



Huntsville Center  
**Bulletin**



U.S. Army Engineering and Support Center, Huntsville

An aerial photograph of a large industrial facility with numerous buildings, pipes, and storage tanks, set against a backdrop of green hills under a clear blue sky.

**Final chapter:  
Chemical weapons  
destruction begins at  
Blue Grass**

Story on Page 5



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## Hail and farewell

### Hail

**Mackenzie Hemeyer, Claire Blackmon, Bernadette Buzzell, Yelena Fykes**, Installation Support and Programs Management Directorate; **Charlie Teffeteller, Nicole Guyton, Malisia Barrala, Engineering Directorate; Kara Duckett**, Ordnance and Explosives Directorate; **Robert Marsh, Jasmine Jackson, Natosha Matthews, Laura Copen, Philip Maaninen, Gray Rider, Ryan Strange**, Center Contracting; **Emily White**, Safety Office; **Nicole Blanks**, Business Management Office; **Michael Graves**, Office of Counsel; **Anthony Anderson, Robert Franklin**, Internal Review Office; **Karl Clark**, Resource Management Office; **Jose Santos**, Operations.

### Farewell

**Janie Nabors, Paul Anderson, Joseph Dawers**, ED; **Traci Phillips**, ISPM; **Lisa Snead**, CT; **Ross Westbrook, Robert Walker**, BMO.

# Commander's thoughts



**W**e recently enjoyed a day of celebration, camaraderie and recognition during our Engineer Day 2019 on June 16. We come together to celebrate the Army's birthday, to honor the establishment and history of the U.S. Army Corps of Engineers, and to recognize our most valuable asset – our people!

We recognized outstanding individuals who accomplish “everything else” every day - people whose contributions and accomplishments over the past year that have helped the Center remain the go-to organization for expertise and innovation. Congratulations to this year's award winners and “Thank You” for everything each of you do.

A big thank is also in order to those of you who responded the 2019 Federal Employee Viewpoint Survey. The FEVS measures your satisfaction with respect to the organization's leadership, our work processes and policies and other areas. Your survey responses allow the Center's leadership to understand what is most important to you, and find areas where we have opportunities to improve.

Another thank-you goes out Boyce Ross who will step in as Huntsville Center's deputy commander until August. Boyce's leadership and understanding of the Center's inner workings is a

huge asset.

Your new commander, Col. Marv Griffin, will be arriving in Huntsville soon and will take command of the Center during a change of command ceremony set for Aug. 14.

Col. Griffin comes to the Center after a year-long deployment. I know he's eager to learn all he can about the Center's operations, so give him a hardy welcome and be prepared to provide him with the information he requires to command the organization. After the change of command ceremony, I will return to the deputy commander position and Boyce will return to overseeing the Engineering Directorate.

A big thanks also to Gina Elliot, who once again stepped up to the challenge and filled in as the Center's deputy commander in April. Gina has provided outstanding support to this organization and will continue to do so as a project manager for the improvements we are making every day at 475 Quality Circle.

Speaking of improvements, over the next several months you will see installation of new office cubicles, carpet replacement, paint and improved data and electrical infrastructure at Quality Circle.

Work is anticipated to begin in the vacant area this month. Information as to closed areas and safety procedures will be put in place as the renovations take place. I ask that you are patient during



**Lt. Col. H. W. Hugh Darville**  
the process.

With summer in full swing, I encourage each of you to be safety-conscious in all your activities and always maintain situational awareness and manage your risks.

The summer months are statistically the time of year accidents involving automobiles, motorcycles and personal watercraft pose the greatest risk; and we must all remain vigilant for ourselves and each other.

As you enjoy your summer, remember that the end of the fiscal year is quickly approaching. I know many of you are making preparations now. However, before the busiest time of year arrives, take some time to recharge the batteries. Taking time for yourself is important for your body and mind, and it can make a difference in how healthy you are in general.



**US Army Corps  
of Engineers**

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## BULLETIN

Commander..... Lt. Col. Hugh Darville  
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Employee Spotlight :

# Bonnie Patterson



**By Mark Thompson**  
**Public Affairs Office**

**H**untsville Center recently recognized acquisition support specialist Bonnie Patterson as the June Employee of the Month.

Patterson supports multiple programs within the Energy Division, and her supervisor, Alan Fearn, highlighted her recent achievements in supporting three energy programs this year. Fearn noted Patterson's efforts helped make sure stakeholders received early, or on-time project delivery.

Fearn says Patterson helped increase program efficiencies with model contractual documents, and completed 100 percent of annual contracting officer's representative, COR, inspections and monthly COR report reviews for three energy programs.

But it was more than professional proficiency that make Patterson worthy of recognition said Fearn.

"Ms. Patterson is as excellent a person as she is a professional, and everyone who knows her seems to share a kind comment about both qualities," Fearn said.

As for herself, Patterson gives credit to her family and upbringing as well as the nature of Huntsville

Centers' mission for the inspiration to see a job well done.

"My family has instilled a hard work ethic in me from a young age," Patterson said. "Combine that with the fact that I get to serve and work for our soldiers, the men and women who have made the ultimate sacrifice and give us all of the privileges that we have today, it provides me extra motivation to give my absolute best in all I do."

According to her Employee of the Month nomination form, Patterson's work ethic led her to reliably inform project managers, contracting officers, and other key staff on the requirements to meet advertised milestones, while at the same time training, encouraging, and inspiring those with whom she worked.

It was also noted that her contract actions for the Resource Efficiency Manager, REM, Program were recognized during the Army Audit Agency's May pre-brief of their June draft report.

Patterson has been with Huntsville Center for 17 years. Prior to her current position with the Energy Division, she spent the majority of her time supporting the Furnishings Program and the Military Munitions Design Center as an acquisition support specialist.

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



Courtesy photo

A robot moves an inert projectile from a conveyor tray to a device that will remove the nose closure at the Blue Grass Chemical Agent-Destruction Pilot Plant. As the U.S. Army Corps of Engineers' agent for facility design and construction of all chemical demilitarization facilities, Huntsville Center has a long history building the facilities used to destroy chemical weapons, including BGCAPP.

# Final chapter of chemical weapons destruction begins, Huntsville Center role evident

By William S. Farrow  
Public Affairs Office

The Blue Grass Chemical Agent-Destruction Pilot Plant (BGCAPP) held a public event May 29 at the Armed Forces Reserve Center in Richmond, Kentucky to commemorate the start of chemical agent destruction operations.

Hundreds attended the event, which featured Senate Majority Leader Mitch McConnell as the keynote speaker.

"I offer my sincere thanks to the operators, technicians, maintenance staff, construction workers and the many others whose stewardship of this dangerous stockpile has helped us avoid disaster," McConnell said.

Huntsville Center provided oversight of the design and construction of the BGCAPP set to destroy the chemical weapons stockpile stored at the Blue Grass Army Depot.

Destruction of mustard agent munitions began June 7 in the Explosive Destruction Technology facility using a static detonation chamber. Nerve agent munitions will be destroyed in the main plant using neutralization followed by supercritical water oxidation.

Construction of the Blue Grass plant began in 2006. The plant uses a supercritical water oxidation process to destroy nerve agents supplemented by a static detonation chamber used to destroy 15,000 mustard gas 155 mm projectiles.

As the U.S. Army Corps of Engineers' agent for facility design and construction of all chemical demilitarization facilities, Huntsville Center has a long history building the facilities used to destroy chemical weapons.

In 1981, the U.S. Army Toxic and Hazardous Material Agency requested

the support of the then Huntsville Division to assist with construction of the plants, starting with a project at Johnston Atoll.

Through three decades Huntsville Center assisted with designing and constructing chemical weapons destruction facilities in Alabama, Arkansas, Indiana, Maryland, Oregon and Utah.

Boyce Ross, director of engineering at the Center, saw the chemical demilitarization program become one of the largest and longest-running programs supported by the Huntsville Center.

Ross' engineering career with the Corps of Engineers started with the chemical demilitarization program in the 1980s. He was part of the team that oversaw construction of the Pine Bluff Chemical Agent Disposal Facility at

**See Blue Grass on Page 6**



Photo by Stephen Baack

## Future leaders

**Lt. Col. Hugh Darville, Huntsville Center commander, congratulated graduates of Huntsville Center's latest Leadership Development Program II class, June 19. Participants in the program are Rod Amacher, Julie Ange, Amanda Baxter, Chad Braun, Jennifer McDowell, Jessica Larson, Richard Locklair, Earl Ryan Oberholtzer, Michael Pickett, Kyle Shireman, Tamika McDowell, Hector Vega, Ross Westbrook and Lili Miller. The LDP II course work helps create the foundation for strong leadership by enabling participants to think strategically, provide influence to achieve organizational goals, create team effectiveness, and build on partnering relationships both within and outside the Corps of Engineers.**

## BLUE GRASS

Pine Bluff Arsenal, Arkansas.

"Building chemical demilitarization plants involved much more than the Center's workforce growing hazardous materials expertise," Ross said. "We expanded our capability for complex design and procurement as well."

As operations begin at Blue Grass and continue at the Pueblo Chemical Agent-Destruction Pilot Plant in Colorado, the mission to destroy the last of the nation's chemical weapon stockpile will be complete.

Although most Huntsville Center employees recognized their role in the chemical disposal program substantially ended in 2014, the Center formally ended its chemical demilitarization construction mission with completion of the Blue Grass facility in 2015.

Soon after construction was complete at Blue Grass, the Center's Chemical Demilitarization Directorate became the Chemical Demilitarization and Defense Threat Reduction Program under the Center's Ordnance and Explosives Directorate.

"We still have a role in the process," Ross said. "Although our chemical demilitarization program sunset with operations beginning at Blue Grass and ongoing operations at Pueblo (Pueblo Chemical Agent Pilot Plant at U.S. Army Pueblo Depot, Colorado), we're still supporting operations at the

two facilities on an as-needed basis, advising on engineering components during operations or making adjustments during operational testing," Ross said.

Looking back at the work accomplished by the Center's chemical weapons disposal program, Ross said the employees and retirees who worked on the program should all be very satisfied with the work they did to destroy the nation's chemical weapon stockpile.

"Huntsville Center employees had a major role in the destruction of these weapons of mass destruction determined too inhumane to use in war, and too dangerous to store," he said.

"Thousands of people spent hundreds of thousands of man-hours developing large-scale engineering and construction projects that fulfilled international obligations and made the world a better, safer place. We should all be extremely proud of the work we accomplished."

The Blue Grass Chemical Activity, a tenant of the 15,000-acre Blue Grass Army Depot, is responsible for the safekeeping of the portion of the nation's chemical weapons stockpile.

The depot, located near Richmond, provides conventional ammunition services, chemical defense equipment management and manufacturing capabilities.

# Environmental pioneer Zebrowski retires

By William S. Farrow  
Public Affairs Office

As the nation's environmental engineer, the U.S. Army Corps of Engineers manages one of the largest federal missions.

For the last 27 years, a civil engineer dedicated her career to focus on efforts that ensure the Corps provides totally integrated, sustainable environmental practices.

As the director of the U.S. Army Engineering and Support Center, Huntsville's Environmental and Munitions Center of Expertise, Sandi Zebrowski led more than 60 Corps employees in providing high quality engineering and scientific support to environmental remediation, munitions response and compliance programs around the world.

Zebrowski retired from federal service June 3, 2019.

Chip Marin, Huntsville Center programs director, said Zebrowski's dedication to her craft is spotlighted by her personal courage.

"She (Zebrowski) has the most personal courage of any department of the army civilian I've ever encountered," Marin said

"It didn't matter the situation, or the task—if it isn't done right and done to Army policy in accordance with law and policy statute, Sandy wouldn't do it. Doing the right thing takes personal courage."

For Zebrowski, doing the things right was imperative, especially when working environmental compliance issues.

In 1982 she graduated from Virginia Tech with a Bachelors of Science degree in civil engineering with a sub-discipline in environmental engineering.

She was hired out of college by Headquarters, Naval Sea Systems Command in Crystal City, Virginia, and continued working environmental projects for the Navy.

By the time Zebrowski established



**Zebrowski**

her Navy career, environmental laws like the Clean Air Act and Clean Water Act were followed by the enactment of a series of laws regulating waste (Resource Conservation and Recovery Act), toxic substances (Toxic Substances Control Act), and the clean-up of polluted sites (Superfund) that included military installations throughout the U.S.

To keep up with the changes and hone her knowledge and skills, Zebrowski went back to VTU and in 1986 she received her master's degree and became a Professional Engineer in the Commonwealth of Virginia.

In 1987, Zebrowski accepted a position working for Omaha District managing cleanup sites at Shaw and Myrtle Beach Air Force Bases in South Carolina and the EPA Superfund site Ninth Ave. Dump, a former chemical and industrial waste disposal site in Gary, Indiana.

In July 1988, Zebrowski accepted an offer with the Corps of Engineers' Missouri River Division Hazardous, Toxic and Radioactive Waste Center of Expertise (HTRW CX) as program

manager for contracts developed by Omaha District for the Corps' Rapid Response and Preplaced Remedial Action.

In 1995, she became supervisor of the Environmental Cost, Compliance & Technology Branch within the HTRW CX.

Working with her staff, she developed PROSPECT environmental training programs, countless compliance guidance documents and provided regulatory compliance technical assistance to military and civil engineering and Corps operations and construction offices nationwide.

In November 2007, HTRW CX joined Huntsville Center, merging with the Center's Military and Munitions CX to form the Environmental and Munitions Center of Expertise.

The EM CX of the late 2000s comprised approximately 70 staff members with expertise in environmental compliance, cost engineering, geo-environmental and process engineering, chemistry, geophysics, geology, toxicology, environmental health and safety, munitions safety, health physics, explosive safety, risk management and communications, environmental law, and contracting.

By 2016, Zebrowski was directing five EM CX divisions. A major responsibility of the EM CX was quality assurance of environmental and munitions sites.

As Zebrowski continued her career through the last decade, she managed a highly skilled and technical work force of engineers, many with doctorate-level degrees.

After retirement, Zebrowski said she is plans to relax and enjoy life playing, golf, tennis, pickle ball, painting and learning to play the piano.

"I've been very fortunate in my career, but now it's time for some me time."

# Center gives Army National Guard tools to meet Army energy goals

By Stephen Baack  
Public Affairs Office

**H**untsville Center provided instructors for the Army National Guard's annual energy training April 8-12 at Camp Robinson in Little Rock, Arkansas.

The training brings together energy managers from across the National Guard as part of an effort to help ensure they have the tools to meet Army energy goals.

Serving as instructors were subject-matter experts from eight Huntsville Center energy-focused programs.

Topics included utility invoice analysis, understanding current energy regulations, alternative financing, the building commissioning process, advanced meter troubleshooting, and others.

One such instructor was Darren Hunter, a project manager and public utilities specialist with the Commercial Utilities Program, who covered the topic of utility invoice analysis. Though he has only been with the Corps of Engineers for about three months, he drew from his more than 33 years' experience working for Huntsville Utilities for his presentation.

"Our goal was to help them identify critical areas on their utility bill invoices involving electricity, water, natural gas and waste water, and to help them understand the utility bill components, the fundamentals that make up how they compute the bills, the rates and metering techniques," said Hunter, who added that attendees' experience levels as energy managers ranged from decades-worth to less than a year.

Hunter stressed that a major part of invoice analysis is knowing how to look for billing errors, metering misreads, and any unusual usage or cost patterns.

The point was to identify anything



that might yield future cost savings, cost avoidance, or even refunds.

"It takes time to analyze an invoice," Hunter said. "We're just trying to tell them there are some savings you can get if you take time to analyze it and verify you're not getting billed incorrectly. For utility companies, it's an easy pattern for them, and they can make errors that go unnoticed. There are only certain times utility companies will make corrections due to statutes of limitations – usually it's 36 months – so if [mistakes go unnoticed], the opportunity to recoup the cost refunds could be missed."

Another instructor from Huntsville Center was Paul McCarty, a mechanical engineer with the Engineering Directorate and the Utility Monitoring and Control Systems Mandatory Center of Expertise.

McCarty's topic was building commissioning, a process by which facility managers ensure a building is operating according to its intended design and as efficiently as possible. Commissioning applies to a spectrum of functions including plumbing, mechanical operation, security and fire safety, but McCarty said roughly three-fourths of the commissioning process has to do with utility systems such as heating, air conditioning, lighting,

sensors and water, as well as their associated controls and monitoring systems.

McCarty was armed with guiding principles such as "one size does not fit all," "cool and heat people and not spaces," and "look at system efficiency and not just equipment efficiency." Behind these deceptively simple principles were examples filled with complexities.

One example was of a National Guard facility in Paducah, Kentucky, that had elicited an unusually high number of complaints due to heating and cooling problems. The feedback resulted in a retro-commissioning at the request of the Department of Military Affairs. Whereas the commissioning process is for brand-new facilities, "retro-commissioning" is for facilities that have already been in use.

"The investigation and testing of the facility's systems revealed that the primary culprit for the comfort and performance issues was the envelope, specifically the roof to exterior wall transition and metal ribs encapsulating the structural columns," he said.

"Air was found to be infiltrating into interior spaces through the transition joints into the space between the thermal barrier and metal roof."

As complex and specific a problem this might have been, it fell under the guiding principle of "look at system efficiency, not equipment efficiency."

"What a lot of energy managers might do is they'll have a piece of equipment that's really efficient, but then they don't look at the whole building-wide system," he said. "You can have a bunch of efficient components and combine them in the wrong way, and the system becomes inefficient."

See **GUARD** on Page 9





Courtesy photo

Field personnel perform Digital Geophysical Transect surveying in Afghanistan in 2015.

# Global Operations Division saves lives with range cleanup mission in Afghanistan

**By Stephen Baack**  
Public Affairs Office

The Ordnance and Explosives Directorate’s Global Operations Division at Huntsville Center has wrapped up work on a five-year, \$310 million multi-range cleanup project in Afghanistan.

The division managed the mission of clearing ordnance from 62 now-closed U.S.-operated ranges, most of which were part of forward operating bases that shut down in 2014 and 2015 as coalition troops consolidated into larger, more concentrated areas like Bagram and Kandahar.

As is typical with used ranges, a variety of unexploded ordnance and ammunition was still embedded both on the surface and in the subsurface of the ranges when U.S. forces shut down operations at these locations, according to Eduardo Granados, Global Operations Division chief.

The situation posed a distinct danger that the project was designed to remedy: The unexploded ordnance that remained on the ranges gave insurgents an opportunity to gather

explosive content and use it in improvised explosive devices targeting U.S. service members.

Another danger was to the Afghan civilian population, both to those trying to harvest scrap metal for its value and to those who might happen upon the ordnance unintentionally while shepherding their animals or search for firewood. This included herders and children, Granados said.

The material included anything from small-arms ammunition all the way up to aerial munitions, but not all of it was from U.S. forces. Adding a layer of complexity to the situation was the fact that many of these areas were tactically important and had been used as Soviet ranges before the U.S. first arrived in the early 2000s.

It was not uncommon that during a cleanup of these areas, the field crews would uncover items from conflicts as far back as 1979 during the Soviet occupation, including landmines and other non-U.S. munitions.

“In the end, it was the right thing to do and it was a good thing to do because it protected U.S. forces and it protected the civilian population,” Granados said.

## GUARD

Falling under the “one size does not fit all” principle, McCarty used the example of Huntsville Center engineering two different sets of solutions to improve energy efficiency for two similar buildings in different locations. One set of upgrades helped reduce energy

consumption by 75 percent for a facility at Fort Hunter Liggett, California, and a completely different set of upgrades reduced the energy consumption by 74 percent for a similar building in Garmisch, Germany.

“They were really responsive,” McCarty said of the attendees who

quickly exhausted his supply of presentation handouts.

“After the presentation, we probably had 15 or 20 minutes of interaction for just questions and answers. They were really interested in the information I had to give them.”

# Data software innovation empowers leaders

By Stephen Baack  
Public Affairs Office

Huntsville Center welcomed more than 30 employees from throughout the U.S. Army Corps of Engineers for a two-day training session May 8-9 for the data-visualization software called Qlik Sense.

Leading the training were six members of the USACE Data Visualization Services team, within which the Qlik Sense program falls. Coordinating the training was Huntsville Center's Business Practices office, which has been the driving force in implementing the platform locally.

Qlik Sense gives users the ability to create and share real-time data visualizations and, by extension, empowers leaders to make better informed decisions based on that data.

In Qlik Sense, this data is presented as a custom "dashboard" of whichever graphical elements and other key metrics the decision-maker deems pertinent.

Huntsville Center has been using Qlik Sense dashboards for more than two years. Since adopting the program, the Center has automated many of its management control functions, such as the monthly Program Review Board and the line-item reviews at the project, program and division levels.

"HNC has been at the leading edge and forefront of not only Qlik Sense dashboard development, but also in utilizing those dashboards to brief local command," said Ozzy Orwick, Data Visualization Services service owner and Visualization and Analytics Support Tools Community of Practice manager.

"We have found it to be very, very useful in our ability to manipulate and see data, and use it for good decision making at the executive office level here at the Center," said Chip Marin, Huntsville Center programs director.

"And it can do so much more than what we're using it for. We are just barely scratching the surface of what Qlik Sense can do for us. The more we learn about its capabilities, the more we're able to automate a whole bunch of things inside this Center."

During the Program Review Board, program managers from more than 40 programs provide updates to Huntsville Center leadership using a common Qlik Sense dashboard.

Marin can ask any of the program managers, on the fly, to dive into a piece of data for a closer look or compare a set of data for one program with a similar set from another program.

"What they've found, and what we've heard, is that people really like to hear the story behind the data," Orwick said.

"They like to be able to what we call 'drill down' into the data in real time. So, if you want to learn more about a certain project, or you want to learn more about a certain division or



Photo by Stephen Baack

**Ozzy Orwick, Data Visualization Services service owner and Visualization and Analytics Support Tools Community of Practice manager, gives students a brief overview of the two-day Qlik Sense class May 8.**

district, you can do that on the fly. It's not something you'd have to say, 'Well, I'll have to get back to you on that.' If the information is there, it's accessible."

Orwick said this is where Qlik Sense's advantage over more static software platforms like PowerPoint or Excel becomes clear.

"With PowerPoint," Orwick added, "you may say, 'We're going to be briefing Mississippi Valley Division this week in this meeting.' But when you get on the call, they say, 'I'd really like to see the same information for Northwestern Division.'"

If the dashboard was built as an enterprise tool, that data would be there and be available for you to learn more about the information on the fly, and you wouldn't have to say, 'Oh, we'll have to put that report together and get back to you next week.'"

# Fuels contract, project manager assist with Nebraska Air Force base's flood recovery

By William S. Farrow  
Public Affairs Office

An early March “bomb cyclone,” followed by quickly-melting snowfall, caused many rivers throughout the Midwest to quickly swell. By March 15, floodwaters from the bulging Missouri River began creeping onto Offutt Air Force Base, Nebraska.

Preparing for the worst, base personnel strategically positioned more than 200,000 sandbags and 460 flood barriers to check the rising floodwaters.

However, by March 16, officials knew there was no holding back the rising water and sandbagging efforts were abandoned. By March 17, one-third of the base was under water.

On March 18, Moon Hemm, a project manager with the Huntsville Center, opened an email from the Air Force Petroleum Office notifying her of the flooding at Offutt.

Hemm manages several Air Force projects under Huntsville Center's Fuels Program using the GSA Facility Maintenance and Management Schedule contract. The contract ensures fuel storage tanks and equipment are maintained and repaired as needed.

In the email to Hemm, a petroleum office official explained the situation at Offutt. TetraTech-Maytag representatives, the Center's Recurring Maintenance & Minor Repair Program contractors, would have to be available as soon as possible to travel to the base and survey the damage.

As Hemm opened the images attached to her email, she knew the situation was dire. She initially thought the situation would likely be similar to the aftermath of Hurricane Michael at Tyndall Air Force Base in October.

“I knew it was bad and all I could think about was the possibility of jet fuel leaking into the water and how that would be an environmental disaster,”



Courtesy photo

**As a precautionary measure, a boom is deployed at one of the bulk fuel storage tanks at Offutt Air Force Base, Nebraska, after flooding occurred there in March.**

Hemm said.

Then, on March 19, base officials reviewed aerial photos of the flooded area. They identified a sheen on top of the flood water near the fuel storage area and deployed more than 3,700 feet of boom to contain any possible fuel leak.

When Hemm was notified concerning the sheen, she began thinking the worst—a bulk fuel tank had ruptured or a fuel line had burst.

Upon closer examination, base officials suspected the sheen was actually caused by residual fuel from submerged equipment. There was no evidence of a ruptured tank or a fuel line leak.

“I still assumed a lot of work would be executed via the Huntsville Center contract to get the facilities functioning, particularly bulk fuel storage,” Hemm said.

Her assumptions were correct. As the situation at Offutt continued developing, Hemm was corresponding with Jason Teem, 55th Civil Engineer Squadron workforce management supervisor, and coordinating efforts with TTM representatives. There were still concerns regarding all fuel storage and dispensing systems and she needed TTM's engineers and maintenance

personnel on site, performing inspections as soon as possible.

“Base leadership and engineers wanted to first discuss (the situation) with their environmental folks whether or not the contractors would be able to even access the base,” Hemm said.

“Then I was notified that barring any additional rain, snow or upstream releases, the water should start receding on March 22.”

Before she could send contractors to the base, Hemm had to wait for the “all clear” notification.

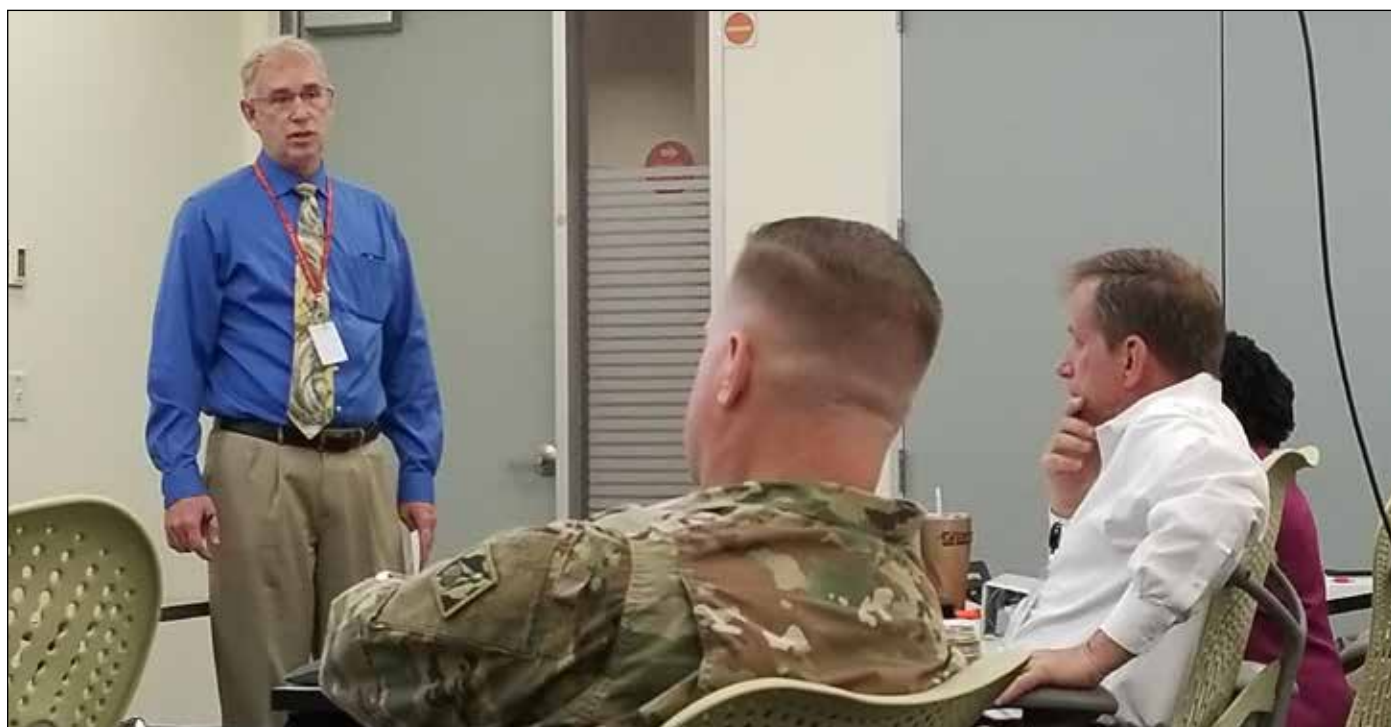
On March 27, she received notification to send the TTM assessment team. By March 28, the team was on the ground at Offutt troubleshooting the bulk fuel farm.

By March 29, TTM's inspectors were preparing reports for items that required repair or recommended replacement.

Two weeks later, Hemm received the final assessment report: 156 deficiencies identified with the longest repair item having a 24-week lead time.

She sent the reports to Teem. The report was simply more bad news for base personnel. She said they were in a hurry for things to get back to normal as quickly as possible. She felt it

**See FUELS on Page 12**



## New director

**John Nebelsick, newly appointed director of Huntsville Center's Environmental and Munitions Center of Expertise, briefed leadership on ongoing projects during June's Project Review Board. As director of the EM CX, he is responsible for planning, programming, directing, and ensuring performance of technical experts related to environmental cleanup and munitions response actions in support of the national Defense Environmental Restoration Program, the Formerly Used Defense Sites program, the Army Installation Restoration Program, and other nationwide missions.**

## FUELS

was urgent to explain all different aspects of the contract to Offutt personnel, especially Teem.

Although he was familiar with the Center's contract, Teem said he wasn't keen on its specifics. Like so many maintenance and repair contracts, he said if the work is completed and on schedule, it's "out of sight, out of mind."

Everything had run smoothly over the life of the contract, Teem said. Then floodwaters climbed and concerns grew regarding the fuel storage systems.

"I'd never really had a reason to reach out to the program manager," he said. That changed as Teem began receiving requests from Offutt leadership regarding what the RMMR contract specifically included and how fast repairs could be made once the floodwaters receded. Teem was soon reaching out to Hemm to find out more. Through his correspondence, Teem recognized Hemm's dedication. He knew that what needed fixing would get fixed. He said Hemm was more than knowledgeable (regarding the contract's provisions), but what really made him appreciate Hemm was her genuine concern for what was happening at Offutt.

"Moon (Hemm) told me she considered Huntsville Center a part of the Offutt team," he said. "I could tell she was genuinely concerned and wanted to help."

Teem said Hemm was especially eager to answer any

questions from Offutt personnel about the contract and the RMMR Program.

"She briefed our (55th Civil Engineering Squadron) folks concerning the contract, the services it provides and how the contract benefitted our situation best," Teem said. "She's a great project manager and a great communicator and her assistance was greatly appreciated."

Hemm said she believes communication is crucial during a crisis. She continues to participate in bi-weekly teleconferences between key stakeholders to ensure priorities, work efforts and on site requirements are de-conflicted in advance.

Huntsville Center's RMMR Program contractors continue bulk storage repair efforts while Omaha District contractors continue repairing Type III fuel storage (ground vehicles and generators) under guidance from the Air Force Civil Engineer Center and oversight by Offutt civil engineer squadron personnel.

Offutt personnel have made major strides toward finding the base's new normal, in part, because of the support received from its partners and stakeholders.

"Their support throughout this whole ordeal has only strengthened our resolve to come back even stronger," said Col. Michael Manion, 55th Wing commander.

# CIS2 team's conference center upgrades bolster SOUTHCOM capabilities

By Stephen Baack  
Public Affairs Office

Work is complete on a \$2.5 million modernization project for U.S. Southern Command's 45,000-square-foot Conference Center of the Americas here.

Spearheading the effort was the team from Huntsville Center's Communications Infrastructure and Systems Support, or CIS2, a program under the Facility Technology Integration branch.

Facility communication distribution systems, or FCDSs, are integrative audiovisual systems that incorporate connectivity and communications capabilities.

The newly upgraded suite of FCDSs are the technical centerpiece of the Conference Center of the Americas, or CCA, and are what enable SOUTHCOM and its strategic partners to meet and talk in a secure environment using a multitude of upgraded audiovisual and video-teleconferencing systems throughout the facility.

The CCA can serve a variety of functions, including as the nerve center for emergency response exercises, a communications and coordination hub for disaster relief efforts, and a way for U.S. warfighters to strengthen relationships and coordinate activities with both security and military partners throughout the region.

"It's important to know this is a conference center that can and does accommodate heads-of-state from throughout the SOUTHCOM area of responsibility," said Chris Harvel, project manager with the CIS2 program.

SOUTHCOM is a joint command that covers 31 countries including Central America, South America and the Caribbean. It is one of the Department of Defense's 10 unified



Photo by Stephen Baack

**Tracy Phillips, chief of the Facility Technology Integration Branch; Chris Harvel, project manager with the Communications Infrastructure and Systems Support program; and Stacy Freeman, CIS2 program manager, check on the progress of a project to modernize the facility communication distribution systems in the Conference Center of the Americas at the U.S. Southern Command headquarters in Doral, Florida.**

combatant commands. Their lines of effort include humanitarian assistance and human rights work, countering transnational criminal activities, strengthening relationships with partner nations, and ensuring force protection for U.S. military resources in their area of operations.

The facility, which sits next to the SOUTHCOM headquarters building, includes a 6,000-square-foot main conference room that can hold as many as 230 guests and is equipped with a movie-theater-sized array of integrated screens.

The overall project included complete upgrades to components throughout the facility, including screens, audiovisual consoles, VTC systems, projectors and displays, public address systems, translation audio

systems, lighting and speakers. It also increased the throughput for translation services, increasing the number of translators who can work on site simultaneously from three to eight.

"That is a huge increase in their capacity, and it changes the diversity of the delegations they can support in a single meeting," Harvel said.

Jonathan Santy, project manager for SOUTHCOM, said the overhaul of the CCA systems was much-needed.

"It was necessary because our old system simply didn't work anymore, and the new system they put in not only gives us back our ability to hold these conferences, but it vastly improves the conference center experience," Santy said.

"The end product that was delivered is just incredible."



Photo by Stephen Baack

Huntsville Center Business Director Colleen O'Keefe, left, presented Irene Freedland with a certificate of appreciation during Huntsville Center's Holocaust "Days of Remembrance" observance May 8. Freedland, who works in the Interior Design Branch of the Engineering Directorate's Civil Structures Division, led a discussion during the event. Freedland, who is Jewish, said the topic of the Holocaust is still as relevant as it's ever been.

## Holocaust observance reinforces commitment to never forget

By Stephen Baack  
Public Affairs Office

Huntsville Center's Equal Employment Opportunity team hosted a Holocaust Days of Remembrance observance here May 8.

Days of Remembrance is the nation's eight-day annual commemoration during which local, state and federal government organizations, such as schools and military installations, hold activities and observances to honor the victims and reflect on lessons from the Holocaust.

As part of the event here, attendees watched "The Path to Nazi Genocide," a 38-minute documentary produced by the United States Holocaust Memorial Museum.

The film covers, as the title denotes, how the Nazis seized power and systematically killed 6 million Jews, as

well as millions of non-Jewish people.

According to the museum website, the documentary is designed to "provoke reflection and discussion about the role of ordinary people, institutions and nations" in the Holocaust.

True to that intent, EEO set aside time for a discussion led by Huntsville Center employee Irene Freedland, who works in the Interior Design Branch of the Engineering Directorate's Civil Structures Division. Freedland, who is Jewish, said the topic of the Holocaust is still as relevant as it's ever been.

"The promise that most Jewish people have is that we shall never forget," Freedland said. "The idea is that, as generations go on, you seem to forget because you don't hear the horror stories."

The first time Freedland learned

about the Holocaust was when she was a young girl living in Baltimore, which she said had a large Jewish refugee community. Her father would often bring her along to visit friends of the family, a married couple who owned a bakery. It was during one of these visits with the Goldmans that the young Freedland noticed something unusual.

"I always stayed up front with [Mrs. Goldman] when my father would visit Mr. Goldman, and she'd always feed me cookies – a bad habit to get into," Freedland said with a laugh. "And then we walked in the back, and because the ovens had been going for a while and it was very hot, he had just his T-shirt on, and I saw he had a tattoo," she said, pointing at her forearm.

"I said, 'Why are you tattooed? Jews don't tattoo themselves,'" she recalled saying.



Photo by David San Miguel

## Model federal employee

Sharonda Grandberry, right, Army veteran and contract specialist with Huntsville Center, was selected as the 2019 Face of Queen Size Magazine, an award-winning monthly print and digital publication dedicated to serving the full-figured industry. Here, she discusses a proposed contract with co-worker Jasmine Reason.

## REMEMBRANCE

“My father literally picked me up and carried me outside,” Freedland said.

“I was probably 5 or 6 at the time. He tried to explain to me why they had those. They didn’t do that to themselves. At the time it was just my older sister and I, and my parents had to try to explain the Holocaust to us, which at that point was way over my head. I could not imagine people doing that to other people.”

As she grew up and learned more about her family history and her Jewish heritage, she said she “started putting the puzzle pieces together” about what the Holocaust was and the lasting impact it had on the people in her community and on her extended family.

Freedland’s great-great aunt and uncle, who raised her grandfather on her mother’s side, had sent him to the U.S. in the early 1930s while they stayed in Europe.

“They wrote a letter to him and said, ‘Don’t send us anymore mail,’ and that they heard they were rounding up Jews and holding them for ransom,” Freedland said. “After that, they never heard from them again.”

Her mother’s attempts to find out what happened to them were unsuccessful. This included conducting research through Yad Vashem, Israel’s official memorial to Holocaust victims. Yad Vashem has a database of victims, as well as testimony from survivors.

“When you read some of these accounts, you say, ‘And yet, they survived,’” she said. “My girlfriend’s parents, who were survivors, said that when you saw ‘Work will set you free’ on the sign, you had to make up your mind. You would do anything – whatever you needed to do – to survive. If you didn’t take that attitude into that camp when you walked through that gate, you did not survive.”

Freedland said she would like to have a survivor visit Huntsville Center, but also realizes that the population is dwindling.

“They are the witnesses,” she said. “They are the people who survived. I think if we heard it from their lips, maybe it wouldn’t be so far away. I’ve heard other Jewish people say, ‘Well, nobody’s like that anymore.’ Well, I think they probably thought that in the ’30s too.”

Freedland stresses that anti-Semitism hasn’t gone anywhere, an opinion backed up by findings from the State Department, the Anti-Defamation League and the U.S. Bureau of Democracy, Human Rights and Labor. In fact, all three organizations report an overall rise of global anti-Semitism throughout at least the last decade.

“You hear people say, ‘Why don’t you people just let go of it?’” she said. “Well, the whole idea is not to let go of it so we won’t go down that path again. It’s way too easy to close your eyes and say, ‘It’s never going to happen here.’”

## Values and ethical decision making

**By Melanie Braddock  
Office of Counsel**

**T**he Army Values are Loyalty, Duty, Respect, Selfless Service, Honor, Integrity, and Personal Courage. Many who have served in the Army learn these from Basic Training and apply them throughout their lives.

Civilians learn them as part of serving and are encouraged to live these values both on the job and off.

Ethical decision making is a two part consideration – (1) Laws and Rules and (2) Values and Judgment. The Law & Rules consideration asks “can I take an action?” Ethics opinions provide legal conclusions. Additionally interpretive guidance provides guidance for grey areas. The Values & Judgment consideration asks “should I take an action;” “is it right for the government;” and “how will it be perceived.”

In these situations, ethics opinions may provide considerations or risk analysis. These questions require subjective judgment and non-legal considerations such as public perception.

But is there an intersection between the Army Values and ethical decision making? The connection between the Army Values and ethical decision making may not be clear at first, but let’s put it in the context of a situation.

When faced with a situation, a Soldier or civilian can and should apply both the Army Values and Ethical Decision Making. For example, ACME Contractors has offered to give Eldon Ethical tickets to a concert of his favorite band – the Drill Sergeants, a popular band whose concert tickets start at \$250 face value – to discuss the source selection process on a

procurement where ACME is an offeror.

If Eldon applies the Army Values, he would have to decline the offer because he would NOT be demonstrating loyalty to the Army, fulfilling his duty to his assigned tasks, showing selfless service by putting the nation and the Army’s interests before his own, living out his values with honor, exhibiting integrity by doing what was right, and showing personal courage to take an action. It is difficult to imagine how Eldon could be living his Army Values and accept this “gift.”

From an ethical perspective, he would also have to decline for two reasons: (1) Employees are not permitted to take the “gift” of these tickets because at \$250 face value it would exceed the threshold for a gift from a prohibited source and (2) The offeror is seeking a “quid pro quo” (or “this for that”) of providing official government protected information for this “gift.”

Not to mention that this situation could be considered more than a gift and be treated as a bribe, which could have criminal consequences for the employee involved. Even if the ticket was \$20 and there was no quid pro quo, this situation would be one where the employee would ask the remaining three ethical decision making questions – should I do it, is it right for the government, and how will it be perceived – since the giver is an offeror on a pending procurement.

If Soldiers and civilians are living the Army Values, ethical decision making will follow.

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