

United States Public Health Service

MACHINATORES VITAE

Engineer Community Newsletter

From the Chief Engineer Officer



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Lead On!

We live in the greatest country and work for the greatest cause of one of the essential components of life: the physical and mental health of our public. We rarely talk about food, water, shelter and our ability to care for one another, but unless these basic human needs are satisfied, other challenges of our world community are not likely to be met. So let me tell you what I think; the best leaders step up to make a difference in the world - that's it! Whether you are running for a political office or leading a Federal Agency, if you are doing it for any other reason you've missed the mark.

In July, I had the privilege to sit down with the Commissioner of the Food and Drug Administration (FDA), Dr. Robert Califf. My objective was to explain my role as the Chief Professional Officer (CPO), highlight the value that engineers bring to the FDA, and offer my assistance as a general officer. I was accompanied by CAPT Dean Coppola, FDA Liaison and CDR Kim Piermatteo, our PAC Chair. I wrote in the last newsletter about the importance of partnerships, and this meeting was a prime example. In the dis-

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Dr. Califf and RADM Gardner

cussion with Dr. Califf, I felt connected by our mutual interests in public service, academic achievements, and willingness to take on and solve challenges in our professions. I think your performance strengthens this partnership and our service to the nation.

In August, I was again privileged to meet with a very thoughtful leader, Mr. Stanley Meiburg, Deputy Administrator of the Environmental Protection Agency (EPA). My objective was the same as in my July meeting with FDA, plus to encourage the EPA to utilize the Commissioned Corps in technical and higher level leadership positions. I was accompanied by CAPT Nelson Mix, Surgeon General Policy Advisory Committee member from the EPA. I didn't even get to open my presentation, as

Mr. Meiburg was well aware of the Commissioned Corps and how PHS engineers play an important role at the EPA - this was great! We spent our time talking about the changes that have occurred over the years and how the Corps is available to meet some of the challenges at the EPA. We talked about training personnel to run major programs and the dynamics of a decentralized Agency. We certainly have an advocate and a friend of the Corps and our engineers at the EPA. I mentioned earlier about **meeting the basic needs of our nation and the EPA's mission of protecting human health and the environment is right on point.**



Mr. Stanley Meiburg

No matter how complex or routine our daily work may seem, it can be traced to the most fundamental needs. The safety and security of our medical devices, our food and drug supply, and our environment are just a few examples.

Leading is not easy, it takes optimism, empowering others, and can be frustrating when things do not work out. I appreciate your efforts in becoming a leader wherever you work and your dedication to public health and engineering. What a great profession!

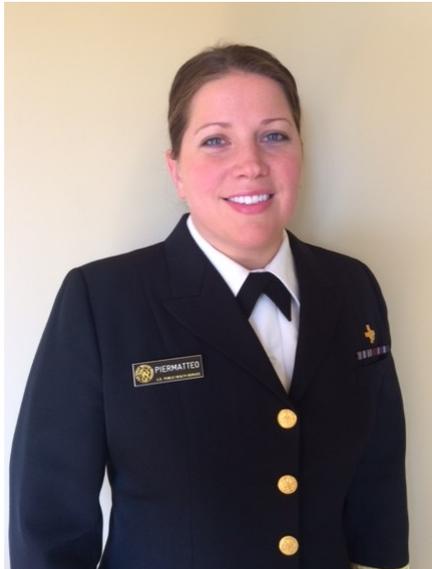
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2016 EPAC Chair

CDR Kimberly Piermatteo, MHA



Greetings to the PHS Engineering Community, Are you invisible? A simple question, yet I want you to honestly ask yourself as an officer. I recently participated in a FDA Commissioned Officers Network (FCON) webinar titled "Officership," presented by CAPT Todd Alspach. During his talk he provided the do's and don'ts of officership and one of the don'ts was "don't become invisible." Our visibility as an officer, as an engineer and as a category is essential to our success. I encourage all officers to be consistently active in not only our category but in your Agencies as well.

The EPAC has not been invisible this past year and has much to be proud of: we recognized the noteworthy contributions of our awardees during E-Week events; Category Day at the COF Symposium was one of the best; we launched our new EPAC website; our EPAC Connectors worked closely with DCCPR to track and assist engineer candidates; and a new CV Template and Writing Guide will be put to a vote before the end of the calendar year. Additionally, many subcommittees have been participating in cross-category initiatives such as the USPHS Wellness Team and USPHS Officer Skills Inventory. These are a few of **EPAC's accomplishments so far and I expect many more by the end of the year.**

The guidance of our Chief Engineer, RADM Gardner, has played an integral part in **the EPAC's success and we look forward to his continued leadership. I want to personally thank the EPAC for their time and service so far this year.** These officers are truly inspiring and dedicated to the continued success and visibility of our category and the Corps!

It has been an honor serving as the 2016 EPAC Chair. I still have a few initiatives on my own to-do list this fall and as we prepare for the transition to our next EPAC Chair, CDR Kurt Kesteloot, and new voting members, we must think about lessons learned. If you would like to share your thoughts regarding areas of improvement, etc. please feel free to contact me (kimberly.piermatteo@fda.hhs.gov).

I look forward to the continued visibility and advancement of our community! Machinatores Vitae!

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Louisiana Flood Response Highlights Expanded Disaster Roles for Engineers

CDR Nathan Epling and LT James Coburn



CDR Nathan Epling, RDF-3 Operations Section Chief (acting) and LT James Coburn, Medical Records officer, are both Engineers on RDF-3 and deployed to Baton Rouge, Louisiana in response to the recent major flood events

CDR Nathan Epling and LT James Coburn deployed with 101 other officers on USPHS Rapid Deployment Force 3 (RDF-3) to staff a Federal Medical Shelter (FMS) in Baton Rouge, Louisiana. The 250-bed special needs medical shelter was set up in the Louisiana State University (LSU) Track and Field House on Sunday, August 14, 2016 by the Louisiana Department of Health (LADOH) and many LSU student volunteers. Nurses and doctors from LADOH and LSU, as well as volunteer healthcare providers, initially cared for flood-affected patients, despite the fact that the flooding had impacted many of their own lives.

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RDF-3 was activated on August 14, an advance team arrived in Baton Rouge on August 15, and the remainder of the team arrived August 16-17 to begin staffing the shelter alongside federal Disaster Medical Assistance Teams (DMATs) from Alabama and New Mexico. These teams gave round-the-clock healthcare, logistical, and administrative support for the patients and the shelter. The Louisiana State Police, the LSU Police Department, and the Army and Air National Guard provided facility security and patient transport. The Louisiana Department of Children and Family Services managed the facility and furnished essential services such as food and sanitation, patient registration, and discharge planning.

Nearly 300 patients and caregivers who were displaced by the flood were served in the LSU Track and Field House. Patients had medical conditions including oxygen dependency, dialysis needs, mobility issues, hospice care, and complex chronic diseases. **RDF-3's participation in the mission lasted two weeks.** Engineer officers on RDF-3 performed a variety of functions in support of direct patient care on this mission, including keeping medical records and leading the Operations Section.

From LT Coburn:

I originally joined RDF-3 after being called up from Tier 3 to provide support on a previous mission. The mission required someone to streamline and automate the interactions between PHS and outside agencies and also act as field IT support. My training as an engineer gave me the technical skills and the ability to work under the tight timelines that the mission required. It showed me that engineers can have a critical deployment role and it was fulfilling to directly help and interact with people in need.

In August 2016, when floods struck Louisiana, I was again able to help develop and automate workflows for the FMS floor and for data tracking. This helped us field requests from federal and state agencies who called for daily and sometimes hourly updates. Daily briefings and opportunities to work across team sections were great ways to update my training and learn more about other deployment roles.

From CDR Epling:

Engineer officers often expect their role for emergency deployment to focus on using their technical skills with structures, devices, mechanical systems, public health facilities and other discipline-specific applications. However, engineers typically have more general hard-skills that can be very valuable on USPHS deployments such as project management, computer and network proficiency, logistical planning, and data management. This can lead to deployment

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opportunities in logistics, administration and planning sections, as well as managing information, such as medical records and epidemiological data—all of which would be valued on many USPHS deployment teams. Engineers with well-developed soft-skills like public speaking, people management, creative writing, and workgroup coordination are also valued for leadership positions on these teams. The following table summarizes different types of skills and associated deployment roles.

<p>Engineering skills:</p> <ul style="list-style-type: none">• Discipline-specific engineering design and analysis• Cost estimating• Project scheduling	<p>Hard-skills:</p> <ul style="list-style-type: none">• Project management• Logistical planning• Computer and network proficiency• Data management	<p>Soft-skills:</p> <ul style="list-style-type: none">• Non-technical writing• Public speaking• Managing people• Interdisciplinary team leadership
<p>Potential Deployment Roles:</p> <ul style="list-style-type: none">• Disaster Response Engineer• Safety Officer	<p>Potential Deployment Roles:</p> <ul style="list-style-type: none">• Logistics, Administration, and Planning Section Member• Records administration	<p>Potential Deployment Roles:</p> <ul style="list-style-type: none">• Branch, Section, or Team Leader• Liaison Officer

These types of skills facilitate cross-category successes by allowing engineers to work with multiple disciplines to transfer knowledge and information effectively and efficiently during a disaster response. For example, in this deployment, I helped develop a training video on patient movement with two Therapist officers for RDF team members to reference before deployments.

In response to the flooding in Louisiana, RDF-3 successfully deployed LT Co-burn and myself with assignments outside of traditional engineering roles. We are both grateful for these experiences and look forward to future opportunities to challenge ourselves to meet the unique needs of future public health missions.

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Getting Your Work Published: Non-Peer Reviewed Articles

CDR Tanya Davis and LCDR Deborah V.L. Hirst

PHS engineers have cool jobs and we do cool things, but how can we share what we do with the larger engineering community? You may recall from the **Spring 2016 newsletter article "How to Get Your Work Published"** that publications raise awareness of the important work you are doing, create a record of your accomplishments, and can lead to funding resources for your work. On an individual level, publishing expands your knowledge base, improves your writing skills, and helps in career advancement by creating networking opportunities and meeting category benchmarks.

NON-PEER REVIEWED JOURNALS

For engineers who are not in a research-based job, publishing your work in a non-peer review journal is a good first step. Unlike peer reviewed articles that **that have been examined by people with credentials in the article's field of study** and have likely undergone several revisions and reviews before publication, non-peer reviewed journals are not as heavily scrutinized. Examples of non-peer reviewed journals include *The Military Engineer*¹, *Opflow*², and trade journals such as *Concrete Openings*, *Asphalt Pavement Magazine*, and *Stone World Magazine*.

WHAT INTERESTS YOU?

A good place to start when writing a non-peer review article is to write about something that interests you. You can write about past and present deployments, volunteer work, and completed projects. Or, you can write about a person that you have interviewed, a book, or a piece of USPHS history. Consider writing about non-traditional topics that other engineers may find interesting too. Remember to be concise while composing your article.³

START SMALL

Machinatores Vitae is one example. The Information Subcommittee is always looking for articles and the process for submitting work is relatively simple (refer to the last page of this newsletter for more information).

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REVIEW PUBLISHING GUIDELINES

The Military Engineer, for example, requests that a proposal be submitted to TME editors for approval before submitting an article.⁴ *The Military Engineer* further requires that “submissions be original works, never before published and not under consideration by another publisher at the time of submission.”

Opflow, on the other hand, does not have this same criteria but will not include brand or company names in their articles.⁵

DRAFT AND CIRCULATE

Write an outline, draft your article, and then circulate it to peers. You may also submit your article to the EPAC Information Subcommittee or the Public Health Engineering Practices Subcommittee for feedback. Keep in mind that if you are writing about a project at work, you may need additional approvals from within your agency.

DON'T FORGET TO CITE!

Give credit where credit is due. Even if your article may not be peer-reviewed, you should still cite ideas, phrases, pictures, and conversations.

WORDS OF ADVICE

“While we may take for granted the uniqueness of our work, to others it truly seems remarkable and fascinating.” - CAPT Michael A. Stover (EPA)

“When I last changed jobs, I had to start writing more. I took a three day ‘effective writing’ course, and it was one of the best trainings I ever had. I wish I had taken it 15 years sooner. Shortly thereafter, a Senior Executive mentor told me ‘if you can’t write, you’ll have a hard time. If you can write okay, then you’ll get by. If you write well, you’ll get ahead.’” - CAPT Nelson Mix (EPA)

1 www.themilitaryengineer.com

2 www.awwa.org/publications/opflow.aspx

3 CAPT Nelson Mix (6/14/16)

4 <http://themilitaryengineer.com/index.php/editorial-resources/writer-guidelines>

5 <http://www.awwa.org/Portals/0/files/publications/opflow/documents/Tell%20Your%20Story.pdf>



2016 Joint Engineering Training Conference & Expo

LCDR Leo Angelo Medina Gumapas

The Society of American Military Engineers (SAME) hosted the 2016 Joint Engineer Training Conference & Expo (JETC) in the Phoenix Convention Center in Phoenix, AZ from May 24 to 26, 2016. The following United States Public Health Service (PHS) Commissioned Corps Engineer Officers were in attendance: RADM Randall Gardner, CAPT Michael Young, CAPT Cathie Frazier, CDR Frank Chua, CDR Eric Hassen, CDR Robert Hemberger, CDR Jeremy Nickels, CDR Andrew Sallach, CDR Steven Sauer, LCDR Rolanda Frank, LCDR James Carter, LCDR Adam Hughes, LCDR Leo Angelo Gumapas, LCDR Christian Guess, LT Juliane Junes-Harvey, and LT Jessica Sharpe.



PHS All Hands Meeting on May 25, 2016 at SAME 2016 JETC

The SAME 2016 JETC provided a plethora of opportunities to learn, connect, and network. There were nearly 60 hours of education and training sessions, which included the second year PHS organized the Public Health track comprised of the following:

- Reducing and Eliminating Disease Risk through Public Health Engineering Practices – CDR Eric Hassen and LCDR Leo Angelo Gumapas discussed how the National Institutes of Health reduced the risk of legionella from its cooling tower operations and how engineers in Alaska provided innovative solutions to assure adequate and affordable sanitation facilities.

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- Public Health Facilities: Designing Ways to Improve Our Public Health Infrastructure – CDR Jeremy Nickels and CAPT Michael Young discussed how the National Park Service used an asset management methodology for making investment strategies on infrastructure and how the Indian Health Service is pursuing net zero energy consumption in its facilities.
- Responding in a Crisis: Inside Public Health Service Deployments – LCDR Adam Hughes and CDR Andrew Sallach provided a unique perspective in the coordinated federal response from the Unaccompanied Children Deployment in the Summer of 2014 as well as a first-hand look at the response to the Flint Water Crisis to explore how to improve corrosion control in the water industry.

There were 176 Booths in the Exhibit Hall. PHS Engineers set up a booth to explain their role in advancing the PHS mission to protect and advance the health and safety of the nation.



CDR Kathol poses for a picture by the PHS Engineer Booth

The 2016 JETC had two remarkable key note speakers. CAPT Mark Kelly, USN (ret.) and Dan McNichol. CAPT (ret.) Kelly, who served as an aviator in the Navy, kicked off the General Session Luncheon. He has spent more than 50 days in space commanding both the Space Shuttle Endeavor and Space Shuttle Discovery, and he is one of only two individuals who visited the International Space Station on four different occasions. His talk offered insights from various experiences, from leading teams in dynamic environments, to combat missions in the Persian Gulf, to the thrill of space flight, to commitment to career and family, to defining and achieving success.

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Dan McNichol is a bestselling writer and award winning journalist who authored several books including *The Roads that Built America*, *The Big Dig*, and *Paving the Way: Asphalt in America*. He discussed his media tour driving a 1949 Hudson to advocate for rebuilding of the nation's infrastructure with the tag line: "America's infrastructure is as old, rusty and energy defunct as the original Detroit Lead-sled." His 33-state, 12,000 mile circumnavigation of the United States culminated in a successful ballot initiative in Texas that provided nearly \$2 billion to fund state-wide transportation projects.

2016 JETC also provided the following excellent opportunities to network every evening of the conference:

- The opening reception was hosted at the Corona Ranch and Rodeo Grounds with an authentic Mexican Fiesta and a live rodeo show
- The Exhibit Hall Networking Reception provided an opportunity to learn more about innovative products and services while networking with colleagues
- The Society Leadership & Post Award Breakfast provided an opportunity to honor the service and contributions of SAME members and posts around the world, salute the achievements of the Top Posts and Top Region, and hear from SAME leadership on the status of SAME operations
- The Society Ball and Awards Gala recognized the accomplishments of SAME Awards and Medal Recipients

In closing, the EPAC would also like to congratulate the following recipients of SAME PHS Engineering Achievement Awards:

- Hollis Medal – LCDR Roger Hargrove
- Green Medal – LT Juliane Junes-Harvey
- Cummings Plaque – National Park Service Public Health Policy Subcommittee



RADM Gardner presenting the Cummings Plaque to LT Sharpe, who accepted the award on behalf of the National Park Service Public Health Policy Subcommittee

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APHT-3's Unique Deployment with ACF

LCDR Griff Miller and Lcdr Stephanie Coffey

In support of the Administration for Children and Families' (ACF) continuing Unaccompanied Children's (UC) mission, LCDRs Stephanie Coffey and Griff Miller of Applied Public Health Team 3 (APHT-3), deployed to Texas in March to conduct a first-of-its-kind site assessment. The specific conditions of the site are sensitive, but the **story of the deployment is interesting in its own right.** ACF's Office of Refugee Resettlement (ORR) is required by law to provide care to children referred by immigration authorities. Up to this point, PHS deployments for these missions involved providing support to existing shelter facilities.

This deployment was unique in two ways: (1) APHT-3 was asked to assess the suitability and safety of a proposed "temporary reoccurring" site; and (2) ORR relied heavily on APHT-3 to research and plan the deployment. That reliance on us to develop the sampling plan and identify a laboratory to analyze the samples was challenging in that it was intensive work that went above and beyond our regular duties. In addition, we had to navigate confusing waters as people involved in the site assessment thought we were representing our individual agencies (IHS and EPA, respectively) and did not understand that we were deploying as PHS officers in support of ACF. Before even setting foot in Texas, we spent two weeks researching the environmental history of the site, developing a sampling plan, and participating in numerous interagency conference calls. One aspect that was not unique was that throughout the process there would be requests from high-profile sources to provide information ASAP, and instances of operations being put on hold while awaiting decisions from high-profile sources. So, in a word: Deployment!



LCDR Coffey driving a Gator

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After familiarizing ourselves with ACF's preliminary report on the site, our research efforts started with – what else?! – a Google search, which turned up some EPA Superfund records and points of contact. LCDR Miller's expertise as a remedial project manager for EPA came in handy here -- the Superfund POCs provided us with several environmental reports that provided a starting point from which to broaden our search. In a **stroke of amazing serendipity, a member of LCDR Coffey's extended family had performed some environmental work on the site with the Army Corps of Engineers and was thus another valuable source of information.**

Although the site did not rank high enough to make the Superfund list, the state's Resource Conservation and Recovery Act (RCRA) program also had authority over the site, so we reached out to the Texas Commission on Environmental Quality (TCEQ). From TCEQ we were able to obtain several environmental reports, which gave us a better picture of recent site conditions. HHS still wanted to confirm that the site would be safe for kids, so we used the information we had gathered to create a sampling plan and identify a local private lab to perform the analysis.

We were almost ready to go when we learned that our deployment would be postponed a week. With the gracious help of an EPA GIS Specialist, we used this time to develop a georeferenced map of the site so we could locate and record our sampling locations in the field with GPS. CAPT Jen Mosser, APHT-3 Team Commander, also used her contacts **to engage EPA's Region 6 lab, which agreed to analyze the samples for ACF at no cost** in a goodwill exchange between EPA and HHS. Of course, there was still that last-minute scramble to figure out supplies (sample bottleware, ziplock bags, packing tape, bubble wrap, a cooler, etc.), and logistics (where to get deionized water and ice for sample preservation, decontamination of equipment, shipping samples in a timely manner, etc.). By working closely with two very engaged ACF program managers, we were able to pull everything together with no time to spare.

Once we arrived at the site, things were (mostly) easy. One of the biggest issues we faced was that everyone thought we were representing IHS and EPA, so we had to spend some time in the initial briefing to explain that we were representing HHS and PHS, **not our "day jobs," in this deployment.**



Snake Fencing

The first part of the site assessment was to determine which of three potential locations would work best for the temporary reoccurring site comprised of temporary shelters and permanent utilities. A 16 acre plot was chosen to establish a self-contained site with perimeter security (to keep out snakes and 2- and 4-legged creatures).

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ACF/ORR agreed to work with the local water district and electric company to install utilities. It was determined that sewage would be collected and hauled away. We proceeded to collect six composite surface soil samples from the area of interest to analyze for hazardous substances. After a turnaround time of less than two weeks (notable in itself), the analytical results from the lab showed no constituents of concern above protective levels, which allowed us to recommend the site for use in the UC mission. We then sent ACF/ORR a detailed report of our assessment and conclusions.



LCDR Miller collecting soil samples

This rather atypical deployment lasted a mere day on-site but included two weeks of sleuthing prior to deployment, plus data analysis/interpretation and report writing two weeks after the on-site assessment to reach a successful conclusion. It was very rewarding to play a part in a critical mission that directly impacts children. These types of missions are well-suited for the capabilities of **officers on APHTs and, once again, it confirmed what we've all seen before** – that the strength of our service comes from the expertise and connections that officers from the various PHS agencies bring with them.



National Institutes of Health Recognized for Reducing Energy and Water Consumption

LCDR Leo Angelo Medina Gumapas

The Department of Energy (DOE) Federal Energy Management Program (FEMP) Federal Energy and Water Management Awards recognize outstanding achievements in:

- Energy and water efficiency and conservation
- Renewable energy implementation
- Sustainable practices for high-performance buildings
- Fleet and transportation management

On July 29, 2016, FEMP announced the winners of its 2016 Federal Energy and Water Management Awards, and the National Institutes of Health (NIH) Bethesda Campus Central Utility Plant (CUP) located in Bethesda, MD has been awarded the Program Award.

The NIH Office of the Director, Office of Research Facilities (ORF), Division of Technical Resources (DTR) has instituted a program within the CUP that focuses on work order management, documentation and record management, environmental stewardship, water and energy management, data management, training, and recognition. In FY2014, DTR utilized a combination of federal government employees and contractors to identify issues that compromised the **CUP's ability to produce chilled water and steam** reliably to support the NIH research mission on the NIH Bethesda Campus. In FY2015, DTR implemented a series of projects to address water chemistry issues, outdated standard operating procedures, lack of a computerized maintenance management information system (CMMIS), outstanding preventative maintenance and repairs performed for CUP assets, lack of a data archive, and a lack of meters and sen-



LCDR Gumapas with Mr. Mike Keville of ChemTreat®, tracing a hot water converter to identify potential sources of hardness measured in the NIH Bethesda Campus Central Utility Plant

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sors to monitor critical operations. Overall these actions have reduced the NIH's energy and water consumption costs by \$14.1 million compared to the previous fiscal year. With an established CMMIS, data archive for gathering CUP sensor and meter data in real-time, and updated SOPs, DTR can position itself to sustain its gains in reducing the NIH's water and energy consumption for future years to come.

Prior to DTR assuming full responsibility for CUP operations and maintenance, there were discussions within ORF to expand the Chiller Plant by 25% to meet the NIH Bethesda Campus cooling demand. In FY2015, DTR demonstrated the current Chiller Plant met cooling demand with using fewer than nine chillers in what was declared as one of the hottest summers on record according to the National Oceanic Atmospheric Administration¹. **DTR has shifted ORF's outlook to decrease the total capacity of the Chiller Plant by 15% in their future planning.** DTR is exploring ways to maximize efficiency by incorporating steam driven chillers, leveraging free cooling, and installing variable frequency drives for the chiller motors and cooling tower fans. **The program DTR erected within the CUP has shifted NIH's outlook towards facility operations and management—State of the Art Facilities supporting State of the Art Research to “enhance health, lengthen life, and reduce illness and disability.”**



The NIH Bethesda Campus Central Utility Plant (CUP) provides all of the campus's requirements for heating, cooling, and humidity, while ensuring efficiency and reliability. It's one of the largest utility plants under one roof in the world. The amount of natural gas burned in the CUP in a year is equivalent to 25 million gallons of gasoline. The total energy use (fuel and electricity) at NIH is equivalent to the energy used by 50,000 average Maryland homes.

¹ <https://www.ncdc.noaa.gov/sotc/global/2015/13/supplemental/page-3>



Dear Readers,

Machinatores Vitae (Engineering for Life) is a publication of the EPAC, but we need help in bringing you the information and stories that you want to read. Please consider submitting an article for an upcoming issue or let us know when you or a colleague have reached a milestone, been recognized for an accomplishment, or have an experience to share. If you are an accomplished writer, send something along that is already polished. If you **don't feel like a Hemingway or Dickinson, just send enough detail so the writing team can take hold of it and build the story for you.**

The writing staff can only see a bit of the big world that is public health engineering. There are numerous accomplishments even within our readership that remain unknown except in the relatively small circles around you. If you have not presented at a national meeting, the likelihood is that no one outside of your agency, or possibly even Office, ever heard about the project that you nearly exhausted yourself completing. Here is your chance to shine!

All ideas are welcomed. Remember that we do not have to solely focus on work going on within the PHS. Let us know if you hear of new technologies or applications, or just find an interesting story from the outside world. The rule of thumb is that if you as an engineer are interested in it, then others will be too!

Send your thoughts, suggestions, or a brief synopsis of a proposed article to the newsletter coordinator, CDR Matt Vojik at vojik.matthew@epa.gov.

Thank you,

The Newsletter Team
EPAC Information Subcommittee

Machinatores Vitae is published twice annually and posted on the USPHS Engineer Professional Advisory Committee website. The deadline for submitting articles for the **Spring 2017** edition is **February 28, 2017**.