



US Army Corps
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Huntsville Center Bulletin



Happy Thanksgiving

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*Mark your
calendar now...*



**Combined Federal
Campaign**

**Now through
Dec. 7**

**Watch for upcoming
events**



Photos by Becky Proaps



Retirees, new coin — highlights of Huntsville Center's 40th anniversary

The U.S. Army Engineering and Support Center celebrated its 40th anniversary Oct. 19, with an awards ceremony, the unveiling of the new commander's coin and the return of several Corps employees who had worked and retired from the Center. From left to right, Jim Hudson, Ronald Lein, David Cassady Jr., Shirley Thayer, Judy Wilson, R. L. "Dud" Phillips and Raymond Aldridge had all worked for the Center at some time during its 40 years.

Corps awards \$649 million contract for new Fort Belvoir Community Hospital

NORFOLK, Va. — Norfolk District, U.S. Army Corps of Engineers, awarded a \$649 million contract Sept. 28 to Turner-Gilbane of Arlington, Va., to build the new Fort Belvoir Community Hospital.

The construction project, initiated as part of the 2005 Base Realignment and Closure (BRAC) program, is expected to begin over the next several weeks, with completion of the construction phase of the hospital expected in late summer of 2010. At that point, the hospital will

be turned over to the user activity to staff and equip for subsequent operation.

"The Medical Facilities Mandatory Center of Expertise (U.S. Army Engineering and Support Center, Huntsville) was a key principal in the success of this project by participating in the selection of the Architect-Engineer joint venture team, development of project specific design criteria and technical requirements, providing detailed engineering technical reviews, participation in on-board

technical reviews, development of RFP (Request for Proposal) documentation and participation on the Source Selection Advisory Committee (SSAC)," said Larry Delaney, chief of the Medical Facilities Mandatory Center of Expertise and Standardization.

The Fort Belvoir Community Hospital will be part of an integrated health care network providing world-class medical services to the

See *Belvoir* on page 10

Commander's thoughts

On Veterans Day, Nov. 11, we honor the men and women who have worn the uniform of the U. S. Armed Forces. This holiday is intended to thank and honor all those who served honorably in the military — in wartime or peacetime. While those who have died in service to their country are remembered, Veterans Day is largely intended to thank living veterans for their service, to acknowledge that their contributions to our national security are appreciated, and to underscore that those who served — not only those who died — have sacrificed and done their duty.

We are lucky to live in a city that embraces its military connections, and the Huntsville's Veterans Day parade is a celebration of veterans and their military service. I encourage each of you to observe this special day by cheering veterans in the parade or just flying your flag. If you are a veteran, wear your military medals to demonstrate your pride and remind citizens of the sacrifices being made

every day.

November is a month of thanks. We thank our veterans for their service, and we count our blessings on Thanksgiving. We are thankful for and pray for the safety of our Soldiers and Civilians deployed in Iraq, and we are thankful for family members and co-workers whose support here at home allows them to focus on the mission.

Our mission in Iraq and Afghanistan remains vitally important. Without reconstruction and project support such as our Coalition Munitions Clearance Program, the prospects for stability and security in Iraq and Afghanistan are unclear. The enemy knows this, and frequently targets our areas of progress.

But progress continues today, thanks to our employees who volunteer to deploy and those who pick up the extra load back here at

the Center. According to the Gulf Region Division's Web site, despite 25 years of neglect and a costly

insurgency, Iraq's infrastructure is bouncing back and our assistance projects are having a real impact on the lives of the Iraqi people. So far, there have been 4,694 planned projects, 4,112 completions and 582 on-going projects (USACE News release

dated Oct. 10). This is extraordinary, yet more is needed.

In addition to supporting the Global War on Terrorism, we also need to ensure we can provide assistance for natural disasters and other types of emergency operations. Huntsville Center still needs members for the Housing Planning Response Team (PRT) to be ready by June 2008. Our skills and knowledge are



Col. Larry D. McCallister

See Commander on next page

Hails and farewells

Welcome to new employees —

Robert Brock, Information Management; Diane Cohick, Ordnance and Explosives; Martha Fisher, Ordnance and Explosives; Kenneth Hewitt, Ordnance and Explosives; Robert Jolley, Ordnance and Explosives; Patrick Lever, Chemical Demilitarization - Blue Grass Chemical Activity, Ky.; Nadine Maack, Contracting; Diane Mitchell, Ordnance and Explosives; Monica Moody, Contracting; Beverly Richey, Engineering; and Kathryn Simmons, Contracting.

Farewell to Anita Ayers, Contracting; Andrew Blaisdell, Safety Office; Lynda Bonds, Contracting; Eric Booher, Engineering; David Glorit, Chemical Demilitarization - Pueblo Chemical Depot, Colo.; Marshall Greene, Ordnance and Explosives; Andrew Lenoir, Business Management Office; Carolyn Nation, Installation Support and Programs Management; Donna Ragucci, Contracting; Jackie Smith, Ordnance and Explosives; and Carol Spratley, Chemical Demilitarization.



US Army Corps
of Engineers

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BULLETIN

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

The Bulletin asks:

What makes a good friend?



Maj. Michael D. Carr
Management Review
Office

A person who will stand with you through good and bad times. He or she will tell you when you are doing wrong or headed down the wrong path. When you find a friend like that, the friendship will endure forever — no matter how many Permanent Change of Station (PCS) moves you make.



Carol Hermann
Engineering Directorate

A good friend is someone you hold in high regard. He or she is honest, reliable, sympathetic, and supportive and is someone in whom you can confide. A good friend is devoted and is always there for you even when you are at your worst.

Commander

continued from page 2

highly valued by the Corps and the Federal Emergency Management Agency (FEMA), and I ask that you consider joining this essential team. Lt. Col. James D'Arienzo is the team's acting manager, so please contact him if you are interested in learning more about the PRT or any of the positions available. We can meet this challenge, just like we have met numerous other challenges. And a special thanks to those who have already volunteered to be part of the team.

A good example of meeting challenges is our implementation of the National Security Personnel System (NSPS). You completed your assessments in a new system and supervisors have submitted their assessments. This month our pay pool panels convene and supervisors will be providing your final

ratings at the end of the month. While we aren't the only Corps office to have initiated NSPS this year, we probably have the greatest number of Corps supervisory and non-supervisory employees to complete the rating cycle in FY07. Our feedback and our success in using the system provides an example for other districts in setting up their transitions.

This month also marks the beginning of a new Mandatory Center of Expertise for the Corps of Engineers and a new directorate for Huntsville Center. The Environmental and Munitions Center of Expertise (CX) combines the functions of the Hazardous, Toxic and Radioactive Waste (HTRW) CX located in Omaha, Neb., with the Military Munitions CX located in Huntsville. Personnel located in Omaha, and the director's position will remain there. So please

join me in welcoming these experts to the Huntsville Center team.

November also continues the Combined Federal Campaign (CFC), and I urge everyone to enjoy and participate in our fundraising events.

Another timely reminder for this month is safety. The Accident Avoidance

Course for Army Motor Vehicle Drivers is mandatory for employees and it is a great refresher course for all drivers. I ask that anyone planning to travel during the holidays make taking this course a priority before leaving.

Have a meaningful Veterans Day and a happy Thanksgiving!

Housing PRT needs you

The Housing Planning Response Team is still looking for a few good people to provide support to the Federal Emergency Management

Agency in the development of temporary housing for disaster victims.

If you are interested, please contact Lt.

Col. James D'Arienzo

via e-mail or call 895-1473. The volunteer form and the Housing PRT job descriptions are located on the Huntsville Center Intranet site at <https://hnc-ws-intra.hnd.usace.army.mil>.



IG Office visits Bayji Depot

By Chris Gardner
Public Affairs Office

Officials with the Army Inspector General's Office paid a visit to the Bayji Ammunition Depot in Iraq where operations are overseen by Huntsville Center's Coalition Munitions Clearance Program.

After a safety briefing, the inspectors toured the facility and asked several questions about the overall depot and ammunition operations. They also verified that procedures and paperwork were done properly.

Richard Dooley, Bayji project manager with CMC, said the visit was a success.

"The visit went extremely well," Dooley said. "Everyone was impressed and they had nothing but



Photo by Sgt. 1st Class Orrin M. Hart, Multi-National Security Transition Command – Iraq

Richard Dooley, left, project manager with the Coalition Munitions Clearance Program in Iraq watches as Paul Connor, right, EODT site manager, explains to Stanley Meyers, center, from the Office of the Inspector General how to properly identify a 100mm tank round during an inspection of the depot in early October at the Bayji Ammunition Depot.

good things to say about the operation."

Dooley is the Corps of Engineers representative overseeing Bayji, where munitions recovered by CMC and not destroyed are stored for the

Iraqi army.

Bayji, formerly called Arlington Depot, is the Iraqi army's national depot and is about 135 miles north of Baghdad.

Short fuse renewal project brings new life to Walter Reed clinic

By Debra Valine
Public Affairs Office

Walter Reed Army Hospital's Clinic 1B re-opened

Oct. 1 following a whirlwind renovation project by the U.S. Army Engineering and Support Center, Huntsville's, Medical Repair and Renewal Program.

Clinic 1B is a warrior transition clinic, which treats Soldiers wounded in combat. The clinic needed a quick renovation to meet the increasing demand of

patients.

Walter Reed contacted Huntsville Center with the short fuse project in July, asking if the needed work could be accomplished by Oct. 1. Work on the project got started Aug. 1 and was completed by Sept. 29.

"Back in July, our commander got a call from a colonel at Walter Reed. There was a warrior transition clinic where they are treating Soldiers coming back injured. It was a renovation that needed to be completed by Oct. 1," said Robert

Mackey, a project manager with the Medical Repair and Renewal Program at Huntsville Center.

"We coordinated with Baltimore District to see if they wanted the project. Baltimore District was busy so we took it on," Mackey said. It was an MRR and Integrated Modular Medical Support System (IMMSS) facelift project. "We put in new floors, new walls and new furniture.

"Crystal Bennett Echols, the program manager, and I traveled up to Walter Reed

on July 23 to meet with Walter Reed officials and nail down the scope of work. We accomplished that and started work on Aug. 1," Mackey said.

"I am very pleased with the outstanding support the Huntsville team provided to this very important project, said Lt. Col. Mary Cunico, the officer in charge of the Warrior Clinic at Walter Reed. "We had several bumps in the road during the last few weeks of renovation, but

See *Renewal* on page 13

Local engineer organizes well digging

Engineers Without Borders local chapter members visit Migori, Kenya

By Kim Gillespie
Public Affairs Office

The goal was noble: student engineers hoping to install a water well to service an orphanage and hospital in Migori, Kenya. Engineers Without Borders, or EWB, is the organization behind the students and their mentors who are professional engineers volunteering their time and skills.

Hiring or contracting for an engineering professional can be expensive, so when Art Dohrman, program manager for the U.S. Army Engineering and Support Center, Huntsville's Center of Standardization decided to volunteer, he wanted to ensure the organization got the most he could offer. He became the second member of the Huntsville professional chapter of EWB. Two years later, he is still a guiding force.

"I don't like to say I'm a 'do gooder,'" but I want to do something that makes a difference," Dohrman said.

EWB tries to make a difference in several ways. Its projects are more about sustainable development than about charity. Dohrman said projects are a collaborative effort, with EWB ensuring the community can operate and maintain the project into the future.

So when the University of Alabama, Huntsville chapter of EWB selected its first service project in Migori, their goal was to drill a well and begin a water distribution system. This would require the students to teach Migori residents not only how to repair and maintain the system, but how to build additional wells and pipelines with the equipment that would be left behind.

This is where engineering experience really counts, and EWB is structured to

make the most of its resources.

"EWB has professional and student chapters. On a project like this, the students gain experience by doing engineering and design with oversight by the professional members," Dohrman said. "Conceptually, it's the same idea, only water wells tend to be bigger. Well drilling can be tricky — it's something you get a feel for with experience."

Dohrman, a civil engineer, worked environmental projects at Mobile District and Huntsville Center, so he was more than familiar with using a drill rig and the requirements for this project. The students needed to be brought "up to speed" in a short amount of time prior to leaving in August. They had to work together and with others to design, budget, procure equipment and find money for the project. What better mentor than a Corps of Engineers' employee?

"I showed them how a water well is constructed and arranged a demonstration with a drill rig to show them how to drill a well and put in the casing," Dohrman said. "I had guidance and help from other Huntsville Center employees in getting the drill rig for the demonstration," he



Photo by Laura Beckett

From left: Walter Hammond; Mike Davenport; Orion Adams, one of the support staff; David Heffington and Raghuram Godavarthi, vice president of the UAH chapter of Engineers Without Borders, set up a well-digging rig in Migori, Kenya.

said. "Valerie Clinkenbeard told me that Todd Watts' (employee with Huntsville Center) wife worked for an environmental engineering firm. The company, Qore Corp. of Huntsville, along with South Brothers Drilling of Muscle Shoals, brought their equipment to UAH for a hands-on demonstration."

The students left for their 10-day trip to Migori in September. "For someone like me who comes from a largely theoretical engineering background — in electrical engineering, which is completely unconnected to well drilling — this project was about learning to go from drawing board to drill pit without losing focus of the objectives," said Raghuram Godavarthi, vice

See Migori on page 10

Huntsville employees recognized as members of New York District's Project Delivery Team of Year

By Debra Valine
Public Affairs Office

Several U.S. Army Engineering and Support Center, Huntsville, employees are members of the Corps of Engineers' New York District's Project Delivery Team of the Year.

Bill Goff and John Corcetti, engineers; Guy Wilson, project manager in Electronic Security Systems; and Joy Rice, Contracting Directorate, comprise the Huntsville portion of the Project Delivery Team. New York District team members are Joe Seebode, Paul Franco and Anthony DelVecchio.

Lt. Gen. Robert L. Van Antwerp, chief of

Engineers, presented the award at West Point, N.Y., in late September.

The award recognizes significant contributions the employees made as integral members of the New York City Water Supply Security Enhancement Project Delivery Team. The team completed risk assessments and provided security recommendations for more than 500 water supply assets, installed electronic security and surveillance systems and structural protective measures and executed seven design-build construction contracts in support of New York City's efforts to ensure a protected water supply that serves millions of people in the New York City

metropolitan area.

According to Col. Aniello L. Tortora, commander, New York District, the work of the team is an outstanding example of "One Door to the Corps" as it includes experts from across the Corps.

One reason the team works so well together is communication, Goff said.

"The project teaming relationship between the New York District project managers, the New York City Department of Environmental Protection (NYC DEP) and Huntsville Center team members has been excellent," Goff said. "Our participation in monthly project status and planning meetings with the New York District project managers and the NYC DEP has been a great benefit. All project team members are strategically aware of the issues that affect the project and have the knowledge to effectively respond."

Another reason the team works so well together is that each member is empowered to make decisions within their areas of influence, Goff said.

"One of our strengths is the trust we have in each other to make the right decisions while maintaining independence," Goff said. "While all parties are empowered to make decisions within their area of influence, the New York District project managers

effectively retain authority to make changes in project scope, schedule and budget. Therefore, while retaining a level of independence in project task execution, the timeliness of making change decisions is augmented through effectively sharing information between all team members."

While a great deal of work has been completed, there is still a lot of work to be accomplished, with some hurdles in front of us, but we are working through them with the knowledge and concurrence of all the project delivery team members, Goff said.

The ultimate customer is the NYC DEP. One of their primary responsibilities is the delivery of water for New York City.

According to Vassilios Zoumboulis, the NYC DEP director of Security Systems Engineering, the New York City water supply system provides approximately 1.2 billion gallons of safe drinking water daily to more than 8 million residents of New York City, approximately 1 million people living in Westchester, Putnam, Ulster and Orange counties, as well as millions of tourists and commuters who visit the city throughout the year. In all, the city system supplies high quality water to nearly half the population of New York State.

See PDT winners on page 13



Photo by Debra Valine

Four Huntsville Center employees received recognition for being team members on the New York District's Project Delivery Team of the Year for 2007. They are back row: Guy Wilson and John Corcetti; front row: Joy Rice and Bill Goff.

Holiday mailing deadlines fast approaching

The U.S. Postal Service wants your holiday cards, letters and packages to reach their destinations on time. Follow these USPS guidelines so your holiday mail reaches its correct destination with time to spare.

Suggested mailing dates

- International mail should be mailed as soon as possible.
- Parcel Post should be mailed no later than the second week of December.
- Priority Mail by the third week of December.
- Express Mail by Dec. 21.

Preparing packages

- PRINT addresses clearly.
- Include all address elements (apartment numbers, suite numbers, directional information for streets, etc.).
- Include both “to” and “from” information on packages — and only on one side; no extra writing; tape parcel with shipping tape or tape that won’t come off in transit; cushion contents appropriately.
- Never guess a ZIP Code — NO ZIP is better than a WRONG ZIP.

Packaging tips

- Select a box that is strong enough to protect the contents. Leave space for cushioning inside the carton.
- Package contents with shredded or rolled newspaper, bubble wrap or

Styrofoam peanuts. Plain air-popped popcorn is also good for cushioning; it’s inexpensive and environmentally friendly. Pack tightly to avoid shifting.

- Always use tape that is designed for shipping, such as pressure-sensitive tape, nylon-reinforced tape, paper tape or glass-reinforced pressure-sensitive tape.
- Do not use wrapping paper, string, masking tape or cellophane tape.
- Put the delivery and return addresses on only one side of the package.
- Recommendation: Place an index card inside the package that contains the sender’s address and the recipient’s address along with a list of the contents. This will help if the post office needs to re-pack boxes that were improperly wrapped or came apart during transporting and processing. It helps ensure the package is either sent to its destination or back to the sender.
- Take packages that weigh at least 1 pound into the post office for mailing. Do not put boxes into your neighborhood mailbox or expect your mail carrier to pick them up for you.
- Obtain Express Mail and Priority Mail boxes, envelopes and tubes for free from your post office.

Prior to mailing

- Stuff glass and fragile hollow items, like vases, with newspaper or packing material to avoid damage due to

shock. When mailing framed photographs, take the glass out of the frame and wrap it separately.

- Remove batteries in items. Wrap and place them next to the items in the mailing box.

DoD guidelines for military

The Department of Defense has issued the following guidelines for addressing your mail to military and Civilian personnel deployed in Operation Iraqi Freedom.

- **Use the service member’s full name.** The Department of Defense cancelled the Any Service Member program so mail must be addressed to someone specific.
- **Include the unit and APO/FPO** (Air/Army Post Office or Fleet Post Office) address with the nine-digit ZIP Code (if one is assigned).
- **Include a return address.**

For packages, print on one side only with the recipient’s address in the lower right portion.

Military restrictions

For specific restrictions and mailing rates to an APO/FPO address, visit the Rate Calculator at <http://postcalc.usps.gov/>. You can also call 1-800-ASK-USPS, consult your local Post Office or call the Military Postal Service Agency at 1-800-810-6098. More information is available at hqdainet.army.mil/mpsa.

Military Mail Addressed To	Express Mail® Military Service	First Class Mail® Letters/Cards	Priority Mail®	Parcel Airlift Mail	Space Available Mail	Parcel Post®
APO/FPO AE ZIPs 090-092	Dec. 18	Dec. 10	Dec. 11	Dec. 4	Nov. 27	Nov. 13
APO/FPO AE ZIP 093	N/A	Dec. 3	Dec. 4	Dec. 1	Nov. 27	Nov. 13
APO/FPO AE ZIPs 094-098	Dec. 18	Dec. 10	Dec. 11	Dec. 4	Nov. 27	Nov. 13
APO/FPO AA ZIPs 340	Dec. 18	Dec. 10	Dec. 11	Dec. 4	Nov. 27	Nov. 13
APO/FPO AP ZIPs 962-966	Dec. 18	Dec. 10	Dec. 11	Dec. 4	Nov. 27	Nov. 13

Pay Pool process at a glance

Under the National Security Personnel System, compensation and rewards are affected by performance. At the end of each rating cycle, individual performance is evaluated to determine whether a salary increase or performance award is warranted.

The pay pool process, a key component of the performance management cycle, provides a means of ensuring that all managers and supervisors apply standards equitably when rating their employees and that rewards provide incentives to the work force. The pay pool process allows organizations to recognize and reward individual and team accomplishments. Through the use of pay pools and pay pool panels, the understanding of valued and role model performance is enhanced and the principle of equal pay for equal work is emphasized.

Keys to the pay pool process — fairness, accountability and communication

Having worked hard to meet expectations, employees have a reasonable expectation that they will be rewarded for their achievements. While all employees are accountable for the results of their work, managers also are accountable for ensuring that employees are rewarded fairly. The pay pool process preserves the integrity of the NSPS performance management system by ensuring a higher level review takes place and that

discussions regarding performance are made within the context of mission and organization. Employees look to their supervisors with great expectations about their own rewards and value to the organization.

They want to feel they are treated fairly and equitably by all members of the pay pool panel. This fairness reinforces trust between employees and managers and supervisors. The pay pool process provides a structured way of reviewing management decisions and ensures all employees receive equitable consideration.

Communication is critical to the pay pool process. Supervisors need to ensure their employees understand how the pay pool process works. Employees need to have a clear understanding about what the decisions are and how they are made, as well as their own responsibilities in ensuring the decisions made on their behalf are based on informed judgment. Ongoing communication about performance and results builds common understanding.

What are pay pools and pay pool panels?

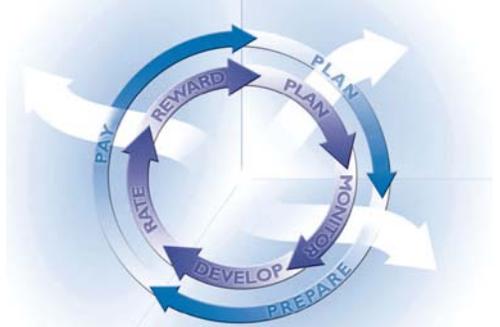
Pay pools are groups of employees who work in an organization and share funding for performance payouts.

Each employee is in only one pay pool at a time, and employees are informed about the pay pool they are in.

Pay pools vary in size from approximately 50 members to more

than 300 members and are typically structured by organization or function. Regardless of pay pool size or configuration, under NSPS, performance is the key determinant of any salary increases or awards received, and work performance is evaluated within the context of the mission.

Pay pool panels are groups of managers and supervisors who gather to review employee evaluations to ensure that the same standards for evaluating performance are applied, and that performance payouts are consistent with the ratings. Each pay pool has a designated pay pool manager who is responsible for managing the pay pool. The pay pool



manager oversees the process of reconciling the rating and reward decisions and settles discrepancies between pay pool panel members.

How does the pay pool process work?

The pay pool process is an integral and integrated part of the performance management cycle. While the actual convening of the pay pool panels and the final share value

How the Pay Pool is funded

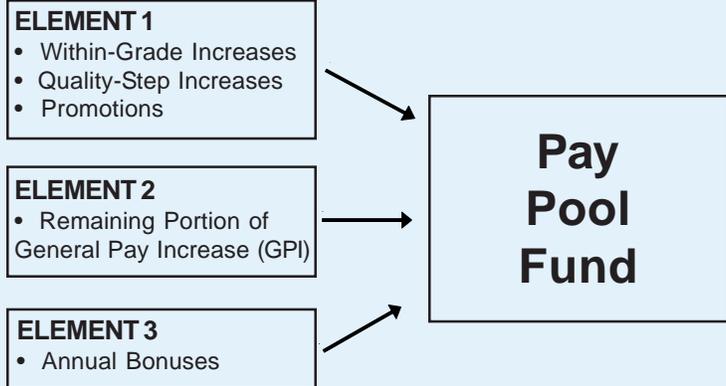
The pay pool fund has the following elements:

Element 1 represents base pay funds that historically were spent on within-grade increases, quality-step increases and promotions between General Schedule grades that no longer exist in NSPS.

Element 2 represents funds (if any) that remain available from the government-wide general pay increase after the secretary has exercised his or her authority to fund any rate range adjustments to pay bands or local market supplements.

Element 3 represents funds historically spent on performance-based bonuses.

Each element is expressed as a percentage of the total base salaries of all employees in a pay



pool. The funds associated with Elements 1 and 2 are available for increases to base pay or bonuses. The funds associated with Element 3 are available only for bonuses. Organizations may supplement any of the elements if funding is available. Funding for Accelerated Compensation for Developmental Positions, Extraordinary Pay Increases and Organizational/Team Achievement Recognition is separate from the Pay Pool Fund.

determinations and payouts occur following the end of the performance management cycle, this activity is the culmination of a series of events, activities and discussions that take place throughout the appraisal period. Pay pool activities can generally be described within three phases: plan, prepare and pay. These phases support and parallel a broader range of activities related to the NSPS performance management cycle.

• Plan Phase

As a new performance cycle begins, activities conducted during the plan phase lay the administrative foundation for the pay pool. During the plan phase, the pay pool structure is established, financial data captured and organizational mission statements and goals documented. Annual pay pool planning begins at the end of the previous rating cycle and generally is completed within the first several months. Also during this phase, the pay pool panel conducts a review of the previous cycle to determine what worked well and what could be improved.

This analysis involves such things as examining the efficacy of the current

pay pool structure, the review process and the assigned roles and responsibilities of pay pool panel members. Results of this analysis drive improvements in the next cycle.

• Prepare Phase

The prepare phase of the pay pool process parallels activities that support the monitor and develop phases of the performance management cycle and ends as the rating phase of that cycle begins. The prepare phase includes activities that strengthen skills and improve the pay pool process.

One activity involves pay pool panel members fine-tuning their understanding of performance levels. Based on the accomplishments of employees in the pay pool, the pay pool panel members discuss what is expected to achieve each rating. In turn, this activity builds consensus around performance levels. Reviewing employee performance plans can aid their understanding.

As pay pool panels become more familiar with the process, they can refine their operations. Because every pay pool has the flexibility to create a pay pool panel process that best meets its needs, it is critical that all members of

the panel have a similar understanding of their timelines and expectations.

• Pay Phase

Activities occurring during the pay phase support the rate and reward phases of the performance management cycle. These activities are generally conducted and completed within three months of the end of the rating cycle. It is during the pay phase that the final value of the share is determined and used to calculate a performance payout.

Managers and supervisors submit their recommended ratings, the proposed number of shares and payout distribution.

This information is reviewed by the pay pool panel through meetings and conversations. At the end of this process, managers and supervisors are provided their employees' final ratings of record, number of shares and payout distribution. In turn, managers and supervisors meet with their employees to share the information.

For more NSPS fact sheets and brochures, go to the NSPS Web site at www.cpms.osd.mil/nsps.

(This information is reprinted from a NSPS brochure.)

Migori

continued from page 5

president of the UAH chapter of EWB.

Dohrman regretted not being able to accompany them, but demands from his Center of Standardization program would not permit it. A professional engineer did accompany the group,

however, and Dohrman and other members conducted teleconferences to provide them all the knowledge and support possible despite the thousands of miles that separated them.

Unfortunately, the drilling was not successful.

“They attempted to drill at two locations: at the first they

struck rock which the small rig they were using could not penetrate; at the second they had more success initially but then developed some mechanical problems. The net result is they were not able to install a well in the time they were there, but they did leave the equipment and materials with the locals and provide them some training in the use of the rig — it’s possible the local folks will be able in the future to use it to successfully drill a well and install the well casing and pump that we left with them,” Dohrman said.

Dohrman is still optimistic, as is Godavarthi. “Irrespective of the success or failure of the project you work on, the biggest skill you take back is the ability to make friends, and to forge connections where none ever existed,” Godavarthi said.

“In a world that’s increasingly dependent on technology, the lack of resources can be very disempowering. EWB

works to create a stronger world through a dedicated effort at redressing the balance of technology,” Godavarthi said.

EWB is about long-term support and success. The organization continues to monitor and support projects for years after the initial visit. There is also the value this kind of volunteer work provides.

“The students who went got a first-hand view of the difficulties of actually implementing a technical solution when you’re dealing not only with Mother Nature, but also with various stakeholders who each have their own view of the proper course of action — a valuable lesson these young engineers will be able to apply in their future careers,” Dohrman said.

Engineers interested in learning more about EWB can visit the Web site at www.ewb-usa.org.



Photo by Samantha Acton

Raghuram Godavarthi, left, vice president of the University of Alabama Huntsville chapter of Engineers Without Borders, two Marindi Children’s Home of Grace orphans, left rear, a staff member of the Children’s Home, center, and Yasunari Kato, a EWB member and UAH student, take inventory of all the equipment needed to set up a well in Migori, Kenya.

Belvoir

continued from page 1

nation’s wounded Soldiers and Families. The hospital is one piece of a realignment designed to increase hospital and outpatient care to all service members and veterans under BRAC 2005. Other elements of the realignment include the realignment of Walter Reed Army Medical Center and the Naval National Medical Center in Bethesda, Md.

The Fort Belvoir Community Hospital project is being constructed through an Integrated/Design/Bid/Build (IDBB) procurement and is being designed by a joint venture team of HDR of Alexandria, Va., and Dewberry of Fairfax, Va., (both A-E design firms). This innovative process

uses a construction contractor to increase constructability, provide accurate cost/schedule impacts of design decisions and help improve design coordination. This process results in fewer design omissions and errors. Utilizing IDBB allowed the Corps to establish a construction contract long before traditional processes would have allowed. This was critical to this project to enable it to meet the accelerated construction timelines dictated by BRAC.

Preliminary design concepts of the new facility call for a facility encompassing more than 1.1 million square feet including medical administration areas. In addition to the square footage of the facility itself, the preliminary design calls for two

parking garages with 2,600 parking spaces, as well as a helipad, ambulance shelter and dedicated central energy plant. Under the conceptual design, the six-level community hospital would include 120 inpatient beds, a 10-bed intensive care unit, a 10-bed behavioral health inpatient unit, a cancer center, an emergency department, a pharmacy, an operative services center with 10 operating rooms, diagnostic centers such as pathology and radiology, and modular clinic space dedicated to outpatient services with additional space planned for future outpatient expansion. Designs also provide for logistics and administrative services, food services, a chapel and other amenities.

Team completes phase one of study to determine feasibility of recycling range residue

By Debra Valine
Public Affairs Office

For the past five years, a team has been exploring the feasibility of building range residue recycling facilities on Native American lands in Alaska, Hawaii and the continental United States.

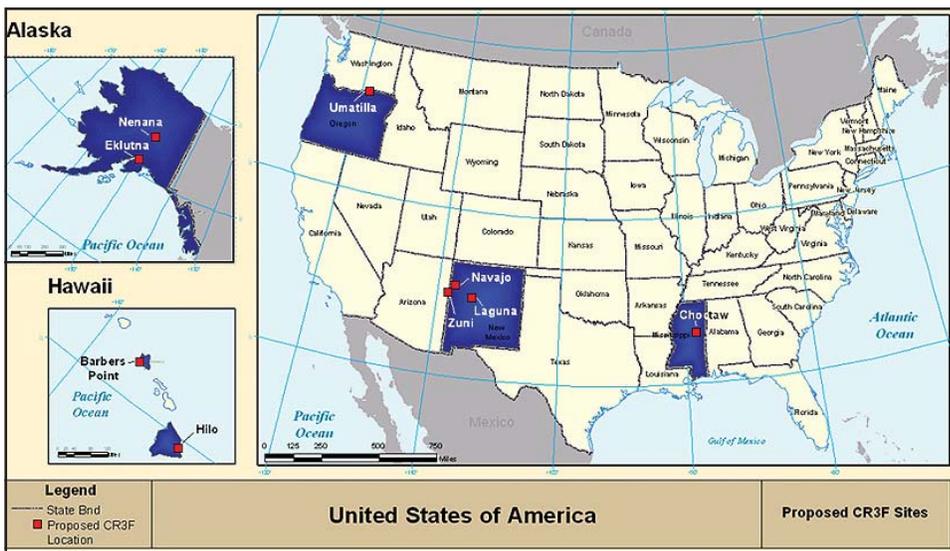
The U.S. Army Engineering and Support Center, Huntsville, is partnering with Bering Sea Eccotech (BSE) and Science Applications International Corporation (SAIC) to conduct a Centralized Range Residue Recycling Facility (CR3F) feasibility study.

“The phase one portion of the study is winding down,” said Maureen Lawrence, the CR3F project manager. “If we get the funding from Congress to continue, we will move into phase two.”

“The next step is to present this concept to the commanders at the active military installations who may benefit from these recycling facilities,” Lawrence said. “Then we would need to develop memoranda of understanding between the installations and the tribes that will be operating the facilities.”

Range residue recycling is the destruction or removal and proper disposition of military munitions (unexploded ordnance and munitions debris) and other range-related debris (target debris, military munitions packaging and crating material) to maintain or enhance operational range safety or prevent the accumulation of such material from impairing or preventing operational range use.

“This project presents a great opportunity to provide economic growth that may improve the lives and livelihoods in Indian Country, Alaska Native communities and on Hawaiian Homelands,” said Elary Gromoff Jr.,



executive vice president, BSE. “This is a unique opportunity for BSE to work with other Native Americans and Native Hawaiians to improve the environment, support American military readiness and provide economic opportunities.”

Following an exhaustive screening process, the potential sites have been narrowed down to two in Alaska, two in Hawaii and four in the lower 48 states.

The team screened 562 groups recognized by the Bureau of Indian Affairs and selected 14 tribes they believed were most capable of supporting a CR3F business: two in Alaska, two in Hawaii and 10 in the continental United States.

“Each of the tribes selected received a letter from the Huntsville Center commander, followed by a site visit with tribal leaders to discuss the possible partnership,” said Arnecia Bradley, the technical manager for the study. “We ended up with the two groups in Alaska, two in Hawaii and four in the continental United States.”

“We also provided status briefings to Congressional representatives on Capitol Hill,” Bradley said. “We used feedback from the tribes and members of Congress to address issues and make

final determinations.”

The selected groups or sites include Eklutna and Nenana, Alaska; Barbers Point and Hilo, Hawaii; the Mississippi Band of the Choctaw Indians, the Confederated Tribes of the Umatilla Reservation, Oregon, and the Pueblo of Laguna, New Mexico, and Navajo Nation in Arizona. These sites were selected based on a strict process that looked at land availability, tribe size, location, business infrastructure, work force skill level and size, and proximity to mills.

“For each of the sites, we developed a detailed business plan and a project management plan/action plan that included design and buildings plans along with permits; agreements, procedures and approvals; and operation and maintenance manuals,” said Frank Pickering, the assistant vice president, Engineering and Infrastructure, SAIC.

“If we get the funds to proceed into phase two, we will be working to complete range residue inventories, preparing a product recycle plan and assess any DoD certifications required,” Lawrence said. “A ‘pilot’ facility is being considered as a test bed for this project in an effort to ensure success for facilities of this nature.”



Combined Federal Campaign Activities



Photo by Chris Gardner

Leanne Carter, left, Amanda Odem and Sharron Grubis check out the Public Affairs door decorated for the Halloween contest. Employees voted for their favorite door with all proceeds raised being contributed to CFC.



Photo by Chris Gardner

From left to right, Ron Wynne, LaWanda Pollard, Gail Overman and Liz Hayes, with the Chemical Demilitarization Directorate, put the final touches on their seasonally decorated door. The Center held a door decorating contest to raise money for CFC. The categories included most creative, most beautiful and most frightening.

**Cans!
Cans!**



*Now
through
Nov. 15*

**Bring in your aluminum cans for two good causes:
Raise money for CFC
Help the environment**

*Drop off boxes are on each floor
under the ice machine*

Upcoming CFC events include

Krispy Kreme doughnut sale
(Pre-Order so you don't miss out)



Week of Nov. 12

Chili Cook-off

Bake sale

Bingo

Corps special assistant for Military Munitions named

HUNTSVILLE, Ala. — Carol Youkey was selected as the U.S. Army Corps of Engineers special assistant for Military Munitions. In this capacity, she will oversee all Corps of Engineers military munitions programs.

Since 1995, Youkey has worked in the Ordnance and Explosives Directorate, U.S. Army Engineering and Support Center, Huntsville. She became chief of the Military Munitions Center of Expertise in 2001.



Carol Youkey

Defense, Production Base Modernization and Medical Facilities. Youkey holds a bachelor's degree in

Youkey's career with the Corps of Engineers began at Huntsville Center in 1982. She worked on several programs, including Strategic

Civil Engineering from the University of Alabama, a master's degree in Engineering Management from the University of Alabama in Huntsville, and is a registered professional engineer and land surveyor in the State of Alabama.

Even though Youkey will work for Headquarters, U.S. Army Corps of Engineers Environmental Community of Practice in Washington, D.C.; she will remain in Huntsville.

PDT winners

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New York City's surface water is supplied from a network of 19 reservoirs and three controlled lakes in a 2,000 square-mile watershed that extends 125 miles north and west of New York City, Zoumboulis said.

"The project has been going wonderfully," Zoumboulis said. "We are happy that we have the Army here. Everybody understands everybody else's function in the overall

scheme of things."

The New York District's mission on this project has been fairly encompassing, but is primarily focused on improving the NYC DEP's security posture and their ability to monitor watershed security and effectively respond.

"This project is very unique," said DelVecchio, the project manager for New York District. "It is many projects within a larger program and a lot of efforts overlap. Many Corps offices have been

involved in the project since its inception in October 2001 as well as a lot of outside agencies. We tapped all of these resources in order to handle a very complex project for a very unique customer.

"A lot of our work has to do with protecting the water supply for 10 million Americans," DelVecchio said. "It impacts 70 municipalities, plus New York City. A lot of people are depending on this water. The team members

understood that and took a lot of pride in their work."

Some of the major accomplishments to date have been the construction of six police precincts throughout the watershed area, and the installation of electronic security at numerous locations. The Huntsville Center's Electronic Security Center's project delivery team role on this project is the application of electronic and physical security Systems and the ability to monitor these systems.

Renewal

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nothing that we couldn't overcome together. I want to personally thank the Huntsville team for helping us to execute this project on a very short-fused timeline. Your professionalism and can-do attitude have greatly enhanced our clinical capability to provide world class health care to our wounded warriors and their families."

"It was a good project; a hard project," Mackey said. "But it highlighted the strength of the

Huntsville Center: when no one else can do the job, we will find a way to get it done."

Not only was the time short, Mackey had to handle customer expectations aggressively.

"We had to make sure data drops were correctly placed and that furniture was where it needed to be," Mackey said.

On one trip to the site, Mackey sat beside a wounded Soldier and his wife in the cafeteria. The Soldier had lost an arm and both legs and his remaining

arm was badly damaged. His wife was feeding him lunch. That experience brought home the importance of the project for Mackey.

"Even though it was August to September, and we were busy, seeing that we were able to help the wounded Soldiers and know we were helping make a difference, made the project all the more worthwhile," Mackey said. "I couldn't leave without thanking that Soldier for his service."

Military Construction Transformation: big changes; bigger, better results

**From Stand-To!
Headquarters,
Department of the Army**

What is it?

Military Construction (MILCON) Transformation is the project delivery process the Army is using to provide quality, adaptable and sustainable facilities in less time and at lower cost. Key to this effort is the standardization of processes and facilities as well as the adoption of private sector best practices. The Army is moving away from overly prescriptive requirements to performance-based criteria as well as moving from design-build acquisition to site-adapt facilities. Site adaptation is scheduled to begin for Army standard facilities in FY2009.

Under MILCON Transformation:

- Facility service life will continue to be 50 years and the facilities will meet life-safety and Army sustainability goals to include the mandated energy savings requirements of the Energy Policy Act of 2005 and compliance with the International Building Code.
- The potential pool of contractors capable of providing the needed facilities increases with the inclusion of Type 1 (noncombustible) through Type V (composite) construction and the expanded use of manufactured building (permanent) solutions. This improves competition and helps control costs.
- Implementation of a reliable steady funding system with limited funding increments will allow contractors to build more efficiently and reduce execution cost and time.
- Effective master planning will improve the real property management process.
- Greater emphasis is placed on cost engineering to ensure the Army has in-depth knowledge of market conditions and pricing in order to provide

sustainable facilities at the best value possible.

- Reshaping the knowledge, skills and abilities of the work force is inevitable.

In addition, MILCON Transformation implementation will provide greater opportunities for Army personnel to learn new skill sets in the areas of Building Information Modeling (BIM); cost engineering and fast-track scheduling; concurrent design and construction practices; and knowledge of commercial building practices and standards — all of which will enhance the completion of quality, adaptable and sustainable facilities for the Soldier. MILCON Transformation is a culture change for the U.S. Army Corps of Engineers, the garrison community and for industry.

What has the Army done?

MILCON Transformation principles were applied on a limited pilot basis in FY2006. In FY2007, these principles were applied to much of the \$7 billion of construction for the Army. One result of these efforts is the successful progress in construction of Brigade Combat Team (BCT) facilities. Use of MILCON Transformation principles has put the Army on track to complete these key facilities within 18-24 months, which is an expectation of the Army leadership. In addition, across most geographical regions of the country, there is increased industry interest in the Army construction program, which in turn will lead to greater competition and better value for the Army. At the same time, we are challenged by a very strong construction market where competition for skilled labor and materials is tight.

What continuing efforts are planned?

To address these challenges, the

Army is placing more emphasis on pre-design planning. Together with Assistant Chief of Staff for Installation Management (ACSIM) and Installation Management Command (IMCOM), U.S. Army Corps of Engineers (USACE) is focused on cost and scope validation to allow the Army to fund required FY2009 project level shortfalls and to prioritize construction requirements in the remaining years of the current Program Objective Memorandum (POM). ACSIM, IMCOM and USACE are posturing themselves to move out on the development of budget book-ready DD Form 1391s for the new BCTs resulting from the Grow-the-Force initiative and together we are looking ahead to shaping the FY2010 program as well. USACE Centers of Standardization are on track to have facility-specific regional contracts in place in FY2008 to facilitate the standardization of the acquisition and construction of Army standard facilities. In coordination with eight USACE Centers of Standardization, our districts will continue to execute the construction requirement (facilities and infrastructure). Results of the design-build generated designs of standard facilities in FY2006 through FY2008 will be used to determine the “standard” model to be used in the future adapt-build mode.

Why is this important to the Army?

MILCON Transformation will ensure the Army has the facilities and infrastructure necessary to provide the combatant commanders with the capabilities to achieve National Defense Strategy objectives.

(For more information, go to <http://www4.army.mil/news/standto.html>.)

New Small Business Office deputy named

Tommie Savage has been named the Deputy for Small Business Programs at the U.S. Army Engineering and Support Center, Huntsville. She replaces Judy Griggs who retired in July. Savage formerly worked in the Contracting Directorate at the Huntsville Center. She started her career as a procurement technician and contracting specialist in 1993. She holds a bachelor's degree from LeMoyne-Owen College in Memphis, Tenn., a master's degree from Faulkner Christian University, Montgomery, Ala., and she is currently pursuing a doctorate in business online from Capella University.



Tommie Savage

Nov. 11 — honoring all who served

World War I — known at the time as “The Great War” — officially ended when the Treaty of Versailles

was signed on June 28, 1919, in the Palace of Versailles outside the town of Versailles, France. However, fighting ceased seven months

earlier when an armistice or temporary cessation of hostilities, between the Allied nations and Germany went into effect on the eleventh hour of the eleventh day of the eleventh month. For that reason, Nov. 11, 1918, is generally regarded as the end of “the war to end all wars.”

In November 1919, President Wilson proclaimed Nov. 11 as the first commemoration of Armistice Day with the following words: “To us in America, the reflections of Armistice Day will be filled

with solemn pride in the heroism of those who died in the country's service and with gratitude for the victory, both because of the

thing from which it has freed us and because of the opportunity it has given America to show her sympathy with peace and justice in the councils of the

nations...”

The original concept for the celebration was for a day observed with parades and public meetings and a brief suspension of business beginning at 11 a.m.

The U.S. Congress officially recognized the end of World War I when it passed a concurrent resolution on June 4, 1926.

The Uniforms Holiday Bill was signed on June 28, 1968, and was intended to ensure three-day weekends for federal employees by celebrating four national

holidays on Mondays: Washington's Birthday, Memorial Day, Veterans Day, and Columbus Day. It was thought that these extended weekends would encourage travel, recreational and cultural activities and stimulate greater industrial and commercial production. Many states did not agree with this decision and continued to celebrate the holidays on their original dates.

The first Veterans Day under the new law was observed with much confusion on Oct. 25, 1971. It was quite apparent that the commemoration of this day was a matter of historic and patriotic significance

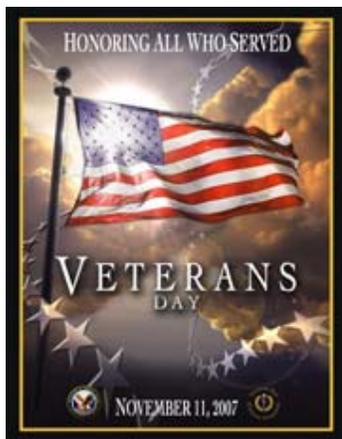
to a great number of individuals, and so on Sept. 20, 1975, President Gerald R.

Ford signed Public Law 94-97 (89 Stat. 479), which returned the annual

observance of Veterans Day to its original date of Nov. 11, beginning in 1978. This action supported the desires of the overwhelming majority of state legislatures, all major veterans service organizations and the American people.

Veterans Day continues to be observed on Nov. 11. The restoration of the observance of Veterans Day to Nov. 11 not only preserves the historical significance of the date, but helps focus attention on the important purpose of Veterans Day — a celebration to honor America's veterans for their patriotism, love of country, and willingness to serve and sacrifice for the common good.

For more information about Veterans Day, go to the U.S. Department of Veterans



Because Veterans Day falls on Sunday this year, the annual parade held in downtown Huntsville, Ala., will begin at 11 a.m. on Monday, Nov. 12.

Affairs Web site at <http://www1.va.gov/opa/vetsday/vetdayhistory.asp>.

Ethics Corner

OGE 450 – who files and why?

**By Toby Harryman
Office of Counsel**

It is nearing the time when OGE 450s are due again. Last year 210 Huntsville Center employees filed OGE 450s. You may be wondering if you are, or will be, required to file an OGE 450 this year. This article will help answer that question.

What is the OGE 450?

The Office of Government Ethics Form 450 is completed by executive branch employees whose government duties involve the exercise of significant discretion in certain sensitive areas. The form is used by supervisors to identify whether an employee might be violating (often unknowingly) conflict of

interest laws or regulations. It also enables employees and supervisors to anticipate and avoid real or apparent conflicts of interest.

Who should file?

Any person who has duties and responsibilities that require the employee to personally and substantially take action through decision or the exercise of significant judgment, and without substantial supervision and review regarding:

1. Contracting or procurement
2. Administering or monitoring grants, subsidies, licenses, or other federally conferred financial or operational benefits
3. Regulating or auditing any non-federal entity

Determining who should file based on the position an employee holds is NOT the

best way to determine who will file, but by way of example at Huntsville Center, personnel in the following positions MAY need to file: contracting officer representatives, contracting officers, contract specialists, SSEB (Source Selection Evaluation Board) members, personnel developing IGEs, program managers, project managers, etc. The best way to determine who will file is for supervisors, employing the criteria above, to make individual determinations for each employee.

An employee need not file an OGE 450 when the duties of a position make remote the possibility that the employee will be involved in a real or apparent conflict of interest. The key words are “significant judgment” and “without substantial supervision.”

Recent guidance from

OGE states that when deciding whether an employee should file, supervisors should evaluate carefully whether employees truly need to file and, whenever possible, strive to reduce, rather than expand, the list of filers. In other words, supervisors are urged to carefully consider the criteria and require filing for only those who meet the criteria, instead of requiring filing by a particular category of employee, i.e., requiring all personnel in the Contracting Directorate to file regardless of their actual duties.

Required Huntsville Center personnel must complete and file all OGE 450s with the Office of Counsel by February 2008. So look for guidance soon regarding the 2008 filing deadlines.

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ADDRESS CORRECTION REQUESTED