

The

# Bulletin

**Center's longest sitting  
commander retiring**

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



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OFFICIAL PUBLICATION OF THE  
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HUNTSVILLE



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# Commander's Thoughts

**“Your commitment, adaptability, and resilience are the reason the Center continues to win in everything we do.”**



**Col. Sebastien Joly**

**T**eam,  
As I reflect on the incredible work we've accomplished together over the past year and throughout my four years with the Center—and the legacy we continue to build—it's clear that Huntsville Center is not just a vital component of the U.S. Army Corps of Engineers, but a cornerstone of national strength and resilience. The impact of what we do here reaches far beyond our homes at Redstone Arsenal, Omaha, Nebraska and Alexandria, Virginia.

Every project we deliver, every challenge we overcome, and every innovation we introduce contributes directly to the safety, security, and well-being of our fellow citizens, our service members, and our Nation.

The importance of our mission cannot be overstated. Whether it's supporting energy resilience for military installations, delivering cutting-edge medical facilities, or enhancing the security and operational capability of our country's most critical infrastructure, the Huntsville Center has proven time and again that we are uniquely capable of tackling the most complex engineering and acquisition challenges.

We are trusted because we deliver. And we deliver because of you—the dedicated professionals who pour your expertise, passion, and purpose into every aspect of the mission.

I want to take a moment to express

my heartfelt appreciation to each and every one of you. Your commitment, adaptability, and resilience are the reason this Center continues to win in everything we do.

It hasn't always been easy. In fact, the last few years have been among the most demanding in our history.

We weathered the uncertainties and disruptions of the COVID-19 pandemic with grace, professionalism, and determination. Even as we transitioned to new ways of working—balancing virtual collaboration, staggered schedules, and evolving guidance—you remained focused on the mission and each other. That kind of unity and purpose is rare, and it speaks volumes about the caliber of people we have on this team.

This past year marked a significant milestone for our Center with the move into our new headquarters building on Redstone Arsenal.

This facility represents more than just a new workspace—it symbolizes our future. A future where collaboration is enhanced, innovation is encouraged, and where our environment reflects the excellence of the work we perform. It has already had a tangible effect on how we operate, bringing our teams closer together and allowing us to engage more directly with our partners across the installation and beyond. We've settled into this new home with the same professionalism and pride that define everything we do.

What I am most proud of, however, is not just the buildings we work in or the systems we deliver—it's the people. Time and again, this team has shown an unmatched ability to rise to the occasion, adapt to change, and lead from the front. Huntsville Center continues to blaze the trail for the Corps in adopting new technologies, piloting enterprise systems, and developing new business processes that will shape the future of how USACE operates. That kind of innovation doesn't happen by accident—it's driven by teams that aren't afraid to think differently, challenge the status quo, and push for excellence in all things.

We've remained close-knit through it all, and that's perhaps our greatest strength. Despite our size and the scope of our mission, we operate like a family—supporting one another, mentoring new teammates, and sharing the collective responsibility for each other's success. It's something truly special, and it's what will carry us forward into whatever challenges and opportunities lie ahead.

It's the thing I will miss most as I hand off the mantle of Commander to Col. Rob Hilliard in October.

Thank you for everything you do, every day. I'm incredibly proud to have served with you, and I look forward to being the Center's biggest advocate as I retire and cheer loudly from the sidelines.



# Joly's command legacy, leadership enhanced Center capabilities

## From Staff Reports

Huntsville Center Public Affairs

When Col. Sebastien Joly assumed command of the U.S. Army Engineering and Support Center, Huntsville on July 23, 2021 in a ceremony at Redstone Arsenal's Bob Jones Auditorium, he took the helm of an organization with over 1,000 employees stationed in three states managing billions of dollars in contract obligations across engineering, construction, and technical services.

During the ceremony, now retired Maj. Gen. Jeffrey Milhorn, U.S. Army Corps of Engineers Deputy Commanding General for Military & International Operations, described Huntsville Center as the Corps' "9-1-1" for national-level technical challenges—and placed full confidence in Joly's leadership, noting Joly's prior command of Mobile District and urging him to answer the next call whenever Headquarters USACE needed expert help.

During the ceremony, Joly stepped to the lectern and praised the breadth and scale of the mission and the Center's top-tier workforce, calling it an unmatched environment for collaborative problem-solving.

Under Joly, Huntsville Center personnel continued executing thousands of contracts annually in areas such as environmental and munitions remediation, energy-savings programs, facility design for Army and Air Force medical and installation needs, and chemical weapons demilitarization—all in support of the Department of Defense and other federal agencies.



File photos

**Joly meets with contractors during construction of the Center's new headquarters at Redstone Gateway in 2022.**

Preparedness and resilience were hallmarks of his command. In April 2023, Huntsville Center conducted a comprehensive Continuity of Operations Plan (COOP) exercise. Joly emphasized that the Center must remain mission-capable even in catastrophic scenarios—natural disasters, cyberattacks, terrorism, or similar threats—and praised the workforce's ability to continue essential operations remotely, citing the Huntsville Center's performance during the COVID-19 pandemic as proof.

During the pandemic, Huntsville Center pivoted quickly to ensure continued delivery of its mission-critical engineering services amid disruption. As a largely virtual workforce accustomed to supporting global operations, the Center developed technical plans for alternate care sites focused on converting facilities such as convention halls, sports arenas and hotels, into makeshift medical care facilities. Under Joly's leadership, Huntsville Center demonstrated it could sustain operations at a high level even as the work force operated remotely as the need for its support grew dramatically.

"If something disastrous happens, we can't just throw up our hands and say 'we're out.' We have to be able to deliver the mission," Joly said, highlighting a culture of readiness



**Joly speaks with a utility technician during a Utility Monitoring and Control System project site visit at Fort Wainwright, Alaska in 2022.**

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## JOLY From Page 4

and tenacity.

In 2022, Joly toured missile defense sites in Alaska—Clear Space Force Station and Fort Greely—as part of Huntsville Center’s Ballistic Missile Defense Mandatory Center of Expertise. He observed the integration of complex design requirements like blast-resistant infrastructure and HEMP shielding. Joly noted that Huntsville Center not only contributed technical expertise but also gained lessons critical for future projects, such as the Air Force’s upcoming sentinel ICBM modernization program.

Safety initiatives flourished under Joly’s leadership too. Huntsville Center became the first USACE organization to earn the Army Safety & Occupational Health (SOH) Star under the revised and more rigorous Army standards.

Joly credited his safety team with pioneering digital tools, hazard tracking, and training processes that set enterprise-wide best practices. He stressed that continuous innovation and vigilance were critical even after receiving top honors.

Building on that momentum, Huntsville Center was awarded



**Joly speaks to the work force during an April 2025 Town Hall.**

the 2025 USACE Safety Award of Excellence this month, recognizing its comprehensive safety program and proactive leadership. Survey responses noted that “safety starts at the top,” pointing to Joly’s visible, active support of safety initiatives.

However, Joly’s magnus opus moment came in 2024 when Huntsville

Center relocated into a brand-new, 205,000-square-foot headquarters in Redstone Gateway, integrating the Center fully into the Redstone Arsenal complex. Joly presided over the ribbon-cutting and celebrated the move as a milestone enhancing mission capability and collaboration across Team Redstone.

Over nearly four years in command, Joly transformed Huntsville Center into a safer, more resilient, and more operationally agile organization.

Joly built on Huntsville Center’s reputation as USACE’s problem-solver-in-chief—refining processes, guiding the workforce, and setting benchmarks across safety, engineering rigor, and mission preparedness.

Although Joly is retiring from the Army in October, the Center continues preparing for new technical challenges ahead as Joly’s leadership legacy remains firmly embedded in the Center’s culture and its accomplishments.



**Joly addresses attendees at the Center’s 2024 Small Business Forum at the U.S. Space and Rocket Center.**



# Project Control functions providing critical step forward for operational excellence

By William S. Farrow

Huntsville Center Public Affairs

In an evolving and increasingly complex business environment, Huntsville Center is taking a transformative step toward operational excellence by instituting a comprehensive Project Control function to standardize, streamline, and strengthen how projects are managed and delivered.

Project Control (PC), often considered the “backbone of successful project execution,” are no longer just a back-office function—they are integrated into the core business strategy of Huntsville Center.

This strategic shift ensures every project is not only initiated with clarity but also executed with accountability, transparency, and measurable performance.

With more than \$2 billion in annual programs, Huntsville Center is responsible for some of the most technical and unique projects within the U.S. Army Corps of Engineers (USACE). The sheer scale and complexity of these efforts demand an enterprise-wide system of checks and balances to ensure cost, schedule, scope, and quality are all rigorously managed.

“Project Control functions allow us to ask and answer six critical questions for every project: What work needs to be done? What’s been done? How are we performing against expectations? What remains? What trends are emerging? And are our corrective actions working?” said Dave Shockley, Huntsville Center Business Integration Office (BIO) chief.

“These questions form the core of disciplined, data-driven project management.”

Project Control functions, Shockley said, introduce a holistic framework with four key sections: general



requirements, functional applications, communication, and implementation.

It formalizes expectations for planning, performance measurement, risk management, and data quality, bringing greater predictability and consistency to program execution.

At its core, Huntsville Center mandates use of standard tools such as Program and Project Management Information System (PROMIS), Corps of Engineers Financial Management System (CEFMS), and other enterprise level applications. These platforms unify disparate data sources into a single, actionable view of project health—enabling project managers (PMs) and Project Development Teams (PDTs) to make informed decisions, reduce risk, and better serve stakeholders.

Shockley said a decade ago, data was “stove piped” into different systems with project managers relying on cross function “gate keepers” to provide them with data they needed.

“Now, the data is presented to the

PMs in the dashboard,” Shockley said.

“This isn’t about bureaucracy; it’s about empowering our PMSs and PDTs — it’s about having the right data at the right time to make the right decisions.”

Use of Project Control tools are not simply suggestions—it’s a directive. All Huntsville Center-owned projects in PROMIS are now required to align with USACE enterprise requirements. For existing projects, retroactive application is guided on a program-by-program basis.

Delegated authority now allows the PDT to use project data to make decisions and take appropriate and timely corrective actions. The chain of command - directors, division and branch chiefs, and program managers, are responsible for ensuring compliance across their PDTs. Projects with issues are identified and briefed to Huntsville Center leadership via the monthly Project Review Board.

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# Tech demo showcases innovations, incorporates in Center's electronic security contracts

By William S. Farrow

Huntsville Center Public Affairs

Representatives from Huntsville Center attended a high-profile technology demonstration at Blue Grass Army Depot, Kentucky, July 15 focused on how to alleviate security nuisance and false alarms.

Attending the demonstration were Maj. John Franklin, Huntsville Center deputy commander, Leigh Young, Electronic Security Systems Mandatory Center of Expertise (ESS-MCX) lead engineer and John Guba, Electronic Security Systems Branch physical security specialist.

The demonstration gave the Center's representatives an opportunity to meet with Navy, Army and other Department of Defense partners and other federal agencies such as the Secret Service, and Customs and Border Protection.

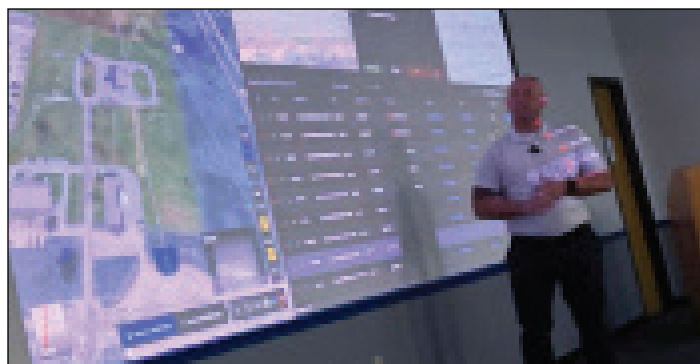
Young said as Huntsville Center is the contracting agency for the projects, the Center collaborated with Blue Grass Army Depot as the integrator and test lead to perform operational testing on several of the new security technologies providing intrusion detection at a higher confidence level of detection.

She said enhanced weapon detection and facial recognition provide enhanced capability to the response force to act more proactively in a situation such as a potential active shooter.

"Once these technologies have been fully tested, we will begin fielding these systems through our ESS procurement and installation contract vehicles," Young said.

The demonstration highlighted advanced AI-driven security solutions developed under Blue Grass Army Depot (BGAD) lead and the Army Physical Security Enterprise and Analysis Group (APSEAG). As the Department of Defense's premier physical security Research, Development, Test, and Evaluation innovator, DoD PSEAG is tasked with developing solutions to mitigate gaps that reduce risk created by current and emerging threats. The DoD PSEAG is composed primarily of members from the U.S. military services with a complement of advisory personnel from the Joint Staff, Office of Secretary of Defense staffs, Defense Intelligence Agency, Department of Energy, and other government agencies. Oversight of the PSEAG is executed by the Office of the Assistant Secretary of Defense for Nuclear, Chemical, and Biological Defense Programs/Nuclear Matters (OASD(NCB/NM)).

The demonstration included several exercises focused on the presentation of Scylla AI for real-time video analytics, Radar Vision Sense for sensor fusion integrated with



Courtesy photo

**Chris Willoughby, Blue Grass Army Depot, presents during a security technology demonstration at BGAD July 15.**

automated camera control, and PRISM with Base Defense—an autonomous drone-in-the-box UAS integrated with deep neural artificial intelligence that creates a holistic base defense solution.

Franklin said he was impressed with the demonstration as it showcased the rapid evolution of Artificial Intelligence and autonomous systems in supporting installation security.

"These technologies enhance threat detection, improve identification accuracy, and reduce the burden on human operators by minimizing false alarms and enabling real-time decision support," Franklin said.

"The demonstration effectively illustrated how AI can mitigate manpower gaps, accelerate threat response, and bolster the physical security posture of DoD installations aligned with the Secretary of Defense's national drone strategy."

Of the six exercises performed during the demonstration, Franklin said the PRISM demonstration stood out as the most impressive capability.

"PRISM integrated AI-driven analytics with multi-modal sensor fusion, enabling real-time autonomous detection and response across wide areas," Franklin said.

"Its ability to incorporate radar, drones, and camera feeds into a synchronized threat detection and response system demonstrated the highest level of operational flexibility."

Franklin said the potential to not only detect but also intelligently classify and react to threats (including intruders with weapons) presents a leap forward in safeguarding critical infrastructure while alleviating human workload.

"PRISM represents a scalable and deployable solution, ideal for both fixed sites and expeditionary environments, making it a clear force multiplier for installation security," he said. "What we saw here shifts the timeline forward accompanied by a reduction in cost and manpower."

# Center adds award-winning energy team

By William S. Farrow

Huntsville Center Public Affairs

A team of technical experts focused on ensuring the reliability of utility systems and critical facilities under the National Command Capability (NLCC) Program and the Department of Defense (DOD) were recently added to the fold of Huntsville Center programs.

The team was also recently recognized by the Federal Energy Management Program for procedural improvements saving taxpayer money. The Power Reliability Enhancement Program (PREP) team won a FEMP project award for improving their processes on Black Start Exercises (BSE) for 2023 and saving over \$1.7 million for the Army.

The PREP specialized electrical engineering support to US Army Corps of Engineers' Divisions and Districts, DOD Agencies, Department of State and other Federal agencies upon request on a reimbursable basis.

The BSE Program identifies and addresses energy vulnerabilities, with many recommendations immediately helping improve installation resilience in outages. The PREP team developed and utilized a standardized process for exercise execution and documentation, saving exercise costs while producing quality, repeatable, actionable exercises and corrective plans.

The PREP team, consisting of Jack Beverly, Alexis Jones, Jay Jung, Saul Martinez and Andrew Stringer, was recently assigned under Huntsville Center's Engineering

Directorate to align with changes to Headquarters U.S. Army Corps of Engineers (HQUSACE) administrative policy.

Todd DuVernay, Engineering Directorate acting chief, said the re-alignment makes sense as the PREP matches some of the type of technical missions prominent at Huntsville Center.

"They align better with Huntsville Center because they are very specialized and support critical infrastructure that crosses boundaries," DuVernay said.

Unlike the traditional geographically based USACE organizations, Huntsville Center is not tied to water or other geographic boundaries. Instead, Huntsville Center provides specialized support to all the Corps' divisions and districts throughout the world. Although the majority of Huntsville Center's more than 1000 work force is located at the Center's headquarters on Redstone Arsenal, Alabama, the PREP team will continue operations from offices located at Fort Belvoir, Virginia. Huntsville Center's Medical Facilities Mandatory Center of Expertise is in Alexandria, Virginia and the Center's Environmental and Munitions Center of Expertise operates from offices located in Omaha, Nebraska.

Col. Sebastien Joly, Huntsville Center commander, said the Center looks forward to welcoming the addition of the PREP Team to its ranks. "The synergy between the PREP mission and its energy expertise aligns well with the mission of the Huntsville Center," Joly said.

## PROJECT CONTROL

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"Our PDTs are empowered through processes, tools and training – all developed to meet their needs – enabling them to manage their work via data and dashboards, not spreadsheets and notebooks," Shockley said.

Central to the function is a strong emphasis on data quality. Shockley said in the data world, data scientists were relied upon to clean up the data. However, Huntsville Center is putting the onus to provide quality data on the project managers.

The Center's BIO launched a suite of Power Platform tools that guide Project Managers (PMs) through project initiation, milestone tracking, budget accuracy, and exception handling. These tools help identify and resolve data issues early—before they

evolve into project risks.

"These tools allow us to see into multiple databases of record from one location – allows for fact-based data driven decisions," Shockley said

Performance and data quality are no longer abstract concepts at Huntsville Center; they are now quantifiable, color-coded, and tracked in real time. Green, amber, and red ratings across cost, schedule, quality, and customer satisfaction guide leadership decisions and trigger interventions where necessary.

This shift toward a data-driven culture also supports broader USACE-wide metrics and anticipated future metrics like Schedule Quality Measurement and Project Maintenance.

Ultimately, PC functionality is reinforcing the Center's mission of

delivering engineering solutions by providing a scalable system to manage growing workloads, anticipate funding requirements, and protect the trust of military and government stakeholders.

"Institutionalizing Project Controls gives us the tools to be better stewards of taxpayer dollars and better partners to our customers," said Arthur Martin III, Huntsville Center program manager.

"It's about delivering with precision and confidence—every time."

As the world of data management matures, the BIO stands ready to support, train, and collaborate with teams across the Center. Programs Review Boards, Directors Management Reviews, and internal dashboards will reflect this new standard of accountability.





U.S. Army photo

**Soldiers conduct marksmanship training at Fort Hood's training range in 2022. When air conditioning failed at Fort Hood's Range Operations Center—the nerve center of Fort Hood's range training operations— during late June's triple digit temperatures surge, Huntsville Center quick developed a contract ensuring mobile air conditioning units were deployed to cool conditions inside the facility and prevent delays in range operations.**

## Swift action keeps Fort Hood range control mission-ready despite A/C failure

**By William S. Farrow**  
Huntsville Center Public Affairs

**W**hen the central air conditioning system at the Fort Hood Range Operations Center facility failed in late June, it wasn't just a comfort issue—it threatened to disrupt critical Soldier training operations during one of the hottest months of the year.

Thanks to rapid action from the U.S. Army Engineering and Support Center, Huntsville (Huntsville Center), that disruption was avoided. Temperatures in Central Texas often soar into the triple digits during summer, and Range Control plays a vital role in coordinating live-fire training schedules across Fort Hood's vast training areas. Without climate control, the facility risked becoming inoperable, potentially delaying or canceling vital training events.

"The Range Operations Center is

the nerve center of Fort Hood's training mission," said Terry Hamil, Huntsville Center Utility Monitoring and Control Systems project manager. "If that operation goes down, the effects ripple across the installation."

Range Operations personnel at Fort Hood operate and maintain live-fire ranges and maneuver training areas. Its staff assist units throughout all phases of training to ensure Soldiers receive the best training experience possible and future training remains available.

Within hours of learning about the failure of the facility's chiller system, Huntsville Center's Operational Technology Division worked with contract partners to expedite a solution. Through its existing contract mechanisms, the team quickly mobilized and deployed temporary mobile air conditioning units to stabilize conditions inside the facility.

"Speed was essential," Hamil said. "We were able to leverage our

streamlined acquisition tools to award and execute support within days, not weeks."

The interim cooling solution allowed Range Control staff to maintain operations without interruption, preventing a backlog of training requests and saving both time and taxpayer dollars.

Permanent repairs to the facility's chiller are underway, but the swift deployment of temporary climate control proved to be a mission-critical lifeline.

"This was a great example of how proactive coordination between Fort Hood installation staff, Huntsville Center and our contracting partners can make a real difference," said Brent Cabaniss, Fort Hood Department of Public Works engineering directorate chief.

"It wasn't just about fixing air conditioning—it was about sustaining readiness."

# Huntsville Center recognized with top USACE Safety Award

By Lillian Putnam

Huntsville Center Public Affairs

Huntsville earned recognition for its commitment to workplace safety when it received notification of being awarded the U.S. Army Corps of Engineers 2025 Safety Award of Excellence.

The award is for demonstrating the highest degree of excellence in the management of safety and occupational health programs and excellence in team member performance toward meeting program goals.

“The safety team is honored to receive this award,” said Jeremy McCranie, Huntsville Center Safety and Occupational Health Manager.

“The team’s dedication is evident with the number of accomplishments there have been in the last year.”

Huntsville Center has shaped a safety-first mindset for every level of the organization. The safety team’s success in creating a comprehensive Safety and Occupational Health, SOH, program has led to a variety of awards, including the prestigious Army SOH Star status.

Huntsville Center employees praised the Center’s safety program in the 2024 Army Readiness Assessment Program survey with comments such as ‘Safety is priority number one,’ and ‘This is the best safety program I’ve ever worked around... they’re connected at all levels at Huntsville Center.’

Leadership ensures that safety is part of everyday work Huntsville Center and each cross-functional Project Delivery Team includes a safety professional who supports projects from beginning to completion.

‘Col. Joly, our commander is a proponent of safety. He talks it and from what I have seen he walks it.



Safety starts at the top and HNC has the right people at the top,’ another ARAP respondent wrote, recognizing the involvement of Col. Sebastien Joly, Huntsville Center commander.

The Safety team provides updates monthly at Project Review Board meetings and updates are shared in recurring publications such as the “Month in Review” and “Year in Review.” The Project Review Board briefings now begin with safety updates including individual program safety metrics.

The Safety Office has implemented continuous improvement strategies through incorporating employee feedback to strengthen training and reporting. In Fiscal 24, several new training courses were introduced, including arc flash awareness, fall protection and ladder safety.

The Safety Office also launched a defensive driving course in collaboration with Alabama State Troopers, an initiative sparked by a suggestion submitted through the Commander’s anonymous inbox.

“We are thankful that Huntsville Center’s employees are engaged and involved. Their feedback drives impactful change and plays a vital

role in shaping our SOH program,” McCranie said. “Our program is an integral part of keeping our Soldiers and civilians safe.”

Not only does Huntsville Center seek out new training opportunities, but it also recognizes the importance of mental health and wellness. In response to ARAP survey results highlighting increased stress levels towards end of fiscal year and sedentary work concerns, a Huntsville Center Wellness Committee was established.

The committee now hosts recurring activities such as stretching and meditation sessions, group walks and guest speaker events to support physical and mental well-being.

Huntsville Center’s dedication to safety has not gone unnoticed.

Maj. John Franklin, Huntsville Center Huntsville deputy commander, highlighted the achievement.

“Receiving the FY24 Chief of Engineer Safety Award of Excellence reflects the deep commitment to safety shared across our Center.”

“From our Safety Office to every directorate, division and branch, it’s a credit to their hard work, vigilance and close integration with our higher headquarters,” he said.



Photo by William S. Farrow

Huntsville Center's Internal Review auditors Shane Henry, Tyler Tuck, and Stacey Williams, IR chief, are available to assist with process, compliance and documentation to improve organizational performance. Not pictured: Kerry Banks Sandifer.

# Watchdogs not wolves: Internal Review auditors available to help, not hinder

By William S. Farrow

Huntsville Center Public Affairs

**H**untsville Center's Internal Review (IR) Office isn't the "big bad wolf"—they're watchdogs focused on doing things better, not just right.

The four-person IR office, led by Stacey Williams, IR chief, supports Col. Sebastien Joly, Huntsville Center commander, by improving organizational performance, managing risk, and recommending improvements.

Required under Army Regulation 11-7, IR audits aim to identify risks early, improve operations, and ensure compliance—not to catch people off guard.

"Huntsville Center's IR office helps ensure we follow our own processes, comply with all applicable laws and regulations, correct documentation errors before they become larger issues, and trains our work force on better fiscal processes—quiet wins that absolutely make a difference," Joly said.

IR work demands a blend of analytical, communication, and ethical skills. Williams leads auditors Kerri Banks Sandifer, Shane Henry, and Tyler Tuck, united in their goal to give Huntsville Center the cleanest audit trail in the Corps of Engineers.

"Every dollar, decision, and directive should be defensible, deliberate, and aligned with the mission," Williams said.

"We strive to be objective and independent, but also collaborative and constructive. Our job is not just to find issues—but to help fix them."

Each team member brings a unique story to IR—most starting in accounting, but taking unexpected turns.

Williams, a former Army administrative specialist, pursued an accounting degree after her service. A career fair encounter led her to the Army Audit Agency, and eventually

into internal review.

"I love digging into processes, asking questions, and identifying improvements," she said. "IR lets me contribute to transparency, accountability, and organizational growth."

Sandifer, who holds an MBA and a bachelor's in accounting, transitioned from banking where she specialized in IT risk and governance. That role sparked her interest in audits' broader organizational impact.

"Auditing isn't just compliance—it's about adding value and improving effectiveness," she said.

Her work at Huntsville Center has led to updated policies and more consistent procedures.

Tuck, the team's newest member, joined IR straight out of college with a bachelor's in accounting and said she loves her job. However, in just 10 months, she's noticed a common misconception.

"Some people think we're out to get them," she said. "But we're on the same team. As my supervisor says, 'We're not in the Gotchal business.'"

Henry took a different path. After a back injury during an Army deployment, he interned with IR while recovering at the Warrior Transition Unit. That opportunity, paired with studies in business accounting, launched his career in internal review. He now serves as a warrant officer in the Army Reserve while pursuing a bachelor's degree.

"As a Soldier, I value teamwork," Henry said. "We're here to support the Center, not criticize it."

Unlike many roles, IR offers a comprehensive view of the Center's operations, connecting oversight with insight. The team sees where processes align—or fall short—with strategic goals.

So when IR comes knocking, don't worry. Invite them in—with coffee and questions. They're not here to catch you—they're here to help.



## ESPC MATOC IV

A performance-based acquisition allowing federal agencies to accomplish multiple energy savings projects inside and outside of the U.S. at multiple government facilities without up-front capital costs.



# Center awards \$3 billion energy resilience contracts

By William S. Farrow

Huntsville Center Public Affairs

**H**untsville Center awarded a \$3 billion Energy Savings Performance Contracts (ESPC) IV, Multiple Award Task Order Contract (MATOC) June 10 in support of the Center's Energy Division.

The Center's Medical, Information Technology, and Base Operations Support (MIB) Division's Major Acquisitions Branch (MAB) awarded the MATOC June 9, three-months ahead of schedule. Solicitation for the MATOC was initiated in 2024.

This performance-based acquisition allows federal agencies to accomplish multiple energy savings projects inside and outside of the U.S. at multiple government facilities without up-front capital costs and without special Congressional appropriations.

There is a total of 18 MATOC holders, including one small business, and the period of performance is 10 years (one five-year base period and one five-year option period) with on-ramping opportunities for other small business.

Huntsville Center is considered the Army's expert in Energy Savings Performance Contracts, a tool used to support energy and water resilience policy.

The Center's ESPC can be implemented and paid for from energy savings within the contract term as contracted Energy Savings Companies (ESCOs) utilizes its private capital to make infrastructure improvements without tapping into the stakeholder's budget.

"The long-term partnership between Huntsville Center, the ESCOs and our customers requires a high degree of

commitment to enable successful outcomes," said Dale Adkins, Huntsville Center's acting Energy Division chief.

Adkins said the program's dedicated and experienced ESPC project development team (PDT) consists of engineers, project managers, cost analysts, contracting officers and legal specialists all working together to ensure the government receives value through third-party financed contracts that allow the Center's customers to focus appropriated funds on other mission critical requirements.

"This MATOC is an essential tool in the energy toolbox for the Army to support the modernization effort of Terminals, Depots, Activities, Arsenal, and Plants (TDAAPs) and Organic Industrial Base allowing them to get after the deferred maintenance backlog and improve energy and water resilience and security for installations and facilities, which is a significant challenge in this resource constrained environment," Adkins said.

"The PDT team worked tirelessly to ensure the tool was available ahead of schedule and it is flexible and adaptable for the Army's energy needs, across the globe well into the future."

Col. Sebastien Joly, Huntsville Center commander, said the MATOC is a prime example of how the Center's work force develops innovative and cost-effective engineering tools to directly support the nation's security interests.

"In line with the administration's priorities of unleashing resilient and ready energy to the warfighter, this major acquisition provides an invaluable capability to address energy requirements at our installations across the globe," Joly said.



# Antiterrorism awareness critical for Huntsville Center's global mission

**By William S. Farrow**  
Huntsville Center Public Affairs

In today's unpredictable global landscape, threats can arise anywhere, at any time—especially for Department of Defense personnel stationed or traveling abroad. That's why every August, the Army observes Antiterrorism Awareness Month, reinforcing the importance of vigilance, training, and preparedness.

For Huntsville Center—whose many employees routinely travel across the country and around the globe to support critical missions—antiterrorism training is more than a requirement. It's a lifeline.

"Huntsville Center has no geographic boundaries," said Dan Huber, the Center's Antiterrorism Program Manager. "We send personnel into diverse environments—from

austere overseas locations to high-profile installations—and that means we must remain constantly aware of the threat landscape."

Huber said the Antiterrorism Awareness Month campaign is designed to remind Department of the Army personnel of their individual responsibility to protect themselves, their teams, and the mission from potential threats.

"Whether you're a civilian, contractor, or Soldier, understanding how to identify suspicious activity and knowing how to respond can make all the difference," Huber said.

Huntsville Center's mission support includes unique programs such as energy resilience, security systems, global infrastructure, and facility repair and renewal—many of which involve extensive travel. That reality places Center personnel in environments

where U.S. citizens may be targeted for who they are and what they represent.

"Over the years, we've seen tragic examples of DoD personnel who became victims while working or traveling overseas," he said.

"These incidents underscore the importance of situational awareness, advance preparation, and personal responsibility."

For instance, in 2012, two U.S. military officers were killed inside the Afghan Interior Ministry in a targeted attack by an Afghan staff member. In another case, a DoD contractor was kidnapped and later murdered in Iraq in 2016. More recently, reports of crimes targeting U.S. service members in areas like Africa and Southeast Asia illustrate the ongoing risks associated with

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### SCO visit

Ronnell Booker, Huntsville Center contracting director, welcomes Lillian Watson, center, and Jackie Woodson prior to the Huntsville Center Project Review Board meeting. Woodson is the U.S. Army Corps of Engineers Centers and Laboratories Senior Contracting Official, or SCO, and Watson is the alternate SCO. Woodson is responsible for executing delegated procurement authority for all USACE laboratories and centers. The SCO's visit enabled them to meet with Huntsville Center's senior leaders, directors and project staff as well as contracting personnel to gain insight into Huntsville Center-specific acquisition processes.

Photo by William S. Farrow

## ANITERRORISM

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overseas assignments.

"Antiterrorism training is designed to give you the tools to reduce your risk," Huber said.

"It may seem like just another training task, but when you're in an unfamiliar location, those principles—blending in, varying your routine, identifying exit routes—can save your life."

All Huntsville Center personnel are required to complete Level I Antiterrorism Awareness Training annually. But Huber said it's not just a box to check—it should be taken seriously, internalized, and practiced.

"Our people are incredibly smart and technically skilled, but technical expertise alone doesn't protect you from an ambush or a criminal act," Huber said. "Antiterrorism awareness is your first line of defense."

In addition to annual training, the Security Office provides briefings, threat updates, and tailored guidance for those preparing to deploy or travel overseas. Employees are also encouraged to register with the Smart Traveler Enrollment Program (STEP) through the State Department, which helps U.S. embassies track and assist American citizens abroad in times of crisis.

Huber also recommends maintaining a low profile while

overseas, avoiding predictable routines, and always being alert to surroundings.

While the Security Office leads the charge, antiterrorism awareness is a shared responsibility.

"Force protection doesn't stop at the gate. It's not just a commander's job or a security officer's job—it's everyone's job," Huber said.

"Whether you're in downtown Washington, D.C., or a small compound in the Middle East, your awareness and actions matter."

Huber encourages all employees to report suspicious activity, trust their instincts, and never ignore red flags.

"Antiterrorism isn't about being paranoid—it's about being prepared," he said. "Our mission depends on it. And more importantly, so does your safety."

Maj. John Franklin, Huntsville Center deputy commander, said antiterrorism training is vital to the Center's work force.

"Antiterrorism training isn't optional, it's essential, because our personnel operate in locations around the world, often in high-risk or unpredictable environments, this training equips them with the awareness and skills needed to stay safe, protect one another, and ensure mission continuity."





Photo by Lillian Putnam

Attendees at Huntsville Center's STEM (science, technology, engineering and mathematics) Day 2025 work on projects designed to encourage appreciation for their parent's work at the Center as well as develop an interest in STEM careers.

## STEM Day 2025 sparks youth's career interests

**By Lillian Putnam**  
Huntsville Center Public Affairs

**M**ore than 100 students, from first to 12th grade, attended a hands-on learning experience designed to inspire the next generation of Soldiers, engineers, scientists, and civil servants at the Huntsville Center.

Children of Center employees attended the event featuring interactive science, technology, engineering and math (STEM) activities as well as career panels aimed at inspiring the students to expand their horizons for future careers.

Maj. John Franklin, Huntsville Center deputy commander, and Martha Cook, Huntsville Center executive officer, welcomed attendees and introduced them to U.S. Army Corps of Engineers and Huntsville Center missions and an overview of the day's activities.

"The greatest reward was seeing the interaction between our employees and

their children," Cook said.

"Huntsville and the surrounding communities are rich in science, technology and mathematics. Our goal was to make it relatable to allow them to see how careers of their family members truly impact Soldiers, Sailors, Airmen and Marines every single day."

Students rotated through a series of engaging STEM stations designed specifically for their age group. First through fourth graders experienced basic engineering activities, whereas middle schoolers explored the Unmanned Aircraft Systems demo and built balloon-powered cars. High school students took part in advanced engineering simulations and more.

"My kids really enjoyed the different activities and the fact that it was tailored to the different age groups, so they weren't bored," Michael Duffy, Huntsville Center supervisory contract specialist and parent, said.

"They had such a great time they wanted to do it again the next day!"

The afternoon featured career discussions, where professionals from across a variety of disciplines, such as interior design, electrical engineering, project management, safety, public affairs, community planning and contracting, shared how their work supports national defense and infrastructure missions.

"My daughter perked up when she heard what interior designers do. When I asked her if she might be interested, she said she does love to rearrange her room," Duffy added lightheartedly.

Cook explained how she hopes the event left students with more than just a fun experience.

"My desire was for every student who attended to walk away in awe of the person who brought them," she said. "Our employees are superheroes within the Department of Defense. Allowing students to see that ordinary people can do extraordinary things, I hope they realize that stretch isn't as far as they might think."

# Electrical engineer Denton tapped as best in USACE

By William S. Farrow  
Huntsville Center Public Affairs

Jeff Denton isn't your average electrical engineer. As a key figure with the Huntsville Center, he's recently earned the prestigious title of U.S. Army Corps of Engineers (USACE) Electrical Engineer of the Year — and for good reason.

Known for his keen technical expertise, strong leadership, and dedication to mentoring the next generation, Denton has been a driving force behind some of USACE's most complex electrical projects.

Clark Ramsey, Huntsville Center Electrical Division chief, submitted Denton for the award. Ramsey said one of the most rewarding aspects of his role as a supervisor is recognizing individuals for their exceptional contributions and positive impact on the USACE mission.

"Jeff is exceptionally deserving of this recognition," Ramsey said. "He is an outstanding electrical engineer — a highly skilled professional who is also remarkably humble and collaborative. I regularly engage with colleagues at other USACE offices, and Jeff's name frequently arises in these conversations," Ramsay said.

Denton serves as the USACE Electrical Community of Practice (CoP) Subject Matter Expert (SME) in lightning protection and grounding.

One of Denton's standout achievements, Ramsey said, is leading the design of an \$80 million microgrid and Combined Heat and Power (CHP) plant at the Lake City Army Ammunition Depot in Missouri.

Ramsey said this wasn't just any project — it was a massive, installation-wide system that boosted energy resilience and saved money by generating electricity and steam power simultaneously.

Imagine a state-of-the-art, dual-fuel turbine system that pumps out 15 megawatts of power and 120,000 pounds of steam per hour. Ramsey said Denton's design didn't just meet needs — it expanded the Army's microgrid know-how in ways few other in-house teams have done.

Denton's expertise doesn't stop there. As the go-to specialist for lightning protection and grounding systems in explosive facilities, he's the one USACE engineers turn to for critical safety guidance. He oversees standards that keep personnel and infrastructure safe from electrical hazards — a responsibility he takes seriously, knowing the stakes couldn't be higher.

Denton's impact goes beyond his own projects. He's widely recognized as a lightning protection guru across the entire USACE, earning a formal appointment as the subject matter expert for lightning protection in 2022. His passion for sharing knowledge shines through his role as



Denton

lead instructor for specialized courses on electromagnetic pulse protection and diesel generators, training engineers to handle the toughest challenges.

At Huntsville Center, Ramsay said Denton is a trusted mentor, guiding junior engineers through the complexities of electrical design and analysis software. He said Denton's leadership isn't just about technical skills — it's about nurturing the next generation of innovators who will keep the Army's infrastructure strong and safe for future decades to come.

"I love working with and helping other engineers learn new engineering concepts," Denton said. "As an engineer, I take pride in taking on projects of a technical nature of which I have no previous experience and acquiring the new skills and knowledge to make a project successful," he said.

Denton, a Knoxville, Tennessee native and 1986 graduate of Tennessee Technical University, has been a licensed professional engineer in Alabama and Tennessee since 1997.

His USACE career began in 2008 when he was brought onboard at Huntsville Center.

"Working at Huntsville Center is truly one of the best work environments I've experienced, and the people and co-workers are outstanding," Denton said.

"The nature and types of projects in which we're engaged are not mundane and the work is of upmost importance and rewarding given the customer whom we serve."

Denton is also a committed community member balancing his career with active participation in his church and volunteer work at a local retirement community.





# Architect recognized as USACE best

**By William S. Farrow**  
Huntsville Center Public Affairs

**T**he U.S. Army Corps of Engineers presented Ross Allen, Huntsville Center architect with its Architect of the Year award in June for his contributions in the architectural field.

Allen is recognized as a subject matter expert for the Centers of Standardization – Facilities. COS-F includes a cache of Army facilities including Soldier Performance Readiness Centers (SPRC), Physical Fitness Facilities (PFF), and Soldier Fitness Training & Testing Facilities (SFTTF).

Huntsville Center is one of nine Centers of Standardization established by the Director of Military Programs in 2006 to be the Army's life cycle manager for assigned facility types.

Allen received his Registered Architect (RA) in the state of Alabama in 2019. He said receiving his RA has been his proudest moment in his 20-year career with USACE.

"That is the major milestone for an architect," Allen said. "You finally get to put Registered Architect by your name." Allen said he knew he wanted to be an architect from an early age.

"I always had an interest in drawing," Allen said. "My grandparents introduced me to architecture with books and magazines on well-known projects and architects."

Allen, a native of Arab, Alabama, began his career with USACE after graduating high school in 2004. He attended Auburn University in 2004 and graduated in 2009. He began his career at Huntsville Center in 2005 as a student.

However, Allen said there were times that he doubted his choice of architecture as a career.

At Auburn, Allen said he was



**Allen**

struggling with architecture school and long hours and even debated changing his major.

"My parents had my high school basketball coach talk to me," Allen said.

He said, 'Son you've got champagne dreams and if you switch your major, you are going to end up on a beer budget.' Nobody is going to be happy doing that."

Allen said the encouraging words reaffirmed his commitment to becoming an Architect.

"I have always remembered that and had a good laugh at his comments." Allen's work COS-Facilities is focused primarily on projects directly affecting Soldier fitness.

"Knowing that our work is directly helping Soldiers always makes me proud," Allen said.

"It is greatly overlooked how architecture can influence the day-to-day lives of its building occupants, and how architecture can be used as a means of directly influencing processes conducted in a facility."

Allen's supervisor, Jelani Ingram, Huntsville Center Architecture Branch chief, nominated Allen for the award has known Allen since 2008.

He said Allen is a shining example of a dedicated professional who has grown in the architectural field and is constantly learning more about the field and applying that knowledge to improve how Huntsville Center cares for its customers.

"I got to see him grow from a young designer while attending college to one of our very own licensed Architects," Ingram said.

"Some may not know who he is, but they know his work."

From developing Range Standard Designs for Huntsville Center's Range and Training Land Program to Medical Space Templates for the Defense Health Agency to stepping up to become the subject matter expert for the Centers of Standardization, Ingram said Allen has a huge role in the Center's architectural efforts.





### August Employee of the Month

Photo by Wiliam S. Farrow

Maj. John Franklin, Huntsville Center deputy commander, presents Teresa Carpenter, Ordnance and Explosives Directorate, with a command coin and certificate recognizing her as August Employee of the Month. Carpenter is a chemist with OE directorate and her supervisor submitted her for the recognition for the “outstanding support” she’s provided to the Culebra, Puerto Rico, Formerly Used Defense Site projects.



### Developing leaders

Photo by Lillian Putnam

Congratulations to Leadership Development Program I graduates Joseph Williams, Brendan Pritts, Sarah Puchner, Santiago Mardis-Vidaurre, Adam Clem, Kevin Butler, Jonathan King, Fantasha McNair, Robyn Davis, Jasmine Kennedy, Jasmine Greene, Cheryl Smith, Jeff Hodge, Madeline See and Justin Griffin. The class graduated the program July 21 after completing a months-long curriculum focused on building leadership skills and preparing for future opportunities within the U.S. Army Corps of Engineers.



## Ethics Corner

# Personal conflicts of interest issues may muddle procurement process

**By Melanie Braddock**  
Huntsville Center Office of Counsel

**W**hen you are selected for a source selection board, you are often asked if you have any financial conflicts of interest in any of the potential offerors. However, a financial conflict of interest is only one aspect of conflicts of interest that needs to be considered, and they are not limited to your time on a source selection board. You can also have a personal conflict of interest that prevents you from participating on a procurement at both the acquisition planning and source selection stages.

In the protest Teledyne Brown Engineering, Inc., B-418835; B-418835.2, the U.S. Government Accountability Office (GAO) looked at the personal relationships of a NASA employee and found that these relationships and their ongoing contact throughout both the planning and source selection phases created an appearance of a conflict.

The personal relationship at issue was a weekly social gathering of dinner and competitive foosball between 10 long-time friends that had occurred for the past 10 years.

NASA counsel identified the conflict as to the employee's participation in the source selection and recommended that the employee not participate in the source selection; and if the agency allowed him to participate that the employee refrain from attending the weekly social gatherings.

The employee declined to stop attending the gatherings and the agency allowed him to participate as a voting member on the source selection board.

In this case the GAO sustained the protest stating that the "record demonstrates that a current NASA employee who

participated extensively throughout the acquisition process had an apparent personal conflict of interest that effectively taints the acquisition."

The opinion was not limited to the source selection phase. Even if NASA had prevented his participation on the board, the opinion found that his participation in the planning phases where he shaped the acquisition strategy, developed the requirement and the evaluation criteria was just as problematic.

The GAO held that the presumption is that any appearance of a conflict is a conflict unless proven otherwise.

It stated that the potential harm flowing from an actual or apparent conflict of interest is, by its nature, not susceptible to demonstrable proof of bias or prejudice. There was no requirement that there was bias or prejudice coming from

the relationship, just its appearance alone is the conflict of interest.

If you are being asked to participate in an acquisition – whether in the planning, requirement development or source selection phases – you have a duty to inform the Contracting Officer and Office of Counsel of any outside personal activities or relationships that involve any potential offerors.

In order to meet the GAO standard, Huntsville Center Office of Counsel would need to make a determination as to your continued participation, regardless of the state of the procurement.

Make sure to reach out early and allow the team to make this determination so we can limit any impacts and not find ourselves having to re-do procurements like our friends from NASA.

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**"If you are being asked to participate in an acquisition you have a duty to inform the Contracting Officer and Office of Counsel of any outside personal activities or relationships that involve any potential offerors."**

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## About Huntsville Center

# HNC

### Unique to the U.S. Army Corps of Engineers,

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

## FY2024 40+ Programs

8 Mandatory Centers of Expertise,  
4 Technical Centers of Expertise  
and 17 Centers of Standardization

# \$ 2.6B

**“HNC Delivers  
Innovation”**

In fiscal 2024, Huntsville Center awarded contract actions totaling more than \$2.6 billion in obligations for its stakeholders.



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