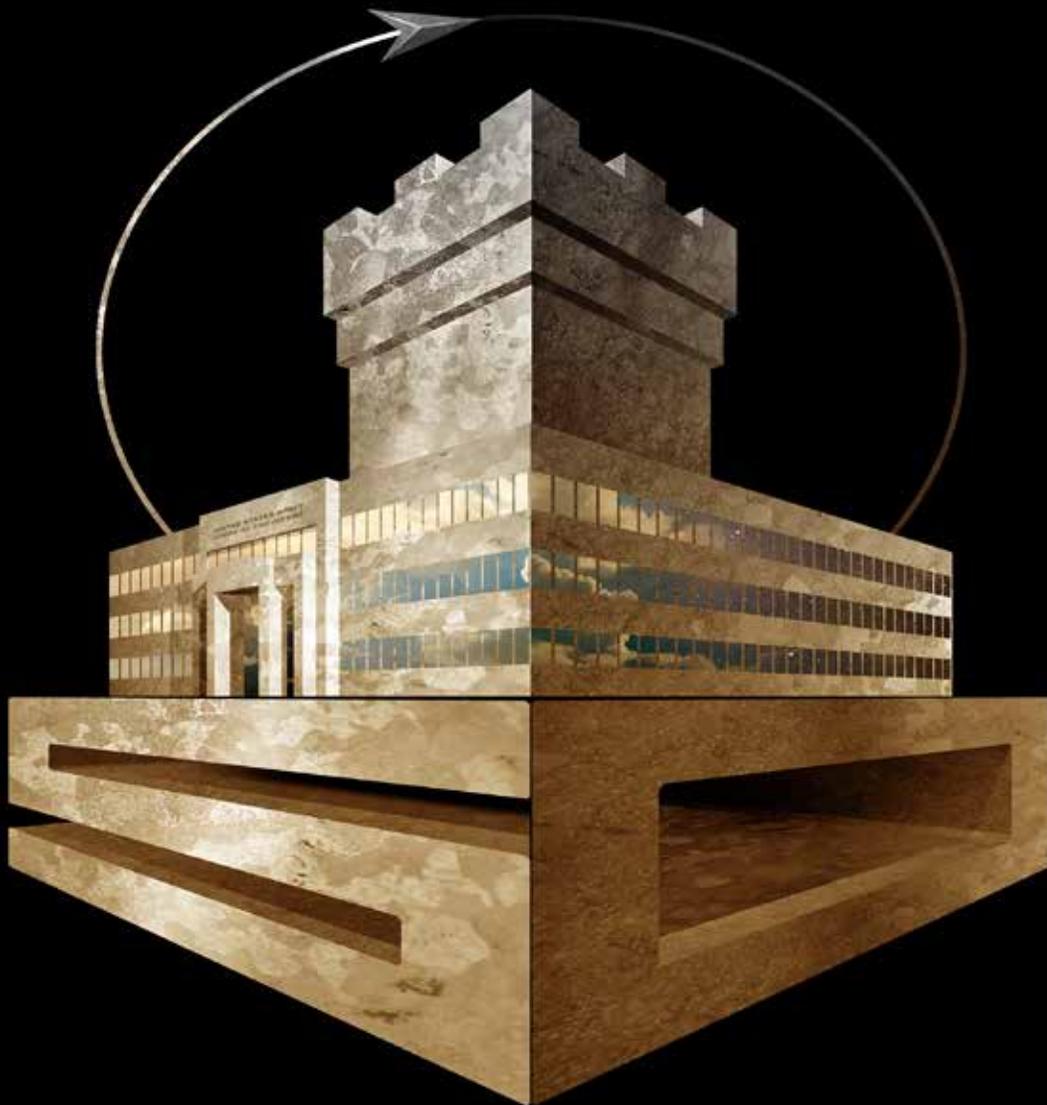




Huntsville Center
Bulletin



U.S. Army Engineering and Support Center, Huntsville



U.S. ARMY
ENGINEERING AND SUPPORT CENTER

50 YEARS

See **TIMELINE**
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Hail and farewell

Welcome: Jeffrey Clarke, Security and Law Enforcement Office; Jerry Richardson, Executive Office; Greg Dunbar, Equal Employment Office; Rod Amacher, Safety Office; Susan Riley, Leo Ludovici, Lutreva Byrd, Kendra Taylor, Contracting Directorate; Stephen Baack, Public Affairs Office; Hank Thomsen, Chad Wood, Engineering Directorate; Yasemin Akmaon-Lloyd, Ordnance and Explosives Directorate; Brian Roden, Sally Ward, Stacey Phillips, Installation Support and Programs Management Directorate.

Farewell: Aaron Burruss, Richard Campbell, ED; Devin Davis, Raven Nall, Patricia Coates, John Bennett, James Tracy, Tiffany Campbell, Tiffany Campbell, CT; Kelsey Seiter, Jacob Morrison, Rosalyn Lampkin, ISPM; Sydney Taylor, Matt Thompson, Jeffery Watts, ISPM; Sarah Koh, Internal Review; Ellen Haapoja, Executive Office; Victoria Reynolds, Office of Counsel; Maya McDaniel, Equal Employment Office.

On the cover

Huntsville Center is celebrating 50 years of service to the nation. Graphic by Mike May.



Happy New (Fiscal) Year!

Team, we made it through another year-end with great success.

Lots of hard work and dedication went into the awarding of more than 5000 contract actions totaling more than \$2.3 billion in obligations for our stakeholders. Very well done.

In late August, early September we had the hurricanes Harvey and Irma hit the United States and our Caribbean territories, causing extensive damage. Huntsville Center deployed six individuals: Steven Pautz to Austin, Texas, to serve as a contracting representative; and Jason Adams, subject matter expert; Jason Cade, action officer; Wesley Bushnell, mission manager; and Shah Alam, mission specialist are part of a management team sent to the Virgin Islands to conduct critical public facilities assessments. Debra Valine deployed to work the Federal Emergency Management Agency field office in Orlando, Florida.

Hurricane recovery is a high priority for USACE. Huntsville Center's Temporary Housing PRT and other volunteers are standing by, ready to go where needed.

In mid-September, Brig. Gen. Stephen E. Strand, deputy chief of Engineers, Reserve Affairs, U.S. Army Corps of Engineers, visited Huntsville Center for a brief introduction, and Maj. Gen. Anthony Funkhouser, the USACE deputy commanding general for Military and International

Operations, also visited.

We provided them an overview of the Center and break-out sessions with the directors. Lots of great conversations came from the visits and we look forward to working with Maj. Gen. Funkhouser and Brig. Gen. Strand. We're also expecting visits from Maj. Gen. Michael Wehr and Brig. Gen. David Hill in October.

I cannot stress how important it is that we engage our senior leaders. They need to know what Huntsville Center does, and why, as well as how they can help us accomplish our missions.

I think each visitor leaves Huntsville Center with a greater understanding and greater appreciation of the difficult missions we execute every day.

Communicating with Headquarters is one of our strategic initiatives for this year.

I'm looking forward to the new fiscal year. We've started work on renovating the headquarters building. It's going to get chaotic and possibly noisy, but I ask for your patience as we improve our working environment.

Improving working conditions was one of the areas that was clearly shown to be a concern in last year's Federal Employee Viewpoint (FEVS) and Defense Equal Opportunity Management Institute (DEOMI) surveys.

Our Small Business Forum is set for Oct. 18. Each year, the forum is a huge success. It's an opportunity for program/project managers to



Col. John S. Hurley

meet and interact with not only small business representatives, but also some large businesses looking to partner with a small business on Huntsville Center projects. The Office of Small Business Programs team does a great job planning and coordinating for this event, and it pays big dividends.

We have our Hispanic Heritage Month observance that will take place in our cafeteria. The month runs from Sept. 15 – Oct. 15. This year the observance pays tribute to "Shaping the Bright Future of America."

In November we will partner with Team Redstone to celebrate National American Indian Heritage Month. These observance are important because they bring us closer together through understanding of different cultures. I encourage you to participate.

The Activities Association has been busy. Sept. 8 we invited first responders to our third annual hot dog lunch to thank them for supporting Huntsville Center when needed. The birthday grams seem to be a big hit; each month you purchase a special message for your

See "Commander" on Page 5



US Army Corps of Engineers

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BULLETIN

Commander..... Col. John S. Hurley
Chief, Public Affairs..... Debra Valine
Editor..... William S. Farrow



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Employee Spotlight : Lt. Col. Hugh Darville

Center welcomes new deputy commander

The U.S. Army Engineering and Support Center, Huntsville welcomes Lt. Col. Hugh Darville as its new deputy commander, taking over in August when Lt. Col. Burlin Emery retired.

“It’s an honor to be able to work in an organization with such an outstanding reputation — an organization that districts across the Corps of Engineers and agencies across the Department of Defense lean on to deliver cutting-edge solutions to some of the toughest and unique engineering challenges facing our nation today,” Darville said.

Darville is no stranger to the U.S. Army Corps of Engineers. He held previous positions as deputy commander for the Baltimore District from January 2010 to June 2012; executive officer to the Director of Civil Works at Headquarters, USACE, from 2004 to 2006; and served as the liaison between USACE and the City of New Orleans for immediate recovery efforts following Hurricane Katrina.

Before coming to Huntsville, Darville was the director of the Directorate of Training and Leader Development, and director of the Directorate of Instruction at the U.S. Army Engineer School at Fort Leonard Wood, Missouri, where he oversaw curriculum development for Army Engineer courses, training strategies for operational Army Engineer units, and the execution of officer and warrant officer courses.

His other assignments include commander, Syracuse Army Recruiting Battalion from July 2012 to July 2014; operations officer and executive officer for the 14th Combat Engineer Battalion, Fort Lewis, Washington, from 2007 to 2009; and consecutive tours in Germany as operations officer and Alpha Company commander for the 16th Armored Engineer Battalion in Giessen; deputy assistant division engineer for the 1st Armored Division in Wiesbaden; chief of Construction Management for the 130th Engineer Brigade and platoon leader for the 502nd Engineer Company (Assault Float Bridge) in Hanau.

His combat and operational deployment experience includes being squadron engineer for 1st Squadron, 1st U.S. Cavalry Regiment, in Baghdad, Iraq; chief of Construction Management for Task Force Falcon, and master planner and architect of Camp Bondsteel, Kosovo; and chief engineer of Joint Task Force Shining Presence in Tel Aviv, Israel, during Operation Desert Fox. He also served on operational and humanitarian assistance deployments to



Darville

Hungary, Croatia, Bosnia, Albania, Macedonia, Bulgaria, Moldova and Botswana. From 2008 to 2009, while assigned at Fort Lewis, Darville deployed to provide mission command to a multi-service force of 800 Army, Navy and Air Force engineers conducting full-spectrum operations across Iraq.

Darville is a Distinguished Military Graduate of Texas A&M

University where he received a Bachelor of Environmental Design, cum laude. He also holds a Master of Architecture with certificates in Historic Preservation and American Urbanism from the University of Virginia; and a Master of International and Strategic Defense Studies jointly conferred by the University of Milan and the Free International University of Social Studies (LUISS) “Guido Carli” in Rome, Italy. He is a registered architect in Louisiana and a certified construction manager. He is a member of American Institute of Architects, is past president of the Fort Leonard Wood Post of the Society of American Military Engineers, and past chair of the Baltimore Federal Executive Board.

His military decorations include two awards of the Bronze Star, seven awards of the Meritorious Service Medal, the Joint Service Achievement Medal, the Humanitarian Service Medal, the Combat Action Badge, and the Silver and Bronze Order of the de Fleury Medal. His military education includes the Defense Strategy Course of the U.S. Army War College; the Joint Service Staff College (ISSMI) at the Center for High Defense Studies (CASD) in Rome, Italy; the Joint Multi-National Staff Officer Course at the Euro-NATO Training Engineer Center (ENTEC) in Munich, Germany; the Future Unit Commanders Course (CFCU) at the French Army Engineer School (ESAG) in Angers, France; and the Linguist Enhancement Course at the George C. Marshall European Center for Security Studies in Garmisch-Partenkirchen, Germany.

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

The Bulletin asks: College or pro football; which do YOU prefer?



“ College – the rivalries, the explosiveness, the pageantry. NFL is boring. ”

Jim Buhr
Installation Support and Programs Management Directorate

“ College football because there is more of an interest in the sport, and they’re doing it for the school and not for the money. ”



Ramona Chestang
Installation Support and Programs Management Directorate



“ The National Football League because it turns a young man into a real man. In the NFL, we get to see what a *man* can do. ”



Randy Barbour
Center Operations



Commander

Continued from page 3

coworker on their birthday – the T-Rex even visited me during a meeting on my birthday! The college football basket raffle is ongoing and we should have a winner announced soon.

All this is to raise money to support morale events for you. Each year we

have the Engineer Day picnic, which these fundraisers support. This year, the Activities Association is planning a Holiday luncheon for employees Dec. 14 at the Jackson Center. More information will be forthcoming. Now through January is holiday season.

After your hard work at year-end, I encourage you to take leave to celebrate holidays with family and friends, especially those of you with use-or-lose leave. Take some time off. You’ve earned it. Essayons!

Huntsville Center at 50

A look at its past

Fifty years ago Secretary of Defense Robert McNamara announced that the U.S. would deploy a national ballistic missile defense (BMD) program as quickly as possible. The Army assigned the Corps of Engineers responsibility for construction of the system, and its Chief of Engineers, Lt. Gen. William Cassidy, officially established an engineer division to manage the enormous project with a headquarters in Huntsville, Alabama – the national center for missile development. In October 1967, Huntsville Division (now known as the U.S. Army Engineering Support Center, Huntsville) came into existence. From its origin in 1967 as the Huntsville Division supporting the BMD program, Huntsville Center demonstrated three enduring characteristics:

- 1** It supported national engineering missions regardless of location or Corps district.
- 2** The nature of its work was highly technical.
- 3** The work was mostly reimbursable.

Timeline



1966 HQUSACE established Nike-X Planning Group.

1967 China tested its first thermonuclear device; Secretary of Defense Robert McNamara announced deployment of BMD system (Nike-X, renamed SENTINEL); Headquarters U.S. Army Corps of Engineers (HQUSACE) established Huntsville Division (HND).

1968 Construction on SENTINEL began.



1969 President Richard Nixon ordered review of SENTINEL and reorganized program as SAFEGUARD; Construction on SAFEGUARD began.

1970 HND issued largest Corps construction contract to date; a \$137 million contract to Morison-Knudson for construction for radar site at Grand Forks, North Dakota.

1971 HQUSACE selected HND to support U.S. Postal Service Modernization Program.



1972 President Nixon signed and the Senate ratified the SALT I Treaty limiting BMD systems to two sites; HND issued first contract under Postal Service Modernization Program; NASA requested HND support on Space Shuttle Program.

1973 HQUSACE selected HND to support Munitions Productions Base Support Construction Program (MPBSCP).



1974 Huntsville tornadoes of April 3 killed 11, injured 40, and destroyed 25 buildings on Redstone Arsenal; all work on Postal Service Modernization Program ended; Energy Research and Development Administration (ERDA) requested HND support building fossil fuel demonstration plants.

1975 Stanley R. Mickelson SAFEGUARD Complex, Grand Forks, South Dakota, became fully operational; HQUSACE tasked HND to procure equipment for the Jordanian Armed Forces tank assembly plant.



1976 Congress placed Stanley R. Mickelson SAFEGUARD Complex in caretaker status; HQUSACE selected HND to procure equipment for Saudi Arabian King Khalid Military City.

1977 ERDA became part of the Department of Energy (DOE); DOE requested the HND's support building Strategic Petroleum Reserve (SPR) storage facilities.

Continued next page



1978 HQUSACE assigned the Army Pollution Abatement Program, Army Facilities Components System, Guide Specification Maintenance, Construction Evaluation Program, Computer-Aided Engineering and Architectural Design Systems, and the Corps of Engineers Training Management Division to HND.



1979 HQUSACE assigned the HND to support the Energy Engineering and Analysis Program and Energy Monitoring and Control Systems; HND Commander, Brig. Gen. Max W. Noah, supports construction of Israeli air bases.



1980 The HND began support of Low Altitude Defense (LoAD); HQUSACE assigned the division to develop protective designs for Army Communications Systems Agency.

1981 U.S. Army Toxic and Hazardous Materials Agency requested the HND support chemical demilitarization and Defense Environmental Restoration Program (DERP) – Installation Restoration Program (IRP); HND began support of the Railroad Improvement Program and Army Range and Training Lands Program; HND completes work on SPR; HQUSACE named HND Technical Center of Expertise (TCX) for the Solid Fuel Conversion Program; support for medical procurement began.



1982 FEMA requested support with key worker blast shelters; HQUSACE tasked the HND with the Power Reliability Enhancement Program; HQUSACE named the division Mandatory Center of Expertise for APAP and Third-Party Energy Contracting; Johnston Atoll Chemical Agent Disposal System and Tooele Chemical Agent Disposal Facility design contracts awarded; construction began on Pine Bluff, Arkansas plant.

1983 First “M” Designs completed; HQUSACE named the HND as MCX for Intrusion Detection System; President Ronald Reagan made “Star Wars” speech.



1984 Mississippi Army Ammunition Plant (AAP) completed, the first new AAP since World War II; first ranges constructed under the Army Range and Training Lands Program; first ESPC contracts awarded; HQUSACE assigned HND DERP-Formerly Used Defense Sites inventories.

1985 Work on 23 installations completed under Railroad Improvement Program; Defense Logistics Agency (DLA) and Defense Reutilization and Marketing Service (DRMS) requested division support with DERP; JACADS construction contract awarded; HND receives initial funding for Strategic Defense Initiative (SDI); work began on Ground-Based Free Electron Laser-Technology Integrated Experiment (GBFEL-TIE).



1986 Design of Louisiana Research Department Explosive/High Melting Explosive (RDX/HMX) plant began; HND began first ordnance removal project at Hawthorne AAP Nevada.

1987 HQUSACE named the HND MCX for the Army Range and Training Lands Program; construction completed on the Tom Bevill Center for Professional Development and Continuing Education; IDS MCX signed Memorandum of Understanding (MOU) to support Army Materiel Command.



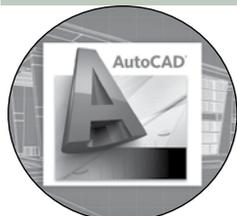
1988 Chemical demilitarization program reorganized as Chemical Stockpile Disposal Program (CSDP); first Base Realignment and Closure (BRAC) commission met.

1989 Withdrawal of Soviet troops from Eastern Europe marked end of Cold War; TOCDF construction contract awarded; design of Ground-Based Radar proceeded; HQUSACE tasked HND to support NASA Advanced Solid Rocket Motor test facility; HND completed first Marine Corps training range; EEAP baselines completed; IDS MCX signs MOU to support Intelligence and Security Command; HND began Magnetic Levitation train (MAGLEV) research.

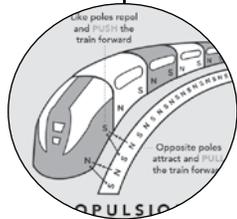


1990 GBFEL-TIE project ended from lack of financial support; SDI’s STARBIRD launch facilities completed; HQUSACE named the HND MCX and Design Center for ordnance and explosive waste (OEW); support of Hanford Federal Facility cleanup began; JACADS began operational verification; HQUSACE assigned the HND as the lifecycle project manager for

Continued next page



CSDP; Russia and U.S. sign Bilateral Destruction Agreement; MPBSCP Program reorganized; MOU signed to update all Marine Corps ranges; conversion of AFCS to AutoCAD; HQUSACE designated HND as TCX of Operations and Maintenance Engineering Enhancement (OMEE).



1991 Special Airborne Mission Installation and Response (SABIR) test facility completed; George H.W. Bush initiated National Missile Defense (NMD) program; Hazardous, Toxic and Radioactive Waste (HTRW) MCX established at Omaha District; second BRAC commission met; construction began on Anniston, Alabama, Chemical Disposal Plant; Cooperative Threat Reduction Program established; Operation DESERT SHIELD/STORM unfolds; HQUSACE named HND TCX of Design Site Management (DSM); division developed Defense Fuel Supply Point operation manuals; Intermodal Surface Transportation Efficiency Act (ISTEA) passed funding on MAGLEV program.



1992 HQUSACE named the HND the lifecycle project manager of the NMD program; launch of DERP-FUDS data base; USACE removed from BRAC process; HQUSACE assigned HND as construction agent for CSDP; HND became responsible for CEFMS; HND developed Medical Repair and Renewal (MRR) contracts.

1993 Construction completed on TOCDF; ordnance removal at first major Chemical Warfare Materiel site began at Spring Valley, Maryland; final NMI report on MAGLEV completed.



1994 Advanced Solid Rocket Motor test facility completed; HND discontinued support of "M" Designs; HND moved to new building on University Square; HND began support of Theater Missile Defense program.

1995 Huntsville Division renamed U.S. Engineering Support Center, Huntsville; HNC adopted Army Performance Improvement Criteria; design completed on first Terminal High Altitude Area Defense (THAAD) facility.



1996 Training Directorate became U.S. Army Corps of Engineers Professional Development Support Center reporting to HQUSACE; HNC announced first contract on the Internet; construction of Chemical Weapons Destruction Central Analytical Laboratory (CAL) in Moscow began; design of Shchuhe'ye Chemical Weapons Destruction Facility began; HQUSACE named HNC CWM Design Center; construction complete on Ground Based Radar-Prototype (GBR-P); TOCDP became operational.

1997 HNC ported Computer Aided Engineering and Architectural System (CAEAS) applications to Microsoft Windows; construction began on Anniston and Umatilla Chemical Agent Disposal Facility; Defense Reform Initiative Directives (DRIDs) set goals of privatizing utilities on military bases and reducing the number of facilities; Chemical Weapons Convention (CWC) went into effect.



1998 HNC awarded Presidential Quality Award; OMEE expanded to include civil works facilities; First Multiple Award Task Order Contract (MATOC) for Utility Monitoring and Control Systems awarded.

1999 Construction at Newport CDF began; HNC and Government Services Administration (GSA) launched Unaccompanied Personnel Housing Program (UPHP); HQUSACE established Medical Facilities MCX at HNC.



2001 9/11 terrorist attacks on Pentagon and World Trade Center happen; ordnance removal program reorganized as Military Munitions Response Program (MMRP); Ordnance and Explosives Directorate CX and Design Center reorganized as Military Munitions CX and Design Center; ordnance removal decentralized to districts; ANCDF and UMCDF construction complete; construction of CAL complete; construction began at second NMD site at Fort Greely, Alaska.



2002 Beginning of Operations ENDURING FREEDOM and IRAQI FREEDOM; Pine Bluff CDF and Aberdeen CDF construction complete; U.S. withdrew from SALT; Installation Management Agency (IMA) established; HQUSACE named HNC Heating, Ventilation and Air Conditioning Designated Center of Expertise (DX); Access Control Point (ACP) program began.

2003 HNC support to Central Command (CENTCOM) Captured Enemy Ammunition (CEA) program

Continued next page



began; full operations began at Anniston and Aberdeen CDFs.

2004 “Florida Four” hurricanes hit U.S.; Programming Administration and Execution (PAX) system expanded to include National Guard; HNC named TCX for DD 1391 and ENG 3086; CENTCOM Coalition Munitions Clearance (CMC) program began; construction began at NMD site at Vandenberg Air Force Base, California; Department of Defense (DOD) established Facilities Reduction Program (FRP).



2005 Hurricane Katrina slammed coast; full operations began at Pine Bluff and Newport CDFs; Energy Policy Act set major energy reduction goals.

2006 Destruction at Aberdeen CDF completed; construction of Blue Grass CDF began; MILCON Transformation Program began; Army Installation Management Command (IMCOM) assigned HNC as manager of Centrally Managed Administrative Furniture Program (CMAFP).



2007 HNC became ISO-9000 certified; ACE-IT assumed management of USACE IT; MM and HTRW CX merged as Environmental and Munitions CX under HNC; HQUSACE named HNC Installation Support (IS) CX.

2008 CMC Program transitioned to CMD Program; Newport CDF completed operations; construction of Shchuche’ye plant complete.



2009 Congress passed American Reinvestment and Recovery Act providing funding for renewable energy projects; Joint Munitions Disposal-Afghanistan program began in Afghanistan; TF POWER established in Afghanistan; DLA requested HNC support with fuel point maintenance; HNC issued major ESPC MATOC; HNC started development of Meter Data Management System; destruction at Shchuche’ye plant started.

2010 DERP-IRP support to DLA ended; first ordnance removal project began on Redstone Arsenal, Alabama; Initial Outfitting & Transition (IO&T) program launched; launch of Net Zero Program; destruction at Pine Bluff CDF ended.



2011 Congress passed Budget Control Act introducing sequestration; final destruction under CMD program in Iraq; Operation NEW DAWN began; tornadoes cause major power outage in Huntsville; Base Operations (BASEOPS) Program began; Army Energy Initiatives Task Force (EITF) established in response to President’s Performance Contracting Challenge (PPCC); destruction at Anniston CDF and Umatilla CDF ended.

2012 Cleanup operations in Afghanistan began; establishment of Information Technology Services (ITS) office; HNC provided first ESPC contract to Navy; HNC launched Commercial Utility Program; destruction at Tooele CDF ended.



2013 Environmental Footprint Reduction program in Afghanistan began; ESS, UMCS, and Metering MATOC awarded; HNC began deployment of first Aegis Ashore Missile Complexes.

2014 HNC provided first ESPC support to Corps civil works and Department of Energy; establishment of Office of Energy Initiatives (OEI); construction of PUCDF completed; New Central Laboratory in Kazakhstan completed.

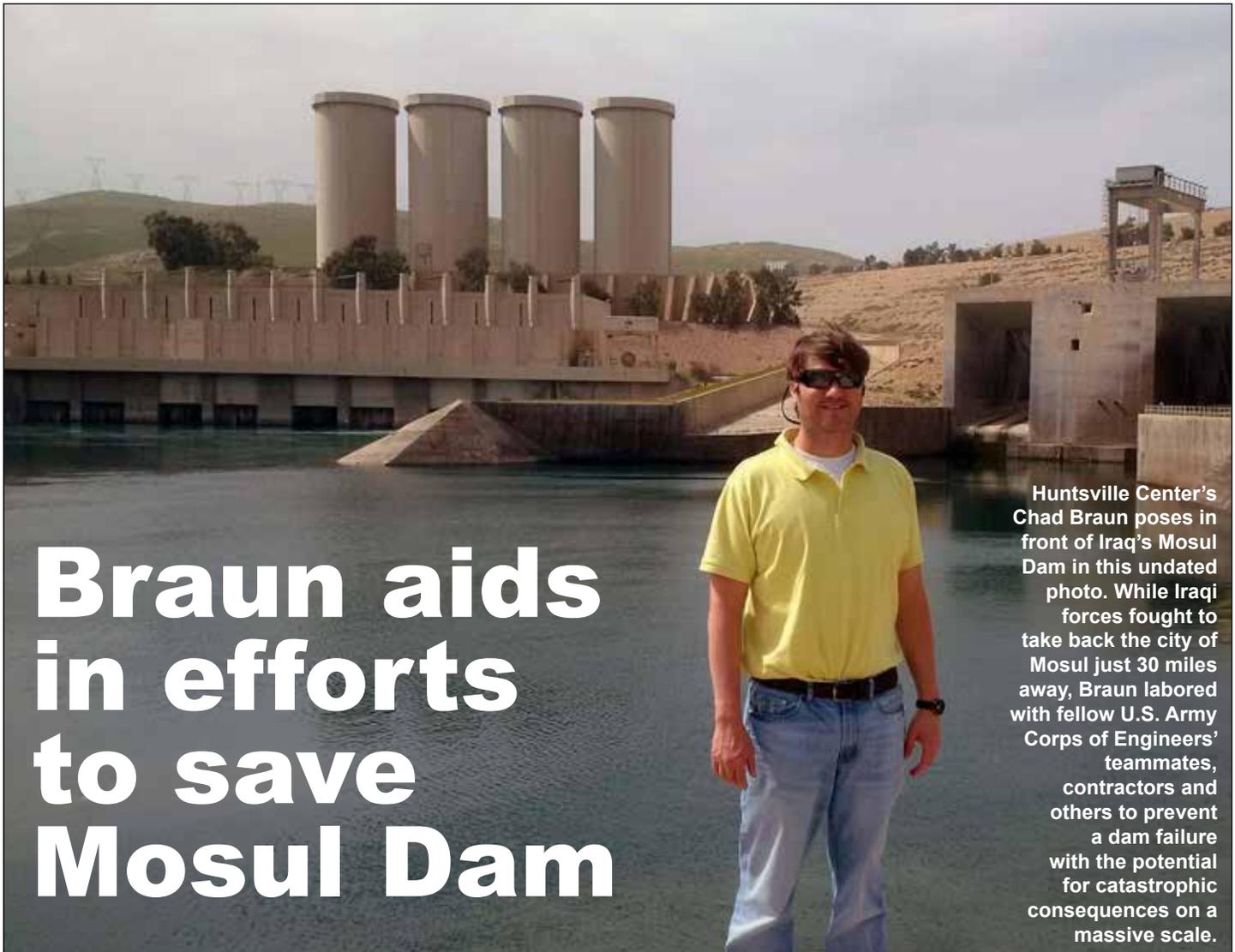


2015 Islamic State invaded Iraq; HQUSACE named HNC Industrial Control System Cybersecurity CX; Executive Order 13693 established new energy reduction goals; HNC established Energy Portfolio Management; HNC established EIM Program; construction of Blue Grass CDF completed; testing at Pueblo CDF started.



2016 HNC helped develop Evaluation and Assessment of Regulatory and Legislative Impacts (EARLI) regulatory warning system; HNC exceeded \$1 billion in energy contracting; HQUSACE named HNC MXC for BMDS; HNC closed Chemical Demilitarization Directorate.

2017 IHNC instrumental in assisting Army meet Presidential Performance Contracting Challenge.



Braun aids in efforts to save Mosul Dam

Huntsville Center's Chad Braun poses in front of Iraq's Mosul Dam in this undated photo. While Iraqi forces fought to take back the city of Mosul just 30 miles away, Braun labored with fellow U.S. Army Corps of Engineers' teammates, contractors and others to prevent a dam failure with the potential for catastrophic consequences on a massive scale.

**By Mark Thompson
Public Affairs Office**

He's a member of the U.S. Army Corps of Engineers with a history of stepping up to lend a hand after American communities face the worst.

Now Chad Braun, a civilian civil engineer and senior project engineer with the U.S. Army Engineering and Support Center, Huntsville, is deployed thousands of miles from home to engage in a fight to prevent the worst from happening.

While the Iraqi government fights to take back the city of Mosul, the most crucial battle is likely occurring more than 30 miles upstream from the northern Iraqi city's center along the Tigris River.

It's there Braun labors with fellow U.S. Army Corps of Engineers' teammates, contractors and others to prevent a dam failure of catastrophic consequences well beyond the humanitarian crisis unfolding a few miles to the south.

"I am very proud that I am able to support the project utilizing my skillset that I have developed throughout my

USACE career," Braun replied via email. "It is rewarding to know that I am helping make a difference here at Mosul Dam."

Since 2005, Braun has volunteered and deployed to support recovery efforts following Hurricane Katrina, the Alabama tornado outbreak of 2011, flooding in Texas, and most recently flooding in Louisiana, according to Jeffery Davis, Huntsville Center emergency management specialist and deployment coordinator.

Braun says it's the support he receives from family and in particular his wife that allows him to lend a hand when others need it.

"My wife has been very supportive of my career opportunities, and she does the most important work back home taking care of our family while I am out trying to help others," Braun said.

Braun is one of more than a dozen USACE team members designated the Mosul Dam Task Force as an element of the Army Corps' Transatlantic Division. The Iraqi government asked the U.S. to allow USACE to serve as their engineer on

Continued on page 11

Braun

Continued from page 10

the project on behalf of its Ministry of Water Resources.

When it comes to disaster recovery efforts, Davis said Braun is often selected by name.

“Chad is one of our go to guys,” Davis said. “His willingness to step up and go is far beyond his normal call to duty is second to none. He is a pretty special person who is really making a difference.”

The difference is between the continued life-sustaining flow of water or the sudden collapse of an earth-filled structure releasing a devastating torrent of water to all points downstream.

By USACE calculations, dam failure would produce a 39- to 50-foot wave of water that would hit Mosul, Iraq’s third largest city, in less than four hours. The wave would continue south along the Tigris impacting people and places for more than two days before crashing through Baghdad at a height between 10 and 20 feet.

The potential for loss of life and property destruction was described as “Biblical” by a hydrologist and humanitarian coordinator in a January United Nations News Service release. And USACE classifies the largest dam in Iraq and the fourth largest in the Middle East with “very high urgency.”

USACE estimates a Mosul Dam failure can result in 400,000 lives lost, an economic loss of \$20 billion, and create a regional stability and security crisis well beyond the manmade variety.

The dam was built in 1984 on water soluble rock that has deteriorated over time as water forced its way under the structure. As the rock absorbed water, it began to crack and collapse leaving voids inside the dam that have drastically reduced its ability to hold back an estimated 9 million acre-feet of water.

One acre-foot is approximately a football field covered in 1 foot of water. A continually weakened Mosul Dam strains to hold back the force of these 9 million water soaked football fields every day.

The urgency under which Braun and his cohorts work is not lost on them. But Braun says it’s the importance of this project that makes his time and effort all the more worthwhile.

“It is rewarding to know that I play a role in repairing the dam because if the dam failed it would have an enormous negative impact on the local economy and the potential for large number of fatalities,” Braun said. “The local

Cost reimbursable contracts present unique challenges. The contract isn’t negotiated for a fixed price but rather to “... establish an estimate of total cost for the purpose of obligating funds and establishing a ceiling that the contractor may not exceed,” according to a U.S. government acquisition website.

As the senior office/project engineer, Braun works directly with the chief of contract administration to make sure all the crucial project requirements are being executed and billed correctly on behalf of the Iraqi government.

Army Corps efforts to support the shoring up of Mosul Dam are also taking place stateside. Nashville

District’s Civil Design Branch provided training seminars on innovative Geographic Information System models to visiting engineers from Iraq’s Ministry of Water Resources in March.

But the work Braun and his USACE team are doing is about more than totals

on a spreadsheet. They are far from home, working seven days a week to save a structure that can either provide life or extinguish it.

It’s the ability to make a difference that motivates Braun to keep raising his hand and saying “I’ll go” during times of crisis.

“The reason I volunteer to deploy or assist in these types of situations is knowing that the work I am doing is making a positive impact in people’s lives,” Braun said. “Whether it be a team executing a recovery mission so that the affected people and communities can start to rebuild and move forward with recovery or helping stabilize a dam to help prevent potential catastrophes, at the end of the day I can look back and know that the effort I put forth helped make a difference.”

Editor’s note: Braun has returned from his deployment to Mosul Dam in August 2017.

“The reason I volunteer to deploy or assist in these types of situations is knowing that the work I am doing is making a positive impact in people’s lives.”

- Chad Braun

citizens are very appreciative of the work we are doing to stabilize the dam. The work we are doing is very important to the country of Iraq.”

The immediate repair solution is “grouting” on a massive scale. Workers drill holes more than 500 feet in depth into rock near voids in the dam and fill it with a grout solution of cement, water and sometimes sand to fill the holes and stabilize the dam.

Braun’s role is to review and troubleshoot critical items related to the \$300 million contract negotiated between the Iraqi government and the Italian engineering company tasked with making the repairs.

“A majority of my time is spent reviewing pay estimates as this is a cost reimbursement contract and requires great attention to detail to ensure costs are allowable, allocable and reasonable for the project,” Braun said.

Emery retires after more than 20 years of service

By William S. Farrow
Public Affairs Office

More than 70 well-wishers attended a farewell luncheon to celebrate the career of Lt. Col. Burlin Emery, U.S. Army Engineering and Support Center, Huntsville deputy commander, Aug. 11. Emery is retiring after 21 years of service.

Addressing the crowd, Col. John Hurley, Huntsville Center commander, said there are certain accomplishments a Soldier should aspire to gain as an Army officer and engineer.

“We tell our young lieutenants that there are certain things they need to do, and Burlin has certainly done every single one of them,” Hurley said.

“He’s been a platoon leader; a company executive officer; a company commander; a battalion operations officer and a battalion executive officer, a brigade operations officer and a deputy brigade commander. He deployed four times, once as an Afghan Army adviser. He served as commander here and deputy commander here. He’s done all of that and done it all exceptionally well throughout his career. As a nation we will always be grateful for your sacrifices you and your family have made in service to the Army and to your country.”

Although most of his career was spent with the company, battalion and brigade side of Army engineering, Emery said one of the greatest challenges he’s had was serving as Huntsville Center’s deputy commander since 2015. Emery said his assignment here has also been one of the most rewarding.

“When I first got here, I really just didn’t know that much about Huntsville Center. My initial impressions were certainly that there was a lot of knowledge and technical expertise within the workforce, but there were some issues that quite honestly needed to be addressed and it mainly revolved



Photo by Michael May

Col. John Hurley, U.S. Army Engineering and Support Center commander, presents Lt. Col. Burlin Emery, Huntsville Center deputy commander, with a certificate of retirement during a ceremony at the Center Aug. 11.

around improving the facility and improving communication within the organization,” Emery said.

Emery focused much of his effort as deputy commander to overseeing upgrades to Huntsville Center’s facilities. The main facility has more than 135,000 square feet of space and the majority of the Center’s more than 1,000 employees are under its roof.

As project manager for facility upgrades, Emery said he was surrounded by a team willing to work hard to make it all happen.

“I’ve had a great team. From the special project team support, to Col. (Robert) Ruch (previous Center commander) and Col. Hurley always supporting me, to the directorates willing to listen and consider the options – and they weren’t always nice options – we’ve made a lot of progress.”

Emery said another aspect of the job that was challenging and yet rewarding was overseeing collective bargaining negotiations with the nation’s

largest union representing federal employees.

Huntsville Center leadership and American Federation of Government Employees Local 1858 representatives put final signatures on a three-year agreement for union representation for the Center’s approximately 400 nonprofessional employees in April.

Emery said he enjoyed the time at Huntsville Center and being able to make a difference, but after 20 years in uniform there are others now who are depending on him more.

“My family is ready for me to not have to worry about deploying anymore,” Emery said. “My kids are at ages where deployment is harder on them. I was blessed to deploy four times and make a difference in Iraq and Afghanistan. Quite honestly my wife doesn’t want to mom and dad anymore if I were to deploy, and I don’t want to miss this time in my children’s lives.”

So after more than 20 years, Emery will hang up the uniform and start preparing for the next adventure.

Center's Medical IO&T program supports Army research laboratory transition

By William S. Farrow
Public Affairs Office

The U.S. Army Engineering and Support Center Huntsville's Medical Outfitting and Transition Program is assisting the U.S. Army Research Institute of Infectious Diseases relocate into the largest and most complex bio-contamination facility ever designed.

The Defense Department's lead laboratory for medical biological defense research will soon be operating in its new \$677 million facility at Fort Detrick, Maryland.

Baltimore District is responsible for the construction of the facility, set to open this year.

Julia Chlarson, Huntsville Center's Medical O&T branch chief, said the contract ensures the more than 800 military and civilian scientists and specialized support personnel have the tools they require to investigate disease outbreaks and threats to public health.

She also said there is a difference in transitioning a facility that is mostly based around laboratory settings as opposed to the clinics and hospitals that make up the large percentage of Medical O&T projects.

"They use highly complex equipment, and we spent a lot of time working with them to discern between what they can take with them to the new facility and what needs replacement," Chlarson said.

"We just installed the liquid nitrogen freezers and walk in refrigerators critical to sample storage all the way to the electron microscopes," she said.

Chlarson said the \$84 million outfitting and transition project for USAMRIID is a full, turn-key approach that not only focuses on moving and replacing medical equipment, but the project is unique because of the nature of the USAMRIID mission.

"Their mission is complex and the facility itself is complex. Because the facility itself has a lot of complex mechanical and infrastructure systems, we have to work very closely with Baltimore District. As they are finishing up their commissioning activities we are coming behind them and placing the equipment, so there's a lot of coordination, and we have all worked so well together," Chlarson said.

After Baltimore District and Huntsville Center finish their work on the facility, USAMRIID must obtain certification from agencies including the Centers for Disease Control and Prevention and the Army, and complete safety inspections before conducting research in its new labs.

Since its inception in 1969, USAMRIID has spearheaded research to develop medical solutions — vaccines, drugs,



Photo by Larry Ostby

Huntsville Center's Medical Outfitting & Transition program contracted the purchase of new equipment, like the stationary free-standing BSL-3 biosafety cabinets, for use in the new \$677 million U.S. Army Medical Research Institute of Infectious Disease laboratory. The Center's Medical O&T projects support the Army's medical mission by equipping and transitioning staff and patients into new and renovated facilities.

diagnostics and information to protect military service members from biological threats.

The institute plays a key role as the lead military medical research laboratory for the Defense Threat Reduction Agency's Joint Science and Technology Office for Chemical and Biological Defense. USAMRIID is a subordinate laboratory of the U.S. Army Medical Research and Materiel Command. USAMRIID is also a key component of the National Interagency Biodefense Campus at Fort Detrick, which includes the Department of the Navy, the Department of Homeland Security, the Department of Health and Human Services, the U.S. Department of Agriculture, and the Centers for Disease Control and Prevention.

The Center's Medical O&T projects support the Army's medical mission by equipping and transitioning staff and patients into new and renovated facilities and has performed outfitting and transition operations at new Army medical facilities at Fort Benning, Georgia; Fort Hood, Texas; and Fort Riley, Kansas.

The Medical O&T program not only supports stateside projects, but supports projects in Europe and the Pacific, too. However, its support for the USAMRIID project is one with a truly global impact.

"Building, transitioning and outfitting new or refurbished laboratories, clinics or hospitals, is a function of U.S. Army Corps of Engineers and we're proud to be a part of the team that shares in the success of the Army Medical Command's global mission," Chlarson said.

Workshop explores savings under ESPC

By William S. Farrow
Public Affairs Office

More than 50 government and industry representatives converged at the Beville Center on the University of Alabama Huntsville campus Aug. 29 for the first Energy Savings Performance Contracting Measurement and Verification Workshop.

The workshop allowed attendees to share information, experiences, and lessons learned on past and on-going ESPC projects.

An ESPC is an acquisition vehicle an installation can use to meet energy and water reduction goals without upfront capital costs. In close coordination with the garrison and U.S. Army Engineering and Support Center, Huntsville, the energy service contractor (ESCO) provides capital and expertise to make comprehensive energy and water efficiency improvements on facilities or implement new renewable energy capabilities and maintains them in exchange for a portion of the generated savings.

These third party financed agreements allow the garrison to focus appropriated funds on mission critical requirements.

Measurement and Verification is the term given to the process to ensure savings delivered by an ESPC project meets or exceeds the guaranteed savings goal established under the contract.

Shah Alam, Huntsville Center ESPC post-award team lead and the workshop organizer, emphasized two key areas of improvement: annual reporting of



Photo by William S. Farrow

Navy Cmdr. Walter Ludwig, representing the Office of the Assistant Secretary of Defense for Energy, Installations and Environment, addresses Energy Savings Performance Contracting Measurement and Verification Workshop attendees Aug. 29 at the USACE Learning Center.

government impacts on energy savings, and government witnessing of annual M&V data collection efforts.

“The total cost saved can be affected by many factors, such as energy prices,” Alam said.

“The M&V process allows the energy savings delivered by the ESPC to be isolated and evaluated objectively.”

During the day-long workshop, ESPC experts shared information with attendees through briefs and feedback sessions.

Bruce Forsberg, the Center’s engineering team lead for ESPC, explained that a key part of the M&V process is the development of an ‘M&V Plan,’ which defines how the savings analysis will be conducted before the energy conservation measure (ECM) is implemented.

“This provides a degree of objectivity that is absent if the savings are simply evaluated after implementation,” Alam said.

Huntsville Center energy engineers Bryant Marshburn and Carl James provided guidance on simplifying annual M&V reporting and emphasized consideration of uncertainties in developing realistic estimates for guaranteed savings amounts for each ESPC project.

William Eggleston, Huntsville Center safety engineer, spoke to the group about the safety requirements while collecting M&V data and Matt Urbanic, ESPC Contracting, clarified reporting requirements for ESPC projects.

Jason Bray, ESPC program manager, said in 2010, there were no more than 15 ESPC projects on Defense Department installations. He said today there are more than 60 and in the next three-to-four years, he estimated there will be more than 100 ESPC projects.

Bray said that growth shows why partnerships are so important to the ESPC program.

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REM Program finds savings for USAR

By Mark Thompson
Public Affairs Office

Five years of savings, service and sustainability gains bolstered the U.S. Army Reserve's decision to renew its contractual participation with the U.S. Army Engineering and Support Center Huntsville's Resource Efficiency Manager Program.

Huntsville Center's REM Program identifies solutions and practices to help reduce energy and water costs through a contracted subject matter expert who works with military customers to develop site energy programs and secure renewable energy assets. In the Army Reserve's case, REMs at nine sites across the country helped to save hundreds of thousands of dollars in energy costs.

"When we were renewing our contracts, they wanted to make sure they got their REMs back," said Teresa Whalen, REM program manager for the Army Reserve project. "Because they do come alongside and work closely with the sites, they would have felt that loss if they had not been replaced."

Those savings and superior customer service led Army Reserve leaders to extend their participation in Huntsville Center's REM Program. Under the new agreement, Huntsville Center reduced the total number of contracts from nine to four with a recognized cost savings of more than \$1.2 million over the life of the contracts.

"Additionally we pushed the option years to the second quarter so that we didn't have that end of year stress and also so they could take advantage of any money available in the second quarter," Whalen said. "We value our partnership between the REMs, the sites, the customer and the Corps."

The REM Program is always looking for innovative solutions to save their Army Reserve customer money and deliver superior customer service. Soon, REMs and their customers will have a new tool for identifying energy related savings.

ESPC

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"Bringing together the government and the ESPC community into a central location not only strengthens those partnerships but also builds upon the business model of M&V," Bray said.

"By coming together on an annual basis we can continue to share ideas and lessons learned that will help further the success of the ESPCs now and in the future," Bray said.

"As the DOD portfolio continues to grow in Third Party Financing, it is imperative through our partnership with the private sector, that together we ensure the customer is both educated on what M&V requires and the roles and responsibilities for government and ESCOs therein."

Huntsville Center's REM Program team is developing a monthly work report to serve as a dashboard/scorecard. The report will measure work performed during the month and work planned for the month ahead.

"The REM dashboard will be broken out between energy usage and consumption and energy dollars saved," Whalen said. "This will allow REM data to be collected and analyzed to paint a clearer picture of actual money and energy saved."

This information will guide REMs to better advise their customers about where savings can be found. Onsite managers can use the data to adopt the tools and techniques best suited to assist the customer in savings and sustainability goals in real time.

"They're always looking for ways to save money," Whalen said. "It can be through audits, they can find energy initiatives that actually reimburse by check, or just update equipment. There are any number of ways they can do it."

Aside from showing where energy savings might be found, the dashboards will also provide an accessible archive of where cost savings have been found. Tabs on the report will include direct income – state and federal grants, rebates and incentives; direct savings – identifying possible utility billing errors or changes in rate schedules; and energy and resource awareness and training.

According to Whalen, the wealth of information captured and categorized by the dashboards will help the REMs pay for themselves as they assist customers in achieving energy savings by graphically showing the value and return on investment the program brings to garrisons.

Dashboard data from the Army Reserve REM program might also benefit other Huntsville Center initiatives within the Energy Division.

"We're also hoping to get enough data to develop a SharePoint site so everyone in the division can pull that information in case they have a project they are working on in that same location; they'll be able to pull and view that documentation if it might support one of their projects," Whalen said.

Speaking to the attendees, Navy Cmdr. Walter Ludwig, representing the Office of the Assistant Secretary of Defense for Energy, Installations and Environment, said saving energy is obviously the right thing to do for the environment; it's also vital to national defense as energy cost savings helps transform the U.S. military into a more lethal and capable force.

"Measuring and evaluating (our projects) enables us to get more money to the warfighter," Ludwig said.

"For every dollar saved in an ESPC, that's a dollar that's going to the warfighter."

Tiller retires from Huntsville Center after 30-year career

By Debra Valine
Public Affairs Office

In October, Dorothy Tiller, a supervisory human capital specialist with the U.S. Army Engineering and Support Center, Huntsville, will close the chapter on her 30-year career with the federal government.

Her future plans include faithful service to God, visiting her children Ashley and Sherrill, and travel. She will celebrate her retirement with family and friends privately.

“I will miss being a part of something larger than myself,” Tiller said.

“Whenever anyone would ask me ‘where do you work?’ and I would answer ‘the Corps of Engineers, Huntsville Center,’ their response of respect and amazement was priceless to me. We should not be prideful, but, I must admit that I was always filled with pride when this would happen.”

Tiller, a Huntsville, Alabama, native, got her start with the federal government as an intern with the Army Materiel Command in 1987. She became the Huntsville Center’s Human Capital officer in 2009.

“This assignment with the Huntsville Center allowed me to see and experience other significant missions within the Department of Army,” Tiller said. “The Corps’ missions would include supporting the Soldier in the field, strengthening the nation and defining excellence on an international level.”

While at Huntsville Center, Tiller, a graduate of Alabama A&M University in 1981, served as a primary member of the negotiations team that developed the collective bargaining agreement with the American Federation of Government Employees after the workforce voted to join the union in 2015.

She also successfully transitioned the Huntsville Center from the National Security Personnel System back to the General Schedule Total Army Performance Evaluation System, facilitated management through furloughs, hiring freezes and summer hire programs.

Tiller recalls that her initial interview for the intern position with Army Materiel Command took place at the Shoney’s restaurant then on the corner of University Drive and North Memorial Parkway.

“Mr. Roland Volk from the Atlanta Regional Office hired 27 other interns that day,” Tiller said.

Her first permanent assignment was at Redstone Arsenal,

Missile Command (MICOM). She supported the Readiness and Research & Development commands in the Staffing and Classification divisions.

Throughout her career, Tiller held a variety of human resources positions with a number of government agencies, providing the full range of

services and advice, but said the duties in her first permanent career position became her favorite.

“Position classification was my favorite job over the years because I could build an organization from the ground up,” Tiller said.

“This allowed me to become an expert on the most efficient and effective human resources mission requirements which ultimately made me most valuable to management. I received my first permanent career offer in the Classification specialty.”

In 1992, she was promoted to a senior classification specialist and reassigned to the Army Research Laboratory (previously named Harry Diamond Labs) in Adelphi, Maryland. At ARL she became a key player in re-establishing its classification program and working in its Management Employee Relations program. Later, due to the regionalization of the Civilian Personnel Offices she was reassigned to Headquarters, Department of Defense Educational Activity in Arlington, Virginia, and then promoted to lead classification specialist.

“In 1997, I relocated back to MICOM and served as a Management Employee Relations specialist who supported management in its personnel efforts to merge the MICOM with the Aviation Command to form Aviation and Missile Command,” Tiller said.

She supported the Department of Army during Base Realignment and Closure, Desert Storm, Desert Shield, and 9/11 as it relates to advising top management on all



Tiller

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Registration open for Small Business Forum set for Oct. 18 at Davidson Center

Staff Reports
Public Affairs Office

Registration is open for the U.S. Army Engineering and Support Center, Huntsville's Annual Small Business Forum. The registration is available online at:

<https://2017-hnc-sb-forum.eventbrite.com>.

Check in and networking start at 8 a.m. Oct. 18 at the U.S. Space and Rocket Center's Davidson Center for Space Exploration in Huntsville, Alabama.

"Huntsville Center's Annual Small Business Forum is a fast-paced event that is well received by industry because time and money are saved," said Rebecca Goodsell, Huntsville Center's chief of Small Business Programs.

"It's fast because the Center is a cost reimbursable organization, just like private industry. We forego potential earned income to attend this event in the hopes of a valuable return on this mutual investment in future. And since our time out of the office is money spent too, we get right to the point, and this is why firms love our event."

The conference features a general



Courtesy photo

The U.S. Army Engineering and Support Center, Huntsville's Annual Small Business Forum is set for Oct. 18 at the U.S. Space and Rocket Center's Davidson Center for Space Exploration.

overview of doing business with the Huntsville Center and covers major regulatory changes and upcoming acquisitions, followed by an opportunity for attendees to interact directly with program managers and contracting officials for the Center's more than 40 programs.

Other than small business companies, large businesses also attend the Small Business Forum looking for potential subcontractors, protégés or teaming

partners. Take advantage of this free event and register early before capacity is reached. Registration ends close of business Oct. 10. Delays could mean non-availability of the subject matter experts you may want to meet. If you have questions or comments, email sbo-hnc@usace.army.mil. The U.S. Space and Rocket Center is located at 1 Tranquility Base, Davidson Center, Huntsville, Alabama 38505.

Tiller

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things personnel."

From 2006-2009, Tiller served on the initial team to review shared duties between USACE, AMC and AMCOM concerning the proposed merger of Equal Opportunity and Equal Employment Opportunity duties. As a supervisor in the Civilian Personnel Advisory Center, Tiller provided a full range of CPAC services to commands, activities or organizational elements with varied reporting channels and diverse missions.

Tiller worked for the CPAC as a lead personnel management specialist from 1996-2006 where she helped organizations resolve difficult issues or problems requiring consideration of the total personnel management program.

She also worked as a supervisory human resources specialist providing expert advisory services to management

sufficient to conduct business and negotiations with the AFGE bargaining unit employees and organizations.

"Department of Army has allowed me to successfully raise two lovely daughters, Ashley and Sherrill and put them through college; serve my community through volunteer work such as Red Cross Volunteer, Volunteer for homeless food kitchens such as Martha's Table – District of Columbia, Downtown Rescue Mission and the Boys and Girls Club; and nurture two loving parents, the late Mrs. Lavada Crutcher Tiller and the late Mr. Johnny Preston Tiller, both of whom passed away during my tenure here at the Huntsville Center.

"I am grateful to Department of Army for allowing me to serve and support the Soldier in the field for 30 successful years. The Corps of Engineers, Huntsville Center has provided an excellent end to this portion of my



Photo by Amy Tolson

Temmeria Nicholas prepares for her participation in Space Camp at the U.S. Space & Rocket Center. A West Virginia resident, her stay in the Rocket City was made possible thanks to the Failure is Not an Option Scholarship Fund.

Scholarship fund opens doors to space adventure

By Amy Gucken Tolson
Redstone Rocket

Jayce Neal knows that failure is not an option.

Walking across the stage at the U.S. Space & Rocket Center's Space Camp graduation, the possibilities before Neal were endless. Possibilities that he might not otherwise have seen growing up in Meadow Bridge, West Virginia, where the population is fewer than 400, at least a quarter of which lives below the poverty line, according to the U.S. Census Bureau.

And it's all thanks to retired Lt. Col. Russ Dunford, his family and the kind generosity of others.

"This could open up new doors for him," Melissa Neal, Jayce's mom, said

of his trip to Space Camp.

"He already wants to be in the military. This is something completely different that he could also do with that military training and experience. He's got ADHD – everybody always overlooks him when it comes to certain things. This is a big, big opportunity for him to get to do something like this. It means a lot to him and to us. I hope this opens his eyes and he realizes that he can do it. I hope that he can see that just because I have a little trouble in school doesn't mean I can't step out of my box and achieve what I want to do."

It started with a Christmas present.

In December 2015, rather than receiving a gift from his family, Dunford decided it was better to give than receive, and asked that they instead send

a student from his hometown in West Virginia to Space Camp.

The family did just that in summer 2016, and garnered so much attention and support that they were able to create the Failure is Not an Option Scholarship Fund at the U.S. Space & Rocket Center, which now provides a male and female student from Meadow Bridge Elementary School with the opportunity to attend Space Camp, at no expense to them, the summer of their fifth-grade year.

"They don't even know this place exists. I did not even know it existed until 2003," said Dunford, U.S. Army Engineering and Support Center, Huntsville's strategic plans and integration chief.

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Space

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“As far as they’re concerned, the only thing south of West Virginia is Myrtle Beach and Disney World. They don’t even know the opportunities that are there. The old saying goes, ‘If the only tool in your toolbox is a hammer, then every problem looks like a nail.’ That’s the way we all are. We don’t know what we don’t know. This experience opens their eyes to a totally different world.”

Located in the heart of coal-mining country, Dunford describes his hometown as “the closest thing to a Depression-era area you’ll find due to the shift in energy sources away from coal” despite West Virginia -- think Homer Hickam, Chuck Yeager ... and hopefully a future Meadow Bridge Elementary alumni being known as “the birthplace of some who helped put mankind on the moon.”

Each fall Dunford takes personal leave and visits the school to talk to the students about where his choices, perseverance, mentors and tenacity have taken him, and to open their eyes to the opportunities available to them outside the coal and timber mining industries.

In his conversation with the kids he leans heavily on his mantra, “Failure is not an option,” which he picked up both from his brother and the movie “Apollo 13.”

“What I try to tell the kids is when I say, ‘Failure is not an option,’ my intent is not that you’re never going to fail. In fact, I hope you fail,” Dunford said.

“Because if you’re not failing, you’re not trying. If you’re not breaking something, you’re not trying. You’re going to meet kids who can run faster, jump higher, they might even be smarter than you. If you learn from that, you’re moving forward. When I say, ‘Failure is not an option,’ what I mean by that is the acceptance of the failure is really not the option. You don’t just stop after that.”

To apply for the scholarship, students are asked to write an essay on “What ‘Failure is Not an Option’ means to space exploration and my goals.”

“My goals and the goals of space exploration are one and the same. I want to do as much as I can and go as far as I can in life,” Neal wrote in his essay.

“Space exploration also wants to do the same thing for our country and the scientific community. We will work hard and try again if needed. Neither I, nor space exploration, will fail because to fail meant we gave up, and that is the true definition of failure.”

From July 2-7 Neal and fellow Meadow Bridge student Temmeria Nicholas trained like astronauts, traveled to space on simulated missions, and engineered their way through various challenges, all designed to show them the career possibilities that await them in the fields of science, technology, engineering and math.



Photo by Amy Tolson

Failure is Not an Option Scholarship Fund founder Russ Dunford, left, poses for a picture with 2017 scholarship recipient Jayce Neal at Space Camp graduation.

The 1/6th Gravity Chair was Neal’s favorite part of the week.

The scholarship recipients join the Space Camp family, some 750,000 graduates worldwide who have come through the U.S. Space & Rocket Center’s doors.

U.S. Space & Rocket Center CEO Deborah Barnhart told the graduates Friday that it doesn’t necessarily matter if they pursue a career in space – one Space Camp graduate is a Metropolitan Opera singer after all – but rather, that they know the possibilities available to them.

“We now know you have seen your own future through your own eyes,” Barnhart said at Space Camp graduation. “We’ve cracked your cosmic egg.”

That is the whole point of the scholarship program, Dunford said.

“When they leave here I hope they see the value of education and where education can get them,” Dunford said. “If it plants that seed then we’re a success.”

Editor’s note: Donations to the Failure Is Not An Option Scholarships may be made online at www.rocketcenter.com/donate. The goal is to eventually expand the scholarship program to other schools in the Appalachian region.

Benson assists others with their wellness journey

By Mark Thompson
Public Affairs Office

Dee Benson wants you to have a life of longevity filled with great physical and spiritual health.

Each Monday and Thursday, here at Huntsville Center, she helps willing coworkers to achieve those goals. Benson, business practices chief in the Business Management Office, leads a lunch time class from 12:30 - 1:15 p.m. in the fitness center designed to improve an individual's physical health.

Improving one's physical state is a key step to wellness for the whole of who we are, according to Benson.

"Being well means everyone benefits – yourself, your family, friends, employer and co-workers," Benson said. "You have a closer connection on a spiritual side. Being well in your physical body means everything else can improve."

Benson says she was inspired to conduct her fitness class after the announcement of the Commander's Fitness Challenge in January.

Col. John Hurley, commander of Huntsville Center, challenged employees to participate in an organized effort to set fitness goals, track their progress and share their results this spring.

Several employees stepped up to lead fitness classes on site to assist coworkers in achieving those goals, Benson among them.

"As an individual, I have a passion for wellness and people," Benson said. "As I approach my journey as a federal employee, I'm also approaching my journey in wellness."

Sharing that journey is fueled, in part, by her own personal experiences.

"Your journey is longer if you allow it to be," Benson said. "In my life, people very close to me have passed away when very small changes in their lives could have led them to a longer life."

Soft-spoken, Benson's quiet demeanor and dignified countenance belies the assertive coach she becomes during her classes.

Amanda Sticker, a Department of the Army intern and

student in Benson's fitness sessions, credits her instructor's vocal encouragement with her strides toward improved wellness.

"She pushes you by motivating and making you ask yourself if you are truly tired or are you quitting on yourself," Sticker said. "I tend to skip my workout if I don't have someone to push me or if I am not being held accountable."

In one recent class, Benson eyed Sticker selecting dumbbell weights she felt were too light for her student. Benson went to the weight rack, picked up a heavier set, gave them to Sticker and challenged her to push herself.

Holding her students accountable is a standard Benson said she has always set for herself.

A track athlete in high school, Benson says she has always made time for exercise.

"In my own life, I have been what I call a fitness dabbler," Benson said. "I've done step aerobics, jazzercise and track in high school. I fell into distance running in the mid '90s and it provided for good cardio and weight control."

Preaching self-discipline and commitment to fitness is not a "do as I say" proposition.

Once, during a week that would end with business travel,

Benson realized she would miss out on her scheduled fitness training with her own instructor. The day before leaving Benson tried to no avail to convince her personal coach to let her do her intense program that morning and come back again to repeat the effort in the afternoon. She laughs looking back, but said she still found time to work out and walk long distances while on the road.

Benson's enthusiasm for wellness is infectious and the physical benefits come quickly.

"Dee (Benson) makes me stick with it," Sticker said. "It's too easy to say to yourself I'm busy during the lunch break, but since I've been going to Dee's class I have more energy. I've also noticed my arms are beginning to have more definition again, and my legs are getting stronger."

Benson enumerates her principles for fitness as follows:

- Set your goals.
- Put yourself first.
- Don't be discouraged by occasional obstacles.
- Realize there is only one you and the well you is the

better you.

Becoming the better you is a journey Benson helps her fellow coworkers traverse every Monday and Thursday from 12:30 - 1:15 p.m.

Benson uses this quote to encourage herself and others to start and continue their wellness journey, "Strive for progress, not perfection."....Anonymous. She would very much like to see you there.



As an individual, I have a passion for wellness and people.

- Dee Benson



Cybersecurity Systems Branch oversees management of cybersecurity accreditations

By Kerry Gates
Huntsville Center

The U.S. Army Engineering and Support Center, Huntsville provides quality oversight for the management of cybersecurity system accreditations of Industrial Control Systems for the Department of Defense using the Risk Management Framework requirements.

The cybersecurity requirement is mandated for the defense department per the Risk Management Framework standards in accordance with the DOD Instructions 8500.01 “Cybersecurity” and 8510.01 “RMF for DOD IT” both updated and released in March 2014. Replacing the DOD Information Assurance Certification and Accreditation Process, the Risk Management Framework is comprised of six steps: Categorize the System, Select Security Controls, Implement Security Controls, Assess Security Controls, Authorize System, and Monitor Security Controls.

The cybersecurity project delivery team includes cybersecurity program and project managers, Industrial Control System Technical Center of Expertise technical experts and contracting professionals. The Cybersecurity Program works directly with the Industrial Control System Technical Center of Expertise, also located within Huntsville Center, to assess and authorize industrial control systems for various defense department customers.

Industrial Control Systems can include, but are not limited to, Utility Monitoring and Control Systems, Electronic Security Systems, Building Automation Systems, Supervisory Control and Data Acquisition systems and similar control systems. Huntsville Center also provides Industrial Control System technical expertise through additional programs, including the Electronic Security System Mandatory Center of Expertise, Sustainability and Energy Center of Expertise

for Metering, and the Utility Monitoring Control System Mandatory Center of Expertise.

Additionally, the Cybersecurity Program is developing the capability to execute Risk Management Framework requirements for microgrids and medical systems. The program can perform studies to assist customers in evaluating if their Industrial Control System can undergo an assessment and achieve an authorization to proceed or if updates are required before applying the Risk Management Framework requirements.

When initiating a project, the cybersecurity team, in coordination with the customer, will develop an acquisition plan and execution schedule for obtaining and maintaining system accreditation.

The team also ensures the contractor fulfills the duties of the contract by providing all required documentation and artifacts, to include, but not limited to, a final hardware and software list, a System Security Plan, Configuration Management Plan, Contingency Plan, Risk Assessment Report, Physical Security Plan, Patch Management Process, a Plan of Actions and Milestones, and Continuous Monitoring Plan.

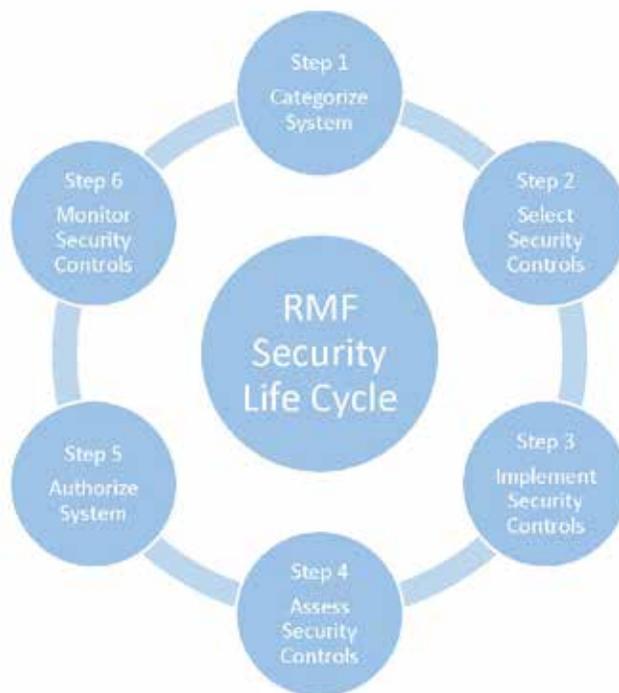


Figure 1 – RMF 6 Step Process

The team also ensures the appropriate personnel are on site during the independent Security Control Assessor-Validator assessment to assist with answering any questions related to the system. The team can contract out the requirements for executing continuous monitoring after the Authority to Operate is achieved to ensure the certification is maintained as required under the Risk Management Framework; or the team can support the customer in ensuring the continuous monitoring process is understood and executed at the local level.

The cybersecurity team has various contract vehicles available and will work with various DOD organizations to obtain an Authority to Operate certification and will

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LDP II group visits Center Hill Dam

By Mark Thompson
Public Affairs Office

Participants in Huntsville Center's current Leadership Development Program Level II traveled to Lancaster, Tennessee to get a closer look at Nashville District's ongoing rehabilitation project at Center Hill Dam, July 20.

LDP strives to expand employees' knowledge about their organization and the entire Army Corps of Engineers. The Huntsville Center LDP II includes on-the-job assignments and cross-training which encompasses classroom study, outside reading assignments, local field trips and brown bag seminars.

Group members took a prior trip to the U.S. Space and Rocket Center in the spring before heading to Tennessee in July.

"I love seeing people in the USACE family and all the pride that they have for what they do," said Michael Braddock, Energy Engineering Analysis Program manager. "That was something great for me to see."

Center Hill Dam Resource Manager Kevin Salvilla shared a background briefing with the Huntsville Center group about the nearly 70-year-old dam that included a look at the structure's multifaceted mission to provide area residents with everything from clean water and flood protection to recreation and environmental stewardship.

The dam was begun in 1942 and completed in 1948. The only break in construction came during World War II so men and material could support the war effort. Now, Center Hill Lake boasts 415 miles of shoreline along 64 miles of the Caney Fork River, a tributary to the Cumberland River that flows into Nashville.

These types of knowledge sharing



Photo by Mark Thompson

U.S. Army Engineering and Support Center, Huntsville employees listen as Allan Malcomb with the Army Corps' Nashville District explains ongoing efforts to shore up the saddle dam located at Center Hill Lake July 20.

trips between districts, divisions and centers can have a positive ripple effect across the Army Corps, according to Savilla.

"The benefit to sharing our work and the way we do things with other USACE organizations goes beyond a single project," Salvilla said. "This can allow us to all learn from each other and apply those lessons to our own projects at our individual organizations."

The Center Hill Dam Safety Rehabilitation Project is a multi-year, multi-million dollar effort that has been broken up into three phases. The first two phases, begun in 2008, are now effectively complete and provided for the repair of the earthen embankment abutting the main concrete dam.

The third phase, ongoing now, will shore up a nearby earthen "saddle dam" that fills a low area of the lake's rim.

Getting to see the massive machinery and equipment required for such large projects helped provide contract specialist Lena Andrews with a

perspective she can't get back at the office.

"It gave me a reference point on why stuff costs so much," Andrews said. "In contracting, we're sitting at our desk and it can be like 'no way' does a chain cost that much."

The chance to get hands and eyes on interactions with Corps projects is one of the crucial benefits of LDP II, according to Archella George, with Resource Management. George noted she knows plenty of co-workers with years in the Corps who have never been to a project site.

"This ties into one of the many reasons why I think the LDP program is a value to any career program at the Corps," George said. "Being an accountant, I do not get the opportunity to get as involved in Center-wide projects as some of my team members. As a program participant, I get a better understanding of what we do in the Center through the trips and interactions with my teammates."

The program is open to anyone at the Center who is interested in developing their leadership skills.



Photo by Michael May

GETTING READY TO GENERATE ENERGY

Eight U.S. Army Engineering and Support Center, Huntsville summer hires visited the project site for the Renewable Energy Generation Facility on Redstone Arsenal Aug. 4. Installation Support and Programs Management Energy Division Project Manager Robert Whitney and Contracting Officer Representative Victor Petty explained the project that will procure reliable, renewable, locally generated electricity from a contractor-constructed and operated 10 megawatt solar photovoltaic (PV) plant.

Cyber

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work with customers to ensure the requirements for maintaining that certification are understood and can be executed as required. Through up-front coordination and communication with the customer, the cybersecurity team ensures the customer is aware of all of the requirements for securing its system and what its roles and responsibilities as the end user and system owner will be once Authority to Operate status is achieved.

The Cybersecurity Program understands the requirements for obtaining and maintaining a Risk

Management Framework Authority to Operate certification and has proven successful in obtaining those certifications for customers. The Cybersecurity Program is home to the Industrial Control System Cybersecurity Technical Center of Expertise, the Electronic Security System Mandatory Center of Expertise, the Sustainability and Energy Center of Expertise for Metering and the Utility Monitoring Control System Mandatory Center of Expertise, and has the necessary in-house support to execute a wide array of projects. The Cybersecurity

Project Delivery Team provides turnkey solutions that include project management, technical expertise and contract support and manages cybersecurity projects from inception to completion. Finally, the CS Program has Information Assurance Management level II and level III certified cybersecurity specialists in the Industrial Control System Cybersecurity Technical Center of Expertise to assist with execution of the Risk Management Framework process to meet the customers' cybersecurity needs.

Ethics, charitable donations in the federal workplace

By Melanie Braddock
Office of Counsel

In recent weeks, we have seen the devastation caused by hurricanes, Harvey, Irma and Maria in the United States and Puerto Rico.

We have talked to our colleagues about the safety of their families or the impact to their hometowns. Others have checked on our stakeholders who were impacted. The widespread damage affected our workforce deeply.

Many have asked about providing support to the hurricane victims in an “official” capacity. Ideas have included food and clothing drives in support of the hurricane recovery efforts. So the key question with regard to “how can I help?” comes down to whether it is in the workplace or outside of the workplace.

Outside of the workplace, individuals have the ability to make contributions, organize food drives, and gather relief supplies, within the local

community through your churches, alumni organizations or other non-profit organizations; however you must keep those efforts separate from the workplace.

In the workplace, Department of Defense employees can provide immediate support to those impacted by the hurricanes by making an individual financial contribution directly to the voluntary organization of their choice.

Many charitable organizations providing direct disaster relief can be found by checking the Federal Emergency Management Agency’s website (<https://www.fema.gov/volunteer-donate-responsibly>). Alternatively, another way to support the relief efforts officially is to deploy in the recovery efforts. If you are interested in volunteering in the hurricane response effort, please contact Jeffrey Davis. Beyond immediate needs, the people in these regions will face a long-term rebuilding process. To support those efforts, you may consider supporting a charity providing assistance to the victims through the 2017 Combined Federal Campaign as well. Having worked with many of you going back to 2012, I know this is an organization with a huge heart.



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