



US Army Corps
of Engineers

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Huntsville Center Bulletin

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Mark your calendar now...

**Fun Run
Make-Up Day!
Tuesday, April 10**



**Pinhook Creek
Clean Up
Friday, April 20**

Work with kids at...

**University Place
Elementary
Tuesday, April 17**

**Redstone Arsenal
Thursday, April 19**

Huntsville Center prepares for new overall reorganization

By Debra Valine
Public Affairs Office

The Engineering and Support Center, Huntsville, is reorganizing effective April 1 in an effort to streamline and improve business processes, improve performance and save money within the organization.

The reorganization will not impact the total number of personnel employed by Huntsville Center, but instead focuses on realigning resources to best meet customer needs.

The decision to reorganize comes after a

three-month study conducted by independent consultants.

Col. Larry D. McCallister, Huntsville Center commander, initiated the study in December 2006 to evaluate potential work load shifts and new customer growth in certain areas. For instance, the Hazardous, Toxic and Radioactive Waste (HTRW) Center of Expertise mission, currently in Omaha, Neb., is expected to transfer to the Huntsville Center in the future once the move is approved by

See *Reorganization* on page 12

Work on chem-demil facility in Colorado continues on pace

By Kim Gillespie
Public Affairs Office

The U.S. Army Engineering and Support Center's Chemical Demilitarization program continues its support to the Assembled Chemical Weapons Alternatives at the Pueblo (Colorado) Chemical Agent-Destruction Pilot Plant.

Construction work is steadily increasing, and the facility design is nearly complete, said former Huntsville Center Project Manager Bill Craven.

Huntsville Center is the Corps of Engineers Life-Cycle Project Manager



Photo by Bill Craven

Crews lay pipe in the duct banks at the Pueblo Chemical Agent-Destruction Pilot Plant in Pueblo, Colo.

See *Pueblo* on page 14

Commander's thoughts

April is shaping up to be a busy month. We have Maj. Gen. Ronald L. Johnson, U.S. Army Corps of Engineers, deputy commander, coming to Huntsville to conduct the Command Strategic Review. This will be the first time a CSR has been conducted for Huntsville Center. The focus of the CSR is to assess how our organization integrates and supports the Corps' Campaign Goals. This visit and some others in early May will require extra preparation in addition to our other requirements, but I am confident we will do an outstanding job, as always.

I have been on-board now for almost nine months. I have been studying, reviewing and coordinating a near-term, mid-term and long-term reorganization of the Huntsville Center structure that will make better use of our resources and make processes more efficient. The changes reflect our current mission status and look forward to inevitable changes to our mission as work increases and decreases in key areas. I have fully staffed the recommended changes and we will be communicating the changes and adjustments. Change is inevitable, but it doesn't have to be painful. I think the realignments I'm making only serve to complement the current structure, improve our efficiencies and better support our customers. The near-term changes coming are not dramatic and will not result in any gains or losses in personnel for the Center.

Mid-year budget adjustments also are under way. It is extremely important to provide a realistic

assessment of how we will manage our resources the remainder of fiscal year 2007. Army funding continues to be limited due to Congress' continuing resolution, so we must ensure we are wise stewards of taxpayer dollars and our work provides value to the Army and the nation.

Last month, I visited the Pueblo Chemical Agent-Destruction Pilot Plant in Pueblo, Colo. We are making good progress, and we will continue to need Pueblo Resident Office personnel as the project reaches its peak of construction over the next several years. The chemical demilitarization mission is unique, and the opportunity to be a part of these one-of-a-kind facilities at Blue Grass, near Richmond, Ky., and Pueblo will never happen again. So if you think you might be interested in working at either of the sites, please give Pat Haas, Chem Demil's director, a call.

The visits I have made or will be making soon to some of our program sites, including Iraq and the continental U.S. chem demil sites, have been extremely helpful to me. I am scheduled to visit the Russian Chemical Weapons Destruction Facility in Shchuch'ye at the end of April. Our worldwide missions are crucial to the Army's expeditionary mindset. The expeditionary mindset is also a USACE Enabling Capability. We must continue to be agile, ready and flexible enough to accomplish our continuing and

contingency missions, both at home and abroad.

Earth Day is April 22 and we are partnering with the City of Huntsville's Operation Green Team to conduct a litter cleanup the afternoon of April 20. I encourage employees to take annual leave and participate in this fun and mission-related event. This is a great way to remind the community that we care about environmental sustainment and that we also care about this community.

The Battle of the Bulge winners also will be announced this month. With more than 200 employees participating, and 60 employees losing more than a combined total of 350 pounds, it is easy to say everyone who participated is a winner. I encourage everyone to continue to use our health facility and continue the battle of the bulge.



Col. Larry D. McCallister

Unfortunately, the March 16 Fun Run/Walk was rescheduled because of inclement weather.



Make plans to run or walk Tuesday, April 10 at 11:30 a.m.



US Army Corps of Engineers

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BULLETIN

Commander..... Col. Larry D. McCallister
 Chief, Public Affairs..... Kim Gillespie
 Editor..... Becky Proaps

Huntsville Center contractor killed in Iraq

HUNTSVILLE, Ala. — One contractor was killed and two were injured working for the U.S. Army Engineering and Support Center, Huntsville, March 8 in Iraq in a work-related accident.

Donald John Neil, 45, from Berlin, N.H., was killed March 8 during the accident.

Neil worked as a senior unexploded ordnance supervisor for Tetra Tech, Inc., which is headquartered in Pasadena, Calif.

This brings the number of contractor casualties killed while

working for the Coalition Munitions Clearance program since September 2003 to 36.

“Our condolences go out to the families,” said Bill Sargent, program manager, Coalition Munitions Clearance program.

“Our personnel are highly trained and experienced and are doing a superb job, but it remains a very dangerous mission.”

The incident is under investigation.

Huntsville Center is the U.S. Army Corps of Engineers’ Center of Expertise for Military Munitions.

Huntsville Center’s Coalition Munitions Clearance Program is responsible for receiving, transporting, segregating and destroying captured or any other munitions posing a danger in Iraq.

Storage and disposal of the ammunition is performed at several locations throughout Iraq. To date, more than 400,000 tons of ammunition have been destroyed by the Huntsville Center program, significantly reducing risks to Iraqi citizens and U.S. personnel serving in Iraq.

The Bulletin asks:

How do you help protect the environment?



Photo by Michelle Harlan

John Williams II
Resource Management
Directorate

I help protect the environment by keeping our woodlands and wetlands clean, thereby leaving a more safe and natural habitat for wildlife. I tend to use our great outdoors quite often, so I try to give back a little by planting trees and will hopefully leave a healthier environment for future generations to enjoy.



Photo by Michelle Harlan

Tori Smith
Business Management
Office

We recycle our trash — like paper and plastic. We also conserve energy by turning off the lights.



Photo by Michelle Harlan

Carolyn Nation
Installation Support
Directorate

I help protect the environment by recycling. The way technology is today, paper isn't being used much anymore.

I try to avoid polluting, such as throwing trash out the window or on the ground. Also, when I have used batteries I turn them into Logistics Management when I'm at work.



Photo by Chris Gardner

Ray Waits
Safety Office

Army mandates 'green' construction

New buildings must meet special environmental guides by fiscal year 2008

**By Andrea Takash
Public Affairs Office**

Imagine an environmentally friendly building where the work force controls the office temperatures, solar panels generate electricity and rainwater soaks back into the ground recharging the aquifer.

This is not a tale of an office building for a Fortune 500 company, but instead it is a true story about new features in military construction.

Starting with fiscal year 2008, all new military vertical building construction projects must be capable of achieving a silver level of Leadership in Energy and Environmental Design for New Construction, better known as LEED®-NC. Army family housing and Residential Communities Initiative will continue to attain the Sustainable Project Rating Tool's (SPiRiT) gold rating level.

As one of the U.S. Army Corps of Engineers' centers of standardization, the Engineering and Support Center, Huntsville, is prepared to support the LEED requirement.

"As Huntsville Center project teams work on the various standard designs for Army installations, the teams will ensure that the LEED requirement is met," said

Todd DuVernay, chief of Huntsville Center's Specifications and Service Branch and a LEED accredited professional.

The U.S. Green Building Council (USGBC), a non-profit organization, developed LEED, which is a rating system that provides standards for the design, construction and operation of "green" buildings. Buildings that meet certain requirements can achieve certified, silver, gold or platinum rating levels. The LEED requirements fall under five focus areas: sustainable site development, water savings, energy efficiency, materials selection and indoor environmental quality.

People use the word "sustainable" frequently when referring to environmentally friendly products. When it comes to designing buildings, the word takes on an extensive definition.

"Sustainable design and development (SDD) meets human needs by maintaining a balance between development, social equality, ecology and economics," said Annette Stumpf, a project manager at the Engineer Research and Development Center's



Courtesy Photo

Incorporating solar panels is one of the many ways a building can become more eco-friendly, or "green." The Army has mandated all new buildings to meet new green standards by fiscal year 2008.

Construction Engineering Research Laboratory and a LEED accredited professional. "SDD also considers the environmental impact, energy use, natural resources, economy and quality of life."

DuVernay pointed out that sustainable features benefit the work force, too.

"Studies have shown that when people breathe clean air in their office and control their heating, air conditioning and lighting, they perform better," he said. "These features also have shown a decrease in absenteeism."

To be successful in using SDD and meeting LEED requirements, DuVernay stressed the need to start at the beginning phase of the project and include a representative from each engineering discipline.

"The team must do a good job of identifying sustainable features at the

beginning of the planning phase," he said. "The funding, design and construction of LEED buildings will work better if design integration between all disciplines starts at the planning phase and keeps going through building operations."

Huntsville Center's team for the Army Community Service Center standard design started planning for LEED requirements in the initial phase of the design.

"At the start, we searched out every avenue for sustainable features. We set project goals and came up with the best product for the user," said Marilyn Scott, an architect in Huntsville Center's Architecture Branch. "As we move along in the design, we will see what features will really work."

The team is looking at a

See Green on page 13

Bike safety key as warmer spring weather starts

By Debra Valine
Public Affairs Office

With the warmer temperatures and longer days of spring, it might be time to get out the old motorcycle and take it for a spin. But, before you do, you need to make sure both you and your bike are ready!

Even full-time motorcycle riders sometimes need to be reminded about safety checks for both themselves and their bikes. These safety checks include helmet, gloves and proper clothing for the rider and lights, cables, brakes and tire condition for the motorcycle.

Huntsville Center security guard Bob Thierry was approached last month by Center employee Greg Parsons, who told him he needed to do something about his motorcycle tires. One of the tires was so badly worn you could see the steel bands in the tires.

"I was shocked," Thierry said. "I get all over that bike when I clean it. I don't know how I missed that tire. But I did go straight to the tire store after work and have both tires replaced."

Thierry said this happened the day before he was planning a road trip to Birmingham, Ala., and he credits Parsons with possibly saving his life.



Photo by Chris Gardner

Greg Parsons and Bob Thierry check out the new tires on Thierry's motorcycle. Thierry almost took a road trip on dangerously bald tires, but Parsons pointed them out before he hit the road.

Safety inspections and renewed training help keep motorcyclists safe on the road.

To help reinforce safe motorcycle skills, Redstone Arsenal offers an experienced motorcycle rider course.

"This one-day, seven-hour course is the perfect place to discuss motorcycling strategies with other riders and to sharpen your cornering, braking and emergency maneuvering skills," said ERC motorcycle trainer Ralph Harris, Motorcycle Safety Foundation Rider Coach Garrison Safety Office, Redstone Cape Fox Professional Services.

Scheduled class dates are Tuesday, April 10; Monday, April 23; and Saturday, April 28. For additional course information, please contact Harris at 93hdstc@bellsouth.net.

Safety is especially important for motorcycles. Motorcycles are the smallest vehicles on the road, therefore, the most vulnerable. With all the information and training available, Huntsville Center motorcyclists and others can ride safely while having fun on their bikes as the weather warms up.

Tips from the Motorcycle Safety Foundation

- **Treat other motorists with courtesy and respect.**
- **Avoid tailgating.**
- **Avoid riding between lanes of slow moving or stopped traffic.**
- **Know and obey traffic laws, including ordinances in your community.**
- **Avoid excessive noise by leaving the stock muffler in place or using a muffler of equivalent noise reduction.**
- **Use signals when appropriate.**
- **Watch out for blind spots. Truck drivers may not be able to see you.**
- **Watch your speed. Motorcycles accelerate faster than most other vehicles.**
- **Wear safety clothing to include boots, a jacket and gloves. Always wear a Department of Transportation approved helmet.**

Ensuring the Army has a place to sit

By Kim Gillespie
Public Affairs Office

The way Army installations buy administrative furniture for their buildings is changing and the U.S. Army Engineering and Support Center, Huntsville, is the central manager for that change.

The Office of the Assistant Chief of Staff for Installation Management and Installation Management Command instituted the Centrally Managed Administrative Furniture Program in fiscal year 2006 and designated Huntsville Center as the program management support, procurement and delivery agent for this important task.

"IMCOM was very impressed with the success of Huntsville Center's management of the Unaccompanied Personnel Housing Barracks Furniture Program," said Bill Sugg, chief of the Engineer Branch, Public Works Division, at Headquarters IMCOM.

"Huntsville's record of customer service, on-time delivery, cost savings through competitive procurement, and centralized tracking and

management convinced us that Huntsville Center should manage the administrative furniture program, too. We anticipate additional synergies and savings through combining both programs," he said.

The relationship between the team members requires close coordination. OACSIM is responsible for policy and programming of funding. IMCOM receives Army funding, sets priorities and disperses funding to Huntsville Center. Huntsville Center is responsible

for program and procurement support, including data collection and historical analysis, overseeing the collection of furniture requirements, procurement management, and execution and delivery of furnishings.

Supporting personnel

While the focus of the OACSIM, IMCOM and Corps initiative is administrative furniture, the mission is still about supporting Army personnel.

"Ensuring Army Soldiers and Civilians have quality furniture that arrives on-time is critical to the success of Army transformation," said Alicia Allen, Huntsville Center's furniture program manager. "In addition to ensuring quality, centralizing administrative furniture procurement also standardizes furniture to ensure the same quality of life is maintained at all Army installations.

Cost is also an important factor in that we will standardize the design to ensure quality, but, whenever practical, furniture will be procured through competition to get the best prices available for that level of quality," she said.

Education is important to the success of the program, said Scott Wick, the USACE proponent for furniture at Headquarters.

"This is a big change, and personnel may not understand how centralized management works and why it was necessary to implement this program," he said.

Instead of funding each installation separately for the procurement of administrative furnishings, IMCOM now sends funding to Huntsville Center

and the Center uses customer requirements for the procurement.

"We make sure they get what they need and get the best value," said Stephen Evans, Huntsville Center project manager for administrative furniture. "Our role is to help the installation in every way we can."

Evans said the challenge for Army personnel is shifting from proprietary to performance-based thinking and acquisition. Like standardization, performance-based thinking is another Army initiative that installations and personnel will enjoy once they start seeing the benefits.

"It has only been 19 months since Centrally Managed Administrative Furniture was first conceived by the OACSIM," Evans said. "We received the final go ahead from Corps Headquarters in late January, so we still have a lot of work to do to make this system fully operational, but we are making good progress."

Using past success

The Centrally Managed Administrative Furniture Program is being modeled after the success of the Unaccompanied Personnel Housing Barracks Furniture Program, which is also managed by Huntsville Center for the OACSIM and IMCOM. The UPHB Furniture Program is a partnership with OACSIM, IMCOM, garrisons (or installations), Corps districts, and the General Services Administration vendor community. The UPHB Furniture Program regularly produces on-time deliveries at least 98 percent of the time, realizes significant programmatic savings and has increased the expected life of the UPHB furnishings by as much as 50 percent, Allen said.

"We make sure they get what they need and get the best value. Our role is to help the installation in every way we can."

**Stephen Evans
Huntsville Center project manager
for administrative furniture**

See *Furniture* on page 15

CID announces new crime prevention program

FORT BELVOIR, Va. — The U.S. Army Criminal Investigation Command, commonly known as CID, has a new Army-wide crime prevention and awareness program dubbed “*CID Lookout*.”

The program is a CID initiative to partner with the Army community by providing a conduit for members of the Army family to help prevent, reduce and report felony-level crime. CID simultaneously announced its related “*CID Cyber Lookout*” program initiated by the Computer Crime Investigative Unit.

The *CID Cyber Lookout* is designed to promote Internet safety by educating the Army community about the dangers posed by cyber criminals on the Internet.

The USACIDC is an independent criminal investigative organization that investigates serious, felony-level crime such as homicide, rape, sexual assault, robbery, arson, contract fraud and intrusions into Army networks.

“Solving and preventing crimes of this nature takes community

CID Lookout On Point for the Army

involvement and cannot be achieved solely by CID special agents. Together, professional law enforcement officers and the Army community must work hand-in-hand to fight serious crime,” said Brig. Gen. Rodney Johnson, the Provost Marshal General of the Army and commanding general of CID.

Part of the new *CID Lookout* initiative will be disseminating topical and useful crime prevention and crime awareness information to the U.S. Army via the internal Army media, said Chris Grey, CID’s chief of Public Affairs.

“The information will cover topics such as identity theft, logistics security, preventing sexual assault and robbery — anything that prevents our Soldiers and their families from becoming

victims,” Grey said.

CID Lookout also asks Soldiers, family members and employees to “Be On The Lookout” and to report crimes and suspicious activity.

“We want people to know who we are, what we can do for them and what they can do for us to make our Army even more *Army Strong* and safe,” said Johnson. “The new *CID Lookout* program provides that two-way communication mechanism for members of the Army family to get involved.”

For more information on CID or to report a felony-level crime or provide information concerning a serious crime, contact your local CID office, the Military Police, or visit www.cid.army.mil.

NSPS information that can help you at work

Program may help with NSPS objectives

A Web-based interactive training course, *iSuccess*, is now available to help you write effective job objectives and self assessments of your work accomplishments. *iSuccess* provides a narrated guide and step-by-step approach to drafting mission-aligned objectives and accomplishments.

A “virtual coach” and “virtual employees” are



added features that provide important tips and techniques for writing as well as specific examples.

The course will help employees:

- Write effective job objectives using the S.M.A.R.T. (Specific,

Measurable, Aligned, Realistic/Relevant, Timed) framework.

- Select appropriate Contributing Factors that reflect how to accomplish job objectives.
- Understand the impact of Performance Indicators on the development of job objectives.
- Practice writing a Self Assessment based on accomplishments and achievements.

This self-paced tool is useful at any time during

the performance management process. Your work can be placed in a Microsoft Word document and saved to your computer for easy access. Job objectives may also be pasted into the Performance Appraisal Application.

This highly valuable training tool may be accessed through the following link: <http://www.cpms.osd.mil/nsps/iSuccess/>.

Huntsville Center prepar

By Larry D. McCallister
Commander, Huntsville Center

Editorial

Some years ago there was a commercial on television that showed an old Native American guiding a canoe along a polluted waterway. He was crying. His land, which was once pristine, was now polluted.

That tear rolling down that old man's face was a quiet call for action.

Cleaning up the environment isn't just a fad; it's a necessity. Our waterways and the earth are polluted with trash, industrial waste and other contaminants. Pollution is a problem that needs to be addressed.

The U.S. Army Corps of Engineers takes this cleanup effort seriously not only through our mandated missions, such as cleaning up unexploded ordnance and hazardous chemicals from formerly used defense sites, but also by working with our community

to address the importance of regulated wetlands. It is important that we do our part to help clean up the environment and show the community that we are working alongside them to improve our neighborhoods.

Every year one day is set aside to promote awareness of the Earth. That day is Earth Day, which is usually held in the third week of April. This year Earth Day is April 22.

According to the Web site, www.earthday.gov, since the first Earth Day in 1970, the federal government has been cleaning the air, promoting land conservation and improving water quality.

The Bush administration is focused on achieving meaningful results — cleaner air and water, and healthier lands and wildlife habitats, according to

the Web site. The nation's air is much cleaner today than it was in 1970 and progress will continue. The trend of annual loss of wetlands has been reversed; restoration and development of abandoned industrial sites is accelerating; and President Bush is meeting his commitment to reduce the National Park Service maintenance backlog.

Locally, several events are planned. The Huntsville Center is partnering with the University of Alabama in Huntsville, Redstone Arsenal and Huntsville's Operation Green Team to host Earth Day activities.

On April 17, we will hold a mock-environmental cleanup for approximately 60 fourth-grade students at University Place Elementary School. We are teaming up with UAH's Environmental Engineering Department. Eight UAH students will assist Huntsville Center volunteers with the event.

On April 19, we will participate in Redstone Arsenal's Earth Day event. Our role consists of a mock-environmental cleanup. Approximately 150 students from area elementary schools will participate.

Then on April 20, Huntsville Center will partner with Huntsville's Operation Green Team to clean up an area of Pinhook Creek, which is regulated by the Corps' Nashville District. Huntsville Mayor Loretta Spencer is scheduled to attend the event. The cleanup will take place from 1-4 p.m. Operation Green Team will provide lunch and prizes for volunteers.

Cleaning up formerly used defense sites is also a Huntsville Center mission and another way that we help with pollution reduction. Through training practices that were acceptable at the time, the military left behind unexploded munitions, some of which contained dangerous chemicals, when training areas were closed after World War I and World War II. According to the Ordnance and Explosives Fact Sheet located on the Internet at <http://hnd.usace.army.mil/newsroom/factsheets>,



Photo by Becky Proaps

Col. James Darienzo from Huntsville Center spoke with fifth-grade classes at University Place Elementary School, Huntsville, Ala. about the importance of Earth Day at last April's mock-environmental cleanup. Due to last year's success, there will be multiple events like it this April.

There are two opportunities for Huntsville Center employees to help out with this year's mock environmental cleanups.

April 17
University Place Elementary School

April 19
Redstone Arsenal

If you are interested in participating in either of these events, please contact Andrea Takash in Public Affairs at 895-1809 or at Andrea.M.Takash2@usace.army.mil.

Preparations for Earth Day 2007

Be part of the Huntsville Center's Earth Day Pinhook Creek Cleanup April 20!

The clean up is from 1-4 p.m. and food and prizes will be provided. Remember to wear outdoor attire.

If you are interested in participating in this event, please contact Andrea Takash in the Public Affairs Office at 895-1809 or at Andrea.M.Takash2@usace.army.mil.

there are more than 1,600 formerly used defense sites. Between 600-700 sites may be contaminated with unexploded ordnance.

In 1986, Congress established the Defense Environmental Restoration Program under Public Laws 99-190 and 99-499. The program goals are: identify, investigate and clean up hazardous contaminants, correct the environmental damage (such as detection and disposal of unexploded ordnance), and demolition and removal of unsafe buildings and structures.

It is important that these sites be cleared of unexploded ordnance because these munitions pose a potential threat to anyone who might come across them. Just because the munition is considered unexploded ordnance does not mean that it does not have the capacity to explode.

We may not have been the generations responsible for leaving the unexploded ordnance, but we owe it to current and future generations to do what we can to clean up these sites. When we turn these sites over to Civilians, we want to leave them as they were before the military training.

You might ask what does

that have to do with schoolchildren? Why are we showing them how to conduct an environmental cleanup?

It was children in California who found unexploded ordnance and were killed playing with it that drew attention to the hazard of unexploded ordnance. We participate in these events to teach children to recognize unexploded ordnance, to run from the site and how to report unexploded ordnance to authorities. We also teach the children about cleaning up hazardous chemicals. It shows them the federal government is doing something to clean up the environment and shows them possible future career choices.

According to an article in the Huntsville Center *Bulletin*, last year's event at University Place Elementary School was a huge success. The children seemed to love participating in the mock-cleanup of hazardous chemicals. That is why we are doing it again this year.

In a news article published in the May 2006 Huntsville

Center *Bulletin*, said Melissa Thomison, fourth-grade teacher at University Place Elementary School. "This was a great hands-on experience for the children to get to role play with a hazardous toxic waste situation," "They have never had the chance to participate in such a fun and educational event for Earth Day."

Pinhook Creek is being redeveloped and turned into green space. Buildings are being torn down in flood-prone areas to improve drainage. Plans are to eventually widen the Pinhook Creek channel and add landscaping and paths for a riverwalk of sorts that could thread through downtown. Working with the community to clean up Pinhook Creek shows we care about the community in which we live and provides a valuable service.

Rep. Bud Cramer, D-Huntsville, wrote of the importance of cleaning up Pinhook Creek on his Web site at <http://cramer.house.gov>: "Funding for Pinhook Creek ... is essential for the continued revitalization of the area, and flood control is a key element of that effort."

By participating in Earth Day events, we show everyone that we are part of the community and good stewards of the environment in which we live. But we shouldn't just set aside one day for this effort — every day we must do our parts to prevent pollution and help with the cleanup of already polluted areas.

Volunteer today to help with these events. Make environmental cleanup part of your everyday life. It's important.



Photo by Chris Gardner

Garbage from all over Huntsville, Ala., ends up at Pinhook Creek, making it home to garbage of all kinds like pictured here. Volunteers from the Huntsville Center will be participating in a cleanup there Friday, April 20, from 1-4 p.m.

Center employee adds special touch to retirements

By Michelle Harlan
Public Affairs Office

It's hard to miss him on your way to Information Management or if you leave through the west exit of the building. He will often wave "hello" or engage you in a conversation as you pass his desk. And, if you retire from Huntsville Center he might draw your likeness on a card for co-workers to sign.

Clay Pierce, a contractor for the Information Management Directorate, has worked at the Huntsville Center for nearly 11 years. He stays busy taking high-volume print orders, answering the Help Desk phone, resetting Common

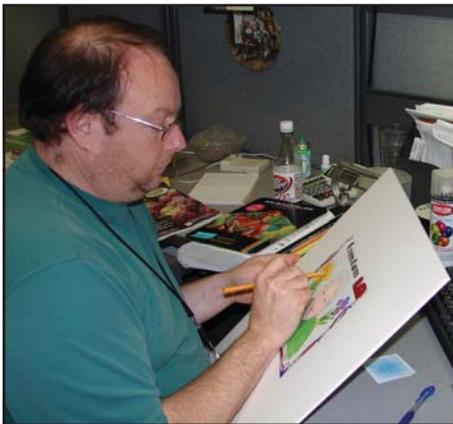


Photo by Michelle Harlan

Clay Pierce draws a GIT card for April retiree Judy Griggs. Pierce has made these pieces of art for numerous Huntsville Center employees when they retire.

Access Card pin numbers and processing acquisition requests for technical equipment. Aside from juggling a variety of responsibilities, he also finds time to insert his touch into Huntsville Center memorabilia. At the majority of retirement ceremonies, a one-of-a-kind GIT card drawing is presented to the retiree. Pierce never thought he would be doing portraits of his co-workers, but to date he estimates he has drawn more than 25 cards since doing the first one four years ago.

Earl Ball was the resident GIT card artist at Huntsville Center in 2003, and

Pierce used to watch him as he drew.

"I was fascinated with what he did," Pierce said.

When Ball retired in December 2003, the director of IM at the time, Jack Bowen, suggested Pierce draw a card for Earl.

"It didn't seem right for him not to have one after doing it for so long," Pierce said. "I drew him like Norman Rockwell sitting at an easel." Pierce finished the request successfully. "Earl was shocked. He wasn't expecting it."

When Pierce receives a request for a GIT card, which he does free of charge, he asks for a recent photo of the recipient, their eye color and their hobbies.

"I have drawn from a badge photo, but I don't like to because it looks like a mug shot," Pierce said. "Digital photos are the best to use because you can get the shading. Earl taught me that it's all in the shading. Without that, the drawing looks flat."

The process involves white artist board, colored pencils, the photograph and various clip art for representing hobbies and retirement activities. Pierce props the board up in his lap against the desk and looks to the computer screen displaying the photograph or clip art.

"I once had a request to do one in two hours. I got it done in one instead," Pierce said. "But, I find that if I know the person, it's harder to be satisfied with the drawing. I've been disappointed before because I felt I couldn't capture them. I'm the most critical. I even re-did one three times."

Judy Griggs, director of the Small Business Office, is the latest recipient of a GIT card.

"I love it. It represents me very well, and my future in retirement is portrayed very visibly," said Griggs, who retired April 2. She even saved a spot in her home to display Pierce's work, she said.

Pierce hasn't always considered himself an artist.

"I never really drew before I started

here," he said. "I drew as a little kid but I could never get the faces right."

Receiving a GIT card can be a unique addition to a retirement.

When he drew a card for Camille Pinto, former IM secretary, he didn't realize how special it would become for both of them and her family.

"Camille's means more to me than any others," Pierce said. When Pinto passed away, Pierce's drawing was displayed next to the casket.

"I worked with Camille for eight years, and we developed a friendship," Pierce said. "The card meant a lot to her when she received it. But, having it used at her funeral... that meant a lot."

Pierce's talents extend beyond drawing GIT cards.

"My doctor told me to cross stitch for my blood pressure," he said. "I also like to try new things like wood working."

Those aren't the only projects he works on. During the holidays, another Pierce original can be found on desks throughout Huntsville Center. Pierce takes glass blocks, drills a hole through the side, feeds a string of lights inside and wraps a bow on the outside making a festive and bright decoration.

Pierce, a father of two sons, said his family likes his artwork, too.

"The oldest has a natural gift for drawing. He tries to re-draw the cards," he said. "My younger son is an athlete. But they both like the cards. My wife wants me to draw a picture of the kids together."

"Actually drawing is a stress reliever. It relaxes me, and I can lose myself in the drawing. If you find something you enjoy doing, you can be there for hours," he said.

When Pierce retires he says he doesn't want a GIT card because he doesn't like to have his photo taken. But perhaps a new artist will emerge as his protégé, just as he did with Ball, and carry on the Huntsville Center GIT card tradition.

Local engineer helps transportation department

By Chris Gardner
Public Affairs Office

Traffic can be tedious enough without outside forces backing things up.

Add in some construction; make that construction a bridge resurfacing project totally closing access for days or months at a time and forcing detours, and it might be enough to cause a meltdown.

That's why Huntsville Center structural engineer Derek Beck worked with colleagues from his alma mater, Auburn University, to study ways to try and mitigate the disruptions caused by bridge resurfacing projects.

"Everyone hates to sit in traffic during road construction," Beck said. "Not only is it annoying, but there are safety concerns for workers and economic impacts to the region."

Normally, when the surface of a bridge needs to be replaced, the riding part is torn up leaving only steel girders until all the work is done, Beck said. This kind of work leads to long closures and lengthy detours that drivers are all too familiar with.

The Alabama Department of Transportation was looking for ways to improve bridge resurfacing throughout the state and asked AU for help.

"ALDOT currently has about three miles of interstate bridges in the

downtown (Birmingham, Ala.) area that are in terrible condition and will be repaired or replaced in the near future," Beck said. "ALDOT contacted Auburn University to explore bridge deck replacement methods that would minimize safety and economic concerns and traffic interruption while completing the project in an accelerated time frame."

Beck and his colleagues were able to monitor the use of precast exodermic bridge deck panels on bridges of varying sizes in nearby Georgia. Exodermic panels are comprised of a concrete slab reinforced with an unfilled steel grid that is lightweight.

Their study of the exodermic deck panel use was published in the February issue of *Practice Periodical on Structural Design and Construction*. It was a concise combination of Beck and his AU colleague Josh Umphrey's master's theses.

The use of the precast exodermic deck panels enabled a staged construction schedule, which allowed construction crews to replace small portions of the bridge decks at a time. This let construction completely start and stop so as to not disrupt traffic during weekdays.

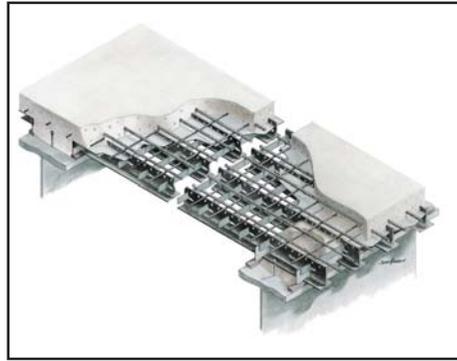


Image courtesy of the D.S. Brown Company

Exodermic deck panels are made of a concrete slab reinforced with an unfilled steel grid.

Two small two-lane bridges in Gainesville, Ga., had to be closed completely each night from 9 p.m. to 5 a.m. for construction, but they were open for normal traffic during each day while construction was halted.

Bridge decks on Interstate 285 near downtown Atlanta also were repaired using the exodermic panels and, since it was a wide multi-lane highway, during night-time and weekend construction the bridges were open to traffic except for just the lane being worked on.

ALDOT does not use exodermic panels yet.

So, in contrast to those projects, construction is expected to cause prolonged detours and lane closures on the bridge on Martin Road East at Redstone Arsenal Gate 1 for the next five to six months according to the *Huntsville Times*.

Beck said the construction period could probably be significantly reduced by using precast panels, which could speed the whole process as well as allow a staged construction schedule like in

Georgia projects. That could limit detours to night hours.

ALDOT plans to test the use of exodermic panels on two Interstate 59 bridge surfaces near Collinsville, Ala., sometime next spring, said George Ramey, AU professor of civil engineering and Beck's master's adviser.

Ramey said the I-59 resurfacing will be "kind of a dress rehearsal for Birmingham."

Beck said in addition to making bridge resurfacing projects easier on drivers, the exodermic panels make bridges stronger. He said this is because all bridges, whether the average driver knows it or not, have cracked concrete in them which does not help support the bridge. This cracked concrete actually increases the dead load of the bridge too, which puts more stress on the working parts of the bridge like the steel girders and bents.

"An exodermic deck eliminates the cracked concrete, thus cutting the dead load of the deck by almost 50 percent," Beck said. "This means they are easier to handle during construction and the rest of the bridge can be less robust, which leads to financial savings."

Ramey said exodermic panels are one of ALDOT's top candidates for replacing the present bridge resurfacing methods but he does not expect any official decision to be made in the near future.

Reorganization

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Headquarters, U.S. Army Corps of Engineers. This will not be a physical move of the HTRW personnel, but they will now be part of our mission rather than Northwestern Division's mission.

Other changes include external factors such as the Information Management A-76 and the Logistics Management High Performance Organization processes. The timing of several senior management vacancies and potential for increasing work in the areas of Military Construction Transformation, the TRICARE medical mission, and the ordnance and explosives mission in Afghanistan made the time right for evaluating a reorganization.

"I have been studying, reviewing and coordinating a near-term, mid-term and long-term reorganization of the Huntsville Center structure that will make better use of our resources and make processes more efficient," McCallister said. "The changes reflect our current mission status and look forward to inevitable changes to our mission as work increases and decreases in key areas.

"I have fully staffed the recommended changes and we will be communicating the changes and adjustments," McCallister said. "Change is inevitable, but it doesn't have to be

painful. I think the realignments I'm making only serve to complement the current structure,

"Change is inevitable, but it doesn't have to be painful."

Col. Larry D. McCallister
Commander, Huntsville Center

improve our efficiencies and better support our customers. The near-term changes coming are not dramatic and will not result in any gains or losses in personnel for the Center."

The three-month study included interviews with more than 50 employees, including directors and subordinates, at the Huntsville Center; a review of critical documentation, such as, current organization, previous studies, Headquarters directives (A-76, Communities of Practice), financial performance, command guidance, regulations and guidelines, customer support relationships and others.

DPTM

The Deputy for Programs and Technical Management will oversee five directorates under the realignment, down from the current seven directorates. This does not include the Hazardous, Toxic and Radioactive Waste Directorate, if that activity moves to Huntsville Center. The Deputy for Programs and Technical Management will retain Ordnance and Explosives with the Military

Munitions Center of Expertise moving under the Hazardous, Toxic and Radioactive Waste Directorate. The other four directorates reporting to the Deputy for Programs and Technical Management will be Contracting, Chemical Demilitarization, Engineering and Program and Project Management.

Program and Project Management

Under the realignment, the Project Management Directorate and the Installation Support Directorate will consolidate once again under the Program and Project Management Directorate. Changes include the missile defense mission becoming a division or branch under the Program and Project Management Directorate; a special staff office will be created that will be responsible for Center project manager training and standardization; the program and project management director will be able to realign workload to achieve program and project vertical integration; and the structure will allow for the potential TRICARE medical mission to align under the Program and Project Management Directorate. The criteria and standards mission also will move from the Engineering Directorate to the Program and Project Management Directorate. The Installation Support Center of Expertise will be retained as it is highly regarded with wide name

recognition by our many customers that rely on the former IS directorate.

Engineering

The Engineering Directorate will reorganize by combining the Cost Division with the Systems Division. The specifications and services branches within Cost Division will be moved intact to Civil Structures Division. All other Cost Division branches will be moved intact to Systems Division. The Technical Management branch within Systems Division will be disbanded and Project Engineering (formerly Technical Management) will be performed in individual ED branches consistent with the USACE Quality Management regulation. The Safety Office will be realigned to report to the Commander which is consistent with Army Regulations. No technical functions or capabilities will be lost within the Center and the reorganization should be seamless to product lines and the customers they support.

Chem Demil

The Chemical Demilitarization Directorate will have no significant changes in its vital mission but will now include two branches: Construction Quality Assurance, which will

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Green

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variety of ways to employ sustainable features as much as possible, Scott said.

“One aspect that we are looking at is mechanical equipment as a means of increasing energy efficiency,” she said. “We are continually looking at ways to cut costs on energy use. We want Army installations to be able to maximize all of the sustainable features in the design.”

Under the Army’s mandate, project teams must self-rate the project using the LEED checklist, which includes various sections where projects earn points under the five focus areas.

“Project teams do not have to certify the project through the USGBC, but the teams must self-rate the

project,” Stumpf said. “Teams are encouraged to register projects on the USGBC Web site because this gives them access to more resources and support from the USGBC.”

Not only are project teams required to self-rate their project but they also are required to have a LEED accredited professional on the team.

“In order to get accredited, people must take the LEED accreditation test,” DuVernay said. “I encourage people to put LEED accreditation on their individual development plan and study before taking the test. Even if people do not get accredited, it is important to understand LEED. There should not be only one person on the team that understands the LEED requirements.”

Stumpf said she agrees with DuVernay’s point on understanding LEED.

“Team members need to actually read the LEED resources. It is common sense, but people need to learn it,” she said. “We are working with the USGBC to provide training materials on LEED for Corps employees. The Army is a member of the USGBC, so all Corps employees are eligible for the member discount on any USGBC training or reference material.”

For more information on LEED, visit the USGBC Web site at www.usgbc.org or the Engineering Knowledge Online site at <https://eko.usace.army.mil/fa/sdd/>.

Reorganization

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refocus the current personnel on a broader mission, and Contract Management Branch.

Contracting

There is an ongoing study of the Contracting Directorate using Lean Six Sigma to improve and streamline processes and to ensure the directorate is resourced for success.

The results of that study will be forthcoming in a few months.

Business Management

The study determined that there is a need to maintain a Business Management Office with functions that include strategic planning, strategic

outreach and marketing, human capital management, standard process monitoring and business management analysis. BMO will be led by a GS-15 equivalent who reports directly to the commander. Recruitment for the BMO is under way with a selection scheduled this month.

Resource Management

The Resource Management Office will continue to report to the military deputy; however, the manpower authorization/documentation function will be moved to BMO to be better aligned with the functions of that office.

Command Safety

The safety activities within the Center are being

combined to create a Command Safety Office, reporting to the commander through the military deputy. Safety functions located in the Systems Safety Branch and the Medical Center of Expertise in the Engineering Directorate will realign under the Command Safety Office. Ordnance and Explosives safety functions will remain within the Ordnance and Explosives Directorate for the time being. These changes provide a consolidated command approach to safety that meets regulatory guidance and achieves synergy with Systems Safety and the Occupational Safety and Health Administration.

Small Offices

The Small Offices: Logistics, Information Management, Management

Review, Security, Equal Employment Opportunity, Executive Office, Public Affairs, Internal Review and Small Business will remain unchanged, reporting to the military deputy.

Employees who have questions concerning the alignment should discuss them with their supervisor. Directors and Small Office chiefs have been fully involved with the reorganization and are responsible for briefing their staffs and informing employees of any realignment impacts or changes to their offices.

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for facility design and construction, equipment design, acquisition and building complex facilities at continental U.S. facilities that use a variety of technologies to safely destroy the nation's stockpile of aging chemical weapons.

The Pueblo plant is similar to its sister facility, the Blue Grass (Kentucky) Chemical Agent-Destruction Pilot Plant, but not identical.

"Pueblo Chemical Depot stores only mustard agent in artillery and projectile, while Blue Grass has mustard agent, GB and VX nerve agents," Craven said. "The technology selected for Pueblo, neutralization followed by biotreatment, is also different."

The process for destroying the chemical weapons at Pueblo involves five steps. First, robotics will remove the energetic components.

"This will take place in the Enhanced Reconfiguration Building," Craven said.

The energetics will be disposed of off site at an existing permitted facility. Next, the agent will be removed from the body robotically and the agent will be washed out with pressurized water.

In step three, the mustard agent will be mixed with additional water and a caustic solution. The byproduct from this process is called hydrolysate. The hydrolysate is readily digestible by the microbes used in biotreatment, which is the fourth step.

The hydrolysates will go through large tanks containing microbes that digest and further break down the solution.

Water released from the process will be recycled, leaving salts and biosludge. The biosludge will be filtered to remove water and shipped off site to a permitted treatment, storage and disposal facility.

The final step is treating the metal parts, which requires decontaminating to a higher level by heating to 1,000 degrees Fahrenheit for 15 minutes. The



Photo by Bill Craven

Col. Larry McCallister, right, commander, Huntsville Center, visited the Pueblo (Colorado) Chemical Agent-Destruction Pilot Plant in March. He is pictured with Pat Haas, left, director of the Chemical Demilitarization Directorate and Fawzy Makar, center, resident engineer in Pueblo.

metal can then be recycled.

"Accessing the agent from the munitions, agent neutralization, metal parts treatment and treatment of contaminated secondary wastes and closure materials will all take place in the Agent Processing Building," Craven said.

Craven also said the facility's final design will be complete this month. Initial construction has progressed on schedule, with the access road and site fencing complete.

"The Access Control Point, which includes a vehicle inspection station and an identification and registration building, will open this summer," Craven said. Site clearing and duct bank work continue.

"We are particularly proud of the fact PCAPP employees have worked more than 2.3 million job hours without a lost-time injury," Craven said.

The total cost of the project is around \$3.1 billion, and Craven cites funding as the biggest challenge for the project.

"Funding has been limited, so it's increased the length of the total project," he said.

The Bechtel Pueblo Team is the systems contractor selected to design, build, systemize, pilot test, operate and close the facility. Bechtel Pueblo Team is a partnership of Bechtel National, Inc., Washington Demilitarization Co., Parsons and Battelle Memorial Institute. The Corps of Engineers' Omaha District is executing support contracts for the facility.

Huntsville Center Commander Col. Larry McCallister made his first visit to the Pueblo site in March and met with ACWA site manager Gary Anderson, Pueblo Chemical Depot Commander Lt. Col. John Riley and Bechtel National Inc. project manager Paul Henry.

McCallister also visited with the Huntsville Center Pueblo Resident Office.

"We have nine government employees on our staff, and we will be adding two more government employees to replace contractors at the site for a total of 11 employees," Craven said.

Staffing will increase as the project reaches its peak of construction in the 2009 to 2010 time frame, he said.

Furniture

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“We’ve had 12 years to develop the barracks furniture program, but we have a much shorter time frame to get the administrative furniture program running smoothly,” Allen said.

Both Allen and Evans said establishing standard procurement methods is the first step. Eventually, standardized designs for standardized facilities are envisioned.

“Standardized designs will meet the functional demands of the customer,” Allen said, “and must complement the facility designs.”

Efficiency is key

The program must also be the most efficient procurement process, said Evans. This can best be done by competition, usually through the GSA schedules whenever practical. To the maximum extent possible, the use of blanket purchase agreements will be used to provide the furniture.

“The competition will be done up front,” Allen said.

Allen emphasized that the interior design function remains a critical part of the furnishings process.

“Even Centers of Standardization facilities may require design changes, although they may not be drastic modifications,” Allen said.

Although central furniture funds will improve the ability to provide furniture when needed, the amount of funding will still be limited. So IMCOM is ensuring that furniture procurement is being made the right way and prioritized correctly, Allen said.

“We are also developing a strategy to ensure small business goals are met,” Allen said. “Whether this is through the vendor, rather than the manufacturer, has yet to be finalized. But we know we can fulfill many of our small business goals through GSA procurements, as we have done with our UPHB Furniture Program.”

Meeting challenges

The administrative furniture program had its first challenge at the end of fiscal year 2006. Funding was received in August 2006. Within six weeks, 79 furniture designs were completed, and 127 building procurements were made.

“This is a great example of a team effort and getting the job done. A Product Delivery Team was developed that consisted of OACSIM and IMCOM Centrally Managed Administrative Furniture personnel, Huntsville Center’s administrative furniture team, installation customers and Corps district representatives who all worked together for many long hours to ensure the furniture would be on its way,” Allen said. “To make it happen, and to assess the best features of a number of types of methods, the PDT utilized a variety of contracting methods. The Corps’ Baltimore District also played a significant role: they took the lead in awarding the bulk of the contracts.”

The experience and data gained from this initial design and procurement effort is being used to develop the final program process and structure.

“We plan that by centrally managing the administrative furniture program, we can assist OACSIM and IMCOM by developing a data base detailing the type and amount of furniture purchased. By having all the administrative furniture data in one location, it will be much

easier to program and prioritize the replacement of furniture,” Evans said. “Prioritizing procurements will become easier as we implement the program.”

Allen and Evans are also optimistic that customers will be pleased with the quality and service resulting from central management.

“The design standards and procurement methods are a good guarantee that the furniture will have its promised life span, or beyond,” Allen said.

Evans summarized the administrative furniture mission as “getting the best value for the customer, and best value means a standard for quality, competition for cost and timely delivery and service.

“The Corps stresses the four R’s (relevant, ready, responsive and reliable), and Lt. Gen. (Carl A.) Strock (Chief of Engineers) has emphasized how these four elements are connected,” Evans said.

“Our joint OACSIM, IMCOM and Corps of Engineers program incorporates the four R’s — we are doing the right thing in the right way, and when we say we can do something, we do it!”



Courtesy Photo

The Huntsville Center has become the centralized procurement office for furniture needs throughout the Army. This furniture is an example of what someone might find inside a motor pool.

Ethics Corner

April showers can bring May weeds if you are not careful

By Toby Harryman
Office of Counsel

Are you watering the seeds of Huntsville Center's next bid protest or claim? Let's hope not. At the root of almost every bid protest and/or claim is a contractor who feels that he or she has been treated unfairly. Contracts are formed and administered under the provisions of the Federal Acquisition Regulation, which promulgates the Competition in Contracting Act. Fundamental fairness plays a large, arguably the largest, role in the procurement process. To this end, Title 5 of the Code of Federal Regulations Part 2635 specifically directs government employees to

“act impartially and not give preferential treatment to any private organization or individual,” i.e., contractors.

How can we take this guidance and use it to apply a liberal dose of weed killer to the seeds of a protest or claim?

First, treat all contractors equally. Give no preferential treatment to incumbents, Huntsville Center retirees or any other contractor when procuring goods or services.

Second, watch out for the fertilizer of contract disputes — the hastily prepared debrief. One great forum to convince a contractor just how fair and impartial a procurement was is in the debrief. While not revealing protected information, a good

debrief should answer a contractor's questions about its proposal and detail how it stacked up against the Request for Proposal.

In the end, a contractor may not be happy about an award, but if he or she knows it was an impartial and fair process, they are less likely to file a protest.

At the same time, we need to understand some contractors will protest no matter how fairly they are treated. That is just an occupational hazard here at Huntsville Center.

So take some time to smell all the flowers, not just your favorite ones and give the same equal treatment to contractors. Who knows, you may kill the weeds of discontent with your fair and equal treatment.

Farewells

Farewell to Bill Craven, Chemical Demilitarization Directorate; Judy Griggs, Small Business Office; Donald M. Haring, Chemical

Demilitarization Directorate; Hank Hubbard, Ordnance and Explosives Directorate; Jennifer Kelly, Engineering Directorate; Roy W. Moon, Chemical Demilitarization Directorate; Phyllis Pond, Contracting Directorate; Katrena Pope,

Contracting Directorate; Lear Rowan, Contracting Directorate; Tremaine Tucker, Engineering Directorate; Joyce Watley, Information Management Directorate; and Darralyn Williams, Contracting Directorate.

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