



US Army Corps  
of Engineers

Vol. 27 Issue 8  
September 2006

Huntsville Center

# Bulletin

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*Mark your  
calendar now...*



**Combined Federal  
Campaign**

**Oct. 9 - Nov. 17**

**Food Drive  
Sept. 12**

**Kickoff  
Sept. 19**

**10 a.m. - 2 p.m.  
NASA Picnic area**

## Three Huntsville Center women honored at Equality Day luncheon

By **Becky Proaps**  
Public Affairs Office

**HUNTSVILLE, Ala.** — Three Huntsville Center employees were recognized at the Women's Equality Day luncheon Aug. 24 at Redstone Arsenal's Officers'



**Col. Larry D. McCallister, commander, Huntsville Center, presents Sherry Masters with the EEO Supervisor of the Year award at the Women's Equality Day luncheon Aug. 24.**

and Civilians' Club.

Sherry Masters, the chief of Internal Review, received the Equal Employment Opportunity Supervisor of the Year Award for her leadership and being a great mentor. Debra Valine, the deputy chief of Public Affairs, received the

Outstanding Career Achievement Award, Professional Employee of the Year, based on her career accomplishments. Sandy Oliver, administrative officer

See *Equality Day* on page 6



Photos by Becky Proaps

**Col. Larry D. McCallister, commander, Huntsville Center, presents Debra Valine with the EEO Outstanding Career Achievement Award, Professional Employee of the Year award at the Women's Equality Day luncheon Aug. 24.**



**Col. Larry D. McCallister, commander, Huntsville Center, presents Susan Oliver with the EEO Outstanding Career Achievement Award, Administrative Support Employee of the Year award at the Women's Equality Day luncheon Aug. 24.**

## Corps of Engineers teams up with Redstone Arsenal to find TOW missile

By **Andrea Takash**  
Public Affairs Office

**U**sing state-of-the-art marine geophysics, the U.S. Army

Corps of Engineers, Huntsville Center, found the Tube-launched, Optically-tracked, Wireless command-link guided missile (TOW) that landed in Indian Creek

on Redstone Arsenal's Test Area 1.

The Corps team found the missile in the early

See *TOW missile* on page 5

# Commander's thoughts

This is my first commander's column, and I would like to begin by thanking everyone at Huntsville Center for making my change of command such a special event. I also want to thank you for the superb manner in which you are introducing me to our mission. I've heard about the Huntsville Center for years and have known several of the past commanders who speak fondly of their time in the Center. I am greatly looking forward to getting to know you and getting to know my way around the building.

One of my first official acts as your new commander was attending the Corps' Senior Leaders Conference (now called the Summer Leaders' Conference or SLC) in August. The SLC is held twice a year, and its purpose is to bring together the command's military and civilian leadership to discuss our issues and evaluate our strategic direction. At the August conference, much of the discussion was focused on lessons learned from this past year's hurricanes.

The Independent Levee Investigation report prepared by the Interagency Performance Evaluation Taskforce (IPEIT) is an honest and thorough assessment of what caused the overtopping and breaching problems of the New Orleans area hurricane protection system (HPS). The Chief of Engineers, Lt. Gen. Carl A. Strock, continued to emphasize at the conference our accountability for the work we have done. But he also stressed the IPET report's assessments offer us an opportunity to change and improve our processes and work.

The chief also spoke about the significance of the *USACE 2012* (the One Corps concept built around Regional Business Centers, Regional Integration Teams and Communities of Practice) and its use as a process, not a goal. While the year 2012

approaches quickly, the name and date do not mean the process will end. We will continue to use the four cornerstones of the *2012* path and to learn and improve as an organization even after the year 2012 arrives. The *USACE 2012* path is crucial to making the best and most efficient use of our resources. In that

respect, we will continue to support the command by working with the Regional Business Centers, Regional Integration Teams and Communities of Practice as One Corps.

The chief and his staff spoke in rather broad terms about Base Realignment and Closure (BRAC),

and Military Construction (MILCON) Transformation. Here at Huntsville Center, we are already seeing how important our role in MILCON Transformation will be as one of the Corps' eight Centers of Standardization and responsibility for 16 Centers of Standardization.

The benefit for my attending an SLC so early in my command is that it provides me the big picture as you are providing me the more detailed picture of our work here. I am honored to be serving at Huntsville Center, and I look forward to working with each of you as we strive and accomplish our critical mission with the Corps: serving the nation by supporting stability, reconstruction and homeland security operations, and enhancing life-cycle infrastructure management. I am proud to have this assignment, and I promise to do my best to serve the work force and customers of Huntsville Center.

Again, I expect to be working closely with everyone as we close out this fiscal year at the end of this month and begin the new fiscal year together.



**Col. Larry D. McCallister**

*Greetings to our new friends and colleagues at the Huntsville Engineering and Support Center -*

*On behalf of Col. McCallister, Shannon and myself, I want to thank each and every one of you who have helped make us feel so welcome. The move here from Japan and Iraq (simultaneously) has not been easy, but so many of you have certainly gone out of your way to make the transition smoother and easier, and we thank you for that.*

*The change of command ceremony and reception were first-rate. My flowers were gorgeous, the decorations at the reception were absolutely beautiful and the refreshments were great! (We especially appreciated the sweet tea and Bluebell ice cream!) You all did an outstanding job planning and executing a memorable event. We really appreciate all the hard work!*

*We're looking forward to our time with you both professionally and socially.*

*Again, our most sincere thanks,  
Dr. Lynn McCallister*



US Army Corps of Engineers

The Huntsville Center Bulletin is printed by digital copier as an unofficial publication authorized under the provisions of AR 360-1. Opinions expressed are not necessarily those of the U.S. Army. Inquiries can be addressed to Public Affairs Office, U.S. Army Engineering and Support Center, Huntsville, Attn: CEHNC-PA, P.O. Box 1600, Huntsville, AL 35807-4301. Phone: DSN 760-1693 or commercial 256-895-1693. The Bulletin is also online at [www.hnd.usace.army.mil](http://www.hnd.usace.army.mil). Circulation: 1,000.

## BULLETIN

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

# Five center contractor workers killed in Iraq

## Public Affairs Office

Five contractors working for the U.S. Army Engineering and Support Center Huntsville died during August in Iraq in separate incidents in which a vehicle was struck by an Improvised Explosive Device.

Rogelio Saraida, 47, from Pasay City, Philippines, died Aug. 13. He was a security specialist employed by The AIM Group, which is headquartered in Houston.

Richard Todd Rhodes, 40, from Wilmington, N.C., died Aug. 17. He worked for Cochise Consultancy, which is headquartered in Tampa, Fla.

Two more contractors were killed

Aug. 18 in an incident in which two contractors were also injured.

Brenton Thomas Gray, 34, from Southern Pines, N.C., and Edmund Bruwer, 37, from the Republic of South Africa, were killed when the vehicle they were riding in was struck by an IED.

Two other contractors who were wounded in the same incident were transported to Germany for medical treatment.

Gray and Bruwer also worked for Cochise Consultancy.

Carey Robinson, 39, from Orlando, Fla., a contractor with EOD Technology, Inc., was killed and another injured Aug. 28.

Thirty-one contractors have been

killed while working for the Coalition Munitions Clearance Program since September 2003.

“Our condolences go out to the family,” 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.”

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.

*The Bulletin asks:*

## What is the best decision you have ever made?



**The best decision I have ever made was marrying my beautiful wife Elizabeth. Life is so much better when a person has a best friend with which to share it.**

Mo Bryant  
Civil Structures  
Engineering Directorate



**To ask my wife to marry me. The best decision my wife ever made was to say yes.**

Connor Owens  
Resource Management



**It was leaving my home church where I was very comfortable and accepting an offer to become associate pastor at a different church. I have discovered talents I didn't realize I had. It is helping me to overcome my shyness. My preaching skills have really begun to blossom. It is forcing me to do things I would not have done at my home church. It is making me work harder preparing my sermons because I am no longer amongst family members. I was afraid and apprehensive at first, but it has proved to be one of my best decisions.**

Ruth Smith  
Electronic Technology Division  
Program Management Directorate

# Town hall meetings provide insight into new commander's expectations

By Debra Valine  
Public Affairs office

Huntsville Center's new commander conducted his first series of town hall meetings Aug. 24 to introduce himself to the work force and provide a glimpse into what the work force can expect from him and what he expects from the work force. He said he plans to hold town hall meetings on a quarterly basis.

"I have a simple Army motto — Mission First, People Always. This is very important to me," said Col. Larry D. McCallister, who assumed command of the Engineering and Support Center Huntsville on July 21. "Mission is the first thing we have to get done, but people are the first things that make the mission possible."

McCallister briefly reviewed his past assignments and provided insight into his personality and work ethic.

- I am very open and approachable. My door is always open, unless there is an important meeting or phone call

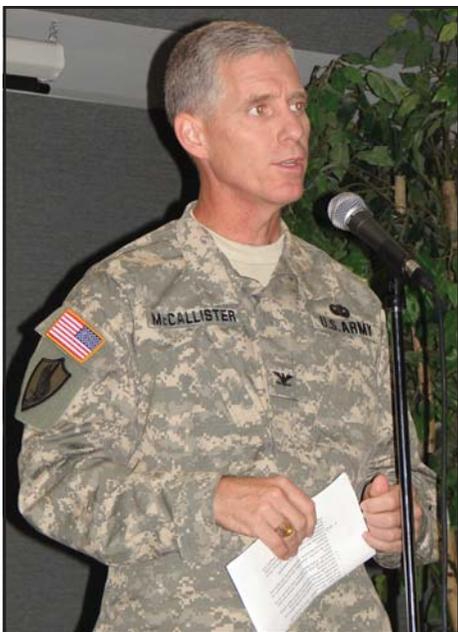


Photo by Becky Proaps

**Col. Larry D. McCallister, Huntsville Center commander, speaks at a town hall meeting Aug. 24.**



Photo by Becky Proaps

**Col. Larry D. McCallister, Huntsville Center commander, speaks to some of the center's employees at a town hall meeting Aug. 24.**

going on. I will be glad to listen to anything you want to say.

- I make decisions quickly. If you want me to make the right decision, I will need all the facts. Nothing stays in my in-box overnight. If I have a question, I will send it back.
- I like to visit people. I will stop in your cubicle and ask what you are doing. There are no right or wrong answers. It is not a test, I just like to visit with people and see what is going on.
- I am particularly bad with names. I might ask you your name six times in one conversation.
- I consider myself hard working. I come in early and I leave late, but that is not what I expect you to do. I expect you to work hard while you are here.
- I also like to meet customers. As long as I can get them into the schedule, I will meet with them.
- I will be very fair, reasonable and transparent in all dealings. I will treat everybody in this command with dignity and respect. The Golden Rule applies to all.

McCallister also outlined what he expects from Huntsville Center employees.

- I would like you to conduct your work in a professional manner and meet the customers' needs. We are an Army organization and we will follow the Army Values: Loyalty, Duty, Respect, Selfless Service, Honor, Integrity and Personal Courage. Understand them and understand what they mean. If you live those values, we will have a great time and you will have a great time working for this organization.
- Understand the mission of the Huntsville Center and Strategic Vision 2012. We are a Relevant, Ready, Responsive and Reliable organization. The Center follows the Corps of Engineers' structure. We are a Center; please understand that.
- Provide world class service. We get new customers every day. Why? Because they hear that Huntsville Center can get the job done. I ask you to get the job done the best way you can.
- I expect you to have fun at work, just like I enjoy coming to work. You should get along with everybody. If issues cannot be resolved through the chain of command, come see me and I will help you address the issues.
- Bottom line: Treat others as you would like to be treated.



Photo by Debra Valine

## Getting Fired Up!

Combined Federal Campaign Loaned Executives Col. Walt Lorcheim, Operations, U.S. Army Aviation and Missile Command, left; Pat Cross, Program Executive Office Aviation, second from left; and Deonna Smith, U.S. Army Test, Measurement and Diagnostic Equipment Activity, right, discuss programs offered by the Mental Health Center of Madison County with Marilyn Lands, the director of Performance Improvement with the Center, and Brian Davis, the Center's executive director, during a tour Aug. 16. The Mental Health Center, CFC Code 9027, is one of many local non-profit agencies that participate in CFC. The Tennessee Valley CFC Kick-Off celebration will be Sept. 19 from 10 a.m. to 2 p.m. at the NASA Picnic Area. The campaign runs Oct. 9- Nov. 17. Last year, the Tennessee Valley CFC collected \$1,961,541.02 through payroll and cash donations.

## TOW missile

continued from page 1

morning hours of Aug. 5 using the magnetometer and the assistance of a diver.

"It was on the far side of the creek in about 5 feet of water," said Andy Schwartz, a senior geophysicist with Huntsville Center. "We figure it was about 2 feet off the line Jon Clark (senior test engineer with SAIC, contract company for the Close Combat Weapons Project Office) had predicted it would be on, which is amazing considering he was working from a firing point about 19,000 feet away."

Since the creek has low visibility and a depth of 3 to 12 feet, the Redstone Technical Test Center and

Close Combat Weapons Project Office couldn't find the missile just using divers; so they called upon Huntsville Center for its expertise in finding military munitions.

"After we launched the Radio Frequency link TOW, we watched the video and saw a little blip that looked like water," Clark said. "We searched the path and this creek is the only water on the line. The missile was inert; therefore, we knew that there were no energetics involved in the search."

After a few phone calls and an on-site meeting, Huntsville Center started the search.

"We have been working

with new technology to locate munitions in water. This was a great opportunity to use this equipment to help Redstone find the TOW," Schwartz said.

The Corps team first used an electromagnetic induction coil, in the shallow part of the creek. Then, they used a marine magnetometer, to search the deeper parts of the creek.

"We switched to the magnetometer because it is better in deeper water and transmits data faster," said Dr. John Potter, chief of Huntsville Center's Ordnance and Explosives Directorate. "It is also less

likely to get caught up on wood snags like the coil."

For both the induction coil and magnetometer, the team connected the equipment to a boat and used a Global Positioning System (GPS) to track their movement.

"There is no one piece of technology that fits all circumstances. We try to be flexible and adaptable to different situations," said Roger Young, innovative technology manager for Huntsville Center's Military Munitions Response Program.

This TOW missile is only the fourth of its kind to be fired; everyone involved said they are happy with the find.

# Huntsville Center, partners test new concept for removing unwanted structures from Army installations

By Debra Valine  
Public Affairs Office

**SIERRA ARMY DEPOT, Calif.** — So, you work on a small military installation with some small structures you no longer need and you're looking for a cost-effective way to remove them from your inventory. The U.S. Army Corps of Engineers, Engineering and Support Center in Huntsville, Ala., is looking for the same thing.

In July, Huntsville Center paired with Sierra Army Depot in Herlong, Calif.; Sacramento District, U.S. Army Corps of Engineers; Frankie Friend and Associates of Englewood,

Colo.; B. Starling & Associates, Inc. of Mount Holly, N.C.; ICONCO/LVI Demolition Services of Oakland, Calif.; and R.J. Diven Consulting, LLC, of Coeur d'Alene, Idaho, to test a new concept that may provide another avenue for removing unwanted structures from Army installations while reducing costs.

The concept, the Regional Mobile Demolition Team (RMDT) Program, provides a simpler, time-saving means



Photo by Debra Valine

**An excavator looks like a Tyrannasaurus Rex as it “eats” the building and drops the debris into a dump truck for removal to the landfill.**

to remove smaller, abandoned or other excess structures that are not normally large enough to

constitute a cost-effective, stand-alone project.

**See New Concept on page 9**

## Equality Day

continued from page 1

in the Management Review Office, received the Outstanding Career Achievement Award, Administrative Support Employee of the Year for her outstanding support service to the MRO.

Masters is an audit expert and adviser to the commander and the directorates within the Center. She leads by example, encouraging all women to reach their full potential and to continue until they achieve their career goals.

“I was very surprised and felt there were many other women in HNC deserving of this award,” Masters said. “During my tenure here I have come to know numerous women whom I admire and respect for their accomplishments and the caliber of women that they are. These ladies are competent and caring individuals.

HNC is fortunate to have a cadre of such women. I appreciate those that nominated me for this award.”

Valine has spent 27 years in the public affairs profession. Twenty of those were as an active duty Soldier in the Army. Following her retirement she was a public affairs specialist in private industry for NASA's Marshall Space Flight Center and then joined the Army civilian work force with the U.S. Army Space and Missile Defense Command in 2002. She has been with the Huntsville Center since June 2005.

“It means a lot to me that my supervisor, Kim Gillespie, nominated me for this award,” Valine said. “I come to work each day and do the best I can do without thinking about recognition for doing my job. Having my organization acknowledge my career in this way makes the award all the more special to me.”

Oliver is the administrative officer for the Management Review Office. Her quality of work and compliance with regulations, procedures and policies ensures that MRO's mission maintains its proficiency.

“It is an honor and privilege to be chosen the Administrative Support Employee of the Year,” Oliver said. “During the 16 years I have worked with Huntsville Center, the support and guidance from co-workers and supervisors has been tremendous. I am truly grateful for this wonderful acknowledgement.”

Women's Equality Day is sponsored by the Federal Women's Program, a program established by the Office of Personnel Management in 1967. The overall mission of the FWP is to improve employment and advancement opportunities for women in the federal work force.

# Munitions mission proves Huntsville Center critical to supporting warfighter

By Kim Gillespie  
Public Affairs Office

“Supporting the Warfighter” was the theme for the 2006 UXO (Unexploded Ordnance) Forum held in Las Vegas this summer.

Kim Meacham, a technical manager for the Ordnance and Explosives Directorate’s Chemical Warfare Materiel (CWM) team, explained to attendees exactly how critical Huntsville Center’s work can be to supporting the warfighter in her presentation, “Chemical Munitions Encountered on the Schofield Barracks (Hawaii) Training Facility.”

With 2nd Brigade, 25th Infantry Division (L) scheduled to begin construction of a battle area complex and two qualification training ranges for training its Stryker Brigade Combat Team, it was crucial that cleanup of munitions and explosives of concern (military munitions) on these active range sites be completed before the end of spring 2006. When chemical munitions were encountered in 2005 and threatened to delay project work, Huntsville Center worked with other team members to finalize a Chemical Safety Submission in a record-setting 35 days. Even more remarkably, only 40 days elapsed from the start of documentation until approval to proceed with clearance operations.

The Huntsville Center Ordnance and Explosives Design Center, which was requested to do the work, had already met other project challenges. The clearance operations, which began in the summer of 2004, were limited to specific days and times so training could continue on the ranges. Work slowdowns due to training, the terrain, weather and continued changes to the layout of the training area also affected the pace of the work. Work had just

begun to proceed smoothly when another unexpected occurrence tested the schedule.

On March 4, 2005, a U.S. 155mm projectile Mk II was found within the clearance area. During the evaluation of the projectile, an additional suspect item, a 4-inch Stokes mortar was located. Both munitions were confirmed to contain phosgene.

“Contingency plans were included with the initial Work Plan in case CWM munitions were found. This is always done whether or not CWM is suspect at a project site,” Meacham said. However, due to encountering the confirmed CWM munitions, the remainder of the project was required to be performed under a Chemical Safety Submission (CSS) per Department of Defense regulations.

With warfighter training the priority, all the agencies involved with completing and approving the CSS worked together to accelerate the process, Meacham said. In addition to Huntsville Center, the team included the installation, U.S. Army, Pacific, the contractor (Zapata Engineering), Technical Escort Unit, the U.S. Army Technical Center for Explosives Safety and the Department of Defense Explosives Safety Board.

“Dave Becker (a safety specialist for the Huntsville Center CWM team)

deserves credit for making this happen in such a short time,” said Plyler McManus, project manager for the project and now the Ordnance and Explosives Design Center Chief.

Becker attributes the quick turnaround through Huntsville to research and preparation he made prior to beginning the project, and to McManus’ involvement. “The team in Hawaii decided we would not leave until we had a solid plan, no matter how many hours of the day or how many days of the week it took.”

In addition to the CSS, discovery of the chemical munitions required the installation to select a bunker to be used as an interim holding facility where any chemical munitions determined to be acceptable to move would be securely stored. Additionally, changes to the Site Safety and Health Plan and to the Work



Courtesy photo

The destruction of 4-inch Stokes mortars on a Schofield Barracks, Hawaii, training facility.

Plan also were made to reflect working conditions for a CWM site. The Work Plan was finalized the day after the CSS

See *Munitions mission* on page 11

# Facility Systems Safety program has potential to make Huntsville Center hub for safety designs

By Will Moore  
Public Affairs Office

The Huntsville Center has been named as a Directory of Expertise for the recently formed Facility Systems Safety (FASS) program. The program could potentially give Huntsville Center the task of performing FASS analyses on several different designs and could lead to more work for the center or contracting more work.

The program has a twofold objective; increase safety and save money. FASS is based on the idea that these goals can best be achieved in preliminary design rather than retrofitting existing designs. Andrew Blaisdell and Victor Taylor are safety engineers in the Engineering Directorate at the Huntsville Center. They are working to bring the FASS program to fruition.

Blaisdell said the ideal for the program is that eventually any project that goes through the Corps for moderately complex facility acquisitions program, renovation or demolition will undergo a FASS analysis. Presently Chemical Demilitarization is the only other program in the Corps of Engineers that has systems safety built in.

Huntsville Center was named the Directory of Expertise (DX) for Facility Systems Safety in July 2005. A Directory of Expertise is a group that the entire Corps of Engineers or Army consults for technical assistance on a particular subject. A DX is similar to a Center of Expertise but its use is not mandatory and the client could use its own personnel for the same task.

“Eventually (Huntsville Center) may

become a mandatory Center of Expertise. That’s the goal anyway — just like Electronic Security,” Taylor said.

FASS is designed to decrease the hazards in a variety of facility applications. One important task for Facility Systems Safety is resolving safety hazards that result from transforming a facility to something other than its

designed purpose. Essentially when the purpose of a facility changes, the safety hazards do also.

Taylor points out that plumbing in Air Force Base hospitals containing mercury is a problem that FASS has recently dealt with.

“Even though they’ve flushed the systems, there are low points where mercury has collected. That’s one of the

things FASS will catch when you go through and look at the entire system or facility,” Taylor said.

FASS also seeks to eliminate operational and maintenance hazards that do not directly affect traditional safety.

“If you have a piece of equipment that you are locating in a facility such that it would be hard to maintain or service, FASS might be able to catch that,” Blaisdell said. “Or if you have a unique operation that requires a unique infrastructure.”

Even though the program is in the early stages, one area that FASS has had success in is elimination of confined spaces. Taylor said their elimination saves time and money; and makes conditions safer for the worker.

Taylor pointed out that the ideal is to correct facility systems safety issues as soon in the design process as possible. “You even look at the demolition of

the facility as part of the analysis,” Taylor said.

FASS has faced funding challenges and unfamiliarity related to a new program. “It’s something new that hasn’t been done before so people don’t really know how value added it is,” Blaisdell said.

Training is another issue. There have been four training classes offered so far, two for safety and health professionals and two for design engineers.

“Really it’s an engineering effort not traditional safety as you would think of it. Try to get the engineers involved as much as possible,” Blaisdell said.

Alan Ast is an electrical engineer at the Huntsville Center who took the training course in Albuquerque in April 2005. Ast found the course helpful and said the presentation and organization were excellent.

Taylor hopes project managers will be able to take the course in the future. Dates for the next training course are not yet set but it will be in the next fiscal year.

Though the program is still in its infancy, Blaisdell and Taylor are both proud of being named the directory of expertise. They are also proud of being involved in writing the Department of the Army publications for Facility Systems Safety and are excited about drafting engineering regulations for the Corps.

Ray Waits, the chief of Systems Safety Branch in the Engineering Directorate at Huntsville Center, also has been involved in the development of FASS. Sam Testerman, retired, was a safety engineering project manager at headquarters and was one of the key players in initiating the program. Ellen Stewart took his place and has been instrumental in funding the development of FASS.



Photo by Will Moore  
**Victor Taylor**



Photo by Will Moore  
**Andrew Blaisdell**

## New concept

continued from page 6

“The intent is to offer a cost-effective solution for removing ‘nuisance’ structures by overcoming the overhead cost and administrative burdens associated with removing

Toolbox is located on the Internet that provides information on those options at: <https://eko.usace.army.mil/frptoolbox/index.cfm>. Anyone with access to Army Knowledge Online can access the site.

doubt that the concept can work,” Starling said. “Part of the solution and execution must be a supportive DPW staff like Carol Gordon, Heather Coursey and Larry Duncan and a flexible demolition contractor. Andres

by removing several administrative, financial and management burdens and shift them to a more efficient and productive central manager.

“The installation benefits by having a single central expert to manage the contract, assist with demolition contractor coordination and provide hands-on technical assistance for project preparation and execution,” Shockley said.

“The demolition contractor benefits by getting more work, greater project scheduling flexibility, a centrally awarded and managed Indefinite Delivery Indefinite Quantity-type contract and a more stable and reliably managed project.

RMDT is a win-win proposition based on centralized contracting/management, expert assistance and leveraging the economy of scale by competitively awarding an overall larger quantity of work to a single regional contractor.”

“I am really excited and grateful that Huntsville Center reached out to the little guys that need more help for this project,” said Heather Coursey, chief of Engineering, Plans and Services at Sierra Army Depot. “It provides a mutual benefit. We are helping Huntsville establish a process for the future and we get something out of it. This is a five-year program. We could have an opportunity each year to have more structures removed.”



Photo by Debra Valine

**Jose Avalos, ICONCO/LVI Demolition Services, keeps the building wet during demolition to ensure particles of asbestos are not released into the air.**

structures that are not normally ‘worth all the effort’ for such a small project,” said David Shockley, the Facilities Reduction Program manager at the Huntsville Center. “As envisioned, the success of this concept is contingent on the saving of time and money through centralized, streamlined procurement and administrative processes and the predictability and productivity of an RMDT contractor.”

The Facilities Reduction Program has several options available for installations that need to remove unneeded structures. A Best Practices

The test conducted July 18-21 at Sierra Army Depot successfully removed three structures that had long been on the list of buildings that needed to be removed from inventory. While the cost to remove the buildings was a little higher than expected, it was still about half what demolition usually costs.

“We had what I consider a great success at Sierra,” said Bob Starling, president of B. Starling & Associates, Inc. who is working as project coordinator for Frankie Friend and Associates, Inc.

“I believe that we proved beyond a shadow of any

Depot officials about conducting the test. The Center offered to remove the structures at no cost to the depot for a chance to test the concept.

“Every other year we provide building demolition statistics in our facilities reduction plan,” said Gordon, a Sierra Army Depot real property specialist. “The test helped us get rid of some eyesores and reduce our inventory. If this works out really well, I would like to have them come back and demo more facilities.”

The RMDT Program will reduce the installation’s demolition project workload

# Army restructures commands

## Army News Service

WASHINGTON, D.C. — The Army has reorganized its commands and specified headquarters to accelerate transformation efforts and increase the Army's responsiveness at home and abroad.

The new structure identifies three types of headquarters: Army Commands, Army Service Component Commands and Direct Reporting Units.

"Breaking the major Army commands out into three entities recognizes the roles and scopes of units' authorities and responsibilities," said Col. John Phelan of the Office of Institutional Army Adaptation. "This restructuring defines, aligns and assigns. It also gives functional experts the responsibility and authority to provide seamless support."

There are three Army commands, nine Army Service Component Commands comprised primarily of operational organizations serving as the Army component for a combatant commander and 11 Direct Reporting Units comprised of one or more units with institutional or operating functions, providing broad general support to the Army in a normally single, unique discipline not available elsewhere in the Army.

Realignment changes were necessitated by the Army's changing missions, said Lt. Col. Darrell Wilson, functional team leader for the realignment.

"In the global-basing strategy that's been put out, we're going to become, for the most part, a CONUS-based force that projects capability out to where it needs to be projected," Wilson said. "We're becoming modular so we can quickly form up and tailor

## New Command Structure

### Three Army Commands

- U.S. Army Forces Command (designated by the Secretary of the Army as both an Army Command under the direction of Headquarters, Department of the Army and the Army Service Component Command to U.S. Joint Forces Command)
- U.S. Army Training and Doctrine Command
- U.S. Army Materiel Command

### Army Service Component Commands

- U.S. Army Europe
- U.S. Army Central
- U.S. Army North
- U.S. Army South
- U.S. Army Pacific
- U.S. Army Special Operations Command
- Military Surface Deployment and Distribution Command
- U.S. Army Space and Missile Defense Command/Army Strategic Command
- Eighth U.S. Army

### Direct Reporting Units

- U.S. Army Corps of Engineers
- U.S. Army Network Enterprise Technology Command/9th Signal Command (Army) (NETCOM/9th SC (A))
- U.S. Army Medical Command
- U.S. Army Intelligence and Security Command
- U.S. Army Criminal Investigation Command
- U.S. Army Military District of Washington
- U.S. Army Test and Evaluation Command
- U.S. Military Academy
- U.S. Army Reserve Command
- U.S. Army Acquisition Support Command
- U.S. Army Installation Management Agency

the right tools for the right job, making us a more agile, adaptable and flexible service."

The restructuring accomplishes four objectives:

- It recognizes the global role and multi-disciplined functions of the Army Commands;
- It establishes the Army Service Component Commands as reporting directly to the Department while serving as the Army's single point of contact for a combatant command;
- It acknowledges Direct Reporting Units as functional proponents at the

Department of the Army level; and

- It enables the Army to set the foundation for gaining better effectiveness and efficiencies by transforming its business processes, while operationally focusing the theater Armies to combatant commands.

Lineage and heraldic honors will be preserved in the command names and their insignia.

"The Chief of Staff and the Secretary of the Army said, 'We want to keep alive and link these folks to a patch that keeps the history of the field Army moving,'" Wilson said.

# Army establishes Installation Management Command

## Army News Service

**ARLINGTON, Va.** — The Army is establishing the Installation Management Command to improve its ability to provide critical support programs to Soldiers and their families while ensuring its installations are “flagships of readiness.”

The command, IMCOM, will come online in early fiscal 2007, and will transform the Army’s current installation management structure into an integrated command structure.

The initiative is part of the Army’s efforts to reorganize its commands and specified headquarters to obtain the most effective, efficient command and control structure for supporting the modular force, under which there are three types of headquarters: Army

Commands, Army Service Component Commands and Direct Reporting Units.

The current installation management structure is part of the Army Chief of Staff, Installation Management, and includes as separate entities ACSIM directorates, the Army Environmental Center, the Installation Management Agency and the U.S. Army Community and Family Support Center.

The new IMCOM will consolidate four U.S.-based IMA regions into two, and CFSC and AEC will remain separate entities as subordinate commands under the IMCOM.

“This new command is the next logical step in the evolution of IMA,” said Lt. Gen. Robert Wilson, the ACSIM. “Retaining CFSC and AEC as distinct commands capitalizes on the

brand-name trust and confidence these two organizations enjoy throughout the Army.”

The new organization will be commanded by a lieutenant general who will also retain the position of assistant chief of staff for installation management on the Army staff. The general officer will be nominated by the president and confirmed by the Senate.

Other leadership changes include the former IMA director position, a major general, who will become IMCOM’s deputy commander. The deputy ACSIM will remain a Senior Executive Service civilian.

As part of the recently concluded Base Realignment and Closure process, IMCOM, most of which is currently based in Virginia and Maryland, will relocate

to and co-locate at Fort Sam Houston, Texas, with its deputy commander. The ACSIM and his staff will remain at the Pentagon.

“This major organizational change will create a far more effective, efficient and agile organization to ensure that the world’s best Army is supported on the world’s best installations,” Wilson said. “We are committed to ensuring that the critical programs and services on which our Soldiers and their families rely will continue seamlessly throughout this transition period.”

Wilson also said that while the new organization will most likely be smaller than the current structure, it will be an organization that is “committed to managing personnel changes through attrition in order to minimize turbulence.”

## **Col. Larry McCallister will hold Town Hall meetings Oct. 5 to kick off the NSPS implementation.**

**There are 3 meetings scheduled:**

**9 a.m. - First Floor**

**12:30 p.m. - Second Floor**

**2:30 p.m. - Third Floor**



**Employees are encouraged to attend.**

**The meetings will be in the cafeteria. Please be seated before the start time.**



## Munitions mission

continued from page 1

was finalized.

By the time work neared completion in January 2006, 140 suspect chemical munitions had been found. The remaining challenge was 14 rounds that were determined to be unacceptable to move. The other items that were determined acceptable to move were secured at the interim holding facility. Of the 14 items that could not be moved, additional evaluation determined that only six were chemical munitions that required an

on-site destruction plan. The team again worked together and on Feb. 14, the six items were destroyed successfully using the approved method of five pounds of explosives to one pound of agent fill.

“We really proved that support to the warfighter is what drives us all and if there is a necessity we can make it happen,” Meacham said. While the initial clearance concluded with the destruction of the six items, Huntsville Center and its contractor continue to provide construct support at the ranges.

# Grigg named Installation Support Professional of the Year

By Public Affairs Office

For the second consecutive year, a Huntsville Center employee has been selected as the U.S. Army Corps of Engineers (USACE) Installation Support Professional of the Year.

John W. Grigg, Program Manager for the Access Control Point Program (ACPP) at Huntsville Center, was to receive the award at the USACE Senior Leaders Conference Aug. 7 in San Diego. Last year's inaugural award recipient, Sally B. Parsons, also works for Huntsville Center. Both Parsons and Grigg are assigned to the Installation Support Center of Expertise (ISCX).

Mirko Rakigijja, director of the ISCX, nominated Grigg for his leadership and innovative business practices. The ACPP delivers enhanced protection for Soldiers, their families and civilians from terrorist attacks by providing physical and electronic security equipment at Army installations, and is part of the Global War on Terror.

"It is an honor to be chosen by the (Army Installation Support) community as Professional of the Year, but it was by no means a sole effort. I was given great support by my customer and my bosses, and had the best PDT (project delivery team) in the Corps (of Engineers) to do

the job. Despite the bumps expected in any new program, it's been fun."

The initial objective of the ACPP was to provide mobile security equipment, conduct on-site physical security assessments, and develop and execute facilities and equipment projects at all Army active component, Reserve and National Guard installations. Headquarters, Department of the Army, has broadened the scope and size of the Huntsville Center's

PDT by seamlessly drawing on diverse USACE resources," Rakigijja said. "Mr. Grigg enlisted USACE Centers of Expertise (Protective Design and Electronic Security Centers) to mentor and support the executing field teams on how best to comply with Department of Defense standards for ACP design. Additionally, this mentoring and training has enhanced physical security expertise throughout USACE by

creating new subject matter experts on physical and electronic security."

The outstanding success of Grigg's team can be attributed to the three elements of USACE Transformation — people, process and communication. An additional element that Grigg aggressively pursues

is the use of technology as an enabler. Grigg was a co-developer of Engineering Knowledge On-Line (EKO), a Web portal, with Charles Schroeder of USACE's Engineer Research and Development Center — Construction Engineering Research Laboratory (ERDC-CERL). The EKO Web portal allows extensive coordination with all stakeholders worldwide, and ensures real-time project tracking and status. The

Grigg-led ACPP Project Delivery Team consists of more than 100 personnel from Army staff, major Army commands, USACE and private industry; team members are located literally from Korea to Kuwait. Grigg has been a champion of the installation support community of practice and a pacesetter for establishing and leveraging virtual PDTs.

A key aspect of Grigg's team efforts was the awarding of \$38.5 million of the \$79 million spent during Phase 1 to small businesses. Thus far, the ACPP has spent more than \$180 million on the improvement of security at Army installations, and more than \$150 million in future requirements have been identified.

The overall success of the ACPP and the customer's confidence in Grigg has established the Huntsville Center as the "go to" team for Army installation physical security projects. The next major initiative for installation physical security is Automated Installation Entry (AIE). AIE leverages technology to increase I.D. surety and reduce contract security guard costs. This new program is already under way using the same PDT (and PDT leader). By implementing AIE, millions of dollars currently used for installation security will be saved annually while enhancing the security of personnel at Army installations.



Photo by Becky Proaps

**John Grigg received the 2006 U.S. Army Corps of Engineers Installation Support Professional of the Year award. The award was presented to him during the commander's award ceremony Aug. 30 at Huntsville Center.**

physical security mission. This confidence by HQDA in Huntsville Center to manage large programs is a direct result of innovations and successes of the ACPP management model. It is the first major program centrally managed by Huntsville Center and executed by geographic districts worldwide.

"The ACP program set the standard for success by assembling a cross-organizational, multi-discipline

# Meet Huntsville Center's 2006 emerging leaders



Photo by Becky Proaps

**Chiquita Goodloe-Suggs is an internal review evaluator with the Internal Review Office.**

**1. Prior to your selection, were you familiar with the Emerging Leaders program? Did it meet your expectations (were you surprised in any way by the experience)?**

I had heard about the Emerging Leaders program but knew very little about it.

Prior to attending the conference I had a chance to talk to the 2005 Emerging Leaders (Tammie Learned and Sherene Opichka) about what to expect from the conference. They both were very excited about the program, so I knew I was in for an exciting time and long hours of work. They both felt the program has benefited them in their career goals whether it was being promoted or having the ability to network with other Corps employees.

The program definitely met my expectations. This was a wonderful opportunity for me to learn more about the Corps of Engineers since I haven't been with the Huntsville Center long.

**2. What was the most rewarding experience of**

**the conference?**

The most rewarding experience was the ability to learn more about myself and my behavior and how to communicate better with other people. Also, the Emerging Leaders/Senior Leaders Conference provided an opportunity to be exposed to senior leaders, division and district personnel, etc. which now means I can match faces with names. I enjoyed the time spent with the senior leader assigned to me. We were encouraged to participate in discussions during the plenary sessions and interact between the emerging and senior leaders. Gallup University organized the Emerging Leaders Conference again this year and it was very interesting. The most amazing thing was

how they could take your signature themes (strengths) and match it to others in the group. The conference was exciting and definitely a learning experience. I wish everyone could go through this program.

**3. What project/work will you be continuing as part of Emerging Leaders?**

I plan to use the knowledge I obtained from the Emerging Leaders Conference to evaluate myself in every situation encountered, whether it's personal or professional. My primary focus is to grow within the Corps of Engineers and exceed highly at whatever I do. I plan to take more leadership courses this year and hope to one day be a senior leader and be able to teach others.



Photo by Becky Proaps

**Ray Hall is a civil engineer in the Specifications and Service Branch, Engineering Directorate.**

**1. Prior to your selection, were you familiar with the Emerging Leaders program? Did it meet your expectations (were you surprised in any way**

**by the experience)?**

Yes, I was familiar with the Emerging Leaders Conference (ELC) prior to my selection. After being selected to participate, I spoke with Sherene Opichka (a 2005 ELC participant) and she provided me with some helpful insight on what to expect. She spoke highly of the event which caused me to become very excited about participating. I also felt privileged for the opportunity to attend.

The ELC and the Senior Leaders Conference (SLC) exceeded my expectations. There was a considerable amount of work associated with the conferences, but it

was pleasurable work that I benefited from.

**2. For you, what was the most rewarding experience of the Emerging Leaders/Senior Leaders Conference?**

The most rewarding experience during the ELC/SLC was the interaction I had with my peers during the Gallup organization courses. The interactive assignments and group activities provided me with a strong sense of self-awareness and allowed me to have a sneak peek at the future of the Corps through the eyes of my peers.

**3. What project/work will you be continuing as part of Emerging Leaders?**

I will continue to serve on the Range and Training Land Program (RTLTP) in the Specifications Branch. I also plan to be intimately involved with the RTLTP Standard Design Manual and the Center of Standardization. The knowledge, skills and leadership techniques that I obtained from the conference will allow me the opportunity to perform my duties more efficiently and to be more conscious of the team dynamics.

# Civilian News Briefs

## Helpful Army Web sites

The following is a list of 2006 Army Game Plan helpful Web sites:

- **The Army Web site**  
[www.army.mil](http://www.army.mil)
- **2006 Game Plan**  
[www.army.mil/features/2006ArmyGamePlan](http://www.army.mil/features/2006ArmyGamePlan)
- **AKO-Army Knowledge Online**  
[www.us.army.mil](http://www.us.army.mil)
- **the Army National Guard**  
[www.arng.army.mil](http://www.arng.army.mil)
- **The Army Reserve**  
[www.armyreserve.army.mil](http://www.armyreserve.army.mil)
- **Army Families Online**  
[www.armyfamiliesonline.org](http://www.armyfamiliesonline.org)
- **Deputy Chief of Staff for Personnel, G-1**  
[www.armyg1.army.mil](http://www.armyg1.army.mil)
- **Deputy Chief of Staff for Personnel, G-2**  
[www.dami.army.pentagon.mil](http://www.dami.army.pentagon.mil)
- **Deputy Chief of Staff for Personnel, G-3**  
[www.hqda-odcsops.army.mil](http://www.hqda-odcsops.army.mil)
- **Deputy Chief of Staff for Logistics, G-4**  
[www.hqda.army.mil/logweb](http://www.hqda.army.mil/logweb)
- **Chief Information Officer, G-6**  
[www.army.mil/ciog6](http://www.army.mil/ciog6)
- **Deputy Chief of Staff for Programs, G-8**  
[www.g8.army.mil](http://www.g8.army.mil)
- **Business Transformation**  
[www.army.mil/ArmyBTKC/index.htm](http://www.army.mil/ArmyBTKC/index.htm)
- **Future Combat Systems**  
[www.army.mil/fcs](http://www.army.mil/fcs)
- **Army Medicine**  
[www.armymedicine.army.mil](http://www.armymedicine.army.mil)
- **2006 Army Posture Statement**  
[www.army.mil/aps/06](http://www.army.mil/aps/06)
- **Army Modernization Plan**  
[www.army.mil/features/MODPlan/2006](http://www.army.mil/features/MODPlan/2006)
- **2006 Quadrennial Defense Review (QDR)**  
<http://www.defenselink.mil/pubs/pdfs/QDR20060203.pdf>
- **TRICARE**  
[www.tricare.osd.mil](http://www.tricare.osd.mil)
- **Army Capabilities Integration Center**  
[www.arcic.army.mil](http://www.arcic.army.mil)

## Emergency accountability procedures for Corps employees

Accounting for personnel and providing valuable situational and safety information is the top priority of the U.S. Army Corps of Engineers during emergencies. In order to better accomplish this, USACE has established a toll-free phone number/e-mail for use during emergencies when local personnel accountability procedures cannot be followed. The personnel accountability number is (877) 448-7223 (877-HI-USACE). Alternatively, the personnel accountability e-mail is [877.hi.usace@usace.army.mil](mailto:877.hi.usace@usace.army.mil) and can be used by those unable to access the phone line. In the event of an emergency, personnel should first make every effort to contact their supervisor. If unable to follow local personnel accountability procedures, personnel should use the toll-free number or the e-mail within 72 hours of the emergency or evacuation. Questions regarding this policy may be addressed to Seth Shulman, CEHR-D, at (202) 761-7277.

## Federal employees' dental, vision insurance program available soon

Federal employees eligible for the FEHB program (whether enrolled or not) and annuitants will be able to enroll in dental and/or vision insurance this fall, with coverage effective Dec. 31. The FEDVIP open season will be held at the same time as the FEHB and FSAFEDS open season – Nov. 13 – Dec. 11. Premiums are enrollee-pay-all and will be deducted pre-tax for employees. Enrollments will be available as self only, self plus one, and self and family and will take place on the BENEFEDS Portal at [www.benefeds.com](http://www.benefeds.com). There will be an extensive informational campaign prior to and during the open season. If you have other questions, please send an e-mail to [FEDVIP@opm.gov](mailto:FEDVIP@opm.gov).

## ABC-C improves access process

The Army Benefits Center – Civilian (ABC-C) has transitioned to the use of AKO user name and password. It has eliminated the Point-of-Entry (POE) password. Authentication into the Employee Benefits Information System (EBIS) can now be done with your AKO userid and password. The ABC-C Web site can be found at <https://www.abc.army.mil>.

# Huntsville Center employee wins state tennis championship

By Becky Proaps  
Public Affairs Office

By day Michael Lanier is the project manager in the Advanced Technology Branch for the Systems Engineering Division. But on the weekends and whenever he has the opportunity, he is “Geronimo” Lanier — man on the tennis court. His three sons gave him the nickname because they have Native American first names and African middle names.

Tennis has been a part of Lanier’s life for many years even though he has only been playing regularly for the past seven years.

“Tennis is king in Atlanta, so living there forced me to get back into the sport,” said Lanier, who attended college at North Carolina Agricultural and Technical State University in Greensboro and has many fond memories of learning and playing tennis with other students at the academy.

“I first started playing on and off when I was in ninth grade. My sister and oldest brother played regularly. My oldest brother even played briefly on the pro tour before opening up the Gate City Junior Tennis Academy in Greensboro, N.C.”

Earlier this summer Lanier put his tennis talents to the test and helped put a local tennis team into the U.S. Tennis Association’s state championships in Mobile, Ala.

At the state championships there are three pools of five teams each. Everyone plays each team in their particular pool once. The team with the best record for each pool progresses to the semi-finals.

“We won our pool and another Huntsville team got the wild card slot. Both Huntsville teams won their semi-

final matches,” Lanier said. “In the finals we played the Huntsville team that won the local league in the spring and last fall.” The deciding match was the number one’s doubles match. Lanier was on one of the teams.

“We beat our local competitors in straight sets in a spirited match on the grandstand court. We could now claim that we were the best 3.5 men’s team in the state,” Lanier said.

USTA uses a rating system called NTRP (National Tennis Rating Program) to separate players into different levels based on ability. The levels begin at 2.5 (beginner) and go up to 7.0 (Pro) in 0.5 increments. The 3.5 player is expected to have achieved improved stroke dependability with directional control on moderate shots, but still lacks depth and variety. This player should also exhibit more aggressive net play, have improved court coverage and is developing teamwork in doubles.

“As a top 3.5 rated player I am probably about a 3.8 which means with a few more key victories in league play I could easily be bumped up to 4.0,” Lanier said. A 4.0 player has dependable strokes, including directional control and depth on lobs, overhands, approach shots and volleys with some success and

occasionally forces errors when serving.

“Several of my teammates have already been bumped up to 4.0,” he said.

The team is limited to 14 members.

“The majority of the players on our team have been together for a year and a half,” Lanier said. “I was invited onto the team when the captain, Dan Schultz, saw me playing in a tournament a couple of years ago.”



Photo by Becky Proaps

**Mike Lanier holds his state championship trophy.**



Courtesy photo

**Mike Lanier serving one of many tennis balls during the U.S. Tennis Association’s state championships in Mobile, Ala., earlier this summer.**

Lanier attributes the team’s success this year to the commitment of the players.

“Our team this year had 11 out of 14 players committed to playing their best tennis throughout the season. We also remained relatively injury free. Last year our team made it to the state championships and was decimated by injuries the first day of competition,” Lanier said. “We had several top singles players who enabled us to focus on our doubles teams. Paul Williams, Kirk Scruggs and Simon Richards, the son of Khoe Tran, the DCAA (Defense Contract Audit Agency) representative here at Huntsville Center, were our main singles players.”

Winning the state championship enabled Lanier’s team to proceed to the regional championship in Charleston, S.C., where they competed against teams from all over the south. Although they did not take that championship they tried hard.

“We gave it our all, but came up short by a couple of tie-breakers. We were playing against the best those states had to offer,” Lanier said. “It was an enjoyable competition, and we felt proud representing Alabama at that level.”

# Ethics Corner

## But that's my friend!

**By Margaret Simmons  
Office of Counsel**

**M**ore and more people at Huntsville Center are reaching retirement age. A majority of them are taking on a second career, most with contractors who do business with Huntsville Center. We often forget that this former co-worker, friend and even confidant is now a contractor.

There are numerous conversations you should not have with your friend since he/she is no longer a government employee. This is to remind you of what information you should and should not share.

If the retiree is your friend, he/she should not be asking you things specific to work here at the Center. You should not engage in conversations that talk about forecasts of upcoming work. This is procurement sensitive information. This may have been the type of shop talk you used to engage in with your former co-worker, which was okay. Now, however, this person is a contractor and is not entitled to know about upcoming procurements before the information is released to everyone. You are providing "insider" information that might

allow some type of advantage to this contractor in violation of the procurement integrity rules. You don't realize you are doing anything contrary to the rules, but you are.

Your friend might ask about who is leaving, or what's the latest gossip, or how is the budget looking for next year. While some of the responses you give could be proper and not questionable, you still should be careful about discussing government business that needs to remain internal and shared only with other government employees. The best thing to talk about is what your friend is now doing. Ask how he/she is occupying their time. Ask what they are working on. Ask if they enjoy all the money they now make. Ask how their work situation is. Ask what type of work their company is pursuing. Ask what projects your friend is working on. You may be surprised to find out they don't want to share this information with you, especially if they are seeking to do work with Huntsville Center. They will be more selective in the information they share with you.

What if your friend comes into the building and identifies you as the POC and/or escort? Should you allow your friend to wander around and visit with everyone after you have had your visit? The answer is no. Even though this

person knows many people, this person is a contractor and under our rules should be escorted from point A to point B while in the building. This is especially sensitive in the August/September time frame when so many end-of-year contract actions are being processed. It is really putting your co-workers in an unfair situation to allow a contractor free access to roam and listen to conversations or information that he/she should not be allowed to hear. Your co-workers would probably be totally unaware that a contractor employee is just in the next cubicle unless you make an effort to make them aware. You should do this anytime of the year, but in particular you need to be alert now.

You should still be able to enjoy your friendship. You can still go to dinner, take a vacation, play golf, etc., with your friend, (paying your own way of course), but don't talk shop. Keep to personal conversations, sports, college, kids, etc. If you feel pressured to talk about work, then you need to take a step back and evaluate your situation. Your friend should never put you in a compromising situation. So, be smart and be aware. Be a friend.

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