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Huntsville Center

# Bulletin

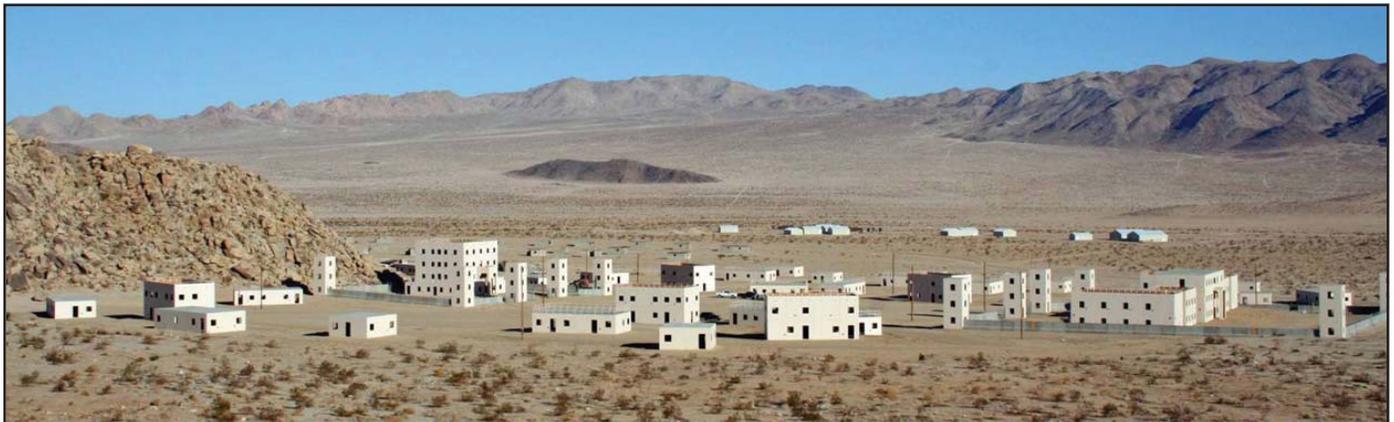


Photo by Capt. Seth Henson

## Fort Irwin, Calif., teams with Corps of Engineers to design, build facility

This aerial view of the Jabal Military Operations Urban Terrain training site at Fort Irwin, Calif., shows the layout of the \$12 million site. It includes 41 main buildings, including a government complex and a consulate with another 24 smaller structures such as guard towers. For the complete story go to page 15.

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## 25 Huntsville employees training for Green Belt status

By Debra Valine  
Public Affairs Office

Looking at business processes to see if work can be accomplished better and faster is not new, but looking at those processes through Lean Six Sigma in the Corps of Engineers is.

Lean Six Sigma is an analysis tool that combines Lean principles, getting rid of waste which saves time and makes work more meaningful, with Six Sigma principles, which reduce

variation and defects in the products delivered to customers.

The U.S. Army Engineering and Support Center, Huntsville, is serious about improving processes used to deliver projects to customers and is embracing Lean Six Sigma.

Twenty-five Huntsville Center employees spent the week before Christmas in the classroom learning about Lean Six Sigma. Once the second week of the two-week course is finished in late January, and the 25

employees use the training to complete their first Lean Six Sigma project, they will become certified green belts in Lean Six Sigma. Some may even go on to become black belts and master black belts.

Sandy McAnally, a green belt in the Business Management Office at Huntsville Center, recognized the need to train a cadre of employees in Lean Six Sigma, organized the class and brought in two

See *Green Belts* on page 18

# Commander's thoughts

The New Year is off to a great start! We enter 2008 having exceeded our Combined Federal Campaign goal of \$75,000 by more than \$4,000 for a total Huntsville Center contribution of \$79,139.65. Thanks to everyone who made a pledge or contributed to CFC. I also want to express my appreciation for all the wonderful toys you contributed to the U.S. Marine Corps Toys for Tots program. Many employees commented that seeing the boxes of toys in the lobby was uplifting and a true sign of the holiday season. Our Season of Sharing was a true success and it was because so many of you volunteered for the various activities. Your hard work and giving spirit was appreciated by all.

Our December planning will also give us an advantage going into 2008. We had two groups of employees participate in strategic planning workshops in November and December. The results were updated mission and vision statements for the Center and a list of strategic planning initiatives that will help us prepare for the future. Using the principles of "Good to Great," we will focus on what we do best for our ultimate customers, the Warfighter and their Families. As I emphasized at the town hall in December, the Center has

plenty of work for the next several years. We need to focus on executing that work in a timely, professional and high quality manner, as we continue to build our reputation and demonstrate our Relevance, Readiness, Responsiveness and Reliability.

Following on the heels of our strategic planning session, the Army announced in late December its Grow the Army (GTA) Stationing plan. The Army's unit stationing will support the president's plan to grow the Army by 74,200 Soldiers and build six Brigade Combat Teams and eight Support Brigades; and restation two additional support brigades.

This will have a major impact on our installations and is critical to Army readiness. As our Army grows and we transform into a predominantly U.S.-based expeditionary force, our installations must be ready to provide the necessary support. The facility support strategy consists of the use of existing facilities, new construction and where operationally required, relocatable facilities.

Key to the successful execution of this plan is the delivery of \$66 billion

of Military Construction programmed between FY06-13. The Corps of Engineers is expected to meet this challenge, and as a Directory of Expertise for Installation Support and a Center of Standardization for 16 facility types, we play a critical role in the Corps' success. We are an innovative organization, and we can use this challenge to go from Good to Great!

We will continue to update you each month on the progress of our strategic initiatives. The Army is changing at a rapid pace and we must be prepared to change with it. But we can't lose focus on other missions either. While Chem Demil may be a program that is nearing completion, we still have at least five years of work remaining. Right now we are gearing up for the peak of construction activities for the two remaining facilities in Colorado and Kentucky. Our CMC mission continues in Iraq, and we now have the Environmental and Munitions Center of Expertise Directorate work within the Center. Again, we have plenty of work to keep us busy but we need to



Col. Larry D. McCallister

See Commander's Thoughts on page 3

## Hails and farewells

### Welcome to new employees

Massie Belote, Installation Support and Programs Management; Barbara Gray, ISPM; Emmett Hopkins, Ordnance and Explosives; Patricia

Jeffery, ISPM; Pamela Shirley, Contracting; Thomas Small, ISPM; and Victoria Vandermier, Contracting.

### Farewell to Patricia Berry, ISPM;

Robert Connors, USACE Learning Center; Michael Fields, Ordnance and Explosives; William Fordham, ISPM; Delores Foster, Small Business Office; and Patricia Page, Contracting.



US Army Corps of Engineers

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## BULLETIN

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

# Three Huntsville Center contractor employees killed in Iraq

**HUNTSVILLE, Ala.** — Three U.S. Army Engineering and Support Center, Huntsville, contractor employees died in Iraq Dec. 9 when the vehicle they were riding in was struck by an Improvised Explosive Device.

Michael B. Doheny, 30, was from Omaha, Neb. Micah Shaw, 32, was from Vancouver, Wash. Steven Evrard, 36, was from Arlington, Texas.

All three men worked as security specialists for Tetra Tech EC Inc., which is headquartered in Morris Plains, N.J.

One contractor was injured during the same incident.

This brings the number of contractor casualties killed while working for the Coalition Munitions Clearance Program since September 2003 to 43.

“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.”

The incident is under investigation.

Huntsville Center is the U.S. Army Corps of Engineers’ Environmental and Munitions Center of Expertise. Huntsville Center’s Coalition Munitions Clearance Program is responsible for receiving, transporting, segregating and destroying captured or any other munitions posing a danger in Iraq.

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

*The Bulletin asks:*

## ***What is one thing your co-workers would be surprised to find out about you?***



**I restored a 1951 Ford 8N tractor and ended up selling it to a former high school classmate I hadn’t seen in 20 years at a neighbor’s farm auction.**

Greg Mellema  
Environmental and Munitions Center of Expertise  
Omaha, Neb.



**When I was 4 years old, the Corps of Engineers bought our family farm as part of building Milford Lake in Kansas.**

Heidi Novotny  
Environmental and Munitions Center of Expertise  
Omaha, Neb.

## **Commander’s Thoughts**

**continued from page 2**

ensure we balance our resources effectively.

We also enter 2008 with almost a year of NSPS experience behind us. I believe most folks will find the new system does reward good work. The Corps looks to Huntsville to implement new or different approaches, so we will again meet a new challenge by being the pilot organization

for the IM/IT transition to the new service provider ACE-IT. Transition will begin this spring, and John Samuelson, chief, Performance and Acquisition Division Corporate Information, is establishing a PDT to help us best facilitate this change and provide guidance to the rest of the Corps. You will be hearing much more about this over the next several months.

We are also training our first Lean Six Sigma Green Belts, and again we are using a unique approach that Headquarters is looking to use at other Corps offices based on our success. Our internal implementation of ISO 9001:2000 and our resulting certification have been widely discussed within the Corps and may influence how quality management will be implemented Corps-wide in conjunction with Lean Six

Sigma. The Chief is looking at pushing the Corps to ISO certification and Huntsville Center will play an important role in that initiative.

The New Year may bring new stress, so consider making a fitness plan part of your routine. We have a great fitness center in the Huntsville Center with outstanding personnel working there so please take advantage of it. Have a very Happy New Year!

## February 2007



Photo by Becky Proaps

For the complete articles go to our Web site at [www.hnd.usace.army.mil](http://www.hnd.usace.army.mil) under Newsroom and click on the respective month.

### Chief of Engineers visits Huntsville Center

Lt. Gen. Carl A. Strock, U.S. Army Corps of Engineers commanding general, hosted his first town hall in Huntsville on Jan. 10. He addressed the work force of various local Corps offices at the University of Alabama-Huntsville's Chan Auditorium.

### Center receives Army Superior Unit Award

The U.S. Army Engineering and Support Center, Huntsville, was awarded the Army Superior Unit Award by the Department of the Army. The Army Superior Unit Award was created in 1985 to recognize outstanding meritorious performance of a unit during peacetime in a difficult and challenging mission under extraordinary circumstances.

The award recognizes Huntsville Center for its superior service to the Army in support of the nation's defense at home and abroad from February 2003 through December 2005.

In addition to Huntsville Center, Army Superior Unit Awards were also awarded to the U.S. Army Corps of Engineers, Headquarters, and the Afghanistan Engineer District. The Headquarters award, which covered the time period from June 2004 through April 2005, is authorized to be awarded to all Corps Soldiers and Civilians in the divisions, districts, centers, the 249th Engineer Battalion and Corps headquarters.

## March 2007

### Center closes in on ISO certification

For five days during January every person working in the U.S. Army Engineering and Support Center, Huntsville, knew they could be called upon to answer questions about the processes they use every day. For those same five days two auditors examined those processes for compliance with the ISO 9001:2000 standard for quality management. And at the end of those five days, Huntsville Center successfully completed the ISO certification audit of the new Quality Management System with only nine minor findings.



Photo by Chris Gardner

### Huntsville Center celebrates Engineer Week

Civil structures engineers Marilyn Scott, left, Derek Beck, Jennifer Kelley and Mo Bryant, the Dirt Dobbers, came out on top of teams of mechanical, system and cost engineers during the annual "Engineering Jeopardy Game, Feb. 22.

*March events continue on next page*

# Blue Grass Chemical Agent Destruction Pilot Plant supports Corps' campaign goals

Construction of the Blue Grass Chemical Agent Destruction Pilot Plant near Richmond, Ky., will enable the U.S. to continue to destroy the nation's chemical stockpile. Destroying the chemical stockpile will eliminate the potential for accidents and terrorism, and further protect the public and the environment. The Blue Grass Chemical Agent Destruction Pilot Plant Resident Office includes from left to right, Larry Root, civil engineer; Carol Rooney, Contract Administrative Branch secretary (has moved to the Huntington District); Roy Moon, mechanical engineer; Jim



Courtesy photo

Harris, chief of Quality Assurance; Sheryl Leeper, chief of Contract Administration; Don Haring, resident engineer; and Carol Spratley, Quality

Assurance representative. Not pictured is Ed Marrero, Administrative Contract Office.

## April 2007

# Huntsville Center prepares for new overall reorganization

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

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

The decision to reorganize comes after a three-month study conducted by independent consultants.

## Army mandates 'green' construction

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

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



Photo by Jonas Jordan

The Corps of Engineers built several sustainable features into the Golden Knights Parachute Team's Headquarters building at Fort Bragg, N.C., making it a more eco-friendly, or "green" building.

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May 2007



Photo by Andrea Takash

## Pentagon renovation effort invisible

**M**itch Duke, technical engineer for the Pentagon Renovation Program, inspects the new filters for the Pentagon's heating, ventilation and air conditioning (HVAC) controls system. Visitors passing through the halls of the historic 64-year-old Pentagon would never suspect that somewhere inside, a billion-dollar renovation program is taking place while 26,000 people go about their daily jobs.

During the 12-year Pentagon Renovation Program, employees continued working with little or no impact thanks to the work performed by the U.S. Army Engineering and Support Center, Huntsville. Huntsville Center's Utility Monitoring and Control System (UMCS) Mandatory Center of Expertise serves as the controls expert for the renovation. UMCS manages the renovation of the HVAC controls system and fire alarms in the five wedges of the Pentagon.



Photo by Chris Gardner

## Command Strategic Review ends

**M**aj. Gen. Ronald Johnson, deputy commanding general, U.S. Army Corps of Engineers, came to the U.S. Army Engineering and Support Center, Huntsville, April 24-25, with several high ranking Civilians to conduct a Command Strategic Review of the Huntsville Center. Huntsville Center leadership looked at the Center through a "magnifying glass" answering questions about how well the Center's missions support Corps of Engineers Campaign Goals and the Corps' Strategic Direction.

This effort was in preparation for the Center's first-ever Command Strategic Review. CSRs help Corps Divisions, Labs and Centers develop a more strategic mission focus. It also allows Center personnel and the Headquarters team to discuss progress in implementing command campaign goals and priorities. Additionally, the review is intended to build relationships, internal partnerships and situational awareness.

*May events continue on next page*

# Huntsville Center officially ISO certified

**M**aj. Gen. Ronald Johnson, deputy chief of engineers, presented the ISO 9001:2000 certificate to Col. Larry D. McCallister, commander of the U.S. Army Engineering and Support Center, Huntsville April 23. It took nearly three years of work, but Huntsville Center's Quality Management System is now officially certified (March 31, 2007) as compliant with the International Organization for Standardization (ISO) 9001:2000 for quality management. ISO certification is internationally recognized and shows Huntsville Center sets high standards for efficiency in its processes.



Photo by Chris Gardner



Photo by Chris Gardner

## Battle of the Bulge ends with fun run/walk

**C**ol. Larry D. McCallister, right, high fives Joy Rice, left, and Suzanne Wear, middle, as they finish the fun run/walk. U.S. Army Engineering and Support Center, Huntsville's first ever Battle of the Bulge competition came to a close with more than 50 employees taking part in the fun run/walk. Eighty-nine employees participated in the Battle of the Bulge, and the Center as a whole lost a total of 668 pounds.



Photo by Becky Proaps

## Week of Earth Day filled with activities

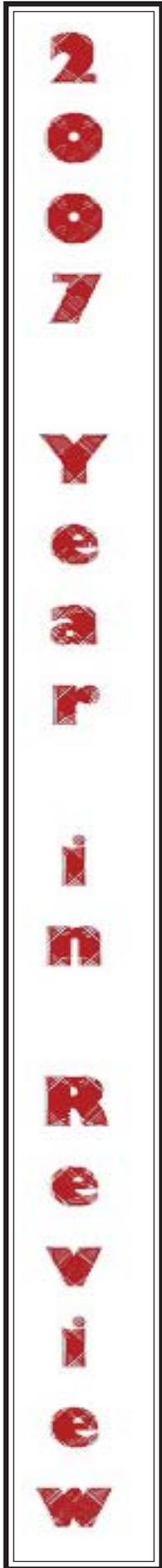
**H**untsville Center held three environmentally themed events in the community throughout the week leading up to Earth Day, April 22. The first two events gave elementary school students the chance to go through mock environmental investigations. Huntsville Center employees worked with environmental engineering students from the University of Alabama in Huntsville to guide more than 40 fourth-graders from University Place Elementary School, Huntsville, Ala., through the first mock investigations of the week.

**(Upper left) Amber Martin, Installation Support and Programs Management Directorate picked up trash during the Pinhook Creek cleanup. Huntsville officials said Corps' volunteers picked up 1,640 pounds of garbage.**



Photo by Becky Proaps

**(Lower left) Students at University Place Elementary washed each other off after their mock environmental investigations.**



# June 2007

## Van Antwerp becomes 52nd Chief of Engineers

Lt. Gen. Robert L. Van Antwerp became the 52nd Chief of Engineers and Commander of the U.S. Army Corps of Engineers May 18. He assumed this position from Lt. Gen. Carl A. Strock who has retired after 36 years of military service.



Courtesy photo



Photo by Chris Gardner

## Innovative technologies provide vivid details of buried metals

Kevin Kingdom, left, and Stephen Billings from Sky Inc., were members of crews from across the world who visited former Camp Sibert near Gadsden, Ala., to test new methods of discriminating underground unexploded ordnance from other metals. They were testing the ability of the EM63.

## El Salvadoran citizen participates in international exchange program

Alicia Urquilla of El Salvador, Central America, partnered with the U.S. Department of Defense and her home country's Ministry of Economy to spend 11 weeks learning about business contractual relationships.

She attended a class at the Defense Acquisition University for two weeks before arriving at the Huntsville Center, where she spent nine weeks in on-the-job training.

Urquilla's program placed her in the Internal Review Office first, then she moved to the Small Business Office learning about flow charts and other work processes.



Photo by Michelle Harlan

**Delores Foster, Small Business Office, left, discusses some contracting issues with Alicia Urquilla, center, and Donna Ragucci, Contracting Directorate.**



Courtesy photo

## Land of midnight sun gains new medical facility

The recently completed new Bassett Army Community Hospital in Fort Wainwright, Alaska, hosted an open house May 31. U.S. Army Engineering and Support Center's Medical Center of Expertise provided support throughout both the design phase and the construction phases of the military construction project.

# July 2007

## Corps employees rescue trapped Soldiers in Iraq

**S**cott Rider, Coalition Munitions Clearance Program safety manager (tan helmet, center), helps U.S. Soldiers remove rubble to rescue Soldiers and an Iraqi interpreter trapped after a vehicle-borne improvised explosive device destroyed a bridge near Mahmoudiya, Iraq, June 10.



Photo by Petro Giannakouris, The Associated Press



Courtesy photo

## *Fort Hamilton site sees new life as grass field*

**H**untsville Center's Facilities Reduction Program worked with the New York District Corps of Engineers, the Fort Hamilton installation and Charter Environmental Inc. to bring down two buildings and one utility room by traditional demolition.



Photo by Becky Proaps

## Center celebrates Organization Day

**E**mployees and retirees of Huntsville Center and their families stepped back in time June 8 for this year's Organization Day then headed to the river for an afternoon of awards, games and good food. The day began with seven classic cars, all pre-1980s, and their owners gathering in the Huntsville Center parking lot. The women's favorite was Brittany Prater's 1965 Chevrolet pickup truck. The men's choice was the 1964 ½ convertible Ford Mustang owned by Bob Huie. The Under 30 and Commander's choice was the 1957 Chevrolet 150 owned by Brandon Price's grandfather Charles Hedgecock. Steve Johnson's 1955 Chevrolet was the commander's wife's choice.

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# August 2007

## City destroyed by tornado starts recovery process

It only took 15 minutes on May 4 for a vicious tornado to destroy 1,100 homes, displace 2,000 residents and completely alter the landscape of Greensburg, Kan. With the utter devastation at hand, the city of Greensburg needed maps to correctly portray the new layout of streets and buildings. The Federal Emergency Management Agency (FEMA) turned to the U.S. Army Corps of Engineers Tulsa District for help in rebuilding the city's mapping system. Tommy Hunt, the Geographic Information Systems (GIS) team leader for the U.S. Army Engineering and Support Center, Huntsville, answered the call. He served as a GIS program response team member in Greensburg and became an integral part of FEMA's Geospatial Intelligence Unit (GIU).



Photo by Greg Henshall, FEMA

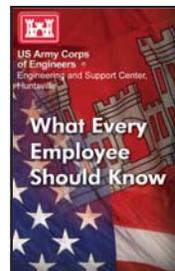


### **Huntsville Center structural engineer named VIP member of Cambridge Who's Who**

Dr. Michelle Crull, a structural engineer in the Advanced Technology Branch with the Huntsville Center has been named a VIP member of Cambridge's Who's Who Among Executives and Professionals. The Cambridge Who's Who selection committee hand picks these special VIP members based on their accomplishments, academic achievement, leadership and service. Crull has a doctorate in structural engineering, more than nine years of experience as an engineer with the U.S. Army Corps of Engineers and is involved in numerous engineering organizations and associations.

The booklet, "What Every Employee Should Know" is a wallet-sized guide summarizing Corps of Engineers' guidance and strategy.

The new chief of engineers, Lt. Gen. Robert L. Van Antwerp, has also asked that employees incorporate his philosophies and tenets into their everyday work habits. The booklet will be periodically updated with new information. For additional copies, please contact the Public Affairs Office.



### **Nine contractor employees die in Iraq during 2007**

Huntsville Center is the U.S. Army Corps of Engineers' Environmental and Munitions Center of Expertise. During 2007 nine contractor employees working for the Huntsville Center's Coalition Munitions Clearance Program in Iraq died. They are:

- Amir Kaun**  
Pakistan
- Donald John Neil**  
Berlin, N.H.
- Daryl De Thierry**  
New Zealand
- Serupepeli Vunisa Vuruso**  
Fiji
- Frans Robert Brand**  
South Africa
- Raymond Moore**  
Northern Ireland
- Michael B. Doheny**  
Omaha, Neb.
- Micah Shaw**  
Vancouver, Wash.
- Steven Evrard**  
Arlington, Texas

## Housing Planning Response Team wants you

Huntsville Center wants you for its Housing Planning Response Team (PRT). The PRT is used to support U.S. Army Corps of Engineers' contingency missions by bringing together personnel with specified job skills and training them to act as a team for emergency support. Forms and job descriptions are available on the Intranet.



### **In Memoriam Milton Matsuyama 1952-2007**

Milton Matsuyama was a senior project manager for several programs beginning in June 2002 at the U.S. Army



Engineering and Support Center, Huntsville. On Aug. 1,

Matsuyama, 55, died from complications of a kidney transplant, leaving behind a family who will miss him greatly and coworkers who will miss his humor, his intelligence and who have nothing but the best to say about him.

Matsuyama was chief of the Medical Repair and Renewal Program, the Operation and Maintenance Engineering Enhancement Program, and the Integrated Modular Medical Support System Program. He was the chief of the Facilities Repair and Renewal Program before the Installation Support/Program Management Directorates' reorganization. He was also the Huntsville Center's liaison with the Medical Facilities Center of Expertise.

### **Civil engineer running to lose weight, raise money for cancer research**

Todd Watts, a civil engineer with the Engineering Directorate, Huntsville Center, decided he wanted to lose weight and run a marathon. To meet that goal, Watts got involved with the Team-In-Training (TNT) Program for The Leukemia and Lymphoma Society (LLS). His participation would help him reach three goals: weight loss, run a marathon and honor the memory of his friend, Brent Ullom, by raising money for LLS.



Photo by Sarah Watts



Photo by Marilyn Phipps, U.S. Army Corps of Engineers, Mobile District

### **Davis visits FUDS site Camp Sibert**

Joseph Cudney, center, project manager for Parsons Inc., points out various landmarks to Addison (Tad) D. Davis, IV, center with dark glasses, the deputy assistant secretary of the Army for Environment, Safety and Occupational Health, during a visit Aug. 16 to Camp Sibert, Ala., a formerly used defense site.

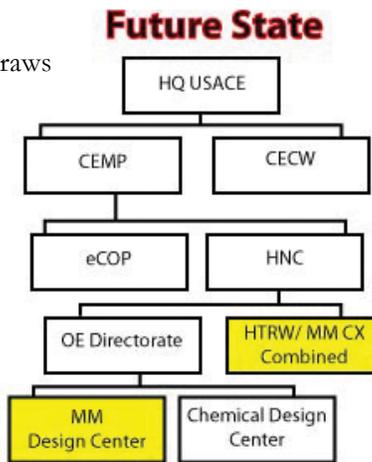
# October 2007

## Corps of Engineers names newest center of expertise

As the fiscal year comes to an end, a new era in environmental cleanup draws closer as two U.S. Army Corps of Engineers centers of expertise prepare to combine into one.

The Hazardous, Toxic and Radioactive Waste (HTRW) Center of Expertise, based in Omaha, Neb.; and the U.S. Army Engineering and Support Center, Huntsville's Military Munitions Center of Expertise in Alabama will soon join to form the Environmental and Munitions Center of Expertise.

Once the team completes the transition



Nov. 11, the new mandatory CX will house four divisions: Environmental Science Division, Environmental Compliance and Management Division, Environmental Engineering and Geology Division, and Military Munitions Division.

The Military Munitions Division will be the only division located in Huntsville. The other three divisions will remain in Omaha. Even though the HTRW employees will continue to work out of Omaha, they will be Huntsville Center employees. The director of the CX will be based in Omaha, and the deputy director will work out of Huntsville.

## Huntsville Center celebrates 40 years

The U.S. Army Engineering and Support Center, Huntsville, celebrates its 40th anniversary Oct. 12. Huntsville Center, as it is commonly referred to, was established by the U.S. Army Corps of Engineers as Huntsville Division in 1967 with a single mission — to design and construct facilities for the deployment of the Army's Ballistic Missile Defense System.



Forty years later, the Center is still unique within the Corps of Engineers. While most Corps offices focus on locks, dams and other regional projects and receive funding from Congress, Huntsville Center has no geographic boundaries and performs

its work worldwide on a reimbursable basis.

Huntsville Center does not replicate the work of other Corps offices. Instead, its programs either support other offices or are unique services not offered by others.

**For the complete articles go to our Web site at [www.hnd.usace.army.mil](http://www.hnd.usace.army.mil) under Newsroom and click on the respective month.**

## November 2007

### *NSPS becomes a reality*

**H**untsville Center transitioned to the new National Security Personnel System (NSPS) in January. Town hall meetings, hands-on training sessions and conversations between employees and their supervisors set the stage for the first time the entire Center completed annual performance appraisals all at once. Assessments were submitted and the pay pool panels convened. Supervisors provided employees final ratings at the end of November.



### **Short fuse renewal project brings new life to Walter Reed clinic**



Photo by Peter Fletcher, J&J Maintenance

Huntsville Center's Medical Repair and Renewal Program recently completed renovation of the Warrior Clinic 1B at Walter Reed Army Hospital in Washington, D.C. The Warrior Transition Clinic treats Soldiers wounded in combat. The clinic needed a quick renovation to meet the increasing demand of patients.

## December 2007

### **Directed Demolition Services contract speeds demolition effort to remove smaller structures**

Amber Martin, Directed Demolition Service program manager; Alan Berdall, GEM Technologies site manager; and David von Kolnitz, with the Military Ocean Terminal Sunny Point Department of Public Works, look inside a torn open fuel tank. It was one of four 10,000 gallon tanks removed.



Photo by Chris Gardner

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## Postcard from Iraq

# Are the right people on the bus?

By Spencer O'Neal  
Victory Resident Office, Iraq

**T**his tour has been unbelievable. The mere gratitude of the people for even the smallest things definitely makes it worthwhile.



Courtesy Photo

Spencer O'Neal, left, project manager, Victory Resident Office, explains his role in one of many projects to Lloyd Caldwell, the Gulf Region Division's director of Programs. Caldwell visited the Gulf Region Division Central District in Iraq during November 2007.

## Commentary

I could not have imagined the amount of support and unit camaraderie from the people and the command of Gulf Region Division Central District, Iraq.

Although most of my work has been completed inside the Victory, Striker and Slayer complexes, I can still feel the impact and the appreciation from my fellow comrades serving as Warfighters. From the small money projects such as repaving roads to improving the water here on base, I know our efforts have been felt.

It is unique how a little gesture can impact someone else's life.

The things we take for granted as American citizens hold a large place in the lives of people who serve here in Iraq — individuals who are relocated from their loved ones for extended periods of time.

Just months ago I watched a very motivated Chief of Engineers, Lt. Gen. Robert L. Van Antwerp, pose the question to the Corps senior leadership — “Do we have the right people on the bus?”

Well, Chief, from what I see working here and abroad on the many diverse missions that the Corps participates in, we have the right people on the bus and the bus is moving in a direction that I want to continue to support. It takes a very special type of individual to accept the challenge of deploying to a foreign country or different state to help people who they don't know, but feel that they have some sense of humanitarian connection.

It is these types of people who make up the heart and soul of our country and the Corps of Engineers — the very people who I stand proudly next to every day from every division, district and center of our great country. There is no finer unit I have served with in my career.

## **Safety specialist receives Superior Civilian Service Award**

Lt. Col. Robert Ervin, officer in charge of the Coalition Munitions Clearance Program for Multi-National Corps-Iraq C7 (engineer section), left, presents Michael Fields, a U.S. Army Corps of Engineers safety specialist, the Superior Civilian Service Medal Dec. 28, 2007, in the CMC office, Baghdad, Iraq.



Photo by Dusty Rhodes

# Soldiers gain realistic urban training at Army's National Training Center

**Fort Irwin, Calif., teams with Corps of Engineers to design, build facility**

**By Debra Valine  
Public Affairs Office**

**S**oldiers will soon begin training on what Fort Irwin officials say will one day be the largest Military Operations in Urban Terrain site in the Army inventory.

The \$12 million site includes 41 main buildings, including a government complex and a consulate and another 24 smaller structures such as guard towers — more buildings than a Combined Arms Collective Training Facility typically has. The Fort Irwin project is nonstandard, but is specific to what the training center is trying to achieve.

Fort Irwin teamed with the U.S. Army Corps of Engineers Los Angeles District and Engineering and Support Center, Huntsville, to design and build the MOU site. In October, just eight months from the start of construction, phase one was completed and turned over to the installation. The streets were paved just before Thanksgiving.

Phase one, though, is just the beginning, NTC officials said.

“When finished, there will be some 232 buildings,” said



Photo by John Wagstaffe, Fort Irwin Public Affairs Officer

**Soldiers patrolling through the streets of the MOU (Military Operations in Urban Terrain) site will get a feel for what it will be like in Iraq.**

Tim Reischl, deputy operations officer at Fort Irwin. Partnerships with reserve components and local initiatives will add another couple hundred buildings. When all four phases are complete, we will have nearly 500 buildings. We wanted a very large site to train an Army brigade.”

Ten brigades a year go through the National Training Center.

Maj. Marnie Smeenk, currently with Huntsville Center's Range and Training Land Program, worked at the Los Angeles District Corps of Engineers in 2005 when she was challenged with building phase one of the MOU site at Fort Irwin.

The project, on the books long before Sept. 11, 2001,

and the start of the Global War on Terrorism, had originally been scheduled in the out-years, but was moved up considerably to meet an increased training demand.

On advice from the Sacramento District, Smeenk called Mark Fleming at the Huntsville Center. Fleming pulled his team together and sent a letter to the garrison commander outlining what needed to be done and who needed to be involved. Huntsville Center is the Corps' Range Center of Standardization and Mandatory Center of Expertise for Ranges.

“Originally, the project was going to take over 12 months to construct,” Smeenk said. “When the proposals came in, they were

way over the project budget. So we had to look at what we could take out to be able to award. It was just going to degrade the project too severely.

“In the situation I was in out there, I could not have done this without Huntsville Center,” Smeenk said. To bring the costs within budget, the team had to look for alternative construction methods. One method that looked promising was the studcast panels versus traditional concrete and steel construction. Studcast panels are thin-shell precast concrete panels made of two inches of lightweight concrete combined with light-gauge, cold-formed steel framing.

“We went back to the

**See Fort Irwin on page 20**

# Strategic planning workshops produce results

By Kim Gillespie  
Public Affairs Office

The Huntsville Center mission and vision statements have been updated to better reflect the changing needs of the Army. Updating the mission and vision was all part of the December strategic planning workshops, a Business Management Office initiative supported by the

commander. The increase in the size of the Army and the restationing of troops from overseas installations and BRAC (Base Realignment and Closure) to designated installations in the U.S. has created an unprecedented demand for MILCON (military construction) work, said Col. Larry McCallister, commander, U.S. Army Engineering and Support Center, Huntsville.

“We needed to look at how we can best support the Warfighter and their Families in the future,” he said.

The Huntsville Center mission statement now reads: “The U.S. Army Engineering and Support

Center (USAESC) serves the U.S. Forces, their Families and the Nation by providing specialized technical expertise, global engineering solutions, and cutting edge innovations in support of national interests.”

“This revised statement better reflects the support we are providing right now,” McCallister said, “and the vision explains how we will accomplish our mission during the next several years.”

The vision states: “A world class work force with an expeditionary mindset providing effective, innovative, global engineering solutions to unique, complex, and high-risk missions in strengthened partnership with our strategic alliances, in support of the Warfighter, their Families and the Nation.”

The strategic planning workshops consisted of

two groups. Group 1 consisted of employees from all levels and areas of the Center, and served as a Product Delivery Team for strategic planning and met in November.

“We asked Group 1 to think big and didn’t really put any limits to their recommendations. They provided comments and recommendations for the second group, consisting largely of senior leaders, to use for decision-making,” said Rick Suever, director of the Business Management Office.

Group 1 reviewed and evaluated the structure, roles and goals of the organization. Applying principles from the book, “Good to Great: Why Some Companies Make the Leap ... and Others Don’t,” Group 1 suggested initial goals that included promoting a common

See *Strategic Planning* on page 20



Photo by Chris Gardner

**Business Management Office Director Rick Suever, right, discusses input from the Huntsville Center strategic planning workshops with workshop facilitators Anisa Harrington-Crawford, left, and Bo Boynton.**

## Energy managers meet

Representatives from various agencies who are helping Army installations meet energy reduction goals met in Huntsville, Ala., for the Army’s second Energy Summit Workshop Dec. 11-12, 2007, to discuss goals and efforts to meet the Army’s renewable energy goals. This is the second energy summit led and sponsored by the Installation Management Command. The purpose of these summits is to have high-level Army management discussions regarding issues, goals and objectives in support of the Army Energy and Water Campaign Plan.



Photo by Debra Valine

**Don Juhasz, U.S. Army Corps of Engineers Headquarters, white shirt center of table, explains current Army policy on energy goals to a gathering of energy managers at the Army Energy Summit Workshop held Dec. 11-12, 2007, in Huntsville, Ala.**

# New building projects to be faster, greener

By Tim Kauffman  
Federal Times

Forget what you hear about tighter budgets. There's a construction boom under way across government.

The reasons vary: military base closings and realignments, war needs, post-Katrina rebuilding, the need for more border checkpoints and embassies, among others. But the projects on the books for 2008 and beyond share some common themes. Government building projects are more environmentally friendly and energy-efficient than ever, and they are being managed differently to be quicker and less prone to interruptions.

The Pentagon alone has \$21 billion of planned building projects, mostly relating to the 2005 base realignment and closure process, new barracks and brigade centers related to the war on terrorism, and new and renovated facilities to support wounded Soldiers returning from war. And that level of spending will continue for at least the next few years, said Get Moy, director of installations requirements and management at the Defense Department.

"Infrastructure is a big business expense," Moy said in December at FEDCon, a Washington conference sponsored by the National Institute of Building Sciences.

The Pentagon has good reason to embrace green construction as it expands its domain of more than 577,000 facilities, he said. The department has an internal goal to generate 25 percent of its energy from

renewable sources by 2025. Those sources could include biomass, geothermal, solar and wind technology.

Meanwhile, the State Department is averaging about \$1 billion a year on its overseas building program as part of a 12-year effort to replace 150 embassies and consulates.

The General Services Administration is ramping up construction at land ports of entry to alleviate congestion and facilitate trade. The agency has 27 active ports of entry projects totaling \$1.8 billion. That compares to 29 active courthouse projects worth \$2.7 billion, which in recent years have been a primary focus of new construction for GSA.

"The days of performing yet another study to tell us that we have a congested border are over. GSA is going to build and we are going to start immediately," GSA Administrator Lurita Doan said in December.

The projects include new inspection booths, roads, bridges and other infrastructure along the U.S. borders with Canada and Mexico. Years of inattention, coupled with explosive trade growth with both countries, have turned too many ports of entry into "large parking lots where legitimate trade and travel is bogged down in mile-long delays that sometimes extend for more than six hours," Doan said.

And there's plenty more construction needed than what is budgeted, said James Dalton, chief of engineering and construction for the Army Corps of Engineers, which oversees military construction and civil works projects. The agency has more than \$15 billion in infrastructure projects for flood-prone

regions that are currently unfunded.

"There's just simply not enough funding to do all the things we need to do," Dalton said.

## A new approach

Like some other agencies, the Army Corps is moving away from the traditional process, known as design-bid-build, of awarding and managing construction projects. Under that method, firms compete to design a building, and then again to construct it, Dalton said. Instead, the Corps and other agencies are turning to a less proscriptive process called design-build, whereby one firm is hired to both design and build a facility.

This cuts down on the time it takes to complete a project, since the design and construction can overlap, Dalton said. It also gives the agency that owns the building more control over managing the project, since there's one point of contact instead of two.

The Corps also is reducing project times by using standard designs for common building types, such as meeting rooms and barracks, and it uses a standard request-for-proposal form to more quickly start construction projects, Dalton said.

Nearly all of the State Department's overseas building projects use the design-build process and are awarded based on low price, not best value. William Miner, director of design and engineering for State's Overseas Building Operation division, said there are pros and cons to design-build.

See '08 Construction on page 23

# Green Belts

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instructors from the George Group, a consulting firm.

“Huntsville Center, with assistance from Corps Headquarters’ Lean Six Sigma Implementation program manager, and the Deputy Undersecretary for Business Transformation, coordinated the class to support Huntsville Center’s Lean Six initiatives,” McAnally said. “It is less costly for the instructors to come here than it is for our green belt candidates to go to Fort Belvoir, Va., individually for the training. This process was more efficient for everyone and the savings were very significant.”

In addition to classroom training, each student will be working a project designed by them and their project sponsor to implement improvements in day-to-day work activities. With any type of classroom teaching, Department of the Army promotes the use of practical application to complete the learning cycle, McAnally said.

“The hallmark of Lean Six Sigma is that it is customer focused,” said Paul Haviland, one of the instructors from George Group. “Customers tell us what they want and how fast they want it.”

Sometimes the process being used to create and deliver a product gets in the way of meeting customer expectations. In a simulation conducted in class, a budget document was passed through a series of



Photo by Sandy McAnally

**Green belt candidates simulate processing a budget document to learn how important it is to remove waste from the process stream.**

employees who each had a function to perform. By timing the flow of the budget document through the work process, students observed two conditions: it took too long to process the document — it was not meeting the customers’ expectations, and (2) the process being used was not efficient and steps — or waste — could be eliminated or realigned to better meet the customers’ requirement.

“Being able to work through a process map is very important to understanding which steps do not add value to the product and removing the non-value added stuff out of the process,” said Tim Lang, an instructor from George Group.

Keith Angles, business manager for the Ordnance and Explosives Directorate at the Huntsville Center, said the training brought his knowledge of process improvement full circle.

For Angles, Lean Six Sigma can be traced back to the Total Quality Management efforts introduced by Gen. Douglas

MacArthur following World War II. MacArthur was tasked to rebuild Japan’s economy, Angles said. Japan went from having no economy to having one of the best economies in the world.

More recently Angles saw how the Army is embracing Lean Six Sigma during a visit to the McAlester Army Ammunition Plant in Hartshorne, Okla. During a tour of the facility, he said each division proudly explained how Lean Six Sigma was helping streamline processes and save money.

“The process improvement system can be remarkably successful based on what Gen. MacArthur did in Japan,” Angles said. “I saw how effective LSS can be through its implementation at McAlester. Attending the class brought it full circle for me. I saw the beginning of LSS under TQM in the Army, which wasn’t successful, but I know the potential because of historically what was done, and I saw at McAlester how proud they were of their LSS projects.”

“I think it can lead to big improvements in cost and time savings at Huntsville Center,” Angles said. “If you are already thinking in LSS terms, you can be more successful up front than if you have to go back later and revamp the process to make it more efficient.”

“LSS gives us a little more information and a couple more tools in the tool bag to help us be better program and project managers.”

“Huntsville Center is actively involved in numerous Lean Six Sigma studies. All are geared to improving Center efficiencies in areas that have been targeted for improvements,” said Col. Larry D. McCallister, Huntsville Center commander. “I’m excited about the results I’m seeing in the LSS process as we have already made significant changes in the way we do some business processes. With our recently trained green belts, I expect that we will see more improvements as they do more studies. Lean Six Sigma is a great tool and produces measurable results.”

# Huntsville Center celebrates the holidays



Photos by Becky Proaps

Col. Larry McCallister, Huntsville Center commander, takes his role as door decorating contest judge very seriously. He is checking out what turns out to be the winner in the best overall category - Chemical Demilitarization Directorate.



Photo by Becky Proaps

Col. Larry McCallister, Huntsville Center commander, presented Cheryl Jones her first place certificate for her award-winning toffee during the town hall Dec. 7. She won first place in the candy competition. Alicia Allen won first place in the cookie competition.



Photo by Becky Proaps

Huntsville Center collected lots of toys for the U.S. Marine Corps Toys for Tots campaign.

The "Season of Sharing" came to the U.S. Army Engineering and Support Center Dec. 7, 2007. The day started with a town hall meeting with Col. Larry McCallister, Huntsville Center commander, followed by employee recognition

awards and music by the Huntsville Center choir. The decorated door and cookie/candy competition winners were announced and rewarded for their efforts. Each office spent the afternoon celebrating the holiday season in a variety of ways.



Photo by Chris Gardner

Front row, from left to right, Severo Lopez, Debra Edwards, Laura Beth Quick, Cindy Halbrooks, Angela Rackard, Lisa Burger, Yasmine Gerousis, Amanda Odem; back row, from left to right, Bruce Railey, Will Irby, April Rafael-Adams, Mike Mollineaux, Darlene Stapler, Bill Noel, Leanne Carter and Jane Davis make beautiful music during the town hall under the direction of Linda Merschman. Other choir members not visible in the photo include Brandon Price, Sharron Grubis and Quintessia Fuller.



Photo by Becky Proaps

It was a tough decision for the cookie and candy competition judges. Angela Loftis, Mindy Shelton and Stella Robinson sample each of the entries in the competition. Other judges (not pictured) included Ray Waits and Brandi Prosser.



Photo by Becky Proaps

Kathryn Sommerkamp sounded just like a real auctioneer when she auctioned off all the cookies and candy entered in the cookie/candy competition.

## Fort Irwin

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folks who had bid the project and asked for revised proposals allowing the use of alternative construction methods, we were willing to take a look at anything as long as it was structurally sound,” Smeenck said. “Doing that, we were able to award within the programmed amount and with the full scope for the buildings. We got all 41 of our main buildings.”

The design contract was awarded to SEI Group of Huntsville, Ala., in 2005; the construction award went to RQ Construction, Bonsall, Calif., in 2006, who happened to bid the project using studcast panels.

“I think the facility is great,” said Capt. Seth Henson, the project engineer with the Los Angeles District. “This is the first urban

training facility at the NTC. All they had prior to this was 10 villages made up of CONEXes and sheds. This is a

milestone. They finally have a traditional MOUT site and it fills a very important training need.”



Photo by Capt. Seth Henson

**Employees with RQ Construction Company, Bonsall, Calif., built the Jabal Military Operations Urban Terrain training site at Fort Irwin, Calif., using studcast panels versus traditional steel and concrete construction. By using studcast panels, designers were able to get the site they wanted within the \$12 million budget.**

## Strategic Planning

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vision; evaluating current product lines; delivering superior solutions through innovation; focusing on people (leadership, career development and retention); and pioneering new missions. Additionally, the group made suggestions for new projects and areas of business.

“Our group (Group 1) was representing the entire Huntsville Center work force,” said Andrea Takash, public affairs specialist and a 2007 Corps of Engineers Emerging Leader. “We were providing feedback and recommendations based on our experience and relationships at the project level. Our goal was not to

be critical, but to provide possible solutions that senior leadership could use for future planning and decision-making.”

Group 2, which consisted of senior leadership and some of the attendees from Group 1, used the information and recommendations from Group 1 to develop their strategic planning initiatives in December.

“Group 1 did a tremendous job in shaping the strategic initiatives. Everyone was impressed with their assessments, and their ‘bottom line’ recommendations were what shaped the final decisions,” Suever said.

Strategic planning

initiatives that resulted from the workshops include:

- Restructure the Management Coordination Group
- Develop an overall process for Huntsville Center business outreach efforts and a business outreach execution plan
- Develop a process for developing and sustaining key strategic alliances
- Develop a plan for communicating the strategic planning process
- Become the Army’s execution agent for the Energy Program
- Become the Army’s central manager for facility sustainment
- Develop the technical expertise previously

performed by the Center for Public Works (CPW)

- Assessment of current programs and projects

“Each of the strategic initiatives has a designated lead and detailed action plan, to include the overall objective of the initiative, identification of the PDT members if appropriate, and identifying major milestones and corresponding dates will be completed this month. The plans will also recommend appropriate metrics to monitor progress and measure success of the initiatives,” Suever said.

“We are already a good organization and strategic planning will help us become a great one,” McCallister said.

# Huntsville Center's Safety Office helps ULC employee

By Chris Gardner  
Public Affairs Office

The U.S. Army Corps of Engineers Learning Center needed to revamp an employee's office to meet his specific needs, and Huntsville Center's Safety Office was able to help them get the job done.

Hugh Lacy, an instructional systems specialist at the USACE Learning Center, suffered a stroke while deployed to

Louisiana as part of the Hurricane Katrina relief effort in October 2005.

He spent the next year rehabilitating and regaining limited use of the right side of his body. He came back to work at the ULC part time in November 2006 and full time in spring 2007.

Marilyn Lang, Lacy's supervisor at the ULC, said when Lacy returned to work it was with a recommendation from his doctor for a workplace evaluation to ensure his

office met his needs.

With help from the Huntsville Center Safety Office, the ULC was able to have the office evaluated and make the appropriate improvements.

"Huntsville Center's Safety Office has been a tremendous help," Lang said. "They really seemed to be concerned with helping us."

Donnie Butler, Huntsville Center safety specialist, visited the ULC and put together the workspace evaluation for them.

"I had Hugh sit in his workspace like normal and observed him," Butler said. "I wanted to make the desk, chair and other equipment in his workspace as adjustable as possible and easy to adjust."

The office now has features like an easily adjustable monitor, keyboard and mouse as

well as shelves with light plastic covers that can slide open using just one finger.

Lacy said he could see a difference almost immediately once his office was updated.

Butler said this kind of evaluation is one of the normal duties of the Safety Office and that they usually evaluate one employee's office workspace every few months.

"Hugh is one of many employees where we've been able to ease their workplace stressors," Butler said.

Butler said the Safety Office can evaluate any employee's workstation for ergonomic factors and offer recommendations. The money for instituting the recommendations, however, must come from the offices being changed.

Employees having issues with their workstations can contact the Safety Office about an evaluation at 256-895-1242.



Photo by Chris Gardner

Hugh Lacy, an instructional systems specialist at the U.S. Army Corps of Engineers Learning Center, lifts the new lightweight storage cover put in for him after he suffered a stroke in October 2005.

## OE Standdown draws experts from around country

More than 334 representatives from the U.S. Army Corps of Engineers, U.S. Army, federal and state agencies to include regulatory agencies, Canadian armed forces, and a variety of contractor companies participated in the annual Ordnance and Explosives Standdown Dec. 11 – 13, 2007, in Huntsville, Ala. The highlight of this year's conference was the official unveiling of the new Environmental and Munitions Center of Expertise (EM CX), which oversees four divisions — three in Omaha, Neb.; and one in Huntsville. Headquarters USACE will begin updating the FUDS policy, ER-200-3-1, in January or February. The FUDS public participation guidance, EP-1110-3-8, also will be updated in fiscal year 2008.



Photo by Chris Gardner

# Weight loss ideas from a guy who did it

By Chris Gardner  
Public Affairs Office

It's that time of year again; time to make the same perennial New Year's resolutions — like to lose weight.

Pretty soon it will be time to joke about that failed New Year's resolution to lose weight, right?

It doesn't have to be.

In January 2007, I was a pleasantly plump 283 pounds and growing. I was knocking at the door to 300 pounds ... and that wasn't a door I wanted to open.

I had just moved to Huntsville, and I told myself I would try to get my weight at least a little under control in the year 2007.

When I sat down in my cube one morning and my chair broke and collapsed under me, I knew I had to take it seriously this time.

I got started slowly with the Battle of the Bulge weight-loss competition here at Huntsville Center and have



Courtesy photo

**Chris Gardner weighed 283 pounds at the Battle of the Bulge weigh-in in January 2007.**

## Commentary

kept on going ever since.

I write this article weighing 183.5 pounds. My original magic weight loss goal was to weigh less than 239 pounds (Homer Simpson's fictional weight), and I originally didn't even think that would be possible. I never thought in a million years I would get below 200!

I'll be honest, there is no one magic bullet to losing weight; it is a combination of things and ultimately a lifestyle change.

I know this is something people have heard before, and I remember thinking to myself that a "lifestyle change" was too huge of an idea to accomplish. The fact of the matter is that it is indeed too huge of an idea to accomplish — if you try to do it all at once.

The trick to making it work is baby steps. When I first started, all I did was go to Pilates in the Life Center, which is a low impact, relaxing class that doesn't leave you sweaty.

This is where I got to know Marsha Russell, the Life Center director. She has been a tremendous help. She is more than happy to help people get healthy and offers several fun exercise classes here in the Center, during and after work hours.

After a few weeks of Pilates I was already starting to feel a bit better overall, and I started going to the

slightly harder Butts 'n' Guts class and the cardio-minded Step and Sculpt classes.

I liked Pilates so much that I picked up a cheap yoga DVD and started doing that every once in a while too.

A few months later I was ready to start jogging in the evenings. I still try to jog a few times a week.

Along the way I stopped eating fast food pretty much altogether. I also started making a conscious decision to order healthier food and smaller portions when I'm eating out. It is a lot easier to resist temptation when you're looking at a menu than when the food is right in front of

you. Incorporating these little things will leave your wallet a lot thicker and you really will still have plenty to eat. Trust me.

If I feel the need to snack, I'll eat some grapes or nuts. Find a healthy snack you enjoy and stick to it.

I've been asked throughout the Center how I've been so successful, and there it is. These are the main things I've done along the way. It's a whole lot of little things that amount to a big overall change.

Everybody is different, but hopefully some of these tips help.

It is a slow process that's not just about a number on a scale. It's ultimately about feeling better and being healthier. Good luck and don't give up.



Courtesy photo

**Chris Gardner shows off his new physique with Marsha Russell, the Fitness for You director. Gardner was named the Fitness Center member of the year after losing 100 pounds in 2007.**



Photo by Becky Proaps

## **Small business discussed at local forum**

Delores Foster, left, of Huntsville Center's Small Business Office, discusses small business opportunities with John Cunningham, the president of Cunningham Technical Management and Analysis Inc., and Loong Yong, a representative from Spectra Tech Inc. The U.S. Army Engineering and Support Center, Huntsville, welcomed small business representatives from around the country to its 8th annual Small Business Forum Dec. 14, 2007, at the University of Alabama in Huntsville.

## **'08 Construction**

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On the plus side, it's easier for State to manage the projects and rectify problems that occur because there is one firm that's accountable. However, by focusing on keeping the initial cost as low as possible, builders may cut corners that add more maintenance costs to a project in outlying years, Miner said.

Walker Evey, a retired federal employee who now heads the Design-Build Institute of America, said using one team for both designing and constructing a building nearly always results in buildings being completed more quickly and at less cost than through the design-bid-build process.

Evey's last job as a federal employee was heading reconstruction of the Pentagon. He used the design-bid-build process for renovation work completed before the building was struck on Sept. 11, 2001. But after the attack, the section that was hit was rebuilt using the design-build process. That project took less than a year and was done for 30 percent less cost.

"We could not have done that without design-build," Evey said.

One of the biggest holdouts to using design-build in government is the General Services Administration, which relies on issuing separate contracts for

architects and construction firms.

That's because GSA gets the money for designing a building in one year and the money for building it in another year, making it difficult to hire one company or team to do both sides of the project at once, Evey said.

The State Department, which uses design-build for 95 percent of its building projects, gets money for both designing and constructing a building at the same time.

### **Building green**

The Energy Department launched a major initiative this year to get plans or contracts in place by the end of 2008 to meet the environmental goals outlined by President Bush in a January 2007 executive order. To pay for the projects, the department will rely largely on share-in-savings projects in which energy service companies pay for the work out of their own budgets and get reimbursed through savings that are generated through lower energy bills.

Since announcing the initiative in August, the department has received nine proposals from energy service companies that would allow the department to reduce its energy consumption by 5 percent a year and meet half of the executive order's renewable energy goals, said David

Rodgers, deputy assistant secretary for energy efficiency at the department.

The department has 10 building projects under way that will be certified by the U.S. Green Building Council's Leadership in Energy and Environmental Design program. It is building an ethanol filling station at Los Alamos, N.M., to provide fuel to its fleet, and it signed an agreement in October with Xcel Energy to build a five-acre photovoltaic array at the department's National Renewable Energy Laboratory in Colorado at no cost to the government.

The department wants to serve as a model for how other agencies can meet the aggressive energy savings goals outlined by President Bush and help the country reduce its energy consumption, Rodgers said. There are a lot of noble efforts to become more environmentally sound, but it won't happen without consistent leadership and pressure, he said.

"I think we're going to have to continue to drive with a sense of urgency" to achieve sustainable results, Rodgers said. "Under business-as-usual scenarios, we'll be consuming a third more energy by 2030 [in the U.S.] than we do today."

(This article was published Dec. 17, 2007, in the *Federal Times* and has been reprinted in its entirety with permission from the *Federal Times*.)

# Ethics Corner

## Metadata in Word documents – unknowingly disclosing protected information

By Toby Harryman  
Office of Counsel

The Procurement Integrity Act (PIA) requires government employees to protect certain procurement-related information. However, we may unknowingly be providing PIA-protected information when we release certain documents to contracts in the form of metadata. Metadata is data about data. For example, if you have a digital camera, each time you take a picture, besides the photographic image, metadata would typically include the date the picture was taken and details of the camera settings.

Another example is a song on a portable music player like an iPod. Inside each music file is also data concerning the album name, song title, and album art which is used to generate the artist and song listings on the iPod screen.

Metadata also exists on computer files. When you create a Word

document, it contains data that does not appear on the computer screen or hard-copy. This data is automatically embedded in each file by the Microsoft operating system. It stores the following in Word documents:

- Your name
- Company and organization name
- Name of your computer
- Names of previous document authors
- Document revisions
- Document versions
- Hidden text
- Change Tracker information

Put simply, your computer saves multiple versions of a document within a single document file. So if you are preparing a contract, task order, solicitation, price summary, etc., changes made to the document are saved and stored within that Word document file. Most troubling of the above is change tracker information. Documents generally receive multiple

levels of review before being sent outside of Huntsville Center. Often comments are tracked with change tracker. These comments are recoverable from the Word file itself. Any receiver of a Word document can recover this information by running a simple and inexpensive retrieval program.

There are multiple ways of removing metadata from Word documents. But the easiest is to scan your document to a .pdf file and send the document out in that form. When contractors request Word documents to fill in Contract Line Item Numbers (CLINs) or other areas of a proposal, we should decline the request. They can print copies of the .pdf proposal, fill in the required information, scan and return it to Huntsville Center.

The bottom line is that if you are sending documents outside of Huntsville Center, they should be sent in .pdf format or cleansed.

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