapor barriers on hazardous material spills and fuel leaks," Thigpen said.

The largest single reason is that it will generally have a lower water requirement over other protection methods."

With the final hangar project nearly complete, Murphy said he and his team are looking to the future.

"These projects have been very successful – we're looking forward to getting more work of this type for our program."

Off-site unfolds Center's strategic move forward

By William S. Farrow
Public Affairs Office

More than 20 senior and emerging leaders attended the Huntsville Center's strategic off-site Dec. 2-4 at Lake Guntersville State Park Lodge in Guntersville, Alabama, to look over the recent guidance from Headquarters U.S. Army Corps of Engineers and determine the direction of Huntsville Center within the paradigms set by the new USACE Campaign Plan.

The U.S. Army Corps of Engineers Campaign Plan 2015-19 lists objectives and priorities to transform the way it does business and the off site synchronized Center leadership for 2015 and helped prepare for an upcoming Command Strategic Review set for February.

Huntsville Center Deputy Commander Lt. Col. Kendall Bergmann and operations officer Russ Dunford planned and moderated the off-site and plotted the agenda for the meeting, which Dunford said will develop how Huntsville Center plans to assist the Corps in shaping America's future.

The group discussed entrepreneurial mind-set, alliance development and technical leadership.

"Given what guidance we've received, what information we have and the unknowns we face right now, this pulls us all together allowing us to declare an end-state objective and then we proceed for the upcoming years," Dunford said.

Col. Robert Ruch, Huntsville Center commander, opened the meeting and set the tone by explaining how he believes diversification and the Center's 42 programs are the Center's absolute strength.

However, Ruch said he believes exponential growth shouldn't be the Center's future focus, citing the sunset of the Chemical Demilitarization Program and the recent stand up of the Center's Information Technology



Photo by William S. Farrow

Huntsville Center Business Director Dan Heinzelman, Commander Col. Robert Ruch, Deputy Commander Lt. Col. Kendall Bergmann, Programs Director Charles Ford and Tracy Edmonds, a project manager with the Center's Army Central Metering Program, participate in a strategic off-site Dec. 3 at Lake Guntersville State Park Lodge in Guntersville, Alabama.

Services Division.

Ruch said if new programs were offered to the Center, the Center would be obligated to accept them or find solutions, but setting metrics for growth wasn't the focus of the off-site and not the best solution for falling in line with the campaign plan.

"Programs come and programs go and that's fine," Ruch said. "If they go, we will redistribute resources. But what means something on every one of our programs is that we deliver quality products and if we are over-tasked or under-resourced on those products then we will start to lose the work."

As the panel discussed topics through the morning, they began to understand the over-arching vision of conducting business focused more on efficiency.

Boyce Ross, Engineering Directorate director, said this off-site was a little different in concept from the off-sites he's previously attended.

"In the past we've tried to look at work load and what we do, what we ought to be doing and what we're not doing. This one has a little bit different

tone to it, but all the right issues are coming up and being discussed," Ross said.

The issues brought up in discussions and the decisions made at the off site are essentially a road map to how Huntsville Center will present its capabilities for Headquarters USACE staff during the upcoming CSR.

Tracy Edmonds, a project manager with Huntsville Center's Army Central Metering Program, said she first reviewed the latest USACE Campaign Plan while attending an emerging leaders program in August.

Edmonds said watching the plans for the upcoming CSR presentation unfold throughout the day provided her with unique insight into just how leadership decides what steps to take in moving forward strategically.

"Everything from Headquarters level flows down to the centers and districts, and it's interesting to see how our leadership is relying on discussion and input so the Center can meet the campaign plan goals and objectives," she said.



Photo by Julia Bobick

Len Iseldyke, D2Team-Sim, discusses his firm's capabilities with Crystal Bennett-Echols and Wes Turner, Installation Support and Programs Management Directorate's Medical Division Programs during the Center's Small Business Forum Oct. 15.

Small businesses essential to Center success

**By Julia Bobick
Public Affairs Office**

Huntsville Center's commander spoke to approximately 250 business owners and representatives about Huntsville Center's mission and potential opportunities to work with the center in the coming years.

"The truth is we couldn't deliver our programs without them – when you get to the actual execution of projects, there's a business that's part of our team. We need them to get the work done," Col. Robert J. Ruch said during Huntsville Center's Small Business Forum Oct. 15.

"We are really proud of the work we did here," Ruch said in highlighting some of the Center's fiscal year 2014 small business goals and achievements.

The Center exceeded its 36 percent small business goal by 7 percent and met the Service Disabled-Veteran Owned Small Business goal for the first time, achieving 3 percent against a goal of 2.5 percent. He also shared that Huntsville Center made the largest-ever federal award to a Service Disabled-Veteran Owned Small Business set-aside contract just before the end of the fiscal year. The \$23,526,676 contract was awarded to Herman/JCG CoJoint Venture to renovate the

Old Guard Barracks at Joint Base Myer-Henderson Hall in Virginia.

Huntsville Center's Director of Contracting Colleen O'Keefe emphasized how critical it is for businesses to provide feedback to the contracting office to improve the process and provide the best project outcomes.

"We send out a lot of requests for information and draft [requests for proposal] because we're looking for responses from industry," O'Keefe said. "We want you to tell us, 'Does this make sense?' 'Is this the way that your industry does business?' We need that information because we are not necessarily the experts in it, you are."

The Army Corps of Engineers is very supportive of the small business community, reaching out to small businesses and bringing them on board, Ruch said.

"I don't think there's an organization in the Army or maybe even the federal government that does as much outreach and is as successful in using small business to support our programs."

Of the \$1.8 billion eligible for award to small business concerns, Huntsville Center awarded more than \$782 million.

Fast-growing Resource Efficiency Manager Program expands to Army Reserve locations

By Julia Bobick
Public Affairs Office

The Army's Resource Efficiency Manager Program grew 82 percent in fiscal year 2014 with the addition of 19 REMs, which includes 11 new REMs at Army Reserve locations.

As available manpower resources have dramatically decreased over the past several years, installation energy programs have been severely impacted, according to Steve Patarcity, strategic plans officer and program manager for the Army Reserve Installation Management Directorate in the Office of the Chief, Army Reserve.

The REM Program, managed by the Huntsville Center, contracts energy subject matter experts who work with local energy managers to identify cost-effective programs and practices to reduce energy and water costs.

"The REM Program is an ideal 'deal' for the Army Reserve. What attracted us to this were the cost savings that can be engendered by contracting for the support," Patarcity said. "We're no strangers to the program, having used it to support the National Roofing Initiative. The REM gives us that extra emphasis on costs savings and efficiency by providing support specifically for those areas."

Since 2009, REMs have identified more than \$135 million in potential energy savings and \$20 million in realized savings for executed projects across the Army, according to Karen R. Moore, the REM Program Manager at Huntsville Center.

While the headquarters is picking up the tab for the REMs, Patarcity emphasized the REMs work for the local commander, not ARIMD. Working with an installation or organization energy manager, REMs take a holistic look at existing infrastructure, utilities and energy programs and provide a



Photo by Bob Simmons

Hays Kinslow, energy manager for the 63rd Regional Support Command, and Bradley Brown, resource efficiency manager, measure the current draw of a newly installed scroll chiller at Camp Robinson in North Little Rock, Arkansas.

comprehensive energy portfolio for the installation to reduce energy costs, as well as meet federal mandates to use renewable energy sources.

REM services include the promotion, education and adoption of all manner of energy and water resource conservation and management activity necessary to optimize the use of installation utility resources, including but not limited to natural gas, coal, electricity, water and wastewater. The program is designed to essentially pay for itself in that the contracted REMs must identify cost savings and operational efficiencies sufficient to offset their contract costs.

In the May 12, 2013, 2012 Net Zero Progress Report, Hon. Katherine Hammack, Office of the Assistant Secretary of the Army for Installations, Energy and the Environment, recommended hiring a REM as one of four best practices to achieve Net Zero. In addition, the REMs work with the Huntsville Center Energy Division to access its Energy Portfolio Management Toolbox to help their customers achieve Net Zero.

"Achieving Net Zero is dependent

on success in leveraging best practices and a full suite of energy programs," according to Paul Robinson, chief of Huntsville Center's Energy Division. The toolbox includes investigation and planning, execution and acquisition, and sustainment measurement and verification using all Huntsville Center energy programs.

"Like anything else, it costs in resources, but the projected rates of return more than justify the expenditure," Patarcity said.

To date, every REM contracted by Huntsville Center has produced savings exceeding his or her contract costs, according to Moore. As an example, a REM at Fort Sam Houston, Texas, identified five years of overpayment of electric bills for Camp Bullis, which resulted in a \$2 million utility rebate.

The Army Reserve REMs will be assigned at Fort Hunter Liggett, California; Camp Parks Reserve Forces Training Area, California; Fort Buchanan, Puerto Rico; Devens Reserve Forces Training Area, Massachusetts; 63rd Regional Support Command at Moffett Field, California, and Camp Robinson, Arkansas; 88th RSC at Fort McCoy, Wisconsin; the 99th RSC at Joint Base McGuire-Dix-Lakehurst, New Jersey; and the 9th Mission Support Command at Fort Shafter Flats, Hawaii.

Huntsville Center has an Indefinite Delivery Indefinite Quantity Multiple Award Task Order Contract with a pool of four REM contractors available to any federal agency. Each task order is competed among the pool to ensure the most value to the agency.

"The advantage we have over others is we offer a full one-stop-shop REM service to include contracting officer representatives, centralized program and project management, dedicated and technical engineering support, legal services and contracting experts," Moore said.



Mission Focus: Developing an Army Energy Information Management plan from the ground up

By Julia Bobick
Public Affairs Office

You have to know where you are now to know where you are going. That's the essence of Energy Information Management.

"EIM is all about delivering installations a clear energy picture of where they are now – how much energy are they producing and how much are they consuming down to an individual facility – so they can accurately determine the best courses of action to achieve future goals," said John Trudell, Huntsville Center EIM program manager. "It also helps energy managers and installation leaders identify the most cost-effective targets of opportunity to improve efficiencies within limited budgets."

Huntsville Center is leading an effort to develop the Army's energy information management standards and an Armywide implementation plan that identifies the optimal strategy to integrate, monitor and manage all the energy production and consumption activities on an installation. The goal is a single monitoring system for all of an installation's separate systems where data can easily, timely and accurately flow upward.

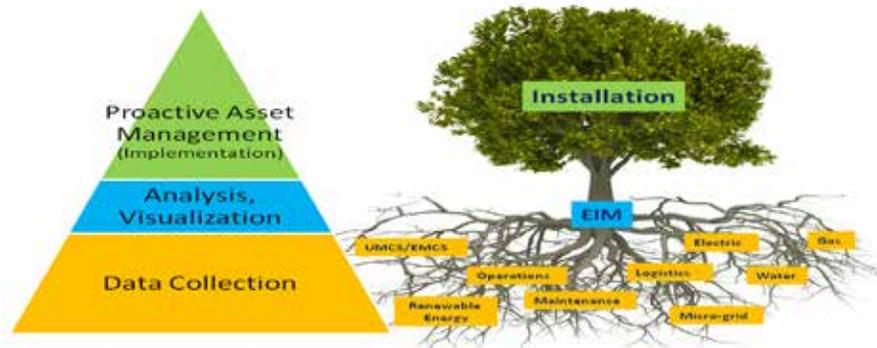
The first step was a thorough review of the enterprise systems the Army uses to collect and manage energy information – the Army Energy and Water Reporting System, Meter Data Management System, General Fund Enterprise Business Systems, Army Mapper enterprise geographic information system, Installation Status Report and Headquarters Installation Information System real property inventory.

Huntsville Center's energy management team conducted a gap analysis of the six enterprise systems with the Army's EIM working group, which includes the program managers for each of the systems, as well as representatives from the offices of the Assistant Secretary of the Army for Installations, Energy and Environment and the Assistant Chief of Staff for Installation Management Information Technology Directorate.

"We studied the various systems to see how they line up with the Office of the Secretary of Defense requirements," Trudell said, citing a July 2012 capability requirements document that defines OSD's vision for enterprise EIM.

"We are designing a strategy to meet the OSD

Energy Information Management



requirements, as well as the Army's published Energy Security Implementation Strategy."

With the analysis complete and leadership briefings being scheduled, the Huntsville Center energy management team is moving forward with developing an implementation strategy. "We have the (OSD) vision statement that says we need to pull all this energy data together; we know where we need to go, and we are developing a plan for the Army at the lowest level – the installation – to make it happen," Trudell said.

"If we don't have the information efficiently integrated at the bottom where the data comes from, it won't be accurate data when it flows up and the Army won't have the correct picture of energy use. So we have to start at the bottom to build it, and that's what we are doing."

Huntsville Center has installation pilot projects underway with Anniston Army Depot in Alabama and Tooele Army Depot in Utah.

The Anniston garrison energy manager already has a great program, Trudell said, so the pilot is just expanding the current functionality by combining the depot's building automation systems, maintenance work orders, GIS and project planning into a collective, installation-wide seamless automated EIM system.

At Tooele, the team is starting with one system – not the entire installation – and then as the systems grow they will start adding them into the EIM network.

In addition, Huntsville Center is working on an operational energy project with U.S. Army Corps of Engineers' Engineer Research and Development Center Construction Engineering Research Laboratory and the U.S. Army Logistics Innovation Agency to pilot a deployable metering monitoring system that collects data from forward-deployed units.

2014: Year in review

Arsenal projects among Huntsville Center's record year accomplishments

By Debra Valine
Public Affairs Office

Among the many Huntsville Center accomplishments in 2014 are two Redstone Arsenal, Alabama, projects.

The Center's Medical Repair and Renewal Program has been working with Fox Army Health Center on infrastructure upgrades, and its Power Purchase Agreement program is working with Arsenal officials to obtain a solar power facility.

These projects and many more around the world pushed Huntsville Center to a record \$2.5 billion in total obligations for fiscal year 14 – surpassing the previous record by about \$700 million.

“You did more work earlier in the year than ever before, and the money kept coming,” said Col. Robert Ruch, Huntsville Center commander, in an email to the workforce.

“That is a direct reflection of the confidence our customers have in you and your ability to deliver. More importantly is that this is an indicator that they will be back next year, counting on you to deliver again. What stands out to me as the biggest factor in this success is the Project Delivery Team approach and teamwork I see every day here at Huntsville Center.”

Obligations are important at the Huntsville Center because the Center is a reimbursable agency. If customers do not come to the Center for its capabilities and services provided, the Center would not exist.

Among the obligations was the largest-ever federal award to a Service Disabled-Veteran Owned Small Business set-aside contract. The \$23,526,676 contract was awarded to Herman/JCG CoJoint Venture to renovate the Old Guard Barracks at Joint Base Myer-Henderson Hall



U.S. Army Photo

In 2014, Huntsville Center Medical Repair and Renewal program oversaw a \$7 million upgrade to Redstone Arsenal's Fox Army Health Center.



U.S. Army Photo

The 3d U.S. Infantry Regiment (The Old Guard) conducts memorial affairs, ceremonies and special events to represent the Army to the world. In 2014 Huntsville Center obligated more than \$20 million contract to a Service Disabled-Veteran Owned small business to renovate the Old Guard Barracks at Joint Base Myer-Henderson Hall, Virginia.

in Virginia.

The Center exceeded its 36 percent small business goal by 7 percent and met the Service Disabled-Veteran Owned Small Business goal for the first time, achieving 3 percent against a goal of 2.5 percent.



Photo courtesy Mobile District

A barge transports goods along the Tennessee-Tombigbee Waterway. Huntsville Center awarded its first Civil Works project in 2014 to improve infrastructure along the Tenn-Tom, which is managed by Mobile District.

Another highlight for 2014 was the announcement of a solar energy facility to be built on Redstone Arsenal using the Center's \$7 billion Multiple Award Task Order Contract for renewable and alternative energy power production for Department of Defense installations.

Huntsville Center, working with the U.S. Army Office of Energy Initiatives and the U.S. Army Garrison - Redstone Arsenal, Dec. 4 issued a notice of intent

See 2014 on page 13

to award to Sunpower Corporation for the solar facility, capable of producing up to 18,000 megawatt-hours/year of on-site renewable energy. The notice of intent to award does not constitute a formal contract award, but it is a major milestone that brings Team Redstone closer to a contract award and groundbreaking.

In the coming months, Sunpower Corporation and the Army project team will work to finalize the technical and legal requirements of the project.

Fox Army Health Center benefited from Huntsville Center's Medical Repair and Renewal team's expertise. MRR installed a new \$7 million heating, ventilation and air conditioning system for the entire facility.

The MRR team removed the old components and installed a new energy-efficient mechanical system that will improve air quality, reduce energy costs by 35 to 50 percent and bring the medical facility into compliance with modern federal standards.

Since 2011, MRR has supported projects at Fox to replace the roof and windows at the facility and remodel restroom and common areas. More renovations at the facility are slated for fiscal year 2015.

Huntsville Center's Energy Savings Performance Contracting program awarded its first ever Civil Works project. Mobile District, U.S. Army Corps of Engineers, teamed up with the Huntsville Center to improve the infrastructure along the Tennessee-Tombigbee (Tenn-Tom) Waterway, which the district manages. The \$2.8 million project will install, replace or retrofit elements of the Tenn-Tom's infrastructure – primarily lighting at its 10 locks and dams. During its 21-year performance period, the Tenn-Tom ESPC is expected to save the Corps of Engineers a projected \$5.05 million in energy costs.

Another ESPC project kicked off March 19 at the Rock Island Arsenal Joint Manufacturing Technology



Photo courtesy JMD-A

Personnel supporting joint munitions disposal operations in Afghanistan are delinking .50 caliber rounds, or taking them out of their links, and placing them loosely in cans for later burning in the incinerator, the approved method for disposal.

Center. The \$61 million infrastructure modernization project will support critical infrastructure improvements at the industrial facility that will cut energy use by approximately 35 percent, and generate up to \$5.3 million in annual energy and operational savings.

Huntsville Center is the Corps of Engineers' leader in ESPC and works with installations to provide infrastructure upgrades at little to no cost to help meet their energy reduction goals and critical infrastructure improvement needs. In recognition of their Armywide efforts, the ESPC team received a 2014 Secretary of the Army Energy and Water Management Award in the Renewable/Alternatives small group category.

Huntsville Center is also supporting overseas operations in Afghanistan by removing excess munitions. As U.S. units prepare to depart Afghanistan, military leaders must determine whether to send their excess munitions home

or if it is safer and/or more cost effective to destroy them in country. Huntsville Center's Joint Munitions Disposal - Afghanistan (JMD-A) team supports those units by disposing of U.S. and NATO Condition Code H unserviceable and "do-not-return" munitions, as well as captured enemy munitions and explosive remnants of war. By June, more than 3,575 tons of ammunition had been destroyed in Afghanistan.

The very diverse projects across 42 program areas are Huntsville Center's strength, Ruch said during the Center's strategic off-site earlier this month.

He said that becoming ever more efficient and delivering quality results to customers are the keys to continued success.

"I am so proud of the Huntsville Center's employees," Ruch said, "and after two years as the commander, I feel even more privileged to serve with them!"



U.S. Army Photo

Hon. Katherine Hammack, assistant secretary of the Army for Installations, Energy and Environment; Huntsville Center ESPC team members Michael Norton, chief of the Energy Implementation Branch; Will Irby, program manager for the Energy Savings Performance Contracting Program; Bruce Forsberg, a mechanical engineer for the ESPC team; Margaret Simmons, command counsel; Paul Robinson, Energy Division chief; Lt. Gen. David Halverson, assistant chief of staff for Installation Management; and Mr. Richard Kidd, deputy assistant secretary of the Army for Energy and Sustainability, at the ceremony Oct. 29.

Huntsville Center's ESPC team garners Secretary of the Army award

By Debra Valine
Public Affairs Office

Huntsville Center's Energy Savings Performance Contracting team received a 2014 Secretary of the Army Energy and Water Management Award for Renewable/Alternatives Small Group in a ceremony Oct. 29 at the Pentagon.

The award, presented by Hon. Katherine Hammack, Assistant Secretary of the Army for Installations, Energy and Environment, recognizes fiscal year 13 accomplishments.

In FY13, the Huntsville Center's ESPC program awarded 16 projects with a capital investment of \$188.6 million for Army and Navy customers that will save 385,843 million BTUs annually, or enough energy saved equivalent to the energy consumed by 4,287 homes.

These Army projects, coupled with projects awarded in 2012, make up 85 percent, or \$424 million, of the Army's \$498 million commitment to the 2011 \$2 billion President's Performance Contracting Challenge.

The ESPC projects awarded by Huntsville Center were critical to Army success in meeting presidential goals as well as assisting garrisons in meeting their energy reduction goals and critical infrastructure improvement needs.

The Energy Policy Act of 2005, Executive Order 13423, Energy Independence and Security Act of 2007 and the National Defense Authorization Act 2010 are federal mandates that require a 30 percent energy consumption reduction by 2015, 20 percent water consumption reduction by 2020, use of renewable energy and solid waste diversion.

The Huntsville Center's ESPC program is recognized by the Assistant Secretary of the Army for Installations, Energy and Environment, Office of the Secretary of Defense and the White House Council on Environmental Quality for its expertise in third-party acquisition, acquisition processes, project execution and quality.

The ESPC team is uniquely positioned to continue the success of the Army as we move forward into the next presidential challenge.

Through a centralized program and project management and acquisition team, streamlined processes and high execution rate, Huntsville Center will continue to lead the Army Department of Defense and other federal agencies in ESPC and Utility Energy Service Contract execution.

Huntsville Center project managers explore 'green roof' option at Pentagon

By Jo Anita Miley
Public Affairs Office

As part of an ongoing effort to reduce energy consumption at the Pentagon, Huntsville Center program managers looked at the possibility of installing a vegetative roof.

Huntsville Center's Installation Support and Programs Management Directorate's Base Operations Facilities and Energy Branch was asked by Pentagon Services to conduct the feasibility study on select roof areas of the Pentagon.

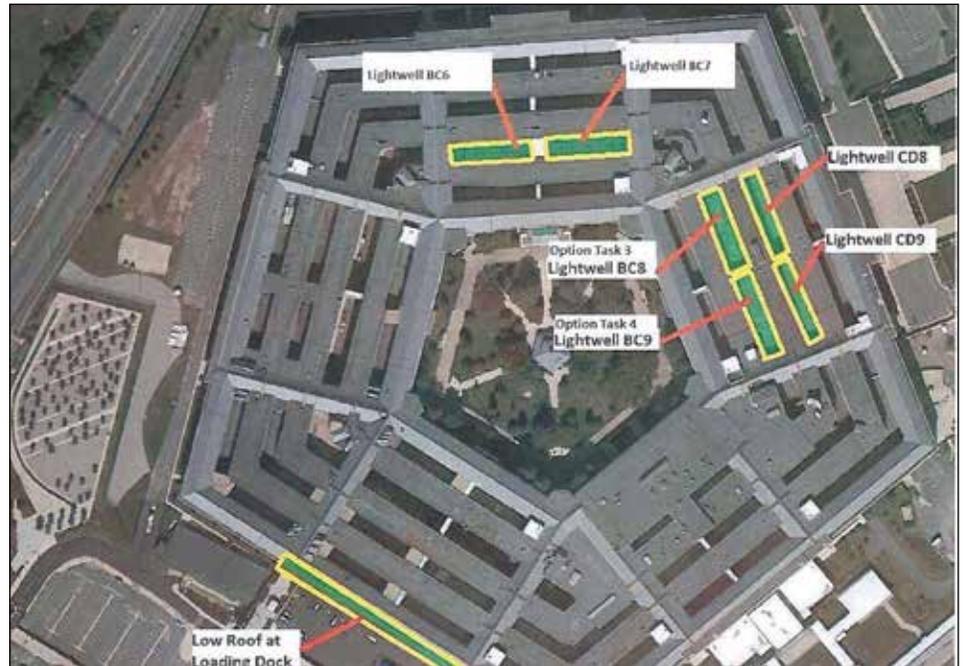
"The BFE team was specifically asked to execute the feasibility study to determine whether the existing Pentagon roof could structurally handle the increased weight of the vegetative roof, and whether or not an adequate drainage system could be installed to handle rain runoff," said Virgil Green, the project manager who is responsible for the project.

Green said the green roof concept is not new, but a new deployment of an older technology. Vegetative roofs serve several purposes

for a building, such as absorbing rainwater, improving insulation, creating a habitat for wildlife, improving facility aesthetics and helping to lower surrounding air temperatures.

Chip Marin, BFE branch chief, said vegetative roofs are sometimes referred to as a "green roof" or "living roof" and is a roof of a building that is partially or completely covered with vegetation and a growing medium, planted over a waterproofing membrane.

The study was based on installing approximately 4 to 6 inches of soil and low or no maintenance regional vegetation.



Courtesy photo

An overhead view of the Pentagon shows possible locations of a vegetative roof for a feasibility study requested by Pentagon Services to reduce energy consumption. Although it was found the facility can't structurally support the weight associated with a 'green roof' Huntsville Center's Facilities Repair and Renewal Program will likely be called upon in the future to provide similar assessments.

"This is a great example of some of the unique technical products and contract platforms we offer at Huntsville Center."

Chip Marin

Base Operations Facilities and Energy Branch chief

Although the study was completed at the end of December, Marin said the initial findings are that the current structural capacity of the Pentagon roof cannot handle the load demands of a vegetative roof so the project cannot be executed.

The team determined it is not feasible from a financial, structural and energy efficiency point of view. A final assessment

report is expected in January.

"In spite of these findings, Marin said he and his team are optimistic about performing more of these type assessments in the future.

"This was a great opportunity for us. Our being asked by Pentagon Services to conduct the study allowed us an opportunity to showcase some of the great technical products and contracting platforms available at Huntsville Center," Marin said.

"We executed this task via an in-house Architectural



Contracting Corner: Performance and Payment Bonds are insurance for government

Have you ever wondered how the government protects itself from the firms that are under contract to perform services or construction? Bonds are the answer. No, not Barry or Bobby.

Performance and Payment Bonds to be more exact.

What are Performance and Payment Bonds? Although they have similarities, they are very different.

A performance bond is a surety that an insurance company or bank is giving the government guaranteeing the contracted firm will perform satisfactorily. A payment bond is a surety provided ensuring all subcontractors and material providers will receive payment.

Performance and Payment Bonds are required 100 percent of the time for construction projects that are performed in the U. S.

This requirement was established by The Miller Act, which calls for all construction contracts exceeding \$150,000 for work or planned work on any building or property of the U.S. to be bonded – establishing

the requirement for Performance and Payment Bonds.

In the Federal Acquisition Regulation Clause 52.228-15, Performance and Payment Bonds-Construction is to be included in solicitations and contracts exceeding \$150,000.

For construction contracts greater than \$30,000, but less than \$150,000, there are other solutions the contracting officer can take to ensure protection rather than performance and payment bonds.

These alternative solutions are addressed in FAR 28.102-1. In this case, FAR Clause 52.228-13, Alternative Payment Protections should be used.

Performance bonds can also be required for service contracts when required to protect the government's interest.

There are several examples provided in FAR 28.103-2(a) of when performance bonds may be used.

Payment bonds are required only when performance bonds are required.

There are a couple of important things to remember when using Performance and Payment Bonds.

The first is that the total value of the bonded amount must be 100 percent of

the total contract price.

Once a modification has been executed against the contract, then the value of the bonds must be increased as well.

Secondly, the requirement for bonds must be established prior to the award being issued. Tell the contractors up front if bonds will be required.

Lastly, do not accept email copies of the bonds. Only accept hard copies with raised corporate seals impressed in the bond.

Should a bonded firm not perform in a satisfactory manner; the bonded company can be contacted and asked to intervene with the firm. Although this is not the preferred method, it is a "tool in the toolbox."

Bonds are meant to offer a type of insurance policy for the government. Just like your auto or homeowners policies, they are nice to have; you just hope you never have to use them!

(Article courtesy Huntsville Center Contracting Directorate)



Ethically speaking

Clay Weisenberger (standing), Huntsville Center Office of Counsel, conducts ethics training to Huntsville Center employees Nov. 25 in the Huntsville Center cafeteria. Ethics training is an annual mandatory face-to-face requirement for all government employees. Army Corps of Engineers policy states that deployed personnel are exempt from the annual training requirement but are required to take it as soon as possible after they return.

Phot by Jo Anita Miley

Look at what's new with Huntsville Center quality

By Alden Neva
Huntsville Center Quality Systems Manager

Although 2014 was a rebuilding year for the Huntsville Center Quality Management System, the quality program at the Huntsville Center is alive and well.

Quality has become an integral part of the Huntsville Center management system. More advances in quality will be provided to the workforce in the upcoming year as we will be focusing more and more on customer satisfaction, and we will be helping the Huntsville Center workforce to remove pediments to efficiency.

The responsibilities of Huntsville Center employees concerning quality are simple: all of us need to focus daily on meeting customer needs through exceptional communication, coordination and performance that provides quality solutions, products and services.

Our customers care about quality and want their products and services on time, within scope and within budget. Period. If the customer is not satisfied, then we should not be satisfied.

So what is new at Huntsville Center in quality?

- We now have a new Quality Policy (sent to everyone Dec. 4.)
- The new Huntsville Center Project Management Business Process was sent to the directorates in December for final subject matter expert comments.
- Internal quality auditors have been selected and trained.

Quarterly quality and performance improvement updates to the commander and directors have taken place and are continuing on a recurring basis.
- Internal audits to help teach and train randomly selected workforce members about critical aspects of project planning have been completed.
- Metrics proposals have been developed to assist upper level management in longer term business decision-making.
- There is a new tab in place on the Huntsville Center Publications site for directors to place directorate-level policies (<https://pubs.usace.army.mil/sitepages/hnc.aspx>).
- All of the Huntsville Center quality documents were successfully moved to a new QMS SharePoint site (<https://apps.usace.army.mil/sites/QMS/default.aspx>).



Courtesy photo

The new Huntsville Center Project Management Business Process Manual will be released soon after final comments.

- We have hit an all time high of 91.6 percent customer satisfaction.
- A Quality Assurance/Quality Control Policy project delivery team is now in progress to establish minimum QA/QC standards for Huntsville Center
- Huntsville Center was selected to co-teach the Engineering and Design Quality Course at the Bevill Center.

If there are issues with processes or procedures that cannot be resolved, inefficiencies with your work or you feel time or resources are being wasted, let us know and we can assist.

Should you have any questions concerning Quality or Continuous Process Improvement, call 256-895-1412 or 256-895-1393.

Emergency evacuation device available in Huntsville Center

By Julia Bobick
Public Affairs Office

If there is an emergency and the elevator is unavailable or should not be used, like during a fire or earthquake, how would someone in a wheelchair working on an upper floor make it downstairs and out of the building?

The answer is the new Evacu-Trac emergency evacuation device that Huntsville Center received in December.

While there is currently only one device for the building – located in a compartment on the third floor by the elevators – Huntsville Center Safety and Occupational Health Specialist Greg Bayuga said they plan to purchase more.

“You just never know when someone might need it,” said Bayuga. “We want to be prepared and ensure all our employees know it’s available in an emergency.”

The Safety Office is developing procedures for using the evacuation chair and training for Huntsville Center’s first aid attendants. In the meantime, there is a video available at www.evacutrac.com/video.html that demonstrates how the evacuation chair works.



Photo by Julia Bobick

Charles “Bunky” Rollins evacuates Greg Bayuga, both from the Huntsville Center Safety Office, down the stairs during a demonstration of the emergency evacuation device.

“It works really well and it’s pretty easy to use,” said Charles “Bunky” Rollins, who has conducted several practice runs taking Bayuga down the stairs. “But we’re here to help people in the event of an emergency.”

The chair quickly unfolds with the pull of a handle and pushes like a stroller on flat surfaces.

The mechanical fail-safe brake and hydraulic speed governor make it possible for a 250- 300-pound person to be safely transported down several flights of stairs

by someone half the size. Bayuga and Rollins demonstrated how the operator can stop the chair in the middle of a flight of stairs and completely remove his or her hands from the chair handle and the chair will not move. Velcro straps comfortably and securely hold the passenger in place.

Individuals who need the assistance of the evacuation device to get down the stairs should notify their supervisor; use of the chair should be coordinated with the Safety Office.



Photo by Jo Anita Miley

Geography with a techie twist

John Trudell, Huntsville Center Installation Support and Programs Management Directorate, speaks to more than 250 students during a Geographic Information System Day at Williams Middle School Nov. 19. Students saw up close what it is like to be part of a GIS team as employees from Huntsville Center and the City of Huntsville’s Urban Development Planning Division’s Geographic Information Systems Division provided students a basic geography lesson using technology. GIS Day is held the third Wednesday in November during National Geography Awareness Week, a geographic literacy initiative sponsored by the National Geographic Society. The day’s activities at the school included online resources, maps and discussions related to geography.

Leaders Emeritus visit Huntsville Center

By William S. Farrow
Public Affairs Office

On Oct. 29, a group of a dozen or so retired Corps of Engineers' Senior Executive Service members and their spouses visited Huntsville for the U.S. Army Engineering and Support Center's first Leaders Emeritus event.

Col. Robert Ruch, Huntsville Center commander, provided the visitors with the Huntsville Center command overview briefing and Boyce Ross, director of the Center's Engineering Directorate, and his team demonstrated the Center's Building Information Modeling capabilities.

This year's group included Paul and Diane Barber - Barber was Chief Engineering Civil Works USACE; Achiel (Ace) Wanket - Chief Engineering South Pacific Division; Dan and Peggy Mauldin - Mauldin was Deputy Director Civil Works USACE; Jay and Carole Soper - Soper was Chief Engineering North Atlantic Division; Nelson and JoAnn Dunnam - Dunnam was Chief Project Management Military Programs USACE; Henry and Janice Everitt - Everitt was Deputy Commander at Huntsville Center; Dave and Crista Fulton - Fulton was Construction/Operations SPD; Ray and Marial Aldridge - Aldridge was Huntsville Center Chief of Procurement; Mary Higgs - her late husband Joe, was Chief Engineering Ohio River Division; Donna Blake - her late husband John, was Chief Construction/Operations at South Atlantic Division.

Everitt said when the group first began to get together, they were all working in their various geographic locations under the leadership of Chief of Engineers Lt. Gen. Elvin "Vald" Heiberg.

"He correctly realized that the civilian leadership of the Corps had not been exposed to the same emphasis on leadership that the military had experienced," Everitt said. "So, as part of his strategy to deal with this, he began a practice of an off site Senior Leadership Conference somewhere every year."

Everitt said Heiberg's intention for the group was promoting teamwork among the senior leaders and the gathering was effective even as the practice continued under his successors.

"The importance of those gatherings was better teamwork across geographical boundaries, and it worked," Everitt said. However, over the years, Everitt said something else happened. "I don't know if it was intended or not—maybe it was – but a by-product of the teamwork objective was the building of this small group. We gained a high level of respect for each other and a bonding occurred among the spouses, as well."

Everitt said the current community supports each other and gathering to remember their past brings the group



Photo by Rusty Torbett

Huntsville Center Commander Col. Robert Ruch briefs a group of retired Corps of Engineers Senior Executive Service members and their spouses Oct. 29 for the first Leaders Emeritus visit to the Center.

enjoyment in their retirement years.

"Without these gatherings, we wouldn't know what our former professional partners are going through and we wouldn't have the opportunity to enjoy each other's company—remembering about 'back when?'"

Everitt said although the visits are very socially focused – a way for old friends to keep in touch and visit regularly – there is also a deep interest within the group about the Corps' current operations, and the group relishes learning how missions develop over time.

He said looking back on how the Corps, and then Huntsville Division, operated in the 1960s, 70s and 80s when the group was providing the leadership, there are two areas where he sees big differences in how things are now as opposed to how things were then.

"The business perspective was only beginning to emerge when I retired," Everitt said.

"Huntsville Division had become the Corps 'test bed' for new ideas and practices already. Not long before I retired, there was an experiment to find out if the private sector would be willing to invest in a military installation's infrastructure at their own expense and expect to recover costs and make a profit from the measured savings to the government," he said.

"This was more a business proposition than it was engineering and the experiment has turned into a successful program."

Everitt said he's impressed with Huntsville Center's ability to conduct its daily activities with an eye toward business considerations.

"I remember hearing how much trouble it caused project managers in particular because of all the data they were responsible for managing. Now it appears this is more of a second nature and the result is a change in how work is perceived throughout the organization. It is more like how they think in the private sector. That perspective will keep the Center prosperous and competitive," Everitt said.

Huntsville Center veterans share their stories to acknowledge service on Veterans Day

By Jo Anita Miley
Public Affairs Office

Veterans at Huntsville Center have served in different branches of services, during different wars and have different stories.

They are a very diverse group of people who come from all walks of life, and represent every race, gender and ethnic group. They are the engineers, architects, program managers, project managers, lawyers, contract specialists, budget analysts and other careerists who serve Huntsville Center each day.

While few would argue Center veterans deserve their thanks and gratitude for their service, many don't take time to hear their stories. To acknowledge Veterans Day, Center veterans took time to share why they chose to serve.

Some veterans said military service gave them purpose.

"Once I joined the Army, I stayed for sense of mission, the teamwork and motivated Soldiers around me," said Russell Dunford, Executive Office.

"I always knew my future would involve military service," said Wesley Malone, Installation Support and Programs Management Directorate.

"My older brother served, so I wanted to follow in his footsteps," Malone said. "I was active duty Army for 13 years and have been in the Reserve for the past three years. I've had an amazing career – I was assigned to Camp David, have eaten at the White House and taken photos with presidents – not too bad for someone who grew up in south Alabama."

Other veterans said military service gave them a solid foundation.

"I entered the Army as a rebellious 17 year old who knew I was expected to go to college or do 'something' after I completed high school," said Barbara Whitney, Executive Office.

"What began as something to do until I was ready for college became a lifestyle. It does not take a Soldier long to realize that the benefits and opportunities given from the military can't be matched in the civilian sector."

Sharon Gresham, Installation Support and Programs Management Directorate, grew up in a single-parent home. Then her mother passed away in her senior year of high school.

"When I went to college, I didn't have anyone to ensure I stayed on track," she said. "I joined ROTC to get out



Photo by Jo Anita Miley

More than 60 Center veterans joined Huntsville Center Commander Col. Robert Ruch on the front steps of the Center for a Veterans Day photo recognizing their service.

of taking a swimming class. However, the program ended up providing me with the structure that I needed to get me through my college years. I retired from the Army after 30 years as a colonel."

Some veterans joined the military to help fund their college education.

"My mother could not afford my college tuition," said Donzia Clark-King, Resource Management Directorate.

"My intentions were to join the Army for six years, pay my way through college and get out."

However, Clark-King said her time in the Army became a very challenging and exciting experience. "I was in an Engineering Command and travelled. I learned new things and met new people," she said.

"I stayed in for almost 23 years and retired as a sergeant first class. They were some of the best years of my life."

Some veterans said military service gave them an opportunity to be a part of a team."

Brandy Wilkerson, Chemical Demilitarization Directorate, said she served in the military because her father, who served in the Air Force, talked about the unity and a lifelong camaraderie in the military.

"I wanted to experience this so I joined the Navy and served for six years. This was one of the most important decisions I've ever made. My father was right – it changed my life forever," Wilkerson said.

"Although I'm glad to be an Army civilian now after 26 years in the Marine Corps, I wouldn't trade my experience in the military for anything," said Darrell Walker, Contracting Directorate.

"It taught me discipline and humility that I couldn't have gained in any other occupation anywhere."

No matter the different circumstances that led to each Center veteran's decision to join the military, one thing was unanimous – they all said they were glad to have an opportunity to serve. It made a difference.

Corps chaplain encourages Huntsville Center employees to take care of each other

By Jo Anita Miley
Public Affairs Office

Army Corps of Engineers Chaplain (Col.) Phillip Wright and his chaplain assistant, Sgt. 1st Class Kamishia Stanfield visited Huntsville Center to provide ministry care and service to the workforce Nov. 20.

During their visit, Wright was the guest speaker at a town hall meeting where Brandon Hunt, Contracting Directorate, provided the special music and Chaplain (Lt. Col.) Gary Payne, Redstone Garrison chaplain, led an opening prayer.

While visiting, Wright provided training and input to the Huntsville Center Bible Study Prayer Group.

During the town hall, Wright encouraged Huntsville Center employees to take care of every member of the Corps family because everyone adds value to the team.

“There are people in this room who are hurting right now. The USACE team is a family much like your own personal family. What do families members do? They look out for each other. Sometimes we don’t help others because we never come out of our own comfort zones. In order to be a ready and resilient team, everyone within the Corps must have the courage to do this,” Wright said.

“Stop looking the other way when you see others around who are facing difficult situations. Make a decision to reach out to those who need help – whether it’s based on your faith, upbringing, personal background. Never give up on a teammate. Always be willing to go that extra mile to help others.

Wright said he is available for counseling to employees who request his assistance.

He will visit Huntsville Center more often to provide ministry care, support,



Photo by Julia Bobick

Col. Phillip Wright command chaplain for the U.S. Army Corps of Engineers, speaks at a Huntsville Center town hall Nov. 20.

service and counseling.

“My greatest challenge as a chaplain is when I cannot reach someone who I know is struggling and needs help,” Wright said.

“Sometimes I’ve exhausted all of the resources available to me and have to find external resources for help. I want to do everything I can to keep all of you whole. My chaplain assistant and I are here for you. Please contact us when you need help.”

Huntsville Center employees commented they enjoyed the town hall. Jean Allan, Environmental and Munitions Center of Expertise, said she was uplifted by the chaplain’s message.

Allan is also an original member of the Huntsville Center Bible Study Prayer Group started in 2008 by Dr. Lynn McAllister; wife of former Huntsville

Center Commander Col. Larry McAllister.

“I cannot tell you how great it was working with the Bible Study Fellowship Group to support the USACE chaplain’s visit. It has been a spiritually uplifting day,” Allan said.

“I can’t thank God enough for being a part of this group. The idea came to Lynn when a very few of us ladies from HNC went on a morale boosting bus trip to Nashville with members of her church. What happened back then left the legacy we have today. I don’t know if we ever imagined it would still be going on now.”

If you feel you are in need of chaplain assistance, call the USACE Chaplain’s Office at 202-761-0772 or the Redstone Garrison Chaplain’s Office at 256-842-2965.

Huntsville Center employees attend Native American Heritage Month event, learn culture

By Jo Anita Miley
Public Affairs Office

Huntsville Center employees gathered to learn about the culture of Native Americans during the Huntsville Center Equal Employment Opportunity Office – sponsored 2014 Native American Indian Heritage Month program Nov. 18.

Attendees also gained a greater understanding of the suffering the people of the Five Civilized Nations underwent during a dark chapter of American history.

The Five Civilized Nations were the Cherokee, Chickasaw, Choctaw, Creek and Seminole, which were considered civilized by Anglo-European settlers during the colonial and early federal period because they adopted many of the colonists' customs and had generally good relations with their neighbors.

With poignant performances by Native American artists Aiden Mertz, Audrey Reynolds and Jeff Whaley, the audience learned how American Indian tribes have come together to blend cultural dance.

The keynote speaker for the occasion was Stan Long, chief, Cherokee Tribe of Northeast Alabama.

Long serves as the Principal Chief Commissioner of the Alabama Indian Affairs Commission and is also a licensed counselor.

Long reminded participants to try to understand the sacrifices made by the American Indians – many gave their lives trying to keep what was originally their land. They have come a long way since the Trail of Tears, but still have a very long way to go toward gaining equality in America.

Long explained he doesn't like the term Native American, because the term describes anyone who was born in the United States.

"I like the term American Indian because it means you have our blood" said Long, who went on to explain how he is working to improve the culture by lowering the unemployment rate, addressing poverty issues; and getting more governmental funding, education grants and job opportunities for American Indians.

Long also spoke about incorrect stereotypes often put on American Indians and encouraged the audience to read the history of his people.



Photo by William S. Farrow

Aiden Mertz, Ojibwe Tribe, drums a traditional native American song for dancer Jeff Whaley, Cherokee Tribe, as Audrey Reynolds, Cherokee Tribe, looks on. The dancers were at Huntsville Center Nov. 18 to participate in the Center's Native American Heritage Month observance.

"Everyone should educate themselves on the customs and traditions of American Indian tribes that exist within our nation," he said.

Also part of the program was an historical presentation by Amanda Morrow, an archaeologist from The University of Alabama, Moundville Archaeological Park.

Morrow gave participants an understanding of basic principles of archaeology and what distinguished different prehistoric Indian cultures from one another.

A duo of Native American dancers, Jeff Whaley and Audrey Reynolds, provided the attendees a look at Native American dances as Aiden Mertz drummed and sang

Huntsville Center Deputy Commander Lt. Col. Kendall Bergmann recognized Long, Morrow and the cultural dancers' contributions to the program and provided them with Certificates of Appreciation for their participation.

"Native Americans have made great contributions to our nation. This is a great opportunity to acknowledge their contributions to this nation, but also to the U.S. Army," he said.

"I have a very high regard for their culture and respect their customs and traditions," Bergmann said

First female Hispanic astronaut Ochoa shares experiences with Team Redstone

By Jo Anita Miley
Public Affairs Office

Huntsville Center partnered with Team Redstone to honor and celebrate Hispanic Heritage Month Oct. 7 at the NASA Activities Center at Redstone Arsenal, Alabama.

Dr. Ellen Ochoa, director, Johnson Space Center in Houston, Texas, was the keynote speaker for the occasion.

Ochoa, the world's first Hispanic female astronaut, addressed the crowd of more than 300 Team Redstone attendees and Space Camp students about her experience.

Ochoa, a veteran of four space flights, logged more than 950 hours in space.

In the past, she also served as Assistant for Space Station to the Chief of the Astronaut Office, lead spacecraft communicator in Mission Control and acting deputy chief of the Astronaut Office.

"I was only 11 years old when the Apollo 11 launch occurred, and no one back then would have asked a girl if she wanted to grow up and become an astronaut, especially one with Hispanic heritage," Ochoa said.

She said Sally Ride, the first woman in space, gave her the confidence to pursue her dreams of becoming an astronaut.

"I thought if people similar to me had done this, so could I," she said. "I thought this was something that really could happen. I could really become an astronaut one day," Ochoa said.

"I worked hard at San Diego State and Stanford universities to reach my goals of becoming an astronaut, researcher and engineer. I'm living proof that you can be whatever you want to be."

Ochoa received a Bachelor of Science Degree in Physics from San Diego State University in 1980, and a Master of Science Degree and



Phot by Jo Anita Miley

Dr. Ellen Ochoa, Team Redstone Hispanic Heritage Month keynote speaker, provides the audience with video coverage from her first space shuttle mission during her speech at Redstone Arsenal Oct. 7.

Doctorate in Electrical Engineering from Stanford University in 1981 and 1985, respectively.

During the event, Ochoa shared video coverage of her work on the space flight missions to support the International Space Program.

Huntsville Center also participated in the Team Redstone Hispanic Heritage Month essay and static display contests on the 2014 national theme: A legacy of history, a present of actions, and a future of success.

The Huntsville Center Hispanic Heritage Committee, led by Alphonso Santa, Engineering Directorate, placed second in the static display contest.

Huntsville Center employees, Victor Taylor, chief of Safety, and Kelly Enriquez, Engineering Directorate, placed first and second in the essay contests, respectively.

More than a dozen Huntsville Center employees attended the event at Redstone Arsenal. Those who attended said they were pleased with the program.

"I'm glad I came. I wanted to show my support for the Hispanic Heritage event today. I learned a lot about the Hispanic culture and the impact they have made in our society as a whole," said Justin Colar, Engineering Directorate. "The group that put this program together has creatively showcased their culture today." Hispanic Americans have contributed to our nation's defense and the space program. The speaker was amazing and the food was awesome - I'm just taking it all in."

Hispanic Heritage Month begins Sept. 15 and celebrates the anniversary of independence for five Latin American countries: Costa Rica, El Salvador, Guatemala, Honduras and Nicaragua. In addition, Mexico declared its independence on Sept. 16 and Chile on Sept. 18.

National Hispanic Heritage Month is celebrated in recognition of the historical and cultural contributions of Hispanic Americans.

Ethics Corner: Reference to official title by employees serving in private organizations deserves scrutiny

**By Clay Weisenberger
Office of Counsel**

The U.S. Office of Government Ethics recently issued an advisory emphasizing that federal employees who are affiliated with outside organizations in their personal capacity must ensure that any references made to their official title, position or agency are done in a manner that does not create the appearance that their agency or the government sanctions or endorses their personal activities or the activities of the outside organization.

The Principles of Ethical Conduct state that federal employees shall not use public office for private gain.

“Private gain” includes both personal gain by the employee and gain by any other person, including an organization with which the employee is affiliated.

Additionally, an employee who is serving or affiliated with an outside organization in a personal capacity may not permit the organization to reference the employee’s official

title, position, agency or government affiliation if the reference could reasonably be construed to imply that the agency sanctions or endorses the personal activity.

In determining whether a reference “could reasonably be construed” to imply agency sanction or endorsement, employees and agency ethics officials must examine the specific facts and consider the totality of the circumstances.

Certain factors may increase the likelihood that a reference could reasonably be construed as a government endorsement.

These factors include, but are not limited to, the following: whether there is a nexus between the mission of the outside organization and the agency; whether the employee occupies a senior position at the agency; whether the reference to the employee’s title, position or agency is used to promote the outside organization’s services, products or policy positions; whether

the employee’s title, position or agency is prominently or frequently referenced; and whether the employee is referred to as a “representative” of the agency.

In many cases, a disclaimer explaining that the employee’s service is done in his or her personal capacity would be sufficient to eliminate any potential appearance of improper sanction or endorsement. If, however, the employee were identified as a “representative” of his or her agency, even a disclaimer would not resolve the issue. Finally, it is never inappropriate, and sometimes it is advisable, for an employee to request that an outside organization refrain from making any reference to the employee’s agency, title, position or government affiliation.

As always, if you have an ethics question, call me at (256) 895-1140 or email clay.weisenberger@usace.army.mil before you act.

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