

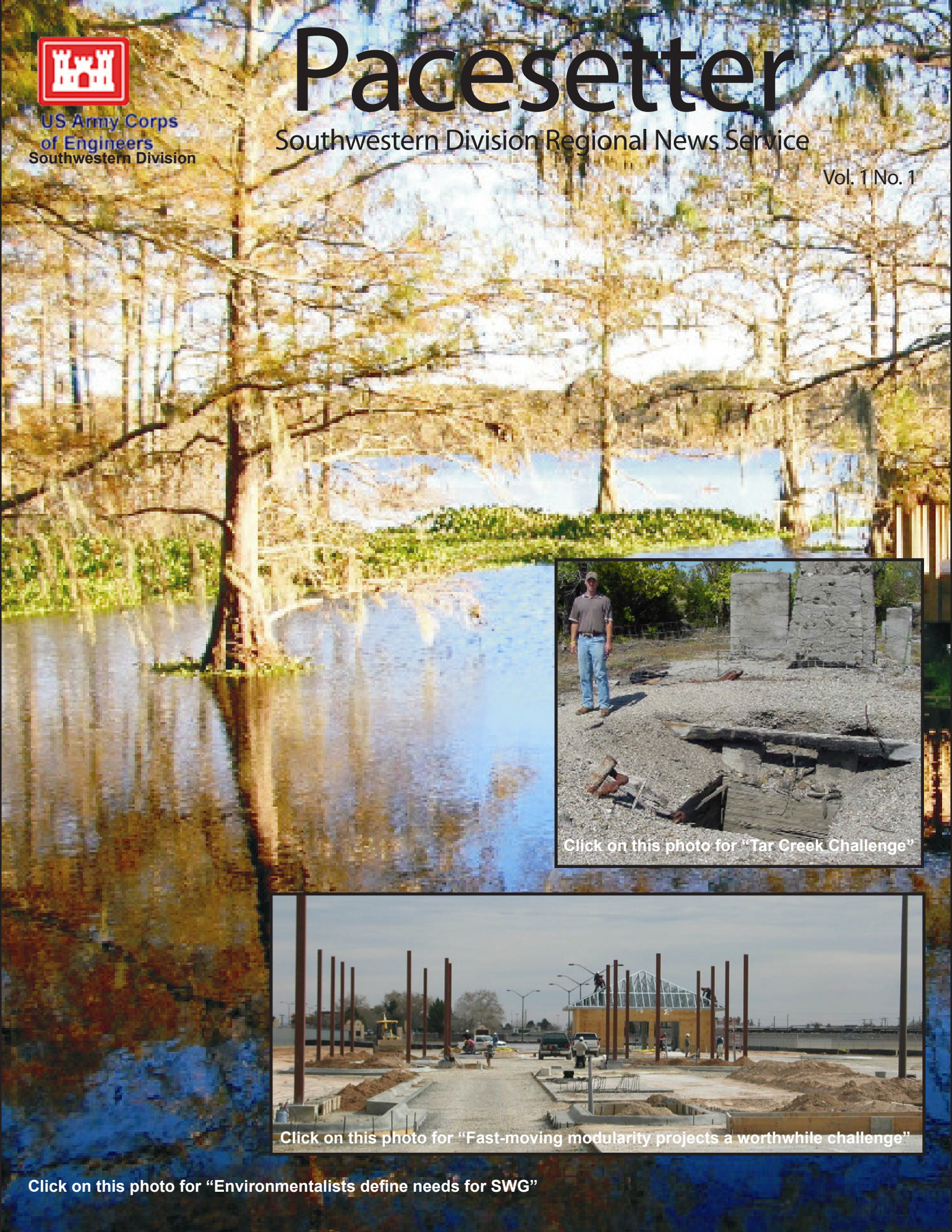


US Army Corps  
of Engineers  
Southwestern Division

# Pacesetter

Southwestern Division Regional News Service

Vol. 1 No. 1



[Click on this photo for "Tar Creek Challenge"](#)



[Click on this photo for "Fast-moving modularity projects a worthwhile challenge"](#)

[Click on this photo for "Environmentalists define needs for SWG"](#)



**Pacesetter**  
Southwestern Division Regional News Service

***Serving the men and women of the U.S. Army Corps of Engineers, Southwestern Division***

Brig. Gen. Jeffrey J. Dorko  
Commander,  
Southwestern Division

Michele Thomas  
Editor  
Galveston District

Associate Editors

Mary Beth Hudson  
Tulsa District

Valerie Buckingham  
Little Rock District

Edward Rivera  
Fort Worth District

Rhonda James  
Southwestern Division

The PACESSETTER is an unofficial publication published under AR-360-1 for members of the Southwestern Division and its retirees. Contents and editorial views expressed are not necessarily the official views of or endorsed by, the U.S. Army Corps of Engineers, Department of the Army or the U.S. Government. Articles or photographic submissions are welcome. For more information about the PACESSETTER or to make a submission, call your local Public Affairs Office.



IN THIS ISSUE:

- 3 Commander's Column  
Brig. Gen. Jeffrey Dorko, Commander, Southwestern Division
- 3 BG Dorko pays districts a visit on NSPS  
*(Double-click on BG Dorko's photo on page 6 to view a portion of the Galveston District townhall)*
- 3 Regional history effort begins in SWD
- 4 What have you done for me lately?
- 7 Commander's Column  
Col. Miroslav Kurka, Commander, Tulsa District
- 8 Tulsa District takes on Tar Creek challenge
- 10 Murrah memories
- 12 SWL expands talents over districts
- 12 What have you done for YOU lately?
- 13 Fast-moving modularity projects a worthwhile challenge for the Corps
- 14 District to begin UXO cleanup in Arlington
- 15 Commander's Column  
Col. Steve P. Haustein, Commander, Galveston District
- 15 "Opening Day" Celebration
- 16 Environmentalists define needs for SWG
- 16 Corps looks toward the future regarding state water policy
- 16 District says goodbye to Tom Jackson
- 17 Hurricane Season 2005
- 17 District issues permit for Sabine Pass LNG
- 18 Fort Worth district member travels 800 miles each month to volunteer at USS Lexington Museum
- 18 Pacesetter Points

*Click on any item to go directly to that article and/or website.*



**Brig. Gen. Jeffrey J. Dorko**  
Commander, Southwestern Division

**W**ith this inaugural edition, the Southwestern Division is launching the first regional electronic news service in the Corps. The service, named in honor of all the dedicated employees throughout the region who prove themselves Pacesetters on a daily basis. This electronic news service is another step forward in our Corps 2012 process of improving as a region. Due to downsizing and budget restraints, the ability to produce district newsletters was already inconsistent. And, as SWD goes to one regional overhead rate, our corporate Regional Management Board, composed of leadership from all districts and the division,

had to look at alternatives that would assure that we would keep everyone in the region informed in a timely, professional manner. Last November the Board approved the electronic news service as the vehicle to make that happen.

A regional Project Delivery Team composed of public affairs specialists in each district and the division office will produce the Pacesetter electronic news service nine times per year. Although the service is web based, The Pacesetter will be a flexible product. In consideration of our employees, as well as retirees, the Pacesetter is formatted so that it can easily be run off in hard copy using a printer at work or at home. If retirees

have any problem getting a copy, they should contact district Public Affairs Offices for assistance accessing the new service. District PAOs may also produce excerpts as needed.

The Pacesetter, the voice of the entire Southwestern Division, will provide a regional focus for news, assure consistent messages, save money, incorporate the tenets of the Corps' 2012 philosophy, and symbolize our unity as a regional team.

I am proud that Southwestern Division has taken this initiative to improve our regional communications and is positioning itself to retain the title, Pacesetter Division!

## Brig. Gen. Dorko pays districts a visit on NSPS

**Michele Thomas**  
Galveston District

In February, the district offices were visited by SWD Commander Brig. Gen. Jeffrey J. Dorko who spoke on the newly proposed National Security Personnel System, or NSPS.

At these townhalls, Brig. Gen. Dorko, accompanied by Chief of Human Resources Jerry Sosebee, began his presentation by telling his audience where we have been, where we are, and where we need to be on personnel matters.

"This system (NSPS) is designed to provide managers greater flexibility in managing civilians, competing for high-quality talent, offering compensation competitive with the private sector, and rewarding outstanding

*See NSPS on page 6*

## Regional history effort begins in SWD

The Southwestern Division's new Regional History Program is the result of an initiative the Regional Management Board approved to conserve resources while maintaining important historical information. Judy Bullwinkle, librarian and history program manager for Little Rock District, will direct the new regional history effort.

"The idea to regionalize history efforts was an outgrowth of an SWD Public Affairs Community of Practice Project Delivery Team.

The team's ideas led also to a Memorandum of Agreement between the Office of History, U.S. Army Corps of Engineers, and SWD to develop a pilot program as a learning tool for launching the regional history concept throughout the Corps.

An important goal in the new program is to place the work of all the districts in the division in a regional context and link all the locations in the Southwestern Division.

Southwestern Division was chosen for the pilot

program for regional history because this division has a reputation as one of the best history programs in the Corps.

A PDT (project delivery team) with members from all the districts and the division will direct the program with Ms. Bullwinkle as the project manager.

The program will produce an annual calendar year history of the division that covers the work in all the districts and the division office.

As the Corps moves to-

ward regional work teams, a regional summary becomes the logical product. Each site will continue to maintain a site-specific historical file and each site will select candidates for the oral history program.

Oral histories, or interviews of military leaders and civilians who have made significant contributions to the Corps, stand as an important part of our history. These historical products will be created

*See History on page 6*

**Judy Bullwinkle**  
Little Rock District

# “What have you done for me lately?”

by Michael Jordan, P.E.

Team Leader, Galveston District Support Team

There has been a great deal of cussing and discussing during the last year about USACE 2012. What the Project Management Business Process started, 2012 aims to finish. But, is the Corps better off?

Most of the discussions on this question have been at the Division and Headquarters levels, with Districts hearing something like, “It’s not going to affect you.”

Now that the Southwestern Division’s Regional Integration Team and District Support Teams are established, our Districts may be asking, “What have you done for me lately?”

That’s exactly what Col. Steve Haustein, Galveston District Commander, asked me during an out-briefing of the SWG Command Inspection in December. I know he posed the question as a challenge . . . hence this article.

It is clear that we need to do a better job of communicating how our RIT and DSTs fit into SWD’s organization - their purpose and their benefit to our regional team. While the transformation continues, this offers my view of the events leading up to and where we are today.

Let’s roll back the clock to about 1986, when Robert Page, then Assistant Secretary of the Army for Civil Works, introduced the Project Management concept to the Corps. The idea was not readily accepted and for more than 12 years the Corps wrestled with it. The PMBP we know today morphed, or more correctly oozed, from the early idea of cradle-to-grave, Life Cycle Project

Management.

Did that affect the Districts? You bet it did. I was a District employee then, and it was a revolution! Not a revolution with guns, though some hostilities were real, but a quiet revolution of ideas, processes, organizational structure and responsibility.

By definition, a revolution is an extreme change in a short period of time, whether social, political, cultural or technical. Some folks see the change we’re going through now as a longer process, an evolution. I know it *feels* like a long time.

Many changes occurred throughout the Corps with project management implementation. Our Districts experienced the most impact. Employees found themselves with new titles and job descriptions, and new information systems were deployed to track the new processes as they slowly emerged.

The first Project Management Engineer Regulation was issued in 1991. It was revised several times, rescinded, and replaced in 1998. While Districts progressed toward this new way of doing business, the SWD headquarters transitioned also, losing technical review and downsizing from 270 people in 1990, to less than 100 today.

Similarly, PMBP brought changes throughout the Corps, as has USACE 2012. All of these changes add up to the Corps’ new way of doing business . . . a cultural change. All of us resist change in one form or another. We’re moved out of our comfort zone; what worked in the past



**Michael Jordan is the Team Leader for the Galveston District Support Team.**

is now questioned. Cultural change often affects how we can actually make sense of what we are supposed to accomplish when someone moves the cheese.

The change happening all around us will take time, continual fine-tuning and improvement. For example, there are discussions now on how many team members should be dedicated to the RIT and DSTs. Should there be enough team members to handle all actions, or just a few to handle the exceptions and trouble spots? The SWD model leans toward a smaller team focused on issues rather than routine actions. We’re finding a level of success with this approach. While the Corps is striving for consensus on this and other challenges, it’s important to remember that our goals haven’t changed, but the process to achieve them is always open for discussion and improvement.

As it stands today, the RIT and DSTs are to: act as advocates for the districts and SWD; promote our regional and national interface; serve as assistants for our learning organization; and, serve as advisors on project

and program execution. A matrix to further define these responsibilities is being developed and should be published soon.

Our RIT and DSTs are like air traffic controllers for projects to make sure they land safely. They don’t “fly” the project, but they know its location, whether taking off, in the air or landing. When difficulties arise, they provide assistance.

The challenge is *how* to integrate these functions into our existing processes and make use of Automated Information System tools. Just as out-of-the-box PM implementation at our Districts didn’t work instantly, we shouldn’t expect our RIT and DSTs to either. Getting this transformation right is more like an organizational Rubik’s cube than a plug-in-play upgrade. It will take hard work and a few gyrations to get things lined up. We want the RIT and DST vertical teams to work with and support our Districts using the PMBP philosophy all the way up to and through HQUSACE. Translating this strategy into faster, better and

*See DST on next page*

# DST

*Continued from Previous page*

cheaper is the objective. What's FB&C? Getting it right from the start. We've relearned this lesson all too often. "Faster" is "cheaper" when less labor hours are accrued to complete an action or project, "better" is setting realistic expectations with stakeholders that we can meet. Communicating with our customers and team members is key to making FB&C a reality.

So, what's the answer to the question, "What have you done for me lately?" For starters, we've pushed through a pile of lingering actions and moved them back to the Districts so work can move forward. The processing time for moving new project documents between the District, SWD and HQUSACE is improving, due in part to delegation of some authorities, one level of review, and a sharper focus by the RIT and DSTs on District needs. The communications

link between the three levels continues to improve, providing quicker responses and faster turnaround.

Everything's not better yet though. There are physical limits to our capacity to process decision

---

**The RIT and DSTs are not a cure-all for the Corps, and they will not revolutionize the organization alone. Teamwork is the key to project execution, and leadership is the key to tearing down obstacles that hinder PDTs. Our success will come from good people doing good work every day in this organization.**

---

documents for higher level approval. More people are generating these documents than are approving them and a queue results. Other actions get stalled because a decision maker in the vertical team doesn't agree on the recommended action. The

action then goes into a holding pattern until someone trumps the blocker or the action gets changed. In either case, at least you know it's in HQ, it's got visibility and it's being tracked at least bi-weekly. All this encourages better teamwork and that translates to FB&C overall. As in any

team sport the weak link could be anyone of us at any given time. There are plenty of challenges to go around. So pick one and have some fun. The RIT and DSTs are not a cure-all for the Corps, and they will not revolutionize the organization alone. Teamwork

is *the* key to project execution, and leadership is the key to tearing down obstacles that hinder PDTs. Our success will come from good people doing good work every day in this organization. As we work toward FB&C, we can find ourselves overwhelmed by ever growing and changing lists of requirements. Take heart. The Chief took piles of rules and boiled them down to the three printed on your "Just Do It" card. Use it wisely.

We are a leaner organization in the midst of a revolution. The challenge for each of us is to share our talents, abilities, and good ideas as we prepare for the future. Change is the constant these days, and it's never easy.

In the end, this revolution is about changing outdated mindsets that can hinder the imagination and energy of our teams. Each of us can help to ensure the Corps is indeed better off, and each of us can contribute our part in answer to the question, "What have you done for me lately?"

## Southwestern Division Regional Business Center District Support Teams

### Fort Worth

Brian Giacomozzi, Chief  
Steve Wright, Team Leader  
Lee Conley, Planning CoP  
Paula Johnson-Muic, Real Estate CoP  
John Morris, Engineering & Construction CoP

### Little Rock

Elisa Pellicciotto, Chief  
Kris Holman, Team Leader  
Nancy Boyd, Real Estate CoP  
Gary Earls, Operations CoP  
Jay Gamble, Planning CoP

### Galveston

Mike Zook, Chief  
Mike Jordan, Team Leader  
Vicki Dixon, Operations CoP  
Peter Shaw, Planning CoP  
Vacant, Engineering & Construction CoP

### Tulsa

JoAnn Duman, Chief  
Kevin Craig, Team Leader  
Robert McCollum, Military Programs CoP  
Gary Dye, Real Estate CoP  
Gwen Albert, Environmental CoP



**Brig. Gen. Dorko talks to Corps employees on the national security personnel system (NSPS). “This system is designed to provide managers greater flexibility in managing civilians, competing for high quality talent, and rewarding outstanding performance,” said Brig. Gen. Dorko. Brig. Gen. Dorko visited all four districts and was accompanied by Chief of Human Resources, Jerry Sosebee. To see a portion of Galveston District’s townhall, please double-click on the Southwestern Division commander’s photo above.**

## History

*Continued from page 3*  
through a contract with a historical research firm and all writing and oral histories will be done by professional historians.

A major component of the Corps history program is individual installation histories.

Each district and the division has a history of their site. Future publications will

provide regional coverage. New regulations require a historical update of the region to be written every 10 years.

The first product for our region will be the history of Task Force RIO. The publication will be coffee table style volume which will provide an overview of the operation and place it in the context of the war in Iraq.

## NSPS

*Continued from page 3*

performance,” said Dorko. It transforms the personnel system for civilian defense workers so that the right person can be put in the right job to meet the challenges of today, he said.

Points that Brig. Gen. Dorko emphasized included the following:

1.) NSPS will change how civilians are hired, assigned, rewarded, advanced, and removed, as well as how appeals are handled — all within the context of merit system principles, accommodation of veterans’ preference, and respect for bargaining rights.

2.) Under this system, managers will have the flexibility to place civilian workers where they are most needed without needless delay.

New employees can be hired more quickly, the promotion process will be streamlined, and pay for performance bonuses will be available.

3.) NSPS preserves the principles of equal opportunity, diversity, systematic development, ethical behavior, due process, protection against non-merit based

actions, and preserves the rights of whistleblowers.

4.) NSPS will not change many of the benefits we now enjoy, such as leave and attendance, travel and subsistence allowances, training, health insurance and retirement benefits, and safety and drug abuse programs.

After completing his presentation, Brig. Gen. Dorko, gave the audiences an opportunity to ask questions. A question that was asked by a concerned employee was, “Under NSPS, can we be assigned anywhere in the world, even to a war zone?”

“Right now, under the system that we have, the Corps of Engineers has the authority to reassign employees, including reassignment to overseas locations,” said Sosebee.

Another question asked, was, “Are employees going to lose pay?”

“No. Employees will be converted into NSPS at their current salary,” said Sosebee.

Brig. Gen. Dorko thanked everyone and encouraged employees to visit the NSPS website at <http://www.cpms.osd.mil>.

## Website of the month

Did ya’ know you can search only government and military websites through Google Uncle Sam?

<http://www.google.com/unclesam>

John Lonnquest, a historian at headquarters, has been in Iraq to collect oral histories, will write the history.

Developing a regional history program is a great opportunity to capture the work of the districts and division. This program will achieve greater consistency in our history products as well as greater efficiencies in producing them.



**Col. Miroslav Kurka**  
Commander, Tulsa District

**W**ell, it looks like spring is here; both in terms of weather and in terms of the optimism and excitement that I sense in our future. For the past two months, we've been working very closely with Little Rock District and also with Fort Worth District to identify opportunities for working together; to date, we've made amazing progress. It is very fitting that I describe this progress to you in this, our new Southwestern Division regional publication.

In March, we held a bilateral meeting with Little Rock District to discuss proposals for promoting a regional approach to major work items. This is very closely linked to the strategic planning both Little Rock and Tulsa are conducting in light of constrained Civil Works budgets and changing regional engineering needs.

All elements of the two districts are being studied to look for the most efficient way to execute the Corps program in our areas of responsibility. A major effort is to identify the best common approach to programs and projects in order to maximize the effectiveness of both districts.

We are not inventing a new district partnership; we are only working to make it better. Our districts have a lot in common, such as sharing the Arkansas River for flood control, hydro-power, navigation, etc. We have worked together in the past on many projects and are currently working together on the Arkansas River Navigation Study, the Ozark/Webbers Falls Hydropower Rehabilitation Project, and the PANTEX Plant Office of Strategic Transportation warehouse project. We intend to use our past and current experiences to make us more effective and efficient.

During our bilateral meeting, two small working groups were formed to address the following: Development of techniques and procedures for coordinating efforts in the following areas:

- District Management
- Program Management
- Project Management
- Sharing of support/resources
- Development of a plan to be ready to support Fort

Worth District and the execution of the Army Modularity Program

This effort is on a very short timeline – the intent is to present a proposal for each area at the SWD/MVD Leadership Conference this month. These proposals will help define how regionalization is actualized in Southwestern Division.

The intent of our bilateral efforts is NOT to eliminate anyone's job or responsibility. Rather, the intent is to:

- Review both districts' programs for FY 05/06 to see where we have weaknesses and where we each need help.

- Develop a common approach to programs, to include possibly sharing business line managers for navigation, hydro-power, and recreation to ensure we have a consistent approach to identifying economic benefits of Corps projects.
- Prepare for a potentially vast military workload in late FY 06/FY07.
- Ensure both districts are coordinating their efforts as we move towards a Most Effective and Efficient Organization.

I feel very positive about our bilateral efforts. I see them as ways of breaking down artificial barriers to create much greater opportunity for both districts. I look forward to discussing these efforts with you as I travel to our many project sites and will continue to keep you informed of the latest developments.

Together with Little Rock District, we have also been working with Fort Worth District in developing contingency plans for meeting a potential large increase in SWD's military program. The Corps, Southwestern Division, and Tulsa District are facing what could be the "perfect storm." The combination of existing and planned Future Year Defense Program military construction, BRAC, Army modularity construction, and construction resulting from the Global Posture Initiative (return of forces from Europe and Korea) will stress our military construction capabilities to the utmost. For all three of our districts, this means a potentially very large workload in the next two to three years.

This prospective military construction "perfect storm" is very exciting and advantageous for Tulsa District; it can potentially provide the program flexibility we need to weather the austere Civil Works Operations and Maintenance budget. It will also force us to work regionally and help us refine techniques and procedures for sharing workload and capabilities across district boundaries. Although the initiatives I've outlined above involve Little Rock, Fort Worth, and Tulsa, we also welcome the opportunity to work with the Galveston District on a regional basis. It is through regionalization that we will all realize our full potential.

These exciting times are rich in possibilities, but they do exist in an environment of change that is Volatile, Uncertain, Complex, and Ambiguous. I am confident that we can excel in this VUCA environment, although it will require flexibility and innovation from all of us. I know that all of you are up to the challenge.

*ESSAYONS!*



**After -- See Tulsa District's Tar Creek article for a look at "before." Click on the photo to go directly to the article.**

# Tulsa takes on Tar Creek challenge

*Editor's Note:* Tar Creek is part of the former tri-state mining district of northeastern Oklahoma, southeastern Kansas, and southwestern Missouri. It encompasses what was once the Picher Mining Field in northeastern Ottawa County, Okla., where more than 2,500 surface acres of land are undermined to depths of 90 to 380 feet. Some underground mined areas are 125 feet high and 1,000 feet wide. As the background image shows, it's not unusual for contaminated chat piles to be considered recreation areas.

---

**Jonna Polk**

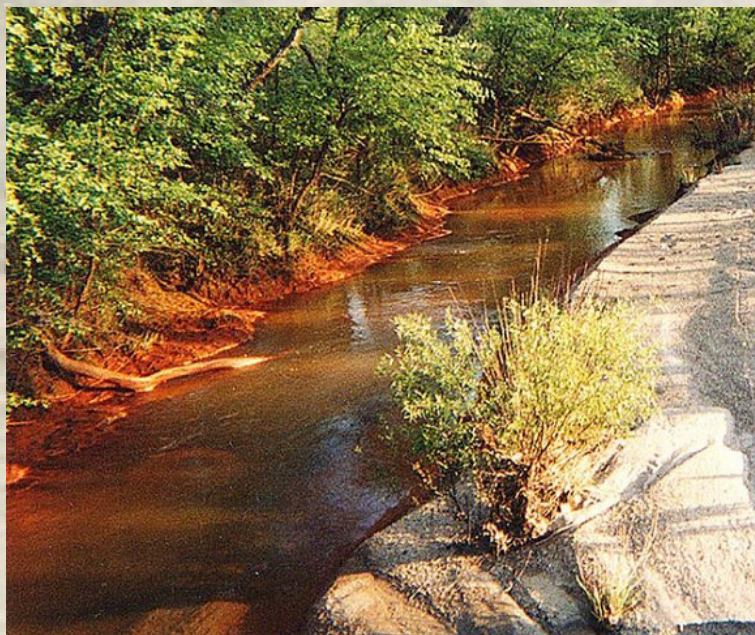
Tar Creek Project Manager

---

In the 50-square-mile part of Oklahoma known as the Tar Creek Superfund Site, tainted waters run orange in creeks and streams; poisonous mountains of chat define the horizon; hundreds of dangerous and deteriorating open mineshafts dot the landscape; sinkholes constantly threaten; and children have high blood lead levels.

## How did Tar Creek happen?

Tar Creek's disastrous environmental conditions come from nearly 100 years of hard rock mining for ore containing lead and zinc. Mining began in 1891 and lasted through 1970. The Mississippian Boone Formation, the major source for the lead and zinc, was also saturated with groundwater. Mining companies had to continually pump large volumes of water from their extensive underground workings. The amount of lead and zinc contained in the crude ore in the Picher Field was the poorest in the world, averaging only four to six percent combined. The low-grade ore meant that about 95 percent of the crude ore mined was discarded on the surface in the form of mill tailings in enormous chat piles and large flotation ponds. Due to inef-



**Creeks and streams in the Tar Creek area run orange from contaminants in the soil and water.**

ficient milling processes, only about 80 percent of the lead and 50 percent of the zinc were removed from the crude ore; the rest remained in the mill tailings.

As milling technology improved, increased amounts of lead and zinc were recovered. Between 1916 and 1924, more efficient crushers, jig mills, and shaker tables were developed. The improved technology also created the opportunity to remill the tailings stockpiled on the surface. By 1924, a new milling process, flotation, was installed in most mills. Small particles of lead and zinc could be made to float on a chemical bath for extraction. Over the years, almost all of the chat piles were remilled, most at least twice. However, about 10 percent of the lead and 25 percent of the zinc still remained in the tailings.

About 5,000 surface acres, including most of the Picher and Cardin communities, are covered with various forms of mill tailings. Large parts of the towns were built on lands that were formerly mill ponds, flotation ponds, or chat piles.

In 1980, Oklahoma's governor established the Tar Creek Task Force to investigate the acid mine drainage into Tar Creek. In 1981, EPA proposed the Ottawa County area encompassing five communities for the National Priorities List. It was number one on the list at its inception and is still the nation's largest superfund site.

Since EPA's final listing in 1983, four Operable Units have been established there. OU-1 addressed surface water and groundwater; that work is complete, and cleanup of water was determined to be technically infeasible. Through OU-2, EPA has remediated more than 2,000 residential yards and public areas. An emergency action, OU-3, removed drums and chemicals from a mining company laboratory. Under OU-4, EPA is investigating chat piles, mine and mill residue, smelter waste, and flotation ponds; a Record of Decision is expected next spring.

## What's happening now?

At Tar Creek, federal and state agencies and ten tribal governments face environmental damage issues so severe that no single agency has the authorities needed to undertake them all.

With the support and encouragement of Oklahoma Sen. James Inhofe, a Tar Creek Memorandum of Understanding was signed by the EPA, Department of Interior, and Corps of Engineers in May 2003, with support from the state of Oklahoma and Quapaw Tribe. The MOU has encouraged agencies to work together and share information and resources to identify methods to address the area's many problems. Partners now have joint public meetings, monthly team meetings hosted and facilitated by the Tulsa District, and a website for information and data exchange.

The Tar Creek MOU assigned the Corps the task of developing a Watershed Management Plan; in August 2004, Tulsa District issued a Draft WMP within budget and on schedule. The federally-funded Reconnaissance Study was completed under the Corps General Investigations civil program. The 12-month process provided an opportunity to build a team of the



many stakeholders. The report documents the area's problems as well as past, ongoing, and planned work by various agencies and tribes.

Most importantly, communities identified serious watershed problems not being addressed at all. These included hundreds of open mineshafts, the likelihood of more subsidence, flooding, and continuing surface water and sediment contamination.

Gene Lilly, former Tar Creek project manager and the lead planner for the watershed study, notes that Tar Creek problems require the expertise and authorities of multiple agencies. "I believe that the Corps is a tremendous asset to the public in helping identify a holistic watershed approach to resolve the many technical and social challenges. At the same time, the unique challenges at Tar Creek are providing the Corps an opportunity to demonstrate new and innovative approaches to the planning and implementation of civil works projects."

Tulsa District began its construction projects in August 2004; Jim Martel is the lead technical lead. First, the district closed two open mineshafts under a relatively new Water Resources Development Act authority, the Restoration of Abandoned Mines Program. Previously, RAMS funding has only been provided for projects in the western U.S.

Section 111 of the Energy and Water Appropriations Act was written specifically for the Corps to address environmental hazards at the Tar Creek site. It authorized \$15,000,000 for demonstration projects to mitigate hazards to the public, with \$6,500,000 appropriated over FY 04-FY 05. The Section 111 work is a cooperative effort with the state of Oklahoma to construct projects to protect the community.

One has been completed and others are underway. The first – located between the Boys and Girls Club and the Picher-Cardin schools – covered a former flotation pond area with a clay cap and soil and then planted native grasses. Before the work



**Adam Crisp, technical manager, is shown near an open mine shaft just north of the Picher-Cardin High School. Most shafts are 200-300 feet deep. Because of its location, it was the first shaft closed by Tulsa District.**

was done, very fine particles with high levels of metals could be dispersed easily in the wind because there was no vegetation.

A Mineshaft Closure Program began in November 2004. Citizens identified 43 shafts as presenting the greatest concern. The sites were prioritized through work with community members; the first was immediately north of the Picher-Cardin schools on Indian Trust lands. Although the property was fenced, the mineshaft was accessible to the public and had a rappelling rope hanging from its edge. About 20 percent of the land within the superfund site is owned by Quapaw tribal members. Through the Tar Creek MOU with the Department of Interior, the Corps was the first agency to work cooperatively with the Bureau of Indian Affairs and gain access to conduct mitigation work. The program will continue through this summer, and BIA plans to provide work permits for further closures on Indian Trust lands.

E. A. Freeman, mayor of Picher, said, "I'm very satisfied with the work of the Corps, and they've done a good job of taking care of the citizens of Picher. There's still a lot of work left to be done but they've made a great start."

Hazard mitigation work will start this spring on a 29-acre site in the city of Picher to protect nearby residents from windblown mining waste containing high levels of metals. It has been coordinated with the city of Picher and the state of Oklahoma.

Tulsa District is also leading a multi-agency team (federal, state and contract) to evaluate the relative potential risk for subsidence in parts of Ottawa County. The initial evaluation of high population areas and major traffic corridors is expected to be completed by the end of October 2005.

In February, a Programmatic Agreement was executed to address the National Historic Preservation Act for the area. Because of its complexities and the number of tribal governments potentially affected, the State Historic Preservation Office deferred to the Advisory Council on Historic Preservation. With Tulsa District as the lead, the agreement was executed within a few months with signatures from the advisory council, the preservation office, the Quapaw Tribe, and several state and federal agencies. It allows work in the area to proceed.

John Roberts, deputy district engineer for program management has been involved in Tar Creek for years. He says, "While participating on the original governor's task force, I had visions of holistic solutions being applied at Tar Creek that would result in both remediation of the health risks and restoration of the environment for future beneficial use. I am so proud that Tulsa District is an integral part of helping make this vision come true. Many people thought that because the site was so enormous and so complex, solutions would never be identified. Because our Project Delivery Team is so talented, so passionate about this project, and so effective in communicating and working with other agencies and the public, I am confident that we will prove them wrong."

It's been more than 100 years since mining began in the tri-state district and more than 20 since clean up started at the nation's longest-standing superfund site. Tremendous challenges remain. Tulsa District and the other MOU signators will continue to look for answers and authorities to address problems in the area that's become known as Tar Creek.

# Murrah memories

*(The following includes excerpts from 1995 articles written by the late Barbara Cravens, Tulsa District; Anne K. Cannon, formerly of Southwestern Division; and Bernard Tate, HQ USACE.)*

---

by **Mary Beth Hudson**  
Tulsa District

---

Ten years ago, on April 19, 1995, a yellow Ryder rental truck parked in front of the Alfred P. Murrah Federal Building in Oklahoma City, Okla. At 9:02 a.m., the quiet Wednesday morning was shattered by a blast that was felt and heard for miles. By 9:03, the explosion was over and so was life as it was known. The massive explosion sheared the entire north side of the building and pancaked all nine floors. Its repercussions continue a decade later.

The bomb killed 149 adults and 19 children, injured 850 people, and damaged buildings for blocks around. It left the downtown area looking like a war zone. It was, at the time, the deadliest terrorist attack on U.S. soil, and it continues as the deadliest committed by an American citizen. (The perpetrator, Timothy McVeigh, has since been executed and an accomplice, Terry Nichols, is serving multiple life without parole sentences.)

Response was immediate. Thousands of volunteers and rescue workers did everything they could to help. About 43 Corps of Engineers employees deployed to search for survivors, evaluate the condition of ruined buildings, and keep rescue teams safe. More than half were from the Tulsa District, and others traveled from throughout the Corps.

As search and rescue became search and recovery, Corps specialists focused on the safety of workers in the unstable building. They shored up support columns, observed structural conditions, and set priorities in debris removal. The structural specialists accompanied search teams, advising them which areas were safe to tunnel and where strengthening was needed.

Ted Beasley, structures specialist, deployed from Memphis District. "I monitored building movement for the safety of the workers below," he said. "With the main columns sheared at the base, the building was constantly moving, and concrete was falling from the upper floors. When there was any excess movement of the slabs above, work was halted until it subsided."

Tom Niedernhofer, now the Corps Urban Search & Rescue program manager, was the lead structures specialist for the first eight nights. He came to Oklahoma City with extensive disaster response experience and had worked as an instructor at the Corps Structural Collapse School. The book, "Oklahoma City Rescue Operations," prepared by the National Fire Protection Association, refers to Niedernhofer as a key person at the incident and says teams of engineers "worked

around the clock to develop strategies for the rescue workers."

Also included in the book is a timeline. Excerpts from it paint a stark picture of the day's horror. What follows are the first and the 77th entries: 9:02 a.m. "officers calling in a blast in downtown OKC," 9:48 a.m. "morgue established at SE corner of Federal Building childrens playground."

## What was it like to be there?

Mark McVay of Tulsa District's Engineering and Construction Division said, "I'll never forget children's toys laying in the debris and in the playground just behind the building, the blood streaks on the remaining stair walls where survivors supported themselves as they exited, glass shards sticking straight into the back walls, the stench of remains, stacks of collapsed floors on top of each other, and buildings up to several blocks away with broken windows. It was a landmark in our nation's and my personal history."

Tim Willard, who is now the resident engineer with the Utah Resident Office at Hill Air Force Base, says he didn't sleep for three days. He called it a life-altering experience that was "rewarding, stressful, educational, and humbling."

It also changed Norman Skjelbreia's life. "The experience is very memorable and was a major factor in my career," said Skjelbreia who works in E&C Division in Seattle District. He recalled both the horror and times of pride. "Number one, the smell. The smell of death was so bad in my hotel room from dirty clothes in a duffle bag in the closet, I had to put them in the trunk of the car. But also, I couldn't have been prouder to be part of the federal response. This was the federal government's first Urban Search and Rescue response involving many federal agencies. They all worked toward a common goal; the individual people took care of each other like brothers and sisters. The thousands of responders were united as one."

Kelley Aasen, now chief of Emergency Management Branch, South Pacific Division, deployed from San Francisco District on April 20. A total of 20 trained US&R personnel responded to the disaster. He said, "I have many fond and tragic memories from my deployment to Oklahoma City, but there are two that still stand out from the rest. First, on the positive side were the truly great people of Oklahoma City and the support they gave us. They continually thanked us for being there. On a more tragic note was the simple fact that this disaster was absolutely unnecessary resulting from a criminal act of terrorism and one in which children were victims. I will never forget the sense of complete loss I felt every time I saw one of the victims removed from the building, and you could always tell when it was a child."

Aasen was the supervisor for the Corps US&R structural engineers until he was replaced after about a week by Mike



**The outdoor symbolic memorial honors the victims, survivors, rescuers, and all who were changed forever on April 19, 1995.**

Dillabough, currently chief of Operations and Readiness Division, San Francisco District. Dillabough said, “In a nutshell, the work was both rewarding and grimy -- grimy because the smell of death was everywhere. I witnessed over 100 bodies being retrieved from the rubble. Rewarding because our job was to make the pile of rubble and partially destroyed building as safe as possible for the rescue workers so they did not die in the attempt.”

Cal Edson of Savannah District is the resident engineer at the Barracks Resident Office, Fort Bragg. He deployed to Oklahoma City as a structures specialist and worked the night shift of the second week. He said, “Although obviously, it was the most tragic and sad event I was ever associated with, it undoubtedly was the most gratifying work I have done with the Corps. I was truly amazed at the spirit of the Oklahoma City people. I can truthfully say for the first year afterwards, I thought about the experience every day. Each year after, a little less. Now as the years go by, I find myself thinking of the positive aspects of the experience whenever I feel I have a so-called tough situation to deal with, and somehow it doesn’t seem so tough anymore.” On his second night there, a volunteer gave Edson an Oklahoma City pin and little angel. He wears it to church each year on the bombing anniversary.

Spencer Dulaney deployed with the Kansas City District’s Systems To Locate Survivors unit. One of his most vivid images is of people working the debris pile for hours searching for bodies. Another is his memory of the community. “The people and businesses of Oklahoma City are to be commended for the care and concern they displayed throughout

the ordeal. A tough assignment for many was less stressful as a result.”

In 1995, Tulsa District’s Melonie Zincke worked at the Corps’ Central Oklahoma Area Office on Tinker Air Force Base in Midwest City, Okla. She heard the blast that morning and later worked several shifts at the Command Center. “Emergency responders consistently talked about how different it was to be at this site because it was so unusual for them to be provided a place to sleep, food, medicine, work boots, batteries, or anything they could possibly need. When I saw the rooms of food, equipment, and everything that was donated to this effort, I was -- and still am -- so proud to be from Oklahoma,” she said.

The Corps can be proud, too. From the beginning until the remains of the structure were turned over to General Services Administration for demolition, Corps specialists lent their expertise. On May 23, 1995, the Murrah Building was imploded.

Its grounds are now home to the Oklahoma City National Memorial and Museum. The complex preserves the place and events that changed the world and honors the victims, survivors, rescuers, and all who were affected that day. Visitors to the museum journey through the terror and aftermath of April 19, 1995. Fittingly, its first exhibit is entitled “Chaos,” and the final is “Hope.” The outside memorial includes children’s hand-painted tiles, a reflection pool, the Survivor Tree, and a haunting Field of Empty Chairs.

Massive Gates of Time border two sides of the memorial. One proclaims 9:02, the other 9:03.

# SWL employee expands talents over districts

**Valerie D. Buckingham**  
Little Rock District

Under the USACE 2012 initiative, the Army Corps of Engineers has begun to think and act more regionally when it comes to resources and manpower.

One Little Rock District employee has been not only thinking, but also working, regionally.

Larry Harrison, Regulatory Transportation Program Manager for Arkansas, authorizes Section 404 and Section 10 permits for highway projects in Arkansas. He not only works for the Little Rock district in this capacity, but also Memphis and Vicksburg Districts.

“It gives me an opportunity to expand my knowledge of the wetlands,” Harrison said. “I get

to work statewide and when you look at wetland values, there are big differences between the different sections of the state.”

Nationally, one of the biggest regulatory customers are highway departments.

“They have to cross wetlands and streams frequently when they’re building highways,” said Jerry Harris, Regulatory Branch chief. “They (AHTD) set an initiative for several years to provide funds to regulatory districts to work on highway projects.”

As part of the Transportation Equity Act for the 21<sup>st</sup> Century (TEA-21), a highway funding bill, money was included to fund four positions across the nation, such as Harrison’s, to make the permitting process more efficient. Harrison’s

position is the first to cross district and division boundaries.

“It gives the highway department one voice,” Harrison said. “They have one person to contact and it expedites and streamlines the regulatory process.”

With the Highway Department and other key agencies geographically located in Little Rock, having Harrison represent three Corps districts streamlines coordination and enables him to be involved with the projects from the beginning.

“If they’re (AHTD) working with three districts they might be dealing with several project managers,” Harris said.

“When you’re dealing with one person, you develop efficiency.”

# What have you done for *YOU* lately?

**John Balcavay**  
Little Rock District

Your personal health and well-being needs to be high on your priority list. No show of hands is required, but I imagine that many of you, like me, made some sort of New Years’ resolution to lose weight, become healthier, or become more physically fit. That’s a good start, but now I encourage you to follow through.

Your first action should be to get checked out by a health professional to ensure that you’re ready to take your fitness and nutrition program to the next level. After that, one of the keys to success is to take it slow and to set some obtainable goals. Establish a timeframe, not too short or too long, maybe 90 or 120 days. Set some goals for action, maybe taking a one-mile walk, 3-4 times per week. Set some outcomes. Perhaps you want to lose 1-2 pounds per week or to decrease your body fat by a certain percentage.

Find a friend or co-worker with similar aspirations and help

each other to be successful. Near the end of your timeframe, establish a new timeframe, new goals, and new outcomes to take it to the next level. Remember that weight loss may not be the quickest indication of the success of your program. Your clothes may fit a little looser. You may notice that you’re sleeping better or that you seem to be more awake and alert during the workday.

Living a healthier lifestyle is the ultimate win-win activity. You stand a much better chance of a longer life, one in which you’re more able to participate in family and community activities and to enjoy your hobbies.

At work, you’re more likely to increase your stamina. That will reduce unexpected sick leave and will help you to work with higher intensity and less chance of accidents/injuries throughout the workday.

The last word. You’re all doing a great job of executing our mission in a safe and healthy manner. Keep up the good work. Take care of yourself, and watch out for your co-workers.

If I can be of any assistance, please call or e-mail me.

Be careful out there.



# Fast-moving modularity projects a worthwhile challenge for Corps

Army Forts Hood and Bliss, paving way for future bases to take on modularity with speed and quality control

By Edward Rivera  
Fort Worth District

Quick, fast, and in a hurry, was the charge from the 4th Infantry Division to the U.S. Army Corps of Engineers to have modular housing, administrative and working areas ready for occupation by up to 4,500 Soldiers who will be infused into Fort Hood in the near future.

The Fort Hood Modularity Project provides both permanent structure renovations and new temporary construction in support of the Army modularity initiative. The scope and complexity of the project is beyond the typical experience for military construction projects. The contract involved many challenges; development of the request for proposals and the proposal evaluation and negotiation process ultimately resulted in award of the contract.

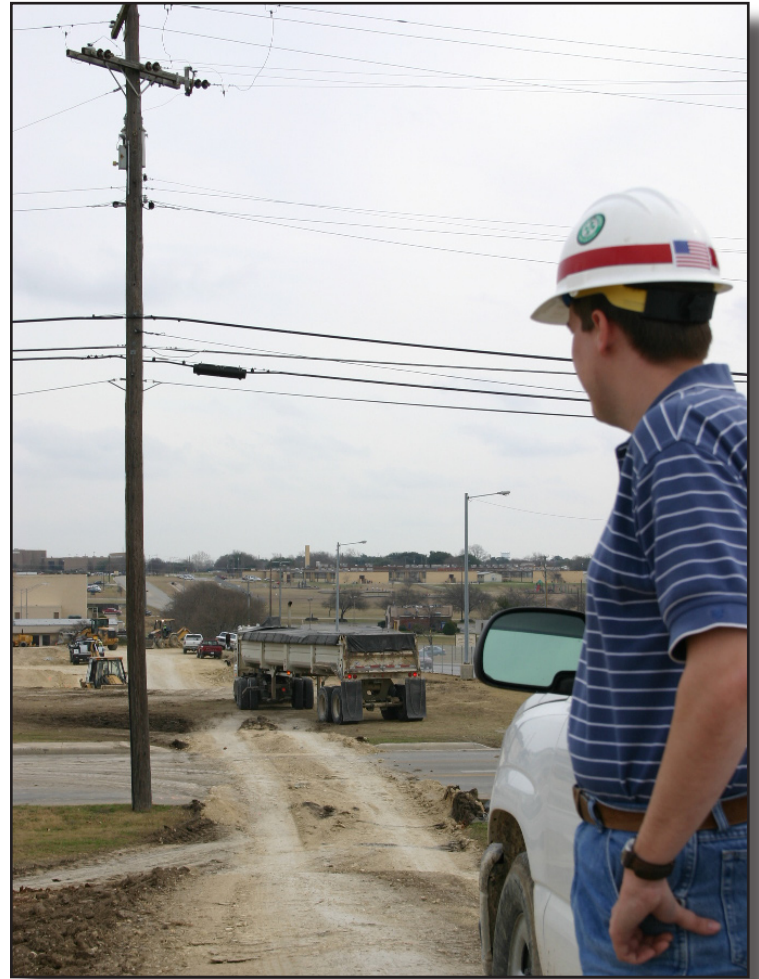
“Considering the scope of the project, which included civil site work construction, renovating existing build-

ings and buying and placing the modular facilities, we are moving at a good pace,” said Mike Bormann, resident engineer.

According to Bormann, having all parties on site has helped with maintaining their timeline. Issues and challenges can be handled almost immediately through scheduled or impromptu meetings or a quick call.

“One of the biggest advantages is the input we get from our user, the 4th Infantry Division,” said Bormann. “They are very involved in the project and we are able to communicate quickly and effectively in both directions.”

Unlike other modularity initiatives, Fort Hood’s covers the entire installation, including a mix of building renovations; temporary barracks, headquarters, general administration, storage, and maintenance; permanent classroom, storage, and tracked vehicle maintenance; and numerous park-



**Fort Hood Modularity Project Engineer Chris Krause overlooks construction at a site being prepared for a 60-barracks modular company area on Fort Hood. The Fort Hood Modularity Project provides both permanent structure renovations and new temporary construction in support of the Army modularity initiative.**

ing and hardstand repair and construction projects.

By April, the first two sites to be completed will

be a 12-barracks and a 60-barracks facility with administrative buildings. In addition to the Soldiers’ living areas, other facilities and buildings will be completed in the months to follow.

“Another unique aspect of the project is that it is based on private industry standards,” said Chris Krause, one of the project engineers.

“This puts the burden on the contractor thus placing the Corps in more of a quality assurance role.”

On Nov. 22, 2004, despite numerous detailed scope changes, redirections and

*See Modular on next page*



**Early stages of the Fort Bliss Robert E. Lee Gate Project**

# Modular

Continued from Previous page

funding changes, the Fort Hood Modularity Project was awarded as Miscellaneous Design-Build Construction, Renovation and Alteration Projects. Since the award of the contract, the project has taken off quickly. According to Blair Jones, mechanical engineer, although it is a big project once it gets broken down there is a lot of repetition.

The overall teamwork between the Corps, the Fort Hood Department of Public Works, the contractor, Hensel Phelps, and the 4th ID has been the key to the quick movement of the project. The PDT was also selected as the Fort Worth District Team of the Month for November 2004.

“The magnitude of the project has captured everyone’s attention,” said Krause. “No one wants to be a roadblock, which leads to a more cooperative relationship and things get done faster.”

Meanwhile at Fort Bliss,



**Brig. Gen. Jeffrey J. Dorko, commander, Southwestern Division, is briefed by Fort Worth District team member Jimmy Murez from Southwestern Area Office on the 31st Combat Support Hospital Tactical Equipment Shop Project on Fort Bliss.**

planning meetings have been held to discuss construction timelines, phasing, the bid schedule structure and Critical Path schedule for the Fort Bliss project to house the 4th BCT, 1st Cavalry Division.

Discussions led to an

initial bid schedule based on the four construction phases. The schedule consists of a base bid and approximately 20 contract requirements. The Project Delivery Team developed a four phase schedule with 90 days for Phases I, 30 days for phase

II, 42 days for Phase III, and 42 days for the completion of the design.

Phase IV will run concurrent to the other three phases. The anticipated construction completion is late January 2006, depending on the receipt of funding.

## District to begin UXO cleanup in Arlington

The wait is finally over for Arlington, Texas, neighborhoods wanting the removal of unexploded ordnance from what was once a naval bombing range.

Five Points Outlying Field was a World War II naval bombing range, which now is a 162-acre site at the present-day Matlock and Harris Roads in Arlington. Numerous 8-inch practice bombs began appearing in Southridge Hills yards after heavy spring rains in 2001.

The clean up of unex-

ploded practice bombs in the south Arlington neighborhoods is set to begin this month. Due to imprecise results from metal-detector scans, crews could be digging up as many bottle caps as bombs in the Southridge Hills subdivision and Twin Parks Estates mobile-home park.

According to project manager Dwayne Ford costs could at least double because of the need for more digging. The metal-



**After heavy spring rains in 2001, 8-inch practice bombs began appearing in Southridge Hills yards, which sit on the former Five Points Outlying Field, a World War II naval bombing range, which now is a 162-acre site at the present-day Matlock and Harris Roads.**

detection problems are related to interference from rebar, air conditioners and other metal in the dense housing area.

Crews from American Technologies Inc., from

Tennessee will be looking predominantly for MK-23 shells, containing a small gunpowder charge which was used to give off a puff of smoke so pilots could see the impact sites.



**Col. Steve Haustein**  
Commander, Galveston District

**T**eam Galveston! What a tremendous concept – a nested set of concentric rings of players that work together as one team to accomplish our mission of economic prosperity and environmental sustainability. The evidence of our efforts marks the Texas coast like a tablet. Up and down the coast, you’ll find pristine coastal wetlands, coastal plains and prairie. You’ll also find the heart of the nation’s petrochemical industry, regional economic engines and a navigation system that is experiencing exponential growth. You are an essential part of that Team. Be proud of what you do and take a look around to see your accomplishments.

According to the National Weather Service, there is a 70 percent chance that Texas will be hit with a hurricane this season. We’re preparing

for just such an event in the District.

In late March, we hosted over 75 people at a Hurricane Studies Conference to review our working relationship with FEMA and other key responders.

I want each District employee to be equally prepared on a personal basis. Get your hurricane kit gathered up now before that storm is out in the Gulf. The hurricane will come and I need your game plan for that day.

Regionalization is gaining momentum within the USACE 2012 initiative. Regionalization will continue to blossom into new areas in the future. This is a good direction when you understand that every initiative is all about providing better service to our customers and stakeholders by driving costs down and available tools and resources up.

Regionalization includes changing the way we do business and sometimes letting go of direct control. That’s scary but I know it’s going to make us a more efficient and effective organization and I encourage you to embrace regionalization and USACE 2012 completely.

Two recent examples of regional initiatives are the development of this newsletter and the recent visit to Galveston by other SWD District Engineers.

While we will all miss the SANDCASTLE, the Pacesetter will provide a broader view of the Division and expand everyone’s appreciation for issues, programs and opportunities outside a given District.

We recently hosted the District Engineers from Little Rock and Tulsa in Galveston. That visit completed the cycle of DE visits to our sister SWD districts. All of these visits were unique opportunities to learn how other districts were tackling our mutual problems.

I want to mention two recent losses to Team Galves-

ton. First, we bid farewell to Charlotte Stockwell who retired at the end of March as the District Chief, Resource Management. Charlotte’s cheerful contribution to the Corps will be remembered and we all wish her the best in her retirement.

Second, we mourn the sudden death of Tom Jackson from Jefferson Country Navigation District. Tom was a vivacious, gentle man and a real champion of the Corps of Engineers. He will be sorely missed by the District and all who knew him.

As you all know, Art Janicka was recently selected to be the Deputy for Program Management. I want to take this opportunity to congratulate Art on his selection and express my total confidence and support of him as the DPM. Art’s 40-plus years of Galveston experience make him superbly qualified to lead the District.

In closing, thank you for all that you do to support your section, your Division and Team Galveston. Keep up the good work.

Execute!

## Opening Day Celebration

April 5th, was the home opening day for the Astros baseball season as they battle the mighty St Louis Cardinals in a battle of National League powerhouses.

As an award to the Galveston District employees for all their hard work and dedication, the District’s management team treated everyone to lunch and “baseball” themed games outside the building.

Employees got to eat the best hot dogs this side of Minute Maid Park along with chips, peanuts, popcorn, and lemonade.

“This was so much fun,” said Roseanne Theobald, program management, “I can’t wait to see what they (chiefs) will do next year.”

**Don Nanninga, Regulatory, tries to throw the baseball through the tire.**

*See Celebration on page 15*



# Environmentalists define needs for SWG

Michele Thomas  
Galveston District

With the encouragement of our new commander, Galveston District hosted its first "Environmental Listening Session" March 1 and 2 at the Jadwin building.

"I believe it is important that I gain a better understanding of the interests of all the stakeholders that affect and are affected by the Galveston District," said Col. Haustein as he spoke to the assembled environmentalists. "I believe it is important that I give you the opportunity to explain your organization's interests, how we affect those interests, and more importantly, how we can do things better to achieve our mutual interests."

Over 25 participants from various organizations and agencies, such as the Bayou Preservation Alliance, Galveston Bay Information Center, Legacy Land Trust and U.S. Parks and Wildlife, just to name a few, attended the two-day session.

Twelve of the organizations made presentations explaining their viewpoints.

The audience, which included Corps division and office chiefs "listened" along with the commander on ideas on how to better ensure the environmental and economic prosperity of the Texas Coast.

Several participants thanked the commander and the District for being brave



Rookery at JJ Mayes Wildlife Trace

enough to put together such a meeting.

"Thank you so much for this excellent meeting," said Jennifer Lorenz, executive director of Legacy Land Trust. "We are changing our website and including some

graphics which will show that many of our preserved lands are courtesy of Corps wetland mitigation projects. People should know this IS a good thing!"

## Corps looks toward the future regarding state water policy

Marilyn Uhrich  
Galveston District

Water, water, everywhere  
And all the boards did  
shrink,  
Water, water, everywhere  
Nor any drop to drink.

With these words, the Ancient Mariner aptly described the plight aboard his ship. Others think that he may have also described the coming plight of Texas and are working towards developing water resources to forestall and prevent such a happening.

As population growth and increasing water resource needs face the country, organizations in Texas are

preparing for the future.

The Galveston District as part of the U.S. Army Corps of Engineers is vitally interested in the proposed water resources development.

Col. Steve Haustein, commander and district engineer, spoke at two water resources conferences in Texas recently, bringing to them the message of Corps capabilities and interests. Attendees at both the Texas Water Conservation Assn. (TWCA) in Austin and the Valley Water Summit in Harlingen heard his messages.

"It is an area of vital interest to the state and the na-

tion," said Haustein. "Now is the time to coordinate state and federal interests, to develop regional strategies, and to identify mechanisms for accomplishing water resource goals."

Local communities and political entities are working to develop local requirements and set their priorities, including dollars, he said.

Groundwater users, irrigators, municipalities, river authorities, navigation and flood control districts, industrial users, and general/environmental interests were in attendance at the water resources conferences.

### District says goodbye to Tom Jackson

The Galveston District mourned the loss March 27 of an advocate for its waterways and port system.

Tom Jackson, 52, general manager of the Jefferson County Waterway and Navigation District, died of a heart attack Easter Sunday.

"He spent last week in Washington, D.C., working to get funding for improvements to the Sabine-Neches Waterway," Paul Beard, chairman of the Navigation District, said.

In 1996 he joined the Navigation District as assistant manager and became general manager in 1999.



# Hurricane Season 2005

State of Texas, FEMA, and the Galveston District brief officials on hurricane evacuation study

**Michele Thomas**  
Galveston District

State and federal hurricane specialists met with emergency management leaders, local officials and first responders from Brazoria, Galveston and Harris counties on Wednesday, March 30.

Local officials received a technical briefing on the hurricane evacuation study that is nearing completion.

The study will help leaders in the three-county area with coordinated and safe evacuation of areas at risk from hurricane storm surge. The State of Texas, the Federal Emergency Management Agency (FEMA) and the Galveston District, U.S.

Army Corps of Engineers, coordinate hurricane evacuation studies in Texas.

Although Texas got a break during the 2004 hurricane season that brought extended destruction to Florida, the coastal areas and barrier islands along the Texas coast are vulnerable again each hurricane season.

The hurricane evacuation study for the tri-county area combines hazards data, behavioral analyses and traffic and road network information to aid evacuation decisions.

The study also outlines new evacuation zones to help local officials commu-

nicate simply who should evacuate and when.

The study managers and the National Weather Service will train local officials how to use the study and other evacuation tools prior to the height of the 2005 hurricane season.

Under the national hurricane study program, federal agencies began working with stakeholders in August 2003 to compile data, assess needs and coordinate the study with local emergency management personnel.

Draft materials were released last year, and the final version should be available in June. There are five hurricane evacuation study areas in Texas.

## District issues permit for Sabine Pass LNG

Galveston District, through its permitting authority under Section 10 of the Rivers and Harbors Act and Section 404 of the Clean Water Act, finalized its decision Feb. 11 to issue a permit to Cheniere Energy, Inc. for the Sabine Pass LNG and Pipeline Project.

The Federal Energy Regulatory Commission as the lead Federal agency and the USACE as a cooperating agency developed the Environmental Impact Statement (EIS) to evaluate and disclose the impacts of the project and fulfill requirements to comply with the National Environmental Policy Act.

The project will be located south of State Highway 82, in the Sabine Pass Channel, just east of the Sabine Pass Bridge, in Cameron Parish, Louisiana.

This facility is designed for the importation, storage, processing, and delivery of foreign-source liquefied natural gas (LNG) to help meet the demand for natural gas in the United States. Large LNG ships will off-load LNG at a new terminal that will have the capability of unloading up to 300 ships per year.

The LNG will be stored onsite in a liquefied state. The LNG will be vaporized and then pressurized to pipeline quality natural gas and sent out of the terminal facility at a rate of 2.6 billion cubic feet per day.

## Celebration

*Continued from Page 13*



District employees enjoy lunch courtesy of the Galveston District management team celebrating Opening Day of the baseball season.

# Fort Worth District member travels 800 miles each month to volunteer at USS Lexington Museum

Wearing her official, USS Lexington Museum on the Bay, yellow volunteer shirt, Delene Smith, a Fort Worth District team member, leads a group of youths on a tour of the World War II era aircraft carrier.

Smith, who works with the staff and fellow volunteers at the museum in Corpus Christi, Texas, one weekend a month, is also a Cub master of Cub Scout Pack 79

in Weatherford, Texas, which is more than 400 miles away. She has been bringing her pack to the ship for the past 3 years.

In 2004, while visiting with some of the "Live Aboard" team she found that they were a little short of volunteers. So, September 24, 2004, she became an official volunteer. Leading tours and knowing the history of this World War II

aircraft is an important component of the volunteers' job.

"Delene is a delight to work with. She is upbeat 100 percent of the time. Her smile is present at 0630 when Reville awakens and still visible at 2345 when Taps sounds," said Maggie Ramsey, Volunteer Coordinator.

According to Ramsey, she logs many miles up and down the decks in between

those long hours.

She completes every job imaginable from teaching children the correct way to hold a flag, to giving directions, to setting up chairs or for the next group session.

"The USS Lexington is most fortunate to have Delene in their volunteer ranks and they look forward to her trips down and the hug that comes with her welcome," said Ramsey.

## Pacesetter Points

### Baby on Board

**Todd and Jessica Hughes** from the Fort Sill Resident Office, Tulsa District, are the proud parents of a baby boy, **Elijah Austin Hughes**, who weighed 8 lbs., 2 oz., 21 inches long, born March 30, 2005.

**Maggie Fletcher**, EEO, Tulsa District, became a very proud great grandmother on Feb. 11. **Jerrod Davidson and Clarissa Ann Purdom-Davidson** of Bowling Green, Ken., welcomed their son, **Roy Wayne Purdom-Davidson**.

**Abigail Lauren Brock** was born Jan. 26 to **Mike and Rebecca Brock**. Rebecca is the daughter of **Randy Bratcher**, contract specialist, Contracting Division, Tulsa District. Abigail is the first grandchild for Randy and Diane Bratcher.

On Feb. 23, **Phyllis Jordan**, Tulsa retiree, welcomed a great grandson, **Breyuan P. Jennings, Jr.**

### Graduations

**Andrew W. Long**, who will be graduating from Westbury Christian School in late May as Valedictorian, and who will be receiving his Eagle award in a ceremony later this month, received an offer of an appointment to the U.S. Air Force Academy over the weekend, which he intends on accepting. Andrew is the son of **Richard Long**, Houston Project Office, Galveston District.

In May, **Linda J. Davis** will graduate from New Mexico State University with a Bachelor of Science Degree in Animal Science. She is a Crimson Scholar, president of the Pre-Vet Club, and member of the Leadership Team of the Newman Catholic Students. She has a GPA of 3.8 and will attend Colorado State University Veterinary College in Fort Collins this fall. Linda is the daughter of **Jeanne Carroll**, environmental engineer in E&C Division, Tulsa District.

**Rebecca Cabello**, daughter of **Sylvia Cabello** a Realty Specialist at the Fort Worth District Real Estate Division Acquisition Branch, who graduated from Texas Christian University with a Bachelor of Science in Nursing Dec. 18, 2004, has recently obtained her license to practice as a Registered Nurse from the Board of Nurse Examiners for the state of Texas.

### Congratulations!

**Lillian Brauner**, Contracting Division, Service and Supply Contract Branch, and **Jessica Napier**, Planning, Environmental, and Regulatory Division, Regulatory Branch, have been selected as the Fort Worth District representatives to the 2005 Southwestern Division Emerging Leaders Program.

"Applications were submitted in response to this year's EL program and it is very clear that we have many outstanding employees with a tremendous amount

of leadership potential in our district, making the selection process difficult," said Col. John Minahan, commander, Fort Worth District. "I commend those of you who submitted an application and encourage interest and continued participation in the District Leadership Development Program."

After careful consideration **Paula Wise**, planning, and **Jim Worthington**, project engineering, Galveston District, have been selected for the developmental assignment opportunities in the Project Management Branch. The assignments are anticipated to last 1 year.

"There were several strong applicants for the two positions and I look forward to working with Paula and Jim in their new assignment," said **Art Janecka**, Deputy District Engineer and Chief of Program and Project Management.

*See Points on page 19*

# Points

*Continued from Previous page*

**Col. Haustein**, District Commander of the Galveston District, has announced that **Arthur Janecka**, Chief of Project Management, has been selected to be the new Deputy District Engineer and Chief of Program/Project Management, effective April 3, 2005.

Arthur brings over 40 years of experience in the Galveston District to the position and a talented gift for promoting effective teamwork and building strong relationships.

His career began in 1964 with the district when he was assigned to the Texas Coast Hurricane Study in the Planning Branch of the Engineering Division. He became a part of the Programs Management Branch staff in 1973, and became Chief of the Branch in 1987.

In August 2000, he moved to the Projects Management Branch of PPM to serve as chief. He holds a Bachelor of Science degree in civil engineering and is a registered professional engineer in the state of Texas.

"He will be a tremendous asset to all of the District employees and all of our customers along the Texas Coast," said Haustein.

**Gary Loew**, Director of Programs, has announced that **Cynthia Ortega**, Regional Business Management Division-Information Management, and **Gene Embry**, Regional Business Resources Division, have been selected for the SWD 2005 Emerging Leaders

Program.

Gene was selected in-part for his "demonstrated willingness to take on difficult assignments, his progression through self-development, and his proven record of accomplishments."

Cynthia was selected in-part for her "demonstrated willingness and personal sacrifice toward self-development, her assumption of progressively more challenging assignments, and her successful performance." Congratulations to both!

We are very proud to welcome **Lynette Radcliffe**, formerly of E&C Division, as Administrative Assistant to Project Management for the Galveston District.

## New Employees

The Southwestern Division Office welcomed **Adrienne Carter**, Civil Engineer, Programs Directorate, 6 February, from Fort Worth District; **Brian Giacomozzi**, Civil Engineer, Regional Business Directorate, 20 March, from Fort Worth District; and **Erik Nelson**, Civil Engineer, Programs Directorate, 20 March, from Galveston District. **Jay Gamble**, Environmental Resources Specialist, will report 1 May, from New Orleans District.

## Deployments

**Steve Chapman**, Tulsa District, deployed March 6. **CPT Sterrett**, Tulsa District, deployed April 3. **Russell Holeman**, Tulsa District, deployed April 10.

## Nominations

Brig. Gen. Jeffrey J. Dorko submitted the following nominations for the Chief of Engineers Annual Natural Resources Management Awards: "Project of the Year" is the Table Rock Project Office, Little Rock District

"Recreation Employee of the Year" is Rebecca Shortt, Table Rock Project Office, Little Rock District.

"Stewardship Employee of the Year" is James Chambers, park ranger, Bardwell Lake, Fort Worth District.

"Environmental Compliance Employee of the Year" is Anjina O'Connor, environmental specialist, Mid-Brazos Project Office, Fort Worth District.

"Interpreter of the Year" is Jeff Boutwell, recreation specialist, Waco Lake, Fort Worth District.

## Retirements

SWDO retirements:

Feb. 3, **Patsy M. Knight**, paralegal, Office of Counsel, 36 years.

Feb. 17, **Dave Davenport**, Chief, Internal Review, 29 years.

March 2, **Lu Christie**, Chief, Public Affairs, Business Management Division, Regional Business Directorate, 32 years.

March 2, **Russ Minton**, Executive Assistant, 36 years.

April 2, **Nancy Smith**, Training Officer, Business Management Division, Regional Business Directorate, 33 years.

## In Sympathy

**B. J. Stangle** passed away Feb. 11. He was father-in-law of Sherri Stangle, Tulsa Resident Office.

**L.D. Goodner**, Tulsa District, who worked at Eufaula Powerhouse from 1965 until retiring in 1993 as Powerplant Superintendent, died in mid-February.

**Mural Morgan**, Tulsa District retiree, passed away Feb. 14. He was a lock and dam operator at Chouteau Lock and Dam for many years.

**Loyd Howard Holland**, 82, retired program analyst, Tulsa District, died March 18.

**Thomas McCrary**, chief of Little Rock District's resource management office, died March 20. He served as the financial officer since 1993.

Retiree **Frank "Kit" Carson** died March 11. He was the manager of the visual information section in Little Rock District.

**William Streiff** died March 14. He is the father of **Teresa Thompson**, an information technology specialist in the Little Rock District.

**Chad Daneill**, grandson of **Annette Howard**, a Fort Worth District retiree, died March 13. Howard worked as an administrative support assistant at Benbrook Lake.

**Jesse F. Norman, Jr.**, a 1986 SWD retiree, passed away 23 February in Marshall, Texas, at the age of 89.