



U.S. ARMY ENGINEERING AND SUPPORT CENTER, HUNTSVILLE

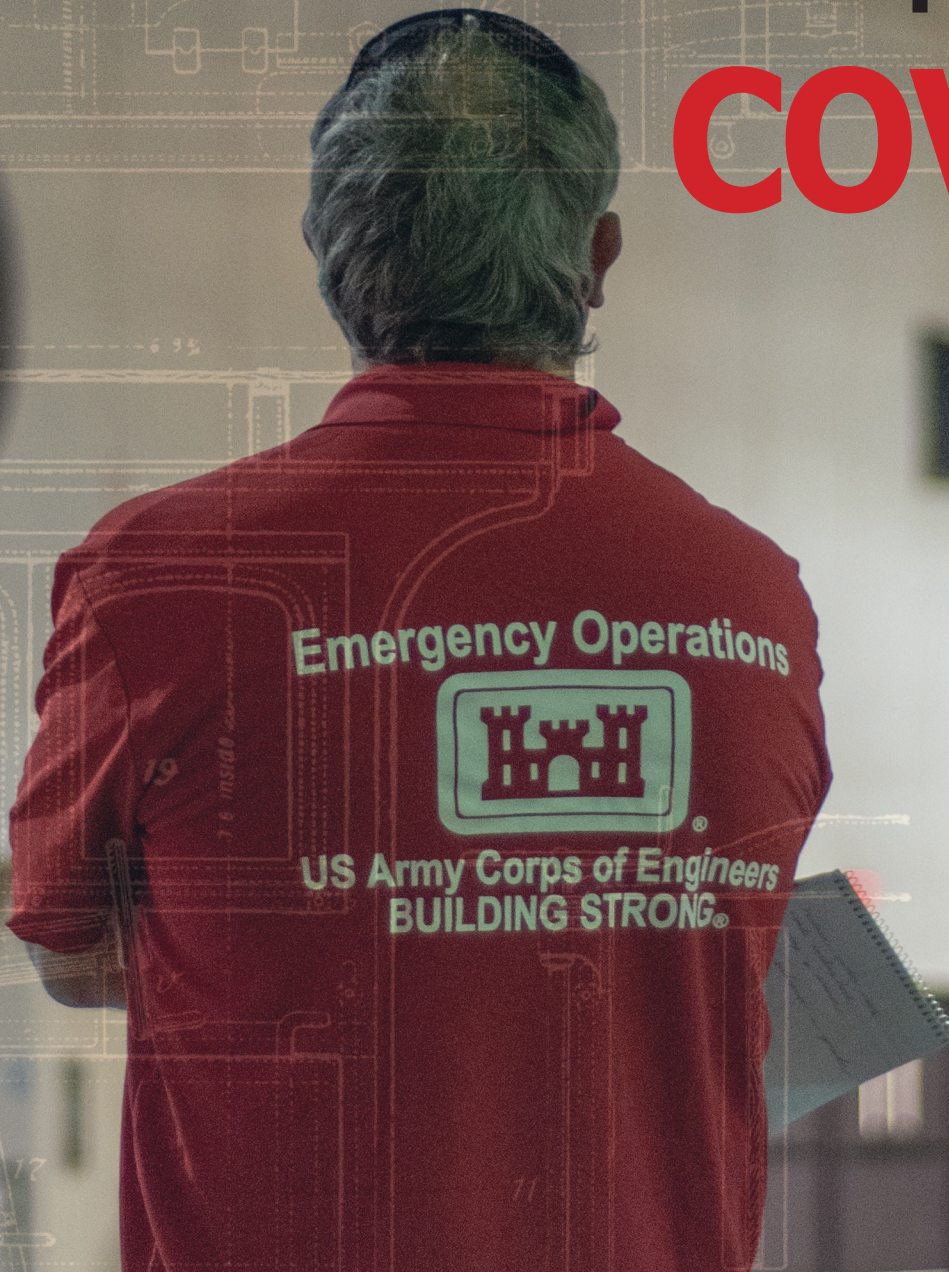


The Bulletin

Volume 41, Issue 3
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Huntsville Center responds to

COVID-19 pandemic



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



HNC *COVID-19 Content*

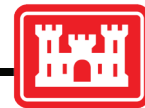
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OFFICIAL PUBLICATION OF THE
U.S. ARMY CORPS
OF ENGINEERS,
U.S. ARMY ENGINEERING
AND SUPPORT CENTER,
HUNTSVILLE



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Commander's Thoughts

“During this historic time of need, one thing is certain — Huntsville Center will continue to deliver.”

Team,
On March 18, I directed that we transition to maximum telework.

This measure is consistent with Department of Defense and U.S. Army Corps of Engineers guidance and founded upon our highest priority of taking care of our workforce, ensuring safety, welfare, and preserving our ability to deliver our programs — we can't support the nation when we are sick. We have to continue to execute.

Your health and well-being are my first priority and our directives are aligned with the State's announcement of Stay at Home orders (now Stay Safe at Home plans), Army, and USACE guidance. This situation has changed the way we do business, it has not changed the business that we do.

With over a month teleworking under our belt, you all have proven the ability to successfully deliver the mission. I continue to be amazed at the tremendous contribution of our Huntsville Center workforce. Each member of the Huntsville Center team is an incredible resource that is stepping up and delivering the program for the nation.

Whether you are teleworking or operating remotely at a project site in support of critical missions, everyone continues to deliver on our program and project commitments.

Huntsville Center has been doing incredible work supporting the Whole-of-America response to COVID-19 too. Huntsville Center is executing FEMA mission assignments and providing planning and engineering support to the USACE headquarters and geographic districts to address medical facility bed shortages in the U.S. due to the COVID-19 pandemic.

We have provided conceptual engineering solutions and sketches, draft performance work statements, and facility screening checklists (among other deliverables) to assist the Corps of Engineers geographic districts in assessing and potentially converting hotels, barracks and arenas into alternate care facilities capable of providing care during our nation's efforts to combat the COVID-19 pandemic.

Regionally we have partnered with Mobile District to perform Alternate Care Facility site assessments, not just



Col. Marvin Griffin

locally in Huntsville, but in Tuscaloosa and Calhoun Counties as well. We will continue to support Mobile District and other geographic districts as required.

We are also supporting this national emergency by assisting small business firms with recently released administrative relief for entities doing business with the government.

Our Small Business Office continues to seek and support utilization of small business firms to help provide innovation solutions to the Corps' toughest challenges during the COVID-19 pandemic.

During this historic time of need, one thing is certain—Huntsville Center will continue to deliver.

Continue to take care of yourself, your family members and your teammates through physical distancing and stay disciplined to maintain our personal and collective safety.

Stay home, stay healthy, stay safe, and stay connected!



Courtesy photo

The Military Sealift Command hospital ship US.Navy Ship Mercy, from Naval Base San Diego, embarks to assist potentially overwhelmed communities with acute non-COVID-19 patient care.

Center's IT contract aids Navy hospital ship supporting COVID-19 efforts

By William S. Farrow
Public Affairs Office

As the U.S. Army Corps of Engineers, Engineering and Support Center, Huntsville workforce is practicing social distancing and teleworking from home, a group of the Center's contracting directorate personnel put together an important U.S. Navy contract.

The Pentagon announced March 18 that the USNS Comfort and USNS Mercy are being prepared for deployment to assist potentially overwhelmed communities with acute non-coronavirus patient care.

Both ships are preparing for deployment and Huntsville Center is assisting in the preparation by providing an \$187,000 information technology contract for the Mercy. The statement of work calls for a software acquisition so the ship's medical staff can perform tele-healthcare for patients

on shore.

Lisa Snead, Huntsville Center contracting officer, said the Facility Technology Integration Division - Medical program IT contract is vital for the support of the ship's mission.

The Corps of Engineers is prepared to assist the nation in a time of crisis to the very best of its capabilities, she said.

"It's important for us to do our part, and we have the contracting capability to get this contract out expediently to assist the Mercy and its mission," Snead said.

The contract is administered through the Huntsville Center's Facility Technology Integration Division - Medical program which offers technical expertise in the design, development, procurement, integration, installation, and project management oversight for the implementation of Facility Communications Distribution Systems for the Department of Defense medical community.



Photo by Catherine Carroll

Jelani Ingram, Huntsville Center acting branch chief of architecture, provides concept solutions and engineering sketches for alternate care facility assessments. Corps of Engineers districts will then use these documents to assist in the conversion of hotels, barracks and arenas into alternate care facilities to address medical facility shortages nationwide.

Center supports alternate care facility assessments

By William S. Farrow
Public Affairs Office

Huntsville Center is providing concept solutions and engineering sketches for site assessments for the Corps of Engineers districts to assist in the conversion of hotels, barracks and arenas into alternate care facilities capable of providing care during our nation's efforts to combat the COVID-19 pandemic.

The Corps of Engineers has authority to work directly for the Federal Emergency Management Agency in executing Emergency Support Function #3 - Public Works and Engineering.

The current FEMA Mission Assignment is to provide initial planning and engineering support nationwide to address medical facility shortages in the U.S. due to the COVID-19 Pandemic.

As the Corps of Engineers Mandatory Center of Expertise for Medical Facility Design, Huntsville Center engineers were quickly brought in by Lt. Gen. Todd

Semonite, 54th Chief of Engineers and Commanding General of USACE.

"We got the mission assignment for planning and initial response," said Wade Doss, Huntsville Center Engineering Director.

"We're providing conceptual solutions. And identifying what needs to happen—performance work specs like notional schedules and deliverables they need from the contractor."

"We received a request from the chief directly to us because we had the Medical Center of Expertise and we leveraged the whole enterprise and pulled in the medical support teams from Little Rock (District) and Mobile District," he said.

Doss said experts from the Corps Engineering Research and Development Center were a growing part of the team as well.

Huntsville Center is also providing two points of contact for each Major Supporting Command across the Corps enterprise and were answering their requests for information

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Photo by Catherine Carroll

Wade Doss, Engineering Director, conducts an on-camera interview with WAFF reporter Nolan Crane at the Center March 31. Doss explained Huntsville Center's response to assist with the Corps of Engineers converting buildings into alternate care facilities throughout the country.

SUPPORT

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and requests for assistance from across the country.

Huntsville Center is taking every precaution to safeguard its workforce, including its families, contractors and federal employees through liberal leave and maximum telework implementation, minimizing face-to-face meetings to mission essential personnel and conducting engagements virtually, doing its part to reduce the curve of the coronavirus pandemic.

While most of the Huntsville Center workforce is on telework executing their mission, there is still a requirement for boots on the ground in New York; currently the epicenter of the crisis.

Huntsville Center deployed Anthony Travia, division chief with the Medical Center of Expertise, to New York to assist the Corps' New York District with assessments for alternate care facilities.

This week, construction began as the Jacob K. Javits Convention Center in Manhattan is refitted into a 1,000-bed hospital and an additional 1,800 field medical stations. The medical facility is slated to begin operating in a week to 10 days.

Anticipating other states needing alternate care facilities similar to New York, a Huntsville Center Engineering Directorate team executed a rapid translation of technical requirements, transforming them into digestible documents for use throughout USACE.

"We have the mission assignment for planning and initial response. We're providing conceptual solutions and identifying what needs to happen—performance work specifications like notional schedules and other deliverables they need for the contractor," Doss said.

Jelani Ingram, Huntsville Center Acting Branch Chief of Architecture, recognizes his team's efforts have influenced decisions and response planning at the highest levels of government.

"It's great to be on the front lines and part of a mission that is working hand-in-hand with our medical professionals, supporting FEMA and our state and local partners to combat this disease and help save lives," Ingram said.

Doss said his team is doing all they can to support the critical mission of producing ACFs across the country, while working remotely from their homes.

"We have a team of about 30 and they are communicating well using email, phones, Skype, texts and group texts and conference calls—were using every form of communication available to cross-talk among team members," Doss said.

Delivering the program to the MSCs, Doss said, is an exciting challenge and his team is executing at record speeds.

"We're getting a request for deliverables that would normally take weeks and we are getting them out in hours, we're doing things quickly and getting to the good solution fast because time is of the essence."



Photo by Catherine Carroll

Huntsville Center Emergency Operations Center staff observe social distancing during operations March 25.

Emergency Operation Center streamlines COVID-19 pandemic response efforts

From Staff Reports Public Affairs Office

As part of the unified national response to emergencies, Huntsville Center is providing subject-matter experts and technical engineering expertise across the Corps enterprise during this historic time of need as the nation responds to the COVID-19 pandemic.

The Center is supporting the Corps' efforts in working with FEMA, the White House, DOD, and other federal, state and local partners by developing plans and specifications for the rapid conversion of hotels, barracks and arena-type facilities into ICU-capable hospitals for treating COVID-19 patients. In order to streamline functions for this historic response effort, Huntsville Center established an emergency operations center.

"Given the tremendous requirements and associated information flow surrounding the national-level COVID-19 response, and the Corps involvement from an Emergency Support Function #3 mission in support of FEMA, we stood up a robust EOC to ensure the best possible coordination and communication for the COVID-19 response effort," said Albert Marin III, Huntsville Center programs director.

While remaining flexible to shifting requirements for functionality, the EOC comprises personnel representing operations, security, logistics, resource management, legal and public affairs.

"In this historic time of coordination and communication across not only the Corps, but with federal and state

organizations as well, new processes and innovative ideas are necessary to ensure we get the mission accomplished," said Bill Ferguson, Huntsville Center operations chief.

This emergency operations center helps us streamline our COVID-19 response efforts," Ferguson said.

The Center transitioned to maximum telework March 19. However, EOC personnel remained at the Center until April 3 when they too transitioned to telework. Both measures are consistent with Corps of Engineers' guidance.

"Our number one priority is the health and safety of the public, our partners, stakeholders and workforce. We're ensuring their safety and welfare while preserving our ability to deliver our programs – we can't support the nation if we are sick," said Col. Marvin Griffin, Huntsville Center commander.

While the workforce is on maximum telework, the EOC is still the main hub, virtually coordinating the Center's COVID-19 response efforts.

"The EOC is up and running and, along with Corps leadership, districts and divisions, and alongside federal and state entities, is focusing all efforts on the singular goal of defeating this pandemic," Ferguson said.

Griffin said, Huntsville Center's role in the COVID-19 response efforts would continue for as long as needed.

"We are working to create and refine products that enable the Corps to execute FEMA missions, while SMEs are being deployed to assist geographic districts as they begin to develop contracts and execute the work," Griffin said.

Madison youth joins effort to help hospital workers

By David San Miguel
Public Affairs Office

While the nation braces for the COVID-19 surge, Madison-native, Evan Meier, a 6th grade student at Discovery Middle, has stepped up to produce masks and face shields for hospital care workers.

It's a mission he's committed himself to, considering the demand for the protective equipment and his desire to make full use of the 3D printer he had earned for making good grades at school.

"My son has been in the gifted learning classes where they use 3D printers and software to design items for their personal projects," said Thomas O. Meier, chief, Military Support Division.

"We spent \$130 each to purchase a 3D printer and he's since used it for school projects, gifts, tools, fun gadgets and even a key chain holder that keeps an I-Phone headphone."

Evan's interest in making the masks, then face shields began earlier in March when his aunt sent them a link to a community project in Boston where they were making 3D filtered masks.

That message resonated with the young student "engineer."

"So, we started printing that design and my wife started making fabric masks," Meier said. "We've supplied nurses, a neighbor's son who is an EMT (emergency medical technician), and even provided some back up gear for a physician we know – just in case they ran out on the front lines."

Realizing the homemade masks had not been evaluated for a tight fit or particle filtration efficiency and that some experts said they may pose an even greater risk of giving wearers a false sense of security, we started looking for different ways to help, Meier said.

The father and son took notice of the online 3D printing community and how it shared designs for printing headgear to mount face shields on.

"Unlike filtered masks, there are no strict design and testing protocols with associated liability issues," Meier said. "They are considered alternate eye protection and don't have a lot of standards required. What they do is prevent a sneeze or cough from hitting the health care worker's face when working with COVID-19 patients. So, they are highly valued on the front lines."

Evan quickly switched over to making the face shields instead.

"To date, we, along with 235 other Huntsville area volunteers, have dropped off over 3,800 of these shields," Meier said.



Courtesy photo

Evan Meier produces masks and face shields for hospital care workers using a 3D printer.

"They are being distributed to area health care and first responders upon request."

Evan said that the filtered mask takes around six hours to make, while the headgear for a shield takes about 45 minutes to five hours, depending on the quality and strength needed.

Though his aunt was his initial inspiration, Evan said he was further motivated by watching the YouTube channel's "Smarter Every Day" program.

Hosted by Destin Sandlin, a missile flight test engineer and science communicator at Redstone Arsenal, the program is geared towards inspiring the next generation of engineers.

"Destin lives here in Huntsville," Evan said.

"He asked people to start printing face shields, so he really inspired me. Then when I dropped off the face shields, I got to see him in person. That was cool!"

Evan says the face shields aren't difficult to make.

"I download the file from the Internet, put it into a slicer program, change the settings so that it works, pop it into the printer, select the file and go," he said. "The machine does all the work."

Meier explained the process.

"The 3D printing machine melts the plastic and squirts it out of a tiny nozzle, moving the melted plastic stream around leaving thin layers from top to bottom," he said. "It's like icing a cake, but with 0.2mm accuracy and the icing is plastic."

It's a simple process, but one in which Evan admits his mother doesn't quite understand.

"It's been primarily my dad and I doing the work," he said.

"My mom still wonders how the machine works, but she's a nurse and works at the Huntsville Hospital. So she provides us the 'customers' to supply. She also sews the fabric masks."



Editorial



Photo by Catherine Carroll

A Huntsville Center employee walks down the emptied hallway while other members of the workforce utilize maximum telework to continue the mission, consistent with Army and Corps of Engineers' physical distancing guidelines.

Deceptively Quiet – Huntsville Center's army of unseen professionals continue mission

**By Catherine Carroll
Public Affairs Office**

Huntsville Center stands deceptively quiet. The hallways, workspaces and meeting rooms are empty. What you can't see is the army of Huntsville Center professionals tucked safely away in their homes, working feverishly to do their part in fighting the coronavirus pandemic that has gripped our nation and launched us all into a historic, unified response.

Huntsville Center engineers and technical experts are providing engineering solutions to very real challenges. And the Corps of Engineers, FEMA and our federal, state and local partners are turning them into reality in record time. The remainder of the Center's professionals – contracting, administration, program and project management, resource management, architects, logisticians, and even the cleaning crews – are working long hours ensuring the mission continues unabated.

The whole of the Corps of Engineers, led by Lieutenant General Todd Semonite, 54th Chief of Engineers, is working tirelessly in support of FEMA, the White House, the Department of Defense and the governors of each and every state to ensure medical professionals have the space they need to treat a steadily growing number of patients.

Meanwhile, I type away at my computer trying to capture the story of what is happening in almost disbelief. My words can't keep up with the response effort. And I am grateful for that fact. I hope that by the time I find the words I will be writing a memoir of what the Army Corps of Engineers and

our nation have accomplished.

I type words like "pandemic," "global" and "quarantine." I share information on health and safety procedures for venturing into places that were once safe and healthy. I watch the news along with millions of others around the globe. I'm nervous, but I'm focused. I trust in the strength of my organization and our nation as it rallies for this singular cause – stopping the spread of COVID-19.

Huntsville Center, like all government organizations, is maximizing telework and observing social distancing. Only the most essential employees are traveling to work. This has changed the way we do business, but it has not changed the business we do.

Huntsville Center has always been the quiet professionals on the front lines of innovation and action. I have heard it said on more than one occasion that the Corps of Engineers solves the nation's toughest challenges and Huntsville Center solves the Corps' toughest challenges.

From ballistic missile defense and energy programs to medical facilities and destroying chemical munitions after wars, Huntsville Center has always been quietly behind the scenes ensuring the Corps has the technical experts, project management expertise and contracting support to continue **BUILDING STRONG!**

And today is no different. Huntsville Center's halls are still and quiet, like most government buildings across America, but Huntsville Center's army of unseen professionals are making thunderous echoes as they accomplish this historic mission at hand.

Huntsville Center responds:

Supports Mobile District regional site visits



Photos by Stephen Baack

Chuck Lovell, an electrical engineer with Huntsville Center, addresses a team that includes representatives from Huntsville Center, the City of Huntsville and area hospitals during a meeting at the Huntsville-Madison County Emergency Management Agency in Huntsville, Alabama, April 3.

From Staff Reports Public Affairs Office

Huntsville Center and Mobile District joined forces to evaluate potential sites for alternate care facilities in support of the Federal Emergency Management Agency and in coordination with other federal, state and local partners in response to the COVID-19 pandemic.

Representatives from Huntsville Center provided support to Mobile District personnel as they provided inspections of facilities in Huntsville, Tuscaloosa, Anniston and Jacksonville, Alabama.

The Corps of Engineers has authority to work directly for

the Federal Emergency Management Agency in executing Emergency Support Function #3 - Public Works and Engineering.

The current FEMA Mission Assignment is to provide initial planning and engineering support nationwide to address medical facility shortages in the U.S. due to the COVID-19 Pandemic.

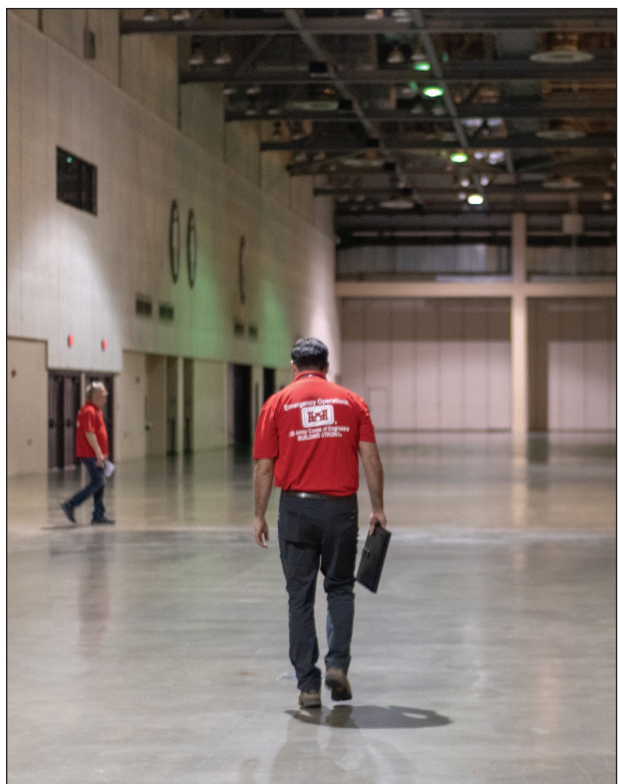
Huntsville Center is providing concept solutions and engineering sketches for site assessments for the Corps of Engineers districts to assist in the conversion of facilities capable of providing care during our nation's efforts to combat the COVID-19 pandemic.



Jim Allison, mechanical engineer with Huntsville Center, inspects a heating and air conditioning unit during a site assessment in Anniston, Alabama, April 8.



Professionals from Huntsville Center conduct a site assessment in Jacksonville, Alabama, April 8.



Huntsville Center teammates conduct a site assessment in Huntsville, Alabama, April 3.



Jelani Ingram, left, acting Architecture Branch chief, Morgan Murphree, center, north regional area engineer with Mobile District, and Richard Olmedo, an architect with Huntsville Center, discuss a site assessment in Tuscaloosa, Alabama, April 6.



Savannah Grosch, a mechanical engineer with the U.S. Army Engineering and Support Center, Huntsville, takes notes during a site assessment in Jacksonville, Alabama, April 8.

Telework is the norm for workforce

By William S. Farrow
Public Affairs Office

Huntsville Center transitioned to maximum telework in late March. This measure is consistent with U.S. Army and U.S. Army Corps of Engineers guidance and founded upon caring for the safety and welfare of the workforce while still delivering programs.

For some employees, working from “Fort Living Room” is a relatively new way of doing business.

Sharleene Davidson, a project management specialist with Medical Outfitting and Transition Division, said working from home has been quite an adjustment. She now sees how important time management skills are, while balancing work duties and family needs.

“While I am still keeping up with my workload, I find it hard to work during my normal working hours,” she said.

“With kids still having to continue their schoolwork, I have to balance school time and work time,” she added.

“There are the normal occurrences with having kids, but it can at times make conference calls and other duties a challenge.”

Davidson said her team’s communication has rallied since the first week of teleworking.

“With computer networks working well, we talk a lot and we are able to communicate openly,” she said.

Another project manager with MO&T, Don Monk, said he’s “a little ahead of the curve,” as he has been on regular recurring telework for several years.

However, having his family home too is causing a change to his telework routine.

“Usually, I am alone on my scheduled telework days, so there are no distractions. But like others, I have three folks with me now for an indefinite



Courtesy photo

Don Monk, a project management specialist with Huntsville Center’s Medical Outfitting and Transition Division, delivers the program from his home office in Birmingham, Ala. Monk has been teleworking regularly for years with a set routine.

period of time, either working remotely or on distance learning,” he said.

Monk still stays to his routine and suggests that what works for him may work for others.

“I start as early as I can and make it like a normal day as if I am heading to the office,” he said.

Monk plans ahead for tasks he needs to accomplish and sticks as closely as possible to that set of tasks.

“If it’s possible, having a home office, is crucial for one’s ability to accomplish work tasks,” he adds.

“My office is upstairs in the bonus room. I’m set up in an uncluttered, workable office with a docking station, keyboard, and multiple monitors,” he said.

“I have an ergonomic chair and reliable high-speed Internet, and the best thing about it is that at the end of the day, I just walk away from it.”

Monk said the telework agreement he and his supervisor set together points him in the right direction.

“I know what my schedule will be. I stick to that schedule and maintain a good work/life balance. It works for

me and I would do it every day (during normal times) if I could,” Monk said. He admit he does miss the camaraderie associated with working for the MO&T team.

“The biggest difference is not being with your people in person,” he said.

To stay connected during teleworking, Monk said his team made it a point to hold a daily morning conference call to share general information for the day.

“Our branch chief also set up a text string on our government devices for us to communicate quickly and stay in touch, outside of email. We felt like over-communicating would be critical to our continued success in this new environment. It’s working really well!”

Monk said communication with stakeholders has been working well since the telework order was instituted.

“Each project manager has been in contact with the stakeholders on all of our active projects, and our branch chief and program manager are

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Harris receives Master Black Belt

By William S. Farrow
Public Affairs Office

Carolyn Harris, Huntsville Center Program Improvement Manager, is joining a small fraternity of Lean Six Sigma senior practitioners. Harris is the 163rd member to be awarded Master Black Belt in the Army and currently one of six Corps of Engineers' MBBs since the Army Lean Six Sigma deployment began in 2005.

Lean Six Sigma is process relying on a collaborative team efforts to improve performance by systematically removing waste and reducing variation. Lean Six Sigma provides various benefits for organizations by not only saving money, but also changing employees' attitudes and organizational function.

In 2016, Col. Robert Ruch, Huntsville Center commander at that time, had nominated Harris for the distinction. "When I heard her speaking on Lean Six Sigma I recognized her passion to improve Huntsville Center processes," Ruch said.

"The work she did as the Center's process improvement manager and her willingness to put the time and effort into obtaining her Army black belt showed she certainly deserved the nomination for Master Black Belt."

Harris' MBB nomination package consisted of letters of recommendation and a resume showing her experiences in the field of process improvement. Harris also had to pass a 50- question screening test. After the nomination package was reviewed by Headquarters U.S. Army Corps of Engineers, an interview was conducted and she was then accepted into MBB training program.

"I had to attend a three- week training course, and after receiving confirmation that I passed the course, I was considered a MBB candidate," Harris said.

However, in order to become MBB certified, there were still a series of actions she had to complete. Harris had to mentor two LSS black belts to completion and certification of their projects and successfully teach two four-week LSS training courses. She also had to conduct a project identification workshop and complete an additional LSS project. Harris' LSS certification project resulted in reducing the average hiring cycle time at Huntsville Center from an average of 172 days to 82 days and is expected to yield an estimated \$22, 000 annually in financial cost avoidance.

After completion of the preliminary tasks, a request for award of LSS Master Black Belt Certification was submitted to the Army's Office of Business Transformation where her credentials were further reviewed. The AOBT determined Harris' MBB certification package met the rigorous Army standards for certification and awarded her the MBB title Dec. 12, 2019. "I want employees to know they have



Courtesy photo

Dr. Charles Brandon, Director, Army Office of Business Transformation Process Improvement Program, awards Carolyn Harris, Huntsville Center's Program Improvement Manager, her Lean Six Sigma Master Black belt certificate in December. Harris is one of six MBBs in the U.S. Army Corps of Engineers.

someone to come to and the tools available here in the Center to improve our programs and make our people and processes more efficient, which ultimately leads to greater customer satisfaction," said Harris, Huntsville Center's program improvement manager since June 2012.

"I don't know what's going on in every work area to know where people are experiencing problems," Harris said, adding that anyone can identify a process for improvement. As the Center's lead process improvement facilitator, Harris is responsible for administering the Center's Business Process Improvement Plan.

Some of her duties consist of developing, implementing and monitoring improvement metrics as they relate to standardizing business processes, adhering to standard business processes and creating standard business processes by using a variety of tools to define, analyze, improve, and control business processes.

Harris also serves as the Center's survey manager for the annual stakeholder's survey. In that capacity, she is responsible for managing stakeholder engagement and customer service, identifying opportunities for improvement, and driving continuous performance improvement based on customer feedback and process analysis. She said receiving her LSS/MBB will enhance her capability to promote process improvement and other methodologies to ensure Huntsville Center continues to strive be a world class organization.

Networking key for Huntsville Center energy program

By William S. Farrow
Public Affairs Office

The Army's fifth Resource Efficiency Manager Workshop connected its more than 25 attendees with skills necessary to ensure the Army's resource specialists can achieve federal energy reduction mandates. Huntsville Center, which manages the Army REM program, hosted the event March 10-12 in Huntsville.

"I recharged my batteries, so to speak," said attendee Eric Segura, the resource manager for Radford Army Ammunition Plant, Virginia, Holston Army Ammunition Plant, Tennessee, and Blue Grass Army Depot, Kentucky.

Segura said he feels the workshop assists him in maintaining and improving sustainable, renewable, secure, resilient energy management plans at his three Army Materiel Command installations.

However, Segura said one of the greatest aspects of the annual workshop is the communication he's had with other REMs in attendance.

"This was a great opportunity to share best practices and lessons learned," he said. "It's a great networking opportunity."

An REM is an energy management subject matter expert providing expertise so military installations can best identify infrastructure energy improvements, significantly reduce energy and water utilization and meet energy and water security, resilience and reduction goals.

One of the best aspects of an REM's work at military installations is that it doesn't require dipping into an organization's operations and maintenance budgets.

As the REM program manager for the Army, Huntsville Center has a Blanket Purchase Agreement – a simplified acquisition method agencies use to fill anticipated repetitive needs for supplies or services -- with small business contractors.

Each contract is structured with pre-defined tasks and deliverables and tailored to meet installation or site-specific



Photo by William S. Farrow

John Trudell, Huntsville Center Resource Efficiency Manager program manager, and Dan Howett, Federal Account Representative, Carrier Corporation, discusses the Chillers 101 presentation Howett made during the Army REM Workshop 2020 at the University of Alabama-Huntsville campus March 12.

energy goals and objectives.

Melissa Johnson, Huntsville Center REM project manager, said a lot of the work an installation REM does supports energy awareness and other energy-related activities.

Professional development through the annual workshop, enhances the REM program's capabilities, she said.

She said networking among the REMs may be the best aspect of the workshop and the agenda is designed to promote interaction among the attendees.

"The REM Workshop is a wonderful opportunity to allow our current REMs and contractors to hear about the projects that have been accomplished by other REMs within the program," she said.

"There was the benefit of having individuals with specific knowledge and expertise brief other REMs and contractors, as well as giving them the chance to ask all the questions that arise directly to the experts."

Telework

Agency at the highest levels possible," he said.

Monk said the biggest challenge is that situations are changing daily, if not hourly, for M&OT projects.

Many contractors are working MO&T projects based on local municipality status, and how that relates to project status has a huge effect on MO&T projects around the world.

"We are proactively working to capture this information on a daily

basis to communicate with DHA leadership, maintain continuity of day-to-day business, and demonstrate our commitment to supporting the medical mission at Huntsville Center.

The Center's medical division was one of the first USACE organizations contacted to support the COVID-19 response efforts. The 4,000-plus projects overseen and directed by the Center's employees continue as the response efforts continue and employees work from home.

Amanda Sticker, a civil engineer in the Engineering Directorate, said for her, the new norm of teleworking is based on "patience, grace and flexibility."

"For my projects, our contractors have been amazing," Sticker said.

"They continue executing the mission. My conversations with our contractors and stakeholders have become more personal now. We're all asking how everyone's doing and if they're adapting okay."



Maintaining contracts vital to utility, energy program

By William S. Farrow
Public Affairs Office

When Huntsville Center Utility Energy Services Contracting program staff met with Georgia Power Company representatives in a conference room at the Center in February, they essentially performed depot-level maintenance on a utility energy services contract supporting an Air Force agency with a critical mission.

The \$52 million contract (with a capacity of more than \$200 million), awarded in 2017, supports Warner Robins-Air Logistics Complex with energy savings, resilience and security improvements for the principal enterprise located at Warner Robins Air Force Base, Georgia.

One of only three Air Force programmed depot maintenance complexes (the others are in Oklahoma and Utah), WR-ALC is Georgia's largest single industrial complex. The sprawling 2,200 acre complex is a series of stadium-sized aircraft hangars, support facilities and office space, employing more than 7,000 skilled workers who are responsible for overhauling, repairing and maintaining Air Force aircraft including the C-5 Galaxy, C-17 Globemaster III, C-130 Hercules, F-15 Strike Eagle and the remotely piloted Predator and Reaper aircraft.

The face-to-face meeting examined, clarified and prioritized current UESC phases of work for WR-ALC. "In a way, we were doing depot-level maintenance to ensure all the moving parts of the contract were still functioning as intended," said Chad Edwards, UESC project manager. "Basically, we had to break down the contract piece-by-piece, kind of like what WR-ALC does to aircraft," he said.

Edwards said February's meeting with Georgia Power representatives was broken down into three parts:



Air Force photo

C-17 Globemaster III aircraft undergo maintenance from the 562nd Aircraft Maintenance Squadron at the Warner Robins Air Logistics Complex at Robins Air Force Base, Georgia. A Huntsville Center Utility Energy Services Contract program is in place there to provide energy savings, resilience and security improvements for the WR-ALC, the principal enterprise located at the base.

ensuring all WR-ALC's energy needs and goals are accounted for within the current scope of the contract's capacity; clarifications of Huntsville Center's process requirements ensuring timely submission, thorough review and minimal delay of all contractor submissions; and a no-nonsense discussion regarding current contract capacity and future plans for the upcoming second round of UESC projects at Warner Robins.

"The purpose of this session was to promote a cohesive and collaborative project environment – to achieve a higher level of understanding and coordination of the project as a whole," Edwards said.

Since inception of this project, Edwards said it has been vast and complex by nature with challenges including a multiple phased project approach, multiple buildings and installation of cutting-edge infrastructure technology. This is all wrapped within an intricate coordination process that includes not only the ALC, but also local Air Force civil engineers, the Air Force Civil Engineer Center and multiple tenants

also calling the Air Force base "home."

"We wanted to adapt aspects of the phased approach to ensure energy conservation measures are delivered on time in the most effective way to support the Air force mission and the warfighter," Edwards said.

Huntsville Center's UESC program gives federal customers the flexibility to specifically tailor a project to a customer's energy needs and financing strategies. For this contract to work effectively, all parties involved had to be on the same page, Edwards said.

The contract states that Georgia Power Company fronts capital costs and designs and installs the equipment in the project. Georgia Power Company – the largest of the four electric utilities owned and operated by Southern Company – is paid from the resulting savings.

UESC projects can encompass a broad range of energy conservation measures including facility electrical upgrades, installing renewable energy systems and microgrids — the localized group of electricity sources that can

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Unmanned aircraft systems could be range project force-multipliers

By Stephen Baack
Public Affairs Office

A group of Huntsville Center professionals gathered Feb. 27 at the Rocket City Radio Controllers complex in southeast Huntsville to evaluate the capabilities of three different unmanned aircraft systems to find ways to make range projects more efficient and less costly.

The group included professionals with different technical specialties to evaluate a diverse set of potential applications.

One of those applications is munitions identification.

The team set up 25 different kinds of inert munitions and explosives of concern on the complex field and then put each unmanned aircraft through its paces to test a multitude of sensors they had placed aboard the aircraft.

“One of the critical items we look at is the distribution and concentration of munitions on a range so that our contractors can have a better idea where they’re going to work and we can have a better idea of how much work the contractors are going to have to do on a range to clear and allow construction,” said William Noel, a project manager with the Ordnance and Explosives Design Center who specializes in the construction and modification of training ranges.

Ryan Strange, a research physical scientist with the U.S. Army Corps of Engineers’ Aviation and Remote Systems Program and Huntsville Center’s Unmanned Aircraft Systems Site Development Branch, is also interested in using these systems to obtain accurate tree counts.

This is especially valuable data for tree-clearance operations on ranges.

“We are learning about counting the trees in a forested stand by using spatial analysis tools, and we hope to get some really good data out of this demonstration,” Strange said.

Noel said he’s always looking for ways to apply new technologies and then measure the practicality of the application.

“Does it really deliver the benefit that we hope to get



Photo by Stephen Baack

Subject matter expert Ross Kenney explains features of the Microdrones MD4-1000 unmanned aircraft system controller to Huntsville Center representatives during a capabilities review at the Rocket City Radio Controllers complex in southeast Huntsville, Alabama, Feb. 27

from it? Does it help us to work faster? Does it help us to work smarter? Does it help us to control costs better?

“The more we know about a range,” Noel added, “the more intelligently we can design the range work, and the better we can bound the areas that our contractors are going to have to work removing munitions. If we can reduce the scope of the work they have to perform, then we’ve reduced the cost of the project.”

UESC

However, completing actions on facilities used while technicians break down and rebuild Air Force aircraft can cause a delay in getting mission-ready aircraft out of the hangar and back to the squadron.

“Production delay is a big risk to our customers,” explained Philip Conley,

WR-ALC energy manager.

Infrastructure improvements to a building where avionics software is upgraded is one example, Conley said.

“Georgia Power’s folks sent to perform upgrade must have escorts the entire time they are in the building and sometimes coordination as simple as that can cause delays, so it’s very

important we all have an understanding of specifics and processes so we can prevent losing mission momentum.

Conley admits facility infrastructure at the base is 20-30 years behind current industry standards, but he’s confident the upgrades will improve efficiency and cost effectiveness of ALC’s production capabilities in the long run.



Commander sees progress at Redstone remediation site

By Stephen Baack
Public Affairs Office

The commander of the U.S. Army Engineering and Support Center, Huntsville, obtained a firsthand look Jan. 16 at the progress of chemical warfare materiel remediation on a portion of Redstone Arsenal.

Col. Marvin L. Griffin, Huntsville Center commander, conducted a walkthrough of RSA-051, which is among 17 sites in a broader mission to investigate and remove World War II-era chemical warfare materiel suspected to be buried there.

Huntsville Center's Chemical Warfare Design Center, Ordnance and Explosives Directorate, is serving as executing agent.

"Visiting a site and discussing the program with those directly involved, at the point of execution, is essential to truly understanding what we do and why we do it," Griffin said.

"This helps me as the commander to better advocate for our employees and better support their efforts."

The sites were identified by Alabama's regulatory authority in 2010 for remediation as part of the federal government's Resource Conservation and Recovery Act.

This remediation includes investigation of these sites and, as a required interim measure, removal of any discovered chemical warfare materiel.

The ordnance in question originated from the U.S., Great Britain, Germany and Japan, and was at Redstone during and after the war for reworking and demilitarization. When the war ended, the goal of these operations shifted to ordnance disposal.

"After World War II, the approved practice for disposal of munitions and items like this was to bury them or to create trenches and pits and blow them up and then bury the remains – and it was an approved practice then," said



Photo by Stephen Baack

Col. Marvin L. Griffin, Huntsville Center commander, talks with the professionals working on a chemical warfare materiel remediation project at Redstone Arsenal, Alabama, Jan. 16, 2020, for which Huntsville Center's Chemical Warfare Design Center is serving as executing agent.

Ashley Roeske, project manager with Huntsville Center's Chemical/Biological Warfare Materiel Division.

Since that time, however, the knowledge, analytical tools and sustainability practices for munitions disposal have greatly improved and expanded.

Starting in the late 1960s there was a renewed concern about the risk these disposal methods posed to the environment and to public health and safety.

Since the 1990s, the U.S.'s policy on chemical weapons has been to eliminate all recovered chemical warfare materiel, according to a 2012 report from the Committee on Review of the Conduct of Operations for Remediation of Recovered Chemical Warfare Materiel from Burial Sites.

Griffin's visit included observing site-specific training that teams are required to undergo before embarking on intrusive fieldwork.

The training includes practicing with remote-controlled excavators on a nearby site mockup, and running through a variety of scenarios and

decontamination procedures.

"I was incredibly impressed with the professionalism of our Huntsville Center experts and the contracted team," Griffin said.

"Their planning, preparations, and most importantly, their focus on safety certainly stood-out from my visit.

"We've been very proactive about considering every situation that we can possibly think of," Roeske said.

"So if we find something, that's what we're there to do, and we do have the contingencies in place to handle that."

The safety measures in place are numerous, Roeske said, including continuous air monitoring for chemical agents, the full-time presence of an ordnance and explosives safety specialist, daily safety briefings, regular status updates to the site's command post and strict accountability procedures.

The remediation effort for all 17 sites is expected to take more than 40 years and more than \$500 million to achieve cleanup goals, she added.



Photo by Stephen Baack

Ralph Campbell, Ordnance and Explosives director, U.S. Army Engineering and Support Center, Huntsville, studies slides during the monthly Project Review Board Feb. 12.

Project Review Board core of Center's success

By Catherine Carroll
Public Affairs Office

Given the wide scope and innovative and collaborative nature of Huntsville Center's mission, keeping its more than four thousand projects on target can be challenging.

But Huntsville Center thrives on challenges, said Ralph Campbell, Huntsville Center's Ordnance and Explosives director.

"Wrangling complex projects is what Huntsville Center does best. And the Project Review Board is at the core of this success."

Once a month, Huntsville Center program and project managers brief the command team on the progress, budget, challenges, good news and lessons learned of ongoing projects. In February, Campbell took the (interim) PRB helm and set the tone for the full day of briefings.

"Be brief, be brilliant and be gone," Campbell exclaimed as he welcomed

the project managers and officially began with a mix of briefing slides, data dashboards tracking vital information, and notes and input from the project delivery teams, partners and contractors.

"The PRB is one of the most important regular governance activities for the command," Campbell explained.

"It provides a regular snapshot of what is happening within each program.

It also gives program and project managers the opportunity to share lessons learned from across the Center.

Keeping the PRB on track while ensuring the most relevant information is captured and communicated during the briefing was Campbell's main focus.

"I spent an hour this morning reviewing the briefing slides, quad charts and highlighting items for clarification," Campbell said.

"I said at the start of the meeting, don't read your slides to me, point out what leadership needs to take away about your program or where you need help."

This approach enables Huntsville Center's leaders to quickly learn where a project stands, when their assistance is needed and how to best provide support to the project managers.

Campbell explained how this process benefited the briefers.

"It gives the participants face time with leadership and gives leadership an opportunity to interact with a broad swath of the organization," Campbell said. "For career development, it gives the briefers the opportunity to hone their presentation skills and think on their feet. It also allows them to highlight the great work their teams are doing."

Eduardo Granados, OE Global Operations Division chief, who briefed on eight active OEG projects valued at more than \$80 million, shared his views on the importance of the PRB's monthly metrics reviews.

"It reinforces the importance of

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REM program counterpart meets energy goals

By Stephen Baack
Public Affairs Office

The accomplishments of one resource efficiency manager with the U.S. Army Reserve at Fort Buchanan, Puerto Rico, is proving that leveraging Huntsville Center's expertise is a force-multiplier in meeting the Army's energy goals.

Homar Velazquez's work throughout the last two years as Fort Buchanan's resource efficiency manager led to the post's selection as winner of the 2019 Northeast Regional EPA Green Challenge in Waste, Energy and Water, according to Teresa Whalen, Huntsville Center REM Program project manager.

In those last two years alone, the Army Reserve at Fort Buchanan recycled more than 5,200 tons of material out of landfills, decreased their water usage by more than 42 million, and decreased their energy usage by 26.54 percent.

"He is recognized as being critical in that effort, and for offering great support and service," Whalen said.

Resource efficiency managers, or REMs, are contracted subject-matter experts Army-wide who enhance the effectiveness of installations' energy programs by identifying ways to reduce energy and water costs.

According to the REM Program fact sheet, "REMs provide vital expertise to develop site energy plans encompassing projects that achieve sustainable, renewable, secure, resilient energy management."

Whalen said Velazquez is also responsible for assisting the post's ongoing Energy Savings Performance Contracting contract, which includes photovoltaic arrays, wind turbines, and a ground well-water operation that provides 50 to 60 percent estimated monthly savings.

She added that Velazquez is directly involved with water-distribution system modernization and an alternative water project that uses sustainable rainwater-harvesting systems.



Photo by Teresa Whalen

Homar Velazquez, resource efficiency manager with the U.S. Army Reserve at Fort Buchanan, Puerto Rico, explains the workings of potable water system in a clinic there. The water is collected on the roof of the clinic, drained into large tanks and then chlorinated.

His work has helped Fort Buchanan achieve its part in the Army goal for installations to have 14 days of energy and water resilience.

And if all of these accomplishments are not enough, Whalen said Velazquez was also instrumental in getting utilities back up and running in the wake of Hurricane Maria's landfall in Puerto Rico in 2017.

The Huntsville Center REM Program team supports its REM counterparts throughout the Army by providing expertise and reach-back assistance, and hosting training multiple times a year.

"We're the support team, but the REMs are definitely the 'boots on the ground,'" Whalen said.

"They are there to see that the energy, security and efficiency needs are met, and they're right there with the customer. Our aim is to work in a cooperative spirit so we can all achieve the Army's energy goals."

PRB

valuable and meaningful metrics," Granados explained. "And it enables us to review the numbers and get feedback on it frequently. It also allows us to showcase accomplishments and milestones on a monthly basis."

Supporting the warfighter downrange is at the heart of the Huntsville Center mission, Campbell said.

"Every program and project we touch directly or indirectly ties in to the

overall readiness of the DOD."

With more than four thousand ongoing projects, not all news is good.

When challenges arise, Campbell says it is best to address them immediately.

"I instruct my team that the PRB is not the place for surprise bad news. If you have bad news, get it to leadership beforehand and use the PRB to update it," Campbell stated.

"Be brief, be brilliant, and be gone. Great stuff," Campbell stated explaining

his opening message. "It's originally attributed to Woodrow Wilson. I stole it from Dorothy Richards in OE."

"This month's PRB went very well," Campbell said. "Everyone got to the point and had a good mastery of the details of their program. We have an impressive group of professionals here at Huntsville Center. As usual, they once again demonstrated their dedication to the mission, excellence in accomplishing that mission and their unmitigated professionalism."



Photo by Stephen Baack

Students of Huntsville Center's Leadership Development Program I course gather for a photo at the NASA Marshall Space Flight Center main building during a team-building trip to Redstone Arsenal, Alabama, Jan. 31, 2020.

Field trip to Redstone helps Huntsville Center LDP group expand leadership horizons

By Stephen Baack
Public Affairs Office

Huntsville Center's 2020 Leadership Development Program I group expanded their knowledge base during a team-building trip to the Prototype Integration Facility and NASA's Marshall Space Flight Center area of operations Jan. 31.

The nine-month LDP I course gives Huntsville Center employees between the grades of GS-5 and GS-11 a broad picture of leadership through classroom and online instruction, readings, engagements with leaders throughout Huntsville Center, and, as was the case here, field trips to see how other teams work together.

The Prototype Integration Facility, or PIF, is part of the U.S. Army Combat Capabilities Development Command, which "delivers future readiness as the Army's premier organization for the modernization cornerstones of science, technology and technology and engineering," according to information from Army Futures Command, which oversees CCDC.

The PIF team exists to rapidly design, fabricate, install and test systems that fill immediate needs and capability gaps for

the warfighter.

They accomplish this through integrated product teams who work in four areas: missile systems, aviation systems, special projects, and research and development.

"I found the work at the PIF to be very interesting because, since each project is unique, they have to start by doing in-depth research into the object to be modified and then try different solutions using a variety of materials and methods to find the best solution in a timely manner," said Maureen Slater, executive secretary at Huntsville Center and an LPD I student.

"This is useful to know when collaborating with other agencies, realizing that they have their own unique challenges and constraints but are working toward a common goal."

At NASA's Marshall Space Flight Center, the group learned about NASA's missions, including the forthcoming Artemis moon exploration program and its supporting Space Launch System.

MSFC personnel also hosted tours of surrounding test stands, the International Space Station Operations, and the Environmental Control and Life Support System facilities.



Volunteering for science fairs pays big dividends

By Stephen Baack
Public Affairs Office

There's more to being a science fair judge than evaluating student projects. That's what professionals at Huntsville Center continue to discover as they volunteer for science fairs and similar community outreach events. Here are three reasons to volunteer next time an opportunity arises:

It helps develop children.

"We have a duty and responsibility to the next generation, providing them guidance that they may not get at home," said Raúl Alonso, design manager with the Architect-Engineer Contracts and Criteria Branch. He volunteered at Williams Middle School's Jan. 30 science fair.

"I get to inform students about the importance of schoolwork, what we do as engineers, and the impact we have in the world."

Meghan Clardy, a chemical engineer with Cost Engineering, volunteered for a second time at Monte Sano Elementary School. She sees volunteering as a way to make a difference in the lives of Huntsville youths.

"By volunteering, I get the opportunity to encourage young minds to keep questioning and learning about the world around them," said Clardy.

"I'd encourage everyone to participate because investing in the youth is investing in your hometown."

It gives teachers a unique and valuable way to reach students.

"Teachers can provide basic concepts, but engineers, as subject-matter experts, provide insights that educators may not be able to," Alonso said.

Tori Turner, a sixth-grade teacher at Williams Middle School, said science fairs give students a chance to interact



Photo by Stephen Baack

Raúl Alonso, design manager with Huntsville Center's Architect-Engineer Contracts and Criteria Branch, answers questions from sixth-graders at Williams Middle School about the engineering profession during the school's science fair in Huntsville, Alabama, Jan. 30.

in formal setting with adults who are not their teachers.

"It gives them (students) the opportunity to not feel the pressure from teachers grading them, and it gives them an outside view on what the world might be like once they get into the workforce," said Turner. "They'll be able to learn how to communicate with people through events like this."

Linda Tisdale, a sixth-grade teacher at Monte Sano Elementary School, agreed.

"A lot of times in school, they ask, 'Am I ever going to use this?' I think this gives them (students) that real-world perspective," said Tisdale, who presided over Monte Sano's science fair. "I wish this was a requirement at all schools."

It gets students excited about STEM fields.

"During my senior year in high school, an engineer came and spoke to us about 'applied science,'" Alonso said.

"It was these two words that sparked me to pursue engineering."

Alonso seized the chance to return the favor Jan. 30 at Williams Middle School, taking some time after evaluating projects to sit down with a

group of sixth-graders and talk to them about opportunities in the engineering field.

Clardy emphasized the importance of reaching out and encouraging the youth to get excited about science and problem-solving, especially because STEM – science, technology, engineering and math – is such a big part of Huntsville.

"Encouraging local young minds to continue questioning and problem-solving is encouraging the future of Huntsville to continue to lead innovation," she said.

Russ Dunford, chief of Strategic Plans and Integration at Huntsville Center said outreach is a great way to open students eyes to the professional opportunities that could be awaiting them one day – possibly at Huntsville Center.

"We can't wait anymore until the kids are seniors in college to recruit them," Dunford said.

"Some of them don't even know about the Corps of Engineers, so what better way than to interact with them at this level at a science fair. It plants seeds, and it's just good community outreach."



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About Huntsville Center

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

40+ Programs

9 Mandatory Centers of Expertise,
5 Technical Centers of Expertise
and 17 Centers of Standardization

FY2019

\$2.2B

*“HNC Delivers
Innovation”*

In fiscal 2019, Huntsville Center awarded more than 4,800 contract actions totaling more than \$2.2 billion in obligations for its stakeholders. More than 43 percent of the \$2 billion obligations were small business awards. That number pushed the Center over the \$6 billion mark in obligations awarded to U.S. small businesses over the last decade.



Ethics reminders during COVID-19 pandemic

By Melanie Braddock
Office of Counsel

In this time of unexpected isolation most of us find ourselves living and working in a very different environment. There are new colleagues such as family members also working from home, kids doing electronic learning and pets unaccustomed to having their humans home all the time. Even as we are all mostly be working from home, the rules and policies that govern us as federal employees continue to apply. I wanted to call your attention to four specific ones that might come up in these unique circumstances.

1. Partisan Political Activities:

Federal civilian employees may not engage in political activity (defined as an activity directed toward the success or failure of a political party, candidate for partisan political office or partisan political group) while in a federal workplace; while on duty; while using government equipment; while wearing a government uniform/badge; or while in a government vehicle. During your scheduled telework hours, you are on-duty and you may not engage in political activity. Furthermore, you may never engage in political activity using your government laptop, email, or phone, whether at home, in the office, or on a lunch break.

2. Gifts:

We know that during this time, some employees may experience hardships due to the COVID-19 pandemic. Additionally, with the prominence of the Corps in the pandemic response, public support for our activities can lead to offers of gifts. Federal employees have to remain vigilant for potential ethics violations that crop up in these situations. Crowd-sourcing fundraising is one example of there this could cause a concern where an employees, or their friends or

family members on their behalf, may seek financial assistance from crowd-sourced fundraising platforms.

3. Outside Employment:

Employees may be facing unexpected hardships due to COVID-19 and may decide to seek other employment. As a reminder, Department of Defense regulations require that employees who file a financial disclosure report must seek prior written approval from their supervisor for outside employment with any entity doing or seeking to do business with the DOD or otherwise seeking official action from the DOD. Also do not forget that criminal statutes prohibit Federal employees from representing any non-federal person or entity back to the government, with or without compensation, except in certain limited circumstances.

4. Use of Government Resources:

Finally, remember to use your work time, equipment, and information only for official purposes, unless otherwise authorized. Most organizations have authorized some minimal personal use of such resources provided that the use does not involve additional cost to the government, result in significant use of official time, reflect poorly on DOD, or otherwise negatively impact mission. Remember that the equipment issuer likely also has rules about appropriate use, such as those contained in most DOD computer user agreements.

This information should help assist you in identifying potential ethics issues, but if you have specific questions or concerns please reach out to Margaret Simmons, Clay Weisenberger or myself.

We are here to help – from home of course.

As always, if there are ever any ethical concerns you may have, feel free to contact me at 256-895-7373 or send an email to:

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