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

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On the cover: Slippery when wet ... Paul Thomas, park ranger, Lewisville Lake, takes a flying leap into Lewisville Lake to test an auto-inflating life vest. Thomas, along with park rangers from Lewisville and Lavon Lakes are taking part in field testing personal flotation devices worn by U.S. Army Corps of Engineers Park Rangers. To learn more, please see page 21.



Dog days of summer? ... Not within the Southwestern Division!

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

I think you'll agree that we are experiencing anything but late summer doldrums here in the Southwestern Division. Your great work continues and opportunities for individual achievement abound.

Just what might those opportunities be? Read on and you'll find out.

But first of all, Fort Worth District welcomed Col. Chris Martin as its new commander, July 27. Well before the Change of Command Ceremony, Chris had his boots on the ground visiting projects and meeting key partners and stakeholders. I've known him personally for quite a few years and am confident that the district will continue to excel, just as it did under the able leadership of Col. John Minahan for the past three years.

More good news, we are fortunate to retain John's expertise and guidance. He'll assume his new assignment as the Southwestern Division's deputy commander later this month, as Col. Lem Du Bose prepares for a well-earned retirement after more than 27 years of distinguished and dedicated active duty service to our Army and our nation.

This division has benefited greatly for more than two years under Lem's leadership. He's met and successfully managed many difficult and complicated challenges, including Task Force Restore Iraqi Oil contract issues, always with exemplary honesty and integrity.

And while we will miss Lem's talents, we are indeed fortunate to have so much talent at every level in this division. Examples of that talent were evident to me last month when I attended a meeting of the division's Chiefs of Engineering and Construction and Operations in Missouri, hosted by Little Rock District's Table Rock Project Office. During that meeting, participants were able to address common issues and work toward greater regional efficiencies.

Okay, you've read this far, so, here are the opportunities that may give you a chance to broaden your experience and expertise ... or provide you an opportunity to compete for advancement.

As you know, we have a critical Military Transformation mission at Fort Bliss, Texas, totaling more than \$2 billion. There the Chief has approved administrative re-employment rights so that employees will be able to go back to their previous positions. We've already filled nearly 20 positions there to enable the construction program, with six additional positions in the selection process. These positions include support assistants, contract specialists, construction representatives, resident engineers, engineering technicians, a safety officer, and many other disciplines.

Currently, there are two announcements open for GS-12 Civil Engineers, with others to follow.

And, in the San Antonio area, we

have major projects for the Army at Fort Sam Houston, and for the Air Force at Lackland Air Force Base, totaling about \$2 billion. Here there will be an expansion and realignment of two major military medical centers, with medical training for all services moving to Fort Sam Houston. A number of Army agencies will also relocate there ... a gain of more than 9,000 personnel. You can expect to see job announcements advertised and recruitment actions started by Fort Worth District shortly after the beginning of the new fiscal year. While Fort Bliss is the only location approved for administrative re-employment rights, we're assessing the need for possibly seeking similar approval for our mission execution in San Antonio.

But that's not all. At Fort Sill, Okla., our total Base Realignment and Closure program totals \$524 million ... and that number does not include our Military Construction (Army) projects. Tulsa District has started the recruitment process for a Supervisory Civil Engineer, GS-14, and for a GS-12 Civil Engineer for the program at Fort Sill, with recruitments for other positions to follow.

In addition, our Support for Others program for the Customs and Border Protection Agency is ramping up. The Department of Homeland Security is considering the placement of a multi-billion dollar program across the United States over the next

See **Dog Days** on page 4



Army leadership, values and communication

Col. Christopher W. Martin
Commander, Fort Worth District

As I begin my tour as the 23rd Fort Worth District commander I want to take a few moments and share some of my thoughts and ideas on subjects I feel are of utmost importance. But before I do I want to thank everyone for their hard work and professionalism over the last two-plus weeks in bringing me on board as commander of this great district.

I am extremely honored to lead this, the Fort Worth District, simply because I believe it to be the best district in the U. S. Army Corps of Engineers. I look forward to continuing the outstanding work the district is accomplishing and continue in the spirit of teamwork that was fostered by my predecessor Col. John R. Minahan.

As we are the U. S. Army Corps of Engineers it is important to recognize that the Army Values – Loyalty, Duty, Respect, Selfless Service, Honor, Integrity, and Personal Courage – apply to all of us,

military and civilian alike. As a team these values will provide us a common foundation to forge through challenges and accomplish our missions.

As we move out to tackle the missions at hand and prepare for those to come I wish to stress to everyone in the district and our contractors as well, that nothing we do is worth losing a life. No matter what the project is, ensure that we are taking care of ourselves and each other by assessing and mitigating risks. Know and follow established safety policies and enforce them when necessary.

But taking care of ourselves is only part of the big picture; we must take care of our customers as well by giving them the best possible project we can. Our military construction customers are Soldiers and airmen who joined the military because they believed in something important. They don't know or care who we are

and what we do for them, but we still owe them the best possible projects we can provide because they may be risking their lives for us soon. Our customers are also the people in the small towns and the cities of Texas who rely on us for water in drought and for flood protection when it rains.

As our nation plays an important role in the Global War on Terror, we must take to heart that what we do matters. We are transforming an Army to be more efficient. We provide a better quality of life for soldiers and build communities. We are providing training facilities and making it possible to re-station our troops, making our power projection possible.

On top of all our missions we must also continue our regionalization efforts. Our district team will be joining the other districts within the Southwestern Division to bolster the division's efficiency and

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Dog Days

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five years. It is estimated that 90 percent of this placement will occur primarily in the southwest border states of Texas, New Mexico, Arizona, and California.

As a result, we are currently conducting a market research survey that seeks to identify industry's experience, past performance, and capabilities to execute this program.

As this massive program evolves, we'll need dedicated, talented individuals to ensure its success. So, watch for recruitment actions. We're in the process now of advertising positions ranging from GS-14 Program Manager Branch Chiefs, to GS-13 Project Managers, to technical engineers and Real Estate and Environmental Planners.

So, I urge you to take a hard look at the current recruitment announcements and to keep an eye on the potential job opportunities within our region. This is a win-win situation ... with opportunities for individual career development, and for the Pacesetter division as a whole as we strive to serve our Armed Forces and our nation.



Set goals for yourself - personally, spiritually, and professionally and make them *REALISTIC*

Col. Steven Haustein
Commander, Galveston District

Team SWD,

For FY06, there are two outs, the count is full, the bases are loaded, it's the ninth inning and we're trailing by three runs on execution of the fiscal year budget. I'm not worried because I know we'll end this year with a grand slam, run into the locker room, crack open the champagne and scream "We're going to Disneyland." I know this because everyone is doing their best to make sure that they don't let their teammates down. I know this because you've always come through in the clutch when needed.

So, I'm not going to use this column to tell you what needs to be done; you already know.

Instead, I want to talk about something more important and more useful – personally and professionally.

Do you ever stop to reflect on where you've been, where you're at and where you're going? It's a healthy thing to do. It's also a drill where the answers shouldn't be a complete surprise.

Too often though, people move about this puzzle box called life without any sense of direction. They take it one day at a time where yesterday, today and tomorrow look an awful lot alike.

After repeating their daily routine for decades, they look back and wonder where did the time go? If you're lucky at that point, you will look back and smile at all that you've done. You won't have any regrets that you let life lead you instead of

you leading your life. I want each of you to take charge of leading your life by setting goals.

Set goals for yourself – personally, spiritually and professionally. Make them real. Make them measurable. Make them obtainable. Divide them into short term and long term goals. Most of all, make them yours.

Personally, you might want to start a hobby. Do you want to pick up the phone and call an old friend or family member that you've lost touch with for a while? Ever think of volunteering in the community. Maybe you want to walk on the Great Wall of China. You might want to take a cruise. You might want to read more. You might want to be the next American Idol. You might not want any of these things. So, what do you want, personally?

Spiritually, you might want to be more active in your church. Maybe you want to join the priesthood; maybe you don't. How about learning about Islam instead of just listening about it on the news every night? Ever want to read the Bible cover to cover? What spiritual goals do you have?

Professionally, you might want to be the President of the United States. I'll vote for you. Don't you want to be the next Section, Branch, Division Chief? How about shooting for the District DPM job? (It comes with a really nice office with a view.) Ever want to finally get that professional

certification license in your field? Maybe you want to be the best damn ditch digger in three counties; there isn't a darn thing wrong with that. If you're an Aggie, maybe eight years of high school wasn't enough and you finally want to get a real college degree. (Sorry, Aggies, I couldn't resist.) Perhaps you want to increase your professional development through the formal Corps Leader Development Program, attend a military training school or go on a deployment to the Gulf Region Division. On the day that you retire, how do you want your service to the Nation recorded?

Take charge of your future by making some short- and long-term personal, spiritual and professional goals. Write them down. Put them where you see them every day. Update them regularly. Discuss them with your mentor and plan a way to achieve every one of them.

Do these things and after all those decades of daily routine, I promise you two things. First, you will not be wondering where all the time went. Second, you will look back and smile at all that you've done.

OK, there are two outs, the count is full, the bases are loaded, it's the ninth inning and we're trailing by three runs on execution of the fiscal year budget. I'm not worried... Thanks for all that you're doing. I'm proud to serve along side of every one of you.



Tulsa District's vision is to be flexible and focus on the execution ...

Col. Miroslav Kurka
Commander, Tulsa District

Boy, it sure has been a hot summer. My two Kerri-Blue Terriers – whose breed comes from cold and misty Ireland – don't even want to go outdoors for a short walk, and they normally love walks. The hot and mostly dry, though humid weather has added additional challenges to an especially challenging fiscal year – stretching our water as well as our fiscal resources to almost the breaking point. However, with your outstanding efforts and sacrifices, we have made it.

By the time you read this column, there will be about a month left in FY 2006. Periodically, it's important to reflect on what we've done, and to measure our accomplishments against our goals. Only in that way can we know if we are making progress. So let's reflect on what we've accomplished this year, and how those accomplishments contribute to achieving our vision of a Tulsa District that is *flexible, focused on execution, regional, and based on the Project Management Business Process*. This vision forms the basis of the Tulsa District Campaign Plan – a plan that supports the Southwestern Division Campaign and USACE Strategic Direction.

By being *flexible* and willing to volunteer for many missions, we have made it through a very difficult and lean fiscal year without a reduction in people, without a cut in services to the public, and while still maintaining very good affordability. During the last year, we deployed 21 people to Iraq/Afghanistan, and more than 200 folks in support of hurricane relief operations on the Gulf Coast. With Little Rock District, we helped “unwater” New Orleans; we also established and operated an emergency field office in Lake Charles, La., that managed disaster relief in eight western Louisiana parishes.

Through a *focus on execution* and customer relationships, we have had outstanding success in our military programs. We were ranked second in the Corps in customer satisfaction and made major improvements in meeting demanding metrics for: being ready to advertise, awarding construction contracts, meeting promised beneficial occupancy dates, limiting cost growth and fiscal project close-out. Additionally, the quality of our

construction remains superb — just look at what we've built lately at Fort Sill and at Altus, Sheppard, Tinker and Vance Air Force Bases.

Our focus on execution continues as we prepare to execute the largest military construction program since World War II at Fort Sill using Army MILCON Transformation principles and methods.

We have also *focused on execution* and customer relationships in our civil works programs. Most notably, the subsidence study of Tar Creek mining area led directly to a decision to relocate the residents.

Additionally, we completed the transfer of more than 500 acres at Lake Texoma to the state of Oklahoma, more than 1,500 acres of land at Candy Lake to original landowners, three water reallocation reports, and are completing two major civil works projects — Tenkiller Dam Safety and Arkansas City Levee. Together with Little Rock District, we also completed the McClellan Kerr Arkansas River Navigation System Feasibility Study and began the 12-foot channel deepening project with dredging and construction of a “least tern” island near Robert S. Kerr lock and dam. Our Operations Project Managers have maintained and operated our 38 multipurpose projects in an exemplary manner on a shoestring budget despite the drought.

Throughout the year, we maintained extensive Congressional engagement and held semiannual resource agencies meetings with state and federal agencies. We also conducted numerous “listening sessions” with the public to address their concerns. Our water safety efforts to reduce public fatalities have been substantive and are having a very positive effect on public safety.

We are a *regional* team player. We are fully supporting efforts to consolidate to military design capability and are working very closely with Southwestern Division and Fort Worth District to streamline and transform Former Used Defense Site environmental management and execution. Additionally, we are expanding our Little Rock interdependent planning partnership to include planning opportunities for Fort

See **Vision** on following page

Base paper, the *Sheppard Senator*, covers district men

Three Tulsa District employees who deployed to Afghanistan in the Global War on Terrorism were featured in a recent edition of the *Sheppard Senator*. The July 14 article entitled “Paving the Way – Corps of Engineers civilians earn Civilian Combat Service Pin” told how Robert Owens, David Hudson, and Donald Hendrix “chose to wear the same uniform as active duty service men, eat the same food, live in the same tents, and endure the same attacks.”

The three were awarded the Civilian Combat Service Pin for Operation Enduring Freedom. Hendrix was the senior construction representative at Kandahar and Qalet, Afghanistan, National Army bases; Owens was the deputy area engineer at Bagram Air Base; and Hudson was the project engineer at Kandahar National Army Base.



Don Hendrix instructing local Afghan workers.

When not deployed, the three are Tulsa District civilian employees at Sheppard.

Vision

Continued from previous page

Worth and Galveston, and are working closely with Little Rock to expand our partnership to other functional areas, especially operations and engineering.

We continue to execute our work through the *Project Management Business Process*. Our Project Delivery Teams are made up of members of the regional or national workforce who have the skills and experience necessary to execute the work. To reinforce the importance of PMBP, we implemented the USACE “White Paper” on the role of the operations project manager. This effort has significant momentum with OPMs having responsibility for O&M budget development, schedule preparation and reporting, 5-year infrastructure plan development, and leading of multifunctional PDTs. Because people are by far the most critical resource we bring to the Project Management Business Process, we are planning to enhance their abilities with Project Management Institute training and certification this fall.

Our efforts over the past year have pushed us well down the road to meeting our campaign plan objectives and have kept Tulsa District **relevant, ready, responsive, and reliable**. As we look to the next fiscal year, our focus is on:

- Continuing to support Global War on Terrorism missions.
- Disaster response as required.

- Maintaining good relationships with our many stakeholders, the public, and Congress.
- BRAC construction at Fort Sill and at Vance Air Force Base.
- Excellent quality military work on time and to cost.
- Delivering quality and safe recreational services to the great American public at our 250 parks.
- Maintaining our vast operations infrastructure at 38 projects.
- Meeting aggressive execution schedules for our civil works construction projects and studies.
- Working with Southwestern Division and Fort Worth District to assume responsibility for FUDS program management and to achieve significant improvements in FUDS execution.
- Continuing to shape the district and develop the workforce to meet the challenges of the future.

Thank you all for your hard work, patience, trust, and willingness to volunteer to do the hard jobs including hurricane and Global War on Terrorism duty. Our **relevance, readiness, responsiveness** and **reliability** are dependant upon you — our expert, hard-working, and dedicated workforce. Continue to focus on your mission and on those you serve, and to take care of yourselves and each other. ESSAYONS!

The Strategic Campaign Plan:

A cross walk between SWD and HQ USACE Campaign Plan goals

Angela Parkhill

Strategic Planner, Regional Business Management

The development of a new Southwestern Division Strategic Campaign Plan began in September 2005. By synchronizing the main focus of our commander's, Brig. Gen. Jeffrey J. Dorko, Officer Evaluation Review (OER) support form, USACE Strategic Directions, the draft USACE Campaign Plan, and the SWD Operations Order, I created an outline for the new SWD Strategic Campaign Plan. This article examines the connection between the SWD and the HQ USACE Campaign Plan Goals and Objectives.

Development of the Campaign Plan began with the review of the HQ USACE website and the Strategic Directions Brochure (July 2005), which outlined Lt. Gen. Carl A. Strock's intent, focus, and strategic vision. HQ USACE had three broad goal areas: Support Stability, Reconstruction, and Homeland Security Operations; Develop Sound Water Resources Solutions; and, Enhance Life-Cycle Infrastructure Management. These goal areas were reflected in key tasks which were outlined in Brig. Gen. Dorko's OER support form, which had an end-state focused on an effective and interdependent regional business team.

Another document used in the development of the Strategic Campaign Plan is the SWD Operations Order 03-09, dated March 9, 2005. This Order caused SWD to employ the Regional Business Center (RBC) as intended in USACE 2012 and outlined execution and implementation guidance for the region.

The elements outlined above were combined to create four main focus goal areas for SWD: Mission, Workforce, Finances/Resources, and Relationships. Each goal contains objectives or deliverable milestones for achieving the goal. The SWD Campaign Plan consists of twelve objectives. The goals are lettered according to the goal focus area (M for Mission, W for Workforce, F for Finances and Resources and R for Relationships), and are numbered sequentially. In the following paragraphs, I will demonstrate how interrelated the SWD goals and objectives are with USACE goals and objectives by cross walking each of the twelve SWD objectives to a USACE goal, objective, and/or enabler.

1. SWD Objective M1 aligns to USACE Goal 1

Objective M1: provide timely, effective support to the Global War on Terrorism and contingency operations; is directly in line with USACE Goal 1: support stability, reconstruction and homeland security operations. M1 is supported by USACE enabler 3, expeditionary mindset. An example of M1's alignment to Goal 1: SWD Emergency Management is staffing and training at least two complete planning and response teams, Field Force Engineering Support Teams (FEST), and Base Development Teams (BDT) to support stability, reconstruction and homeland security operations. The following is a list of response teams being developed:

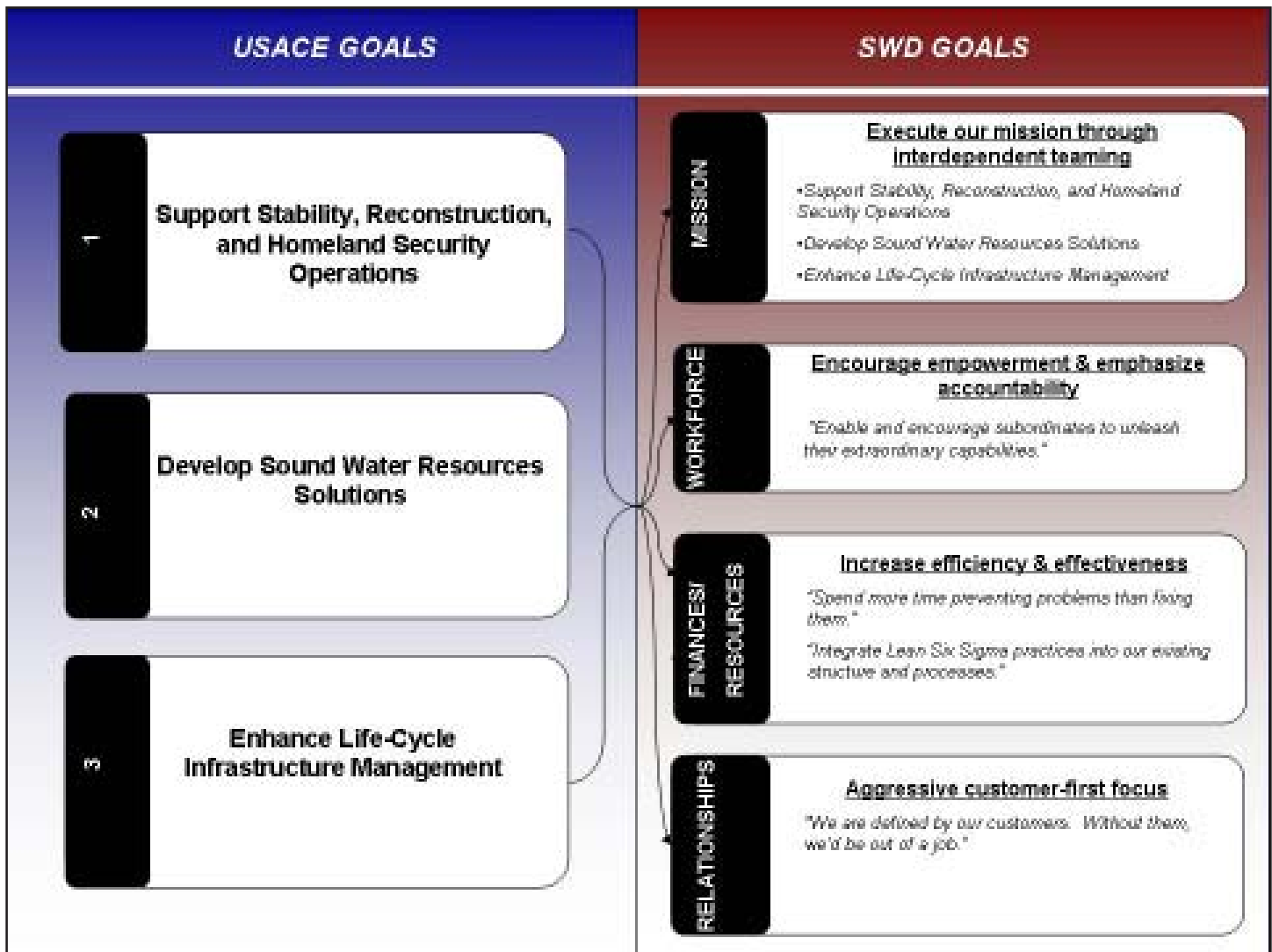
- SWF – Debris; FEST A, BDT
- SWG – Ice
- SWL – Water; FEST A, BDT
- SWT – Power; FEST A, BDT

2. SWD Objective M2 aligns to USACE Objectives 3a and 3d

Objective M2: lead the USACE implementation of MILCON Transformation; is directly related to USACE Objective 3a, Reinvent the MILCON and Estate processes to meet DoD Transformation needs; and USACE Objective 3d, Design and construct innovative civil and military infrastructure to meet our nation's needs across the spectrum of operations. M2 is supported by USACE enablers: 1-Sustainability Ethic, 4-Strategic Alliances, and 8-Flexible Acquisition Tools. The association between M2 and Goal 3 is reflected in the Military Integration Division accomplishments:

- Military Programs Video Teleconferences (VTC) with HQ USACE to establish better lines of communication
- Weekly VTC with Fort Worth District and Fort Bliss
- Face-to-face discussions for issue resolution
- The division has completed over 50 percent of the Transformation Support Team (TST) Responsibility Assignment Matrix (RAM) deliverables.
- Military Integration Division has produced the first Regional Acquisition Plan and has stood up the first Center of Standardization.

See Plan on following page



Plan

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3. SWD Objective M3 aligns to USACE Objectives 2a and 2d; and 3b, 3c and 3d

Objective M3 has two parts:

- A. Act to achieve the five Civil Works Strategic Plan goals:
 1. Balance economic and environmental objective
 2. Restore environmental degradation and ensure sustainability in the future
 3. Modernize aging water resources infrastructure to improve performance and safety
 4. Enhance our capability to respond to disasters, terrorism, and other threats to our water resources infrastructure
 5. Implement efficient and effective water resources planning
- B. Establish water management reallocation studies center of expertise as the support center of choice.

M3 strongly supports USACE Objectives 2a: Revise policies, processes and practices to supported integrated water resources management; 2d: Improve the ability of the Corps to product technically sound solutions to future water resources challenges; 3b: Reduce security risks to critical military and civilian infrastructure; 3c: Improve the reliability of water resources infrastructure using a risk based asset management strategy; and 3d: Design and construct innovative civil and military infrastructure using a risk based asset management strategy. M3 is supported by the sustainability ethic, USACE enabler 1.

An example of an M3 deliverable: The Civil Works Division and Planning Communities of Practice are finalizing District Support Team Roles and developing a responsibility matrix for SWD.

4. SWD Objective M4 aligns to USACE Enablers 2, 5, 6, and 7 (no alignment to USACE Goals)

See Plan on page 10...

SWD Objective M4: Operationalize the RBC through interdependent regional roles and processes. M4 is not linked to any particular USACE Goal, but is in line with several USACE enablers: 2 – Learning Organization (continually seek improvements and share lessons learned); 5 – Consistent, efficient, and effective business processes (interdependence in and across our Regional Business Centers); 6 – World Class Workforce (enhance Communities of Practice as basis for technical leadership); and 7 – Interdependence (increase interdependence because of limited resources – realize benefits of Regional Business Centers). In May 2006, The Business Management Division issued a Fragmentary Order (FRAGO) to provide additional guidance on how to operational the Regional Business Center, and define regional roles.

5. SWD Objective W1 aligns to USACE Enablers 2 and 6 (no alignment to USACE Goals)

SWD Workforce objective 1: to implement National Security Personnel System (NSPS) in a way that allows SWD to thrive. W1 does not align with any particular USACE goal, but is supported by enablers 2 – Learning Organization and 6 – World Class Workforce. Human Resources is closely monitoring guidance for NSPS implementation within USACE and is continuing preparations to begin training as soon as approval and timelines are received.

6. SWD Objective W2 aligns to USACE Objectives 1d and 2d

SWD Objective W2 (W2): Establish and maintain an architecture for lifetime learning. W2 corresponds to USACE Objectives: 1d: Improve responsiveness and readiness of USACE civilians to support contingency operations; and 2d - Improve the ability of the Corps to product technically sound solutions to future water resources challenges. Continuous learning will enhance SWD capabilities to meet future challenges and improve our skills. The enablers that support W2 are: 2 - Learning Organization (invest in people, technology, and leadership development to foster adaptability, innovation, effectiveness and performance); 3 – Expeditionary Mindset (we must be agile, ready and flexible to accomplish missions); 5 – Consistent, efficient and effective business processes (deliver products and services

better); and 6 – World Class Workforce (attract, develop and retain a world-class workforce). SWD is reinforcing the concept of the “Learning Organization” to the workforce through Automated Training Management Program (ATMP), and ensuring that continuous learning is an integral part of each employee’s ATMP generated individual development plan.

7. SWD Objective W3 aligns to USACE Objectives 1b and 1d

SWD Objective W3: develop and maintain critical mission skills. W3 is aligned to USACE Objectives: 1b - Strengthen support to and institutionalize role for Department of Homeland Security, preparedness and operations (support FEMA in homeland security missions); and 1d - Improve responsiveness and readiness of USACE civilians to support contingency operations. By developing our mission skills we are better able to support homeland security missions and enhance our capabilities to meet future challenges. The USACE enablers that support W3 are: 2 – Learning Organization (invest in people, technology, and leadership development to foster adaptability, innovation, effectiveness and performance); and 6 – World Class Workforce (attract, develop and retain an world class workforce).

Currently, the Business Technical Division is achieving this objective by: drafting Regional Technical Specialist Program Policy (PMP) and implementation guidance; drafting an Intern Program Management Policy; and creating Project Management Training/Certification and Acquisition Training/Certification (DAWIA) and Development Plans.

8. SWD Objective W4 aligns to USACE Objectives 1d and 2d

Objective W4 is to build leaders at all levels. W4 aligns with USACE objectives: 1d – Improve responsiveness and readiness of USACE civilians to support contingency operations (enhancing our capabilities to meet challenges); and 2d – Improve the ability of the Corps to product technically sound solutions to future water resources challenges. This objective is directly related to goal 1d and 2d in that by building leaders we are improving our readiness and our abilities to meet future challenges. W4 is supported by USACE enablers: 2 – Learning Organization (invest in people and leadership

development to foster adaptability, innovation, effectiveness and performance); and 6 – World Class Workforce (develop and retain a world class workforce).

To accomplish this objective the Business Technical Division is developing a regional leader development plan, and is encouraging employees to use the regional mentoring program.

9. SWD Objective F1 aligns to USACE Objective 1d

Objective F1: Eliminate employee, contractor, and visitor accidents through proactive prevention and integrated risk management (safety of our resources). This objective aligns with the USACE Objective 1d – Improve responsiveness and readiness of USACE civilians to support contingency operations. This objective seeks to improve our ability to remain ready in support of contingency operations. F1 is supported by USACE enablers: 2 – Learning Organization (invest in people to foster effectiveness and performance); 5 – Consistent, Efficient and Effective Business Processes - deliver products and services safer; and 6 – World Class

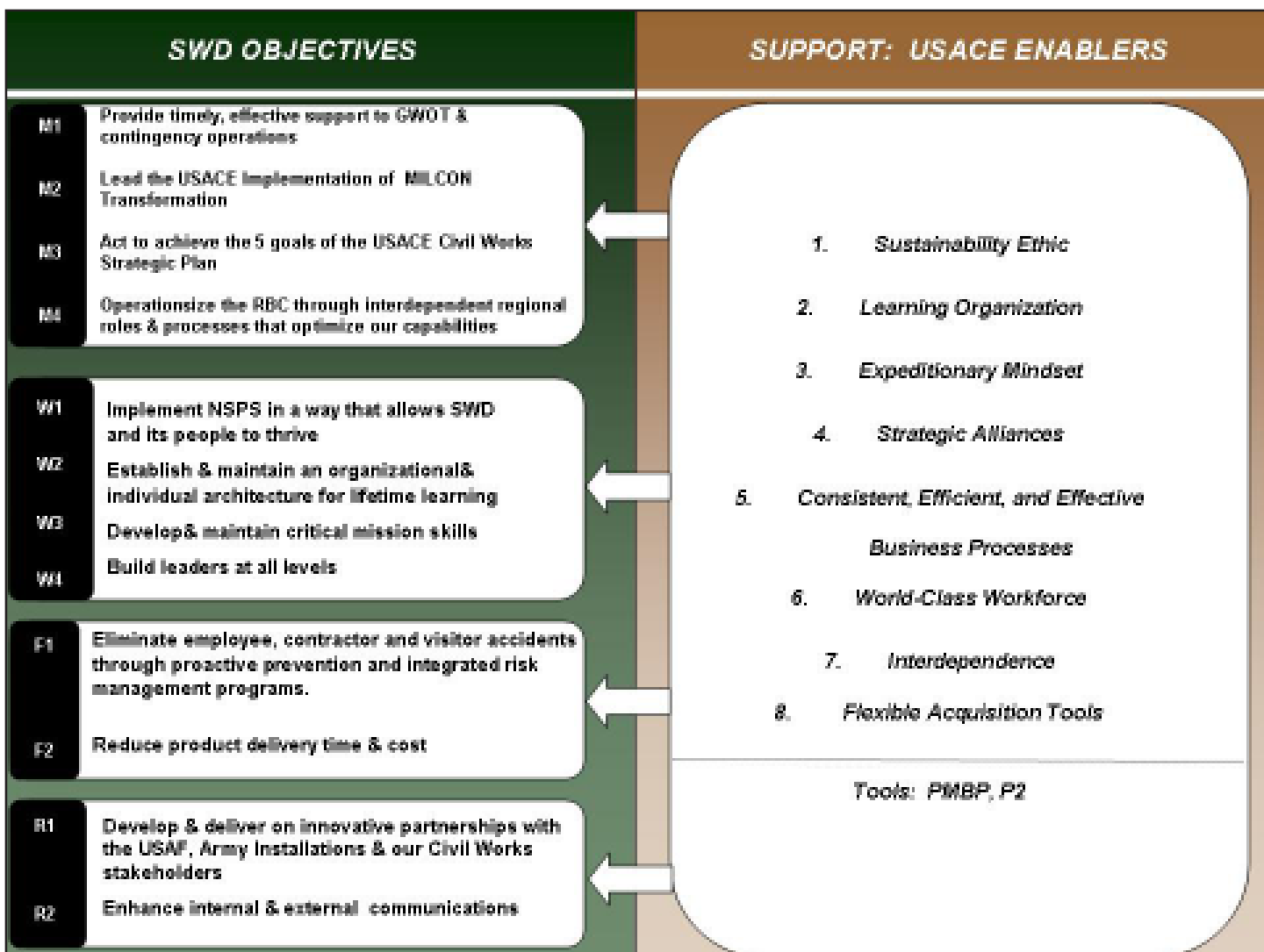
Workforce (retain a world class workforce). SWD is addressing F1 by developing a safety plan for increased safety and occupational health awareness and enhanced training.

10. SWD Objective F2 aligns to USACE Objectives 3a and 3d

Objective (F2) contains two parts: To reduce product deliver time and cost; and to realize the interdependent management of all resources within our region. F2 is aligned to USACE Objectives: 3a – Reinvent the MILCON and Real Estate processes to meet DoD Transformation needs; and 3d – Design and construct innovative civil and military infrastructure to meet our Nation’s needs across the spectrum of operations.

By streamlining time and cost, and realizing interdependent management of resources, SWD is reinventing business processes and constructing innovative ways to meet our Nation’s needs. F2 is supported by USACE Enablers: 2 – Learning Organization – continually

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Martin takes command of Fort Worth District; Minahan to take on role as division's deputy commander

Edward Rivera
Pacesetter Staff

More than 350 U.S. Army Corps of Engineer employees, relatives and guests gathered at the Fort Worth Convention Center to witness the Corps' Fort Worth District change command from Col. John R. Minahan to Col. Christopher W. Martin June 27.

Martin succeeded Minahan, who had commanded the district since May 2003 in a military ceremony officiated by Brig. Gen. Jeffrey J. Dorko, Southwestern Division, commander. Minahan will take over duties as the deputy commander of the Southwestern Division in Dallas.

"The Fort Worth District is at the point of the spear as the Army transforms itself, John Minahan is a visionary, he and his team of visionaries looked beyond the bounds of the Fort Worth District and figured out a better way to do things and came up with a construct for doing a huge mission where failure was not an option," said Brig. Gen. Dorko. "John is going to continue to be a great, great value to the contributions of the Southwestern Division."

As his last official act as the commander of the district, Minahan awarded each of his three sons, Jack, Keefe and Matthew with a commander's coin for their support during times he was away and was unable to attend some of their events.

According to Brig. Gen. Dorko, with Minahan going to the division and Martin taking over in Fort Worth, both entities will be in good hands.

"I have served with Chris Martin four times in my career, you are getting an awesome commander ...this district is not going to skip a beat ..." said Brig. Gen. Dorko.

Martin will take over one of the Corps' largest military construction programs, which encompasses all design and construction on Army and Air Force installations in Texas and parts of Louisiana and New Mexico. He will also supervise the operation and maintenance of the district's 25 lakes, which furnish 35 percent of the state's water supply and provide outdoor recreation opportunities for millions of visitors annually.

"This is an extremely exciting time for the district," said Martin. "The tremendous amount of military construction on Fort Sam Houston and Fort Bliss, as well as the river projects in San Antonio, Texas, and

here in Fort Worth, and the management of our lakes during this drought are all challenges and opportunities for this district."

Martin's last assignment was as the commander of the 91st Engineer Battalion, which was the first engineer battalion in the Army to field the Bradley Fighting Vehicle and then fight it at the National Training Center and ultimately in Iraq. The battalion deployed to Operation Iraqi Freedom II in January 2004 and was responsible for a large part of the western Baghdad area until redeployment in February 2005. He attended the United States Army War College, graduating in June 2006 prior to his assumption of command.

Martin graduated from the U.S. Military Academy at West Point, N.Y.

See Command on following page



Col. John R. Minahan, former Fort Worth District commander, hands a commander's coin to his son Matthew during the change of command ceremony July 27 at the Fort Worth Convention Center. As his last official act as commander, he awarded his sons Matthew, Jack and Keefe for their support during his tenure as commander.

Command —

Continued from previous page

in 1983. After graduating from the Engineer Officer Basic Course and Ranger School, he went to Germany where he served as a platoon leader with the 563rd Engineer Company and then in the 82nd Engineer Battalion as an assistant supply and logistics officer, assistant operations officer, and company executive officer.



Col. Christopher W. Martin takes the colors from Brig. Gen. Jeffrey J. Dorko, Southwestern Division commander, July 27 during a change of command ceremony at the Fort Worth Convention Center.

In 1987, he attended the Infantry Officer Advance Course, and was assigned to the 326th Engineer Battalion at Fort Campbell, Ky., as an assistant operations officer. He commanded the 887th Engineer Company in the 101st Airborne Division. Following this tour, he received his master's degree in Civil Engineering from the University of Illinois. In 1991, he was assigned to the Fort Worth Engineer District, serving in the Central Texas Area Office at Fort Hood, Texas.

"It's a great honor to take command of this outstanding engineer district today. The Fort Worth District has always had an outstanding reputation," said Martin.

In 1994, he began a tour as an operations instructor with the Expeditionary Warfare Training Group, Pacific, at the Naval Amphibious Base on Coronado.

In 1996, he was assigned to the 1st Infantry Division's Engineer Brigade in Germany. During this two-year tour, he served as the brigade

supply and logistics officer, Chief of Construction for Task Force Eagle in Bosnia, and as the brigade operations officer. In 1996, he was assigned to the Southern European Task Force in Vicenza, Italy, as the Brigade Engineer for the SETAF Infantry Brigade, and then as the deputy commander in charge of Operations for SETAF. In 2000, he was assigned to U. S. Army Training and Doctrine Command Headquarters in Fort Monroe, Va., as a special assistant to the commanding general.

His military awards include the Bronze Star, Meritorious Service, Army Commendation, Army Achievement, and Humanitarian Service Medals, as well as Air Assault and Airborne Wings, and the Ranger Tab.

"I look forward to working with Brig Gen. Dorko, our sister districts, the Southwestern Division and all of you here in the district as we continue to serve the Army and our nation," said Martin.

Values —

Continued from page 4

effectiveness. Efficiency and effectiveness are not the same, and we need to recognize which is important. In order to accomplish this we must communicate effectively, upward, downward and sideways. We must talk to each other and to those who can share good ideas and lessons learned as well. We must keep the communication lines open no matter the situation, good, bad or ugly. This will ensure that we are completely aware and ready to respond.

As we respond to a heavy responsibility to our nation, we must also be there for our families. Each of us must continue to make time for our families and be there for important events. Also, remember to lend a hand to those in our district family with deployed family members.

Again I am proud of what we have accomplished and look forward to continuing the outstanding work the district is accomplishing and excited to be part of the best Army Engineer District in all of USACE.

Texas Ports Association honors Corps

Col. Steven Haustein accepted an award given by the Texas Ports Association for the recovery efforts done by the Galveston District following Hurricane Rita.

Haustein, Galveston District commander, led the recovery efforts covering 21 counties in southeast Texas. The award was presented during the annual TPA conference July 27 in Beaumont, Texas by Chris Fisher, President of TPA and Port Director of Beaumont. The award, which recognizes the contributions, states “Col. Steven Haustein and the men and women of Galveston District, USACE in recognition and appreciation for your dedication and tireless efforts in the aftermath of Hurricane Rita.”

More than 80 port and waterway users attended the conference. Also



TPA president, Chris Fisher with Col Steven Haustein.

addressing the group were the Mayor of Beaumont, Guy Goodson; state Sen., Tommy Williams; Jim Blackburn, an environmental lawyer, and several others.

The two-day conference was jointly sponsored by the TPA and the Texas Waterway Operators, in conjunction with the Texas Transportation Institute.

Division completes levee I-Wall inspections

Michael Jordan, P.E.
Galveston District Support
Team Leader

In the aftermath of Hurricane Katrina, the Chief of Engineers commissioned the Interagency Performance Evaluation Task Force (IPET), with peer review by the American Society of Civil Engineers, to investigate the performance of the New Orleans hurricane system. Findings regarding the performance of the I-Walls along the 17th Street and London Avenue Canals raised stability concerns for these same type levee-wall systems used in other projects. As a result, the Chief issued a memo, May 23, directing all districts with any levee walls of similar design to take a few precautionary risk reduction measures. The Chief directed that all federal levees within each district be inspected by paired teams of

experienced and professionally registered engineers in the disciplines of geotechnical and structural engineering.

The Southwestern Division wasted no time in coordinating inspection teams to carry out the Chief’s directives. Only Galveston and Little Rock Districts have I-Walls as part of any federal levee system. Galveston has I-Walls as part of two projects: Texas City and Freeport Hurricane Protection Systems totaling approximately 1,100 linear feet; Little Rock District has six projects with I-Walls totaling 2.5 miles.

Overall, the I-Wall type floodwalls were found to be in good condition in Galveston, and varied by project in Little Rock District from acceptable to minimally acceptable. No condition was discovered that would prevent safe operation of the walls as designed.

The I-Walls within the Galveston District hurricane protection systems are robustly designed and of concrete construction founded on H- or steel-sheet piling. In general, based upon a visual inspection, it was determined the walls are being adequately maintained. However, there were several items identified at various projects that require mandatory corrective action by local sponsors such as ensuring stop-logs, and in some cases, readily accessible sandbags to provide closures to openings in walls. Other items included needed erosion repairs and repairs to walls where reinforcement is exposed, crack repair, and removal of encroachments such as gravel piles, stored material and vegetation.

Our regional team did a great job of carrying out the Chief’s directive and in coordinating findings with our partners and stakeholders.



YES the Corps *Does* Care!

Terry Holt

CISM Program Co-Manager

How long does it take for a park ranger to deal with the drowning death of a three-year-old girl? For me, it has been more than 25 years. Even though the initial shock has long diminished, events such as this linger in one's mind. Horrific incidents can make an indelible impact with vivid sights, sounds, and smells. I have heard the saying, "You just have to climb back into the saddle." That's partly true because one has a job to do. However, at the same time, one also has to realize that we are human ... with human emotions. It is essential that strong emotional reactions are dealt with and processed in a healthy and supportive manner.

Within the Corps, we experience employee fatalities, employee suicides, public fatalities, large-scale natural disasters, and other critical situations that can cause coping skills to be temporarily knocked off kilter. What tools are available to help employees handle their emotional responses with privacy, immediacy, simplicity, and brevity?

One answer is "Critical Incident Stress Management!" On May 15, 2006, Lt. Gen. Carl A. Strock announced the authorization of the Critical Incident Stress Management Program within the U.S. Army Corps of Engineers. He said, "I fully support making the CISM program available to all our Corps team members. It is an excellent example of how we, the Corps Family, can help take care of our own people."

CISM peer supporters are U.S. Army Corps of Engineers employee volunteers trained in CISM interventions. A peer supporter provides information about critical incidents and stress reactions that employees can use to help identify healthy life choices. The peer supporters provide an atmosphere of concern and caring and can help identify personal options for dealing with stress.

CISM is a comprehensive program that minimizes the impacts of stress and helps those who are adversely affected by critical incidents recover more quickly from their normal reactions to abnormal events.

A critical incident is defined as any situation faced by employees that may cause them to experience unusually strong emotional reactions that have the potential to interfere with their ability to function during or after the event. The Corps has many missions that expose employees to critical incidents such as accidents, public fatalities, and large-scale disasters. In the past year, thousands of dedicated Corps employees have been involved in highly stressful hurricane rescue and recovery efforts.

Southwestern Division has had a very successful CISM program since 2002. Because of its level of expertise, SWD has been designated as the National Operations Center for the Corps' developing program. The National Operations Center is supported at Corps headquarters by both Operations and Human Resources serving as co-proponents. The CISM program is designed to work closely with the Employee

Assistance Program, thus providing a complete spectrum of employee support.

In response to hurricanes Katrina and Rita, CISM teams of peer supporters deployed to the Baton Rouge, La., and Beaumont, Texas, Recovery Field Offices. Even though the teams were small in number, within the span of four months, they traveled 16,000 miles and provided 364 individual support interventions, crises management briefings for 2,500 people, and, to date, almost 1,750 reach-back e-mails to employees who have returned home from hurricane deployment.

Most employees the peer supporters encountered were surprised to learn of the Corps' developing CISM program. Their comments were along the lines of, "You mean the Corps actually cares enough to send someone out to check on me?" To which the Corps CISM peer supporter would proudly reply, "Yes!"

As CISM stands up during 2006 and 2007, information will be provided through employee intranet sites and e-mails. More detailed CISM program information is available on the Natural Resources Management Gateway at <http://corpslakes.usace.army.mil/employees/cism/cism.html>

As co-manager, along with Larry Bogue of Southwestern Division, I am gratified that the CISM program has been adopted. Its peer supporters can help employees deal with the incredible challenges they sometimes face so that impacts will be lessened and effects will be shorter lived.

Arkansas River Tonnage Could Set Record High

P.J. Spaul
Pacesetter Staff

With the waterway locked in Level 2 drought, shipments are still hot on the McClellan-Kerr Arkansas River Navigation System, where barring an unexpected turn of events, tonnage is on track to set a new record high by year's end.

In each of the first six months this year, more than 1 million tons of commercial commodities were shipped on the navigation system. In fact, March was the all-time record high month topping 1.42 million tons, which edged out the previous one-month record of 1.41 million tons set in August 2004.

The unofficial tally reported by the Army Corps of Engineers Little Rock and Tulsa Districts shows more than 7.3 million tons moved on the waterway in the first half of this year. The previous unofficial record high year was 2003 when shipments topped 13.1 million tons. Just less than 5.9 million tons moved in the first half of that year.

Sheila Ellis of Little Rock District who compiles the tonnage figures couldn't point to any one thing that was driving this year's increase.

"The first couple months of the calendar year had high tonnage because of 'catch-up' after Katrina," she said. This was evident in the figures for soybeans and other food and farm products.

"The White Bluff (power) Plant in Pool 5 is once again bringing coal in by barge," Ellis said. She added that a good deal of iron and steel has



14-Barge Towboat on the Arkansas River near Little Rock

been moving through Tulsa, as have some shipments of large manufactured equipment. A large amount of rock is being shipped from the Arkansas portion, as well.

"The only other reason I know is that the system's supporters like Bob Portiss of Tulsa Port of Catoosa really do a great job of promoting the system," she said. "And with fuel costs continually rising, I guess they have convinced more shippers to convert to barges."

Of the 12 commodity categories, six are up from the first half of 2005 and six are down. Iron and steel, chemical fertilizer, petroleum products, coal and coke, aggregates, and soybeans are all up. Declines have been noted in other chemicals, minerals and building materials, wheat, food and farm products, manufactured equipment and machinery, and miscellaneous.

Obviously, the ups outweigh the downs.

Thus far, the drought has not significantly impaired navigation on the McClellan-Kerr System. The system has been in Drought Level 2 much of the year on a scale of 1 to 4, with 4 being the most severe drought. Corps water managers in Oklahoma and Arkansas have been monitoring lake and river levels very closely all year and have implemented drought actions to conserve water and help limit adverse impacts.

Steve Brewer, Little Rock District's Arkansas River engineer, said the river would be "too low for navigation" without the system of locks and dams.

"Flows this summer are averaging around 7,000 to 8,000 cubic feet per second," Brewer said. "To maintain navigation pools, the system needs to

See Tonnage on following page

Tonnage

Continued from previous page

maintain an average flow of about 2,500 c.f.s. to overcome lockages, leakage, evaporation and infiltration, as well as provide adequate depths for irrigation.

“The Arkansas River System is performing well during this ongoing drought,” Brewer emphasized. “So far we have had no need to restrict usage.”

The McClellan-Kerr Arkansas River Navigation System provides year-round barge navigation from the Mississippi River in southeast Arkansas, westward to Catoosa, Oklahoma, near Tulsa. The 445-mile system links ports in Arkansas and Oklahoma with the ports of the world.

The system of 18 locks and dams was constructed to provide pools deep enough to allow commercial barge transportation to navigate the river even during very low flows. The locks and dams form a stairway of water, climbing more than 400 feet in elevation from the Mississippi River to the Tulsa Port of Catoosa. This drought has put the system to yet another test, and thus far, the McClellan-Kerr is performing well.

Little Rock District operates the Arkansas portion — 308 miles of channel and 13 locks and dams. Tulsa District operates the Oklahoma portion of the channel and five locks and dams, as well as a system of reservoirs that provide flood reduction and help accommodate navigation. Both districts work together regionally to operate and maintain this great transportation alternative.

They blew up the levee

Pine Bluff business district barely saved

Judy Bullwinkle
Regional History Manager

1908 was a bad year for Pine Bluff, Ark., on the banks of the Arkansas River. That was the year the river literally consumed part of the town, caused sharp division among the business community, and sparked a covert mission to dynamite a levee to save downtown at the expense of others.

Conditions on the river had been deteriorating for some time. The drought of 1901 and 1902 reduced the normally shallow river to a “muddy and clogged stream” that was impossible to navigate. Drought gave way to floods in 1903-1904. Times were very hard, but they were about to get worse in Pine Bluff. Heavy rains upstream in Arkansas and Oklahoma in the fall of 1908 created an unmanageable, rolling river.

For the previous 10 years, the Corps had worked with local interests to build structures to keep the river from cutting across a point of land opposite the city and leaving Pine Bluff high and dry miles from the waterfront.

But efforts to armor the bank in front of the city began failing, and the structures were washed out by November. Soggy riverbanks at Pine Bluff began to crumble. Two blocks of the riverfront gave way, carrying numerous homes and businesses. On Nov. 28, heavy rain caused more bank cave-ins and threatened to consume two blocks of the Pine Bluff business district, including the Hotel Jefferson, the Berlin Brothers livery stables, and the Jefferson County Courthouse.

Then it went from bad to worse. Word came that a major, rapidly-rising flood was on its way downriver toward the town. Panic drove the citizens to build huge fascines (mats of willow and cottonwood saplings), and tie them to the bank to stop the caving. A plan was conceived to create a canal and cut through the levee at Vaugine Neck a mile north of Pine Bluff, thus permitting the river to change its course. Although this would save the downtown, it would cut off the city from the waterfront. It would also endanger eastern businesses, such as the Cotton Belt railroad and local plantation owners on the north side of the river.

Supporters of cutting the canal applied for permission from the War Department in Washington, but they were unable to find an official with the authority to make the decision. U.S. Sen. James P. Clarke agreed to take the request to Washington and personally submit it to the Secretary of War. Meantime, 100 more feet of bank fell into the river, taking the Berlin Brothers livery stable and the Knox and Blutenthal warehouse, and moving within three feet of the courthouse.

Accounts indicate that by early December, six individuals were hired to covertly dynamite the levee at Vaugine Neck. The gigantic explosion shook Pine Bluff. It worked. The river slackened near the courthouse and the Hotel Jefferson. Downtown Pine Bluff was saved, though the river pressed hard against the bank downstream threatening other businesses. Because dynamiting the levee was a federal offense, the activity was shrouded in secrecy for decades, and none of the group was ever paid for their dangerous task.

To read more about this event, see “*Castle on the Rock; the History of the Little Rock District, 1881-1985*,” by Mary Rathbun, 1987.

Island retreat is for the birds

Endangered Interior Least Terns get new home

Sandra Stiles, Biologist

Planning and Environmental Division
Tulsa District

Least terns in Oklahoma have a new home – one they seem to really like, compliments of the McClellan-Kerr Arkansas River Navigation System deepening project.

An island made with dredged material and located at river mile 348 in Robert S. Kerr Reservoir has made a big hit with the endangered birds this summer. A July survey counted 130 adult birds, 57 nests, and 21 chicks. Monitoring will continue throughout the nesting season.

The island is the first of many beneficial projects planned for the McClellan-Kerr Arkansas River Navigation System as the channel is deepened from 9 feet to 12. The deepening project includes more than \$23 million in environmental mitigation improvements to support fish and wildlife habitats, with hundreds of features such as dike notching, backwater dredging, and building more islands. Design of these features is the result of a multi-agency cooperative effort involving the U.S. Fish and Wildlife Service, Oklahoma Department of Wildlife Conservation, Oklahoma Department of Environmental Quality, similar state resource agencies in Arkansas, as well as Tulsa and Little Rock Districts.

Dredging near the island location began in late February this year and was completed in March. About 297,000 cubic yards of material were beneficially used to create the 15-acre island that is 2,800 feet long and 300 feet wide. The height of the island ranges from 460 feet to a maximum



During construction of the 15-acre island. It was built with dredged material made available as the navigation channel was increased from a 9- to a 12-foot depth.

465 feet mean sea level, five feet above the normal operating pool elevation.

Interior least terns are protected under the Endangered Species Act. They can be viewed nesting in Oklahoma from May through September. They nest on a variety of habitats, but prefer sandbars and islands in major rivers.

In Oklahoma, they can be viewed nesting on the Arkansas, Canadian, Cimarron and Red Rivers. Since creation of the navigation system, there has been little habitat along the navigation channel suitable for the least tern.

This project provides nesting habitat compatible with other project purposes and operations. Other islands planned in the future in conjunction with deepening activities include a series of three at the mouth of the Canadian River and one just



A nest or “scrape” with three eggs.

above the Webbers Fall Lock and Dam.

On a recent media trip to the new island, reporters and photographers from the Tulsa World, Daily Oklahoman, and OETA visited with representatives from the Corps and U.S. Fish and Wildlife Service. Adult birds were plentiful, chicks could be seen scurrying along the hot sand, and even a hatchling in a scrape with two eggs posed for a quick close up. Kevin Stubbs with USFWS said, “It

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Birds

Continued from previous page



An Oklahoma Educational Television Authority crew approach the island along with Sandra Stiles from the Corps and Keven Stubbs from USFWS.

worked out great for the Corps to be able to put that sand here and create suitable habitat for the terns.” He said the birds had been unable to nest in that particular stretch of the river since construction of the navigation system. Although they haven’t nested there in years, the birds quickly discovered the new island. This summer, it’s been home to Oklahoma’s largest least tern colony.

Multi-Agency collaboration protects Galveston Bay Habitat

Felicity Dodson

Regulatory, Galveston District

North Deer Island, located in West Galveston Bay, Texas, is one of two remaining natural islands in the Galveston Bay Estuarine System. North Deer Island is classified as Essential Fish Habitat due to its natural salt marshes and is the most productive colonial waterbird island in Galveston Bay. Approximately 20,000-40,000 bird pairs of 17 separate species nest annually on this island, including roseate spoonbills, white-faced ibis, and reddish egrets. The island is co-managed by the Texas Audubon Society and the Houston Audubon Society.

In addition to being the largest rookery island in Galveston Bay, North Deer Island is home to important plant communities typical of the Upper Texas Coast. These plants include lime prickly ash, mesquite, Palo Verde, and mulberry trees. Lantana is the dominant shrub. Other natural islands in Galveston Bay have been lost due to subsidence and erosion. In order to prevent the loss of this



North Deer Island during breeding season.

important island habitat, Texas Parks and Wildlife Department proposed a shoreline protection and erosion control project for North Deer Island. The proposal included armoring the northeast side of the island, construction of a system of rock groins on the northwest side, breakwaters on the southeast side and an earthen berm on the southwest side.

Cheryl Jaynes, the Project Manager for the Corps of Engineers, coordinated with multiple federal and state agencies to overcome the challenges associated with this project. Essential Fish Habitat had to be preserved, water quality had to be

considered, and three potentially historical shipwrecks, located in the vicinity of the island, had to be protected. Jaynes worked with the Texas State Historical Commission, National Marine Fisheries, and the Texas Commission on Environmental Quality to come up with a solution that allowed for the protection of the island, while maintaining water quality, protecting the Essential Fish Habitat, and historic properties. The resulting project will protect and enhance habitat for migratory birds, as well as increasing the available nursery habitat for fish and shellfish.

Ring returned to owner after mysterious journey

P.J. Spaul
Pacesetter Staff

No one is sure how the ring missing for years turned up in a lake hundreds of miles away. Nonetheless, once found, the ring was entrusted to a ranger who took his charge seriously. The ranger tapped a bit of technological ‘magic’ that helped the ring make the journey there and back again to its rightful owner.

The story begins with events that began unfolding only a few months ago because the previous two decades are still mysteries. Nonetheless, the moral of the story is clear. A little extra work can sometimes save the day.

A few months ago, a visitor to Little Rock District’s Beaver Lake in northwest Arkansas came to the project office and handed Park Ranger Jared Trammell a ring he found in a dry stretch of lakebed left barren by the ongoing drought. The visitor unearthed it while using a metal detector. Trammell decided to try and determine who the ring belonged to. He cleaned it. Trammell said it was evident it was a woman’s high school class ring from the 1980s.

“The ring had an amethyst stone and bore the name of Delavan High,” the ranger said. Inside, the name Darlene N. Clark had been carefully engraved into the silver-colored ring.

However, he still did not know where the school was and who this mystery woman could be. As time went on, he asked around the office.



Jared Trammell

Another ranger, Thad Cheaney, teamed up with Trammell and together they tapped the magic of the Internet to try and narrow down locations of schools elsewhere by that name.

The task seemed a bit daunting, but Trammell and Cheaney got a break, in fact two breaks. First, the school’s name was unusual enough that they were able to narrow the ring’s likely origin to two high schools in other states. One of the schools was in Illinois. Trammell said he decided to call there.

He reported that the second break came from the receptionist who answered the phone. She graduated the year before that ring was issued and remembered the student it belonged to. Moreover, she also knew the family was still living in town, and she had contact information. The ring’s owner had since moved to Texas, but contact was made through her family.

Having married, her name had changed to Darlene Peet. She wrote Trammell after receiving her ring in the mail.

“Oh my gosh! I haven’t laid eyes on that ring since 1984,” Peet wrote. “And I can’t believe what good condition it is in! I have never been to Beaver Lake, or even to Arkansas before...so I am amazed as to how it could have ended up where you found it!”

She went on to thank Trammell for tracking her down and returning the ring.

“I know you didn’t have to take the time to do this, and I want you to know how very much I appreciate it,” Peet wrote in the letter. “May God bless you for your kindness.”

GeorgeAnn Tabor, chief park ranger at Beaver Lake and Trammell’s supervisor, praised Trammell’s initiative.

“This just goes to show what great things can be done if we take a little time to go the extra mile,” Tabor said. “Jared did a great job locating this lady. She was truly elated and I’m sure will never forget the kind gesture Jared made in locating her. My hat is off to Jared. He did us proud.”

As for Trammell, he did not respond to a suggestion that the story might resemble a classic tale since it includes a mysterious journey, a ranger, a ring that was lost for decades then found, a lake and ‘magic.’ No, this down-to-earth park ranger says he only did what he hoped someone would do for him.

“I just thought if it was me and I had lost my class ring, I would appreciate it if someone returned it to me,” Trammell said.

3rd annual Water Safety Fair brings a splashing success

Melanie Ellis
Pacesetter Staff

The stifling heat, common to Texas summers, has many north Texans heading to area lakes for some much needed relief. The North Texas Water Safety Coalition set out to educate these lake goers and pool owners about water safety.

In an effort to reach as many people as possible, the coalition agreed to host the third annual Water Safety Fair on the first Saturday in June for the annual Free Fishing Day when no person is required to have a fishing license or stamp endorsements while fishing on that day. By hosting the fair on this weekend the coalition was able to reach even more parents and children than ever before.

Ric Rodriguez, of the Fort Worth District Information Management Office, attended the fair with his wife and two children. "It's just a way to have a good time while spending some time at the lake," said Rodriguez.

Impressed by the turnout, Keith Bond, a safety specialist for the Fort Worth District and Coalition member said, "Over all I felt the fair went well".

This year, as in years past, the coalition set up stations that allowed participants the opportunity to get hands-on instruction in many areas of water safety. Some of the activities included life jacket fitting and boating safety.

A new activity at the fair was Fatal Vision. This activity allowed participants to wear goggles that simulate the effects of alcohol. "You can never have enough information on being safe while in or on the water and the fair is a great refresher course on the do's and don'ts of water safety," said Rodriguez.

Another new event at the fair was a free boat ride for participants who completed all ten station activities. The Texas Parks and Wildlife Game



Park Ranger James Murphy, from Fort Worth District's Lavon Lake, fits goggles on a young Water Safety Fair participant.

Wardens hosted the boat rides. It allowed the participants to apply some of the things they had learned at the fair such as properly fitting a life jacket before entering the boat and how the boat should operate once on the water.

"I think the fact that the children had to participate in the events to be able to go on boat rides was great," said Madeline Morgan, chief of Fort Worth District Safety and

Occupational Health and Coalition President. "Out of all the passports only a few did not complete all 10 events," she continued.

Although the fair had a great turnout this year, the coalition is already planning for ways to improve next year's fair. "It was an exceptional event in which the children and adults were educated in not only boating but also water safety," said Morgan.



Capt. Michael Raymo watches as a Rosenberg elementary student demonstrates capture, store and release.

Rosenberg Elementary School Water Festival provides stage for announcement of new partnership

Kristine Brown, Park Ranger
Galveston District

Thursday morning, May 25, 2006, dawned warm and sultry on the grounds of Rosenberg Elementary School in Galveston, Texas. The growing light revealed fifth and sixth-grade students, faculty, staff, and principal, Billie Rinaldi, setting up to host a school-wide water festival as a culmination of the school's first year of participation in the Team WET Schools program. Soon representatives from many of Rosenberg's Team WET Schools partners, including the U.S. Army Corps of Engineers, Texas Parks and Wildlife Department, and the Council for Environmental Education, arrived

to lend a hand and prepare for a day of water education and fun.

As the festival opened, fifth and sixth-grade students proudly donned Team WET Schools t-shirts and assumed their roles as student leaders and water experts at many interactive, educational booths. Throughout the day they guided younger students in grades pre-Kindergarten through fourth grade, parents and community members through a wide range of hands-on activities designed to educate about water and water-related issues.

Students led booths including: "Capture, Store, and Release," an experiment demonstrating the power of wetlands; "Aqua Bodies," an art activity that illustrates water content of

the human body; "The Long Haul," a water-hauling relay race; "Are You Me," a game where aquatic animal babies are matched with their parents; and many more.

To applaud and further Rosenberg students' water education efforts at the festival, many Team WET Schools partners and friends presented additional activities, sharing their time and water-related expertise. Representatives from the Corps, TPWD, and the U.S. Coast Guard Auxiliary teamed up to challenge and educate students in a life jacket relay race. Cadets from the National Guard's Seaborne Challenge program volunteered to serve as mentors and chaperones at a number

See Festival on following page

Festival

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of booths including a “Backyard Bass” casting station (TPWD provided equipment for the casting station) and two inflatable water slides. Galveston City Councilwoman Jackie Cole took time from her busy schedule to get her feet wet and share her kayak handling and safety expertise with festival-goers. Staff and interns from the CEE facilitated a hands-on demonstration of nonpoint source pollution using an Enviroscape watershed model, and staff from Moody Gardens helped students experience the difficulties aquatic wildlife face when they become ensnared in discarded fishing line and other plastic debris.

The water festival served as a fitting backdrop for a special ceremony to officially dedicate Rosenberg Elementary School as a

Team WET School and recognize the school’s commitment to promoting water education and responsible water stewardship. During the ceremony, Josetta Hawthorne, Executive Director of the CEE, presented Principal Billie Rinaldi with a certificate and words of welcome into the growing Team WET Schools family. Rosenberg students then unfurled a banner proclaiming their pride at becoming a Team WET School.

Immediately following the dedication, Captain Michael Raymo, deputy commander of the Corps’ Recovery Field Office in Beaumont, Texas, took center stage. He spoke on behalf of the Corps regarding the importance of a water literate citizenry, commended the school for their successful participation in Team

WET Schools, and announced that Rosenberg would serve as a model school for others to come under a new Memorandum of Understanding between the Corps and CEE. This MOU will serve to guide the expansion of Team WET Schools to other communities across the United States. The Corps and CEE staff look forward to support the water education and water stewardship project efforts of future Team WET Schools.

Despite the famous Texas heat, the Rosenberg Elementary Team WET Schools water festival was a great success. Over 500 students, teachers, parents, and Team WET Schools partners and friends had a great time cooling off in the water and learning about this most precious natural resource all at the same time



Eight-year-old Marcus Gadlage of Coweta was one of the first to try out the new penny pincher machine. He left with shiny water safety souvenirs for himself and his three brothers and sisters.

Pinching pennies for safety

Tulsa District’s new souvenir maker is proving to be a big hit with adults and children alike. Pick a design, insert a penny, turn the gears, and soon you’ll have a flattened coin with a castle, dog, or fish on one side and a water safety message on the other.

The machine made its debut near the Welcome Center where it immediately drew spectators and participants. It will travel to boat shows, fairs, and other public events where it will open the door for rangers to talk to kids about water safety.

Sheppard contract team honored

The Sheppard Student Pipeline Dormitory Project Delivery Team was named Tulsa District's PDT of the Quarter for the third quarter. The team succeeded in awarding the FY 06 Indefinite Delivery Indefinite Quantity contract at the end of the second quarter.

This was the fourth construction award for Air Education and Training Command in FY 06. To accomplish this task, the PDT initiated a new and unique five-year construction IDIQ contract that required the PARC's approval and contended with an ever expanding and contracting dormitory scope of work, the on-again/off-again relocation of a parade field, and relocating the dining facility three times.

To add to the challenges, the advertisement date of Sept. 30, 2005, required out-of-the-box thinking to achieve the very low programmed amount. Funding for construction



Sheppard Student Pipeline Dormitory team members pictured, from left, John Forslund, Felicia Cummings, Tim Peasley, Rory Wale, Randy Bratcher, Jane Noble, and Steve Harmon. Not pictured: Kevin Weber, Gary Mezger, Brenda Anderson, Ken Lehman, Frank Ostrowski, Colleen Diven, Denise Henderson, and Tom Skelton.

was also late in arriving, due to late passage of the FY 06 MILCON appropriation bill. To make the FY 06 award, the team developed bid

options that allowed it to be made at 92 percent of the programmed amount which is within AETC guidelines.



Congratulations, Ed!

Ed Engelke of Tulsa District's Public Affairs Office was recently recognized by Brig. Gen. Dorko with a Special Act Award for his dedication and excellent efforts developing the Regional Business Center intranet site. It can be viewed at <https://155.88.1.235/teamtulsa/SWD-RBC/SWD-RBC.cfm>

“Upward Bound” gives a boost to young students

Marilyn Uhrich
Pacesetter Staff

Three young people are getting a boost in life by participating in the “Upward Bound” program sponsored through Galveston College and are spending the next four weeks at the Galveston District learning about the Corps, and about entering the professional world.

Limesha Hill, a senior at Ball High, is working in the Public Affairs Office. Alvin Garlow, a junior at Ball High, is working with operations. Kenneth Jenkins, a sophomore at Ball High, is in engineering.

“Upward Bound” is a federally-funded program through the Department of Education.

It is a college prep program designed to generate skill and motivation toward entering and finishing college.

Fifty young people are in the program with the Corps, the second largest employer on Galveston Island, receiving these three.

Limesha has declared an interest in medicine, Kenneth wants to be an engineer and Alvin is as yet undecided.

“Thanks for the experience,” says Alvin. “I can learn more about jobs, about how to grow, about friends and people. We know if we need help in

what we are asked to do at the Corps, you will give it.

The “Upward Bound” program gives us a sense to try and the knowledge that we are the future, that you are going to help us learn how to lead the way.”

Students in the “Upward Bound” program are four times more likely to earn an undergraduate degree than those students from similar backgrounds who did not participate. Included are mentoring, tutoring, leadership activities, college admission assistance, college and career exploration, along with field trips, financial aid and scholarship assistance.

Limesha, who entered the program as a ninth grader, admits that the program has given her

opportunities she never thought she would have. As a sophomore, she spent five weeks in a science program at the University of North Texas. Competition within the program is extreme. She was chosen to attend from 400 other students.

Never, she said, did she ever expect to visit Los Angeles, Santa Monica and Chicago, but the program took her there also.

Kenneth says, “The program gives me an early start on what I want to do. It can also help me learn what I don’t want to do. Build trust, I think that is the way.”

“I’ve always been looking at medicine,” said Limesha. “But, being at the Corps of Engineers has let me see a new world.”



Left to right: Limesha Hill, Alvin Garlow and Kenneth Jenkins are participating in “Upward Bound,” a federally funded program designed to generate skill and motivate students to enter and complete college.

Pacesetter Points

Congratulations

John “Jack” Otis, Galveston District, has received the honor of currently being the oldest employee in the U.S. Army Corps of Engineers. While Jack was at training in Virginia Beach, Va., the subject of age of Corps employees came up. Personnel records show that the Corps has three 83-year-old employees, but based on birth dates, Jack is the oldest. Congratulations, Jack, counting years, you may be the oldest, but counting spirit you are a lot younger than many of us.

Deputy Commander of the Galveston District, **Maj. Rick Hansen** has been selected for promotion to Lieutenant Colonel by the Army’s FY06 promotion board! Maj. Hansen’s selection for promotion is a clear indicator of his superior past performance and his future potential for increased responsibility and service to the Army and the nation.

Fred Anthamatten was selected as the new Galveston District Chief of Regulatory Branch. Fred brings with him 29 years of experience in the and has served across the Regulatory Branch in multiple capacities during his distinguished career including assignments as Assistant Branch Chief, Policy Analysis Section Chief, Enforcement Section Chief and other positions in the Compliance Section and Permit Evaluation Section.

Charlie Burger, Mid-Brazos Operations Project Manager, was selected June 26 as the new Assistant Chief of the Operations Division, Fort Worth District. The former Assistant Chief of the Operations Division Doug Perrin, recently

transferred to the position of Chief of the Technical Support Branch.

Marla Anderson was recently promoted to GS-13, Resource Manager, Business Resources Division, Regional Business Directorate, Southwestern Division headquarters. Anderson, formerly with Little District, will join the division Aug. 20.

Tuan D. Dang of Little Rock District passed his Professional Engineer’s Licensing Exam and became a Registered Professional Engineer in June. Dang has been with the district since 1991 and is an electrical engineer in Design Branch. He holds master licenses as an electrician and for heating, ventilation and air conditioning. Among the notable projects Dang has worked are the Pine Bluff Arsenal Explosive Destruction System and the Critical Project Security Program and Access Control Program. He is active in the community where he is constructing an electrical system for a new church activity center. He and his wife, Hanh, have 3 children, Kevin, Vyvian, and Hannah.

Scott Fryer was selected as the recreation team leader for Little Rock District’s Russellville Project Office, which manages the McClellan-Kerr Arkansas River Navigation System from Little Rock to the Oklahoma border. Fryer, who has been with the District for 14 years, started his career at the Beaver Project Office as a park ranger, and has since worked at Clearwater Project Office, Contracting Division and the Mountain Home Project Office. He

and his wife, Cindy, have a daughter, Lauren, and a son, Chase.

Scot King has been promoted to senior mechanic at Little Rock District’s Dardanelle Hydropower Plant on the Arkansas River after completing the Hydropower Training Program. King’s Navy career as a ship’s maintenance technician, coupled with his work ethic, helped him complete the four-year training program in fewer than three years. In his new position, he is responsible for maintenance and repair of electrical equipment at Dardanelle Powerhouse, a 160 megawatt generation facility. He and his wife, Rhonda, have two sons, James and Scotty.

Greg Schwerman began work in June for Little Rock District as a powerplant electronics mechanic at Dardanelle and Ozark powerplants on the Arkansas River. Schwerman, a Michigan native, moved to Arkansas in 1995 after retiring from the Navy and graduating from San Diego City College. Since moving to Arkansas, he has worked for a railroad, the Veterans Administration Hospital in Little Rock, and the Corps’ Vicksburg District. Schwerman and his wife, Barbara, have a daughter, Shannon, and two grandchildren.

Kevin Dunn was selected as lock operator trainee at Little Rock District’s Ozark Jeta-Taylor Lock and Dam. Dunn is a resident of Mulberry, Ark., and is a veteran of the United States Marine Corps.

Family Matters

Gina Arteché of Engineering and Construction Branch, Tulsa District, is

a grandma of a new baby girl born June 16. The proud parents are Jennifer and Mario Gonzales and have named her Marasol Sylvia (Sylvia for Gina's mother).

Jamie and Melissa Hyslop have been blessed with a son born June 20, Gabriel Owen. Jamie is a park ranger at Hugo Lake, Tulsa District.

Jarrod Brightwell, son of **Mark Brightwell** in Little Rock District Programs and Project Management, is beginning his freshman year at the University of Arkansas where he will major in Civil Engineering and participate in the Razorback Marching Band. Jarrod graduated with honors from Conway High School in May.

Retirements

Gordon Bailey, an electrical engineer in Little Rock District, retired in June with more than 37 years of federal service. He served 6 years active Air Force and 18 years Air National Guard with more than 5,000 flight hours in KC-135 tankers and C-130s. He was a Vietnam Veteran and retired from the Air National Guard as a Lieutenant Colonel. He served the Corps of Engineers in Little Rock and Tulsa districts and European Division. He was noted for his work in electrical safety on boat docks as well as electrical construction. He has taught various electrical topics and the Construction Quality Management for Contractors Course.

Ken Foersterling, operations manager of Table Rock Lake in southern Missouri and northern Arkansas since 1999, retired from the Army Corps of Engineers Aug. 3 after

See Points on following page

Plan

Continued from page 11

seek improvements and share best practices; 5 - Consistent, efficient, and effective business processes – deliver products and services better, faster, less expensively; and 7 – Interdependence – increase interdependence to best apply our limited resources. To accomplish this objective, the Business Technical Division is implementing processes and methods to define and capture lessons learned (to promote continuous improvement). The Business Resources Division is determining regional rates; establishing a regional budget execution plan; and has a milestone of reducing overhead by 10%.

11. SWD Objective R1 aligns to USACE Goals 1, 2 & 3

Objective R1 looks at developing and delivering on innovative partnerships with the US Air Force, Army installations and Civil Works stakeholders. This objective aligns with all three USACE goals because it seeks to strengthen our support relationships and roles: 1 - Support Stability, Reconstruction, and Homeland Security Operations; 2 – Develop sound water resources solutions; and 3 – Enhance Lifecycle infrastructure management. R1 is supported by enablers: 5 - Consistent, efficient, and effective business processes – deliver products and services better, faster, cheaper, safer and greener; and 7 - Interdependence. To accomplish this objective SWD is establishing processes/procedures to enhance relationships by establishing: a regional Customer Relationship Plan on outreach to address our Civil Works stakeholders; a regional relationship chart identifying MSC/District points of contact responsible for maintaining customer relations, and improved relations with the Department of Homeland Security.

12. SWD Objective R1 aligns to USACE Goals 1, 2 & 3

Objective R2: Enhance internal and external communications (communicate our lessons learned and experiences). This objective seeks to enhance internal and external communications. This objective really covers all USACE goals: 1 - Support Stability, Reconstruction, and Homeland Security Operations; 2 – Develop sound water resources solutions; and 3 - Enhance Life-cycle infrastructure management. R2 is supported by USACE enablers: 2 – Learning Organization; 4 - Strategic Alliances; 5 – Consistent, efficient, effective business processes; 6 – World-class workforce; and 7 – Interdependence. Communication is the key to improving all SWD processes and relationships. To achieve this objective, the Public Affairs Office published a regional Strategic Communications Plan, January 6, 2006.

I have outlined the SWD Campaign Plan and explained that the plan reflects the USACE goals and objectives as its basic foundation. By cross walking each objective to the USACE objectives, I demonstrated how closely interrelated the two Campaign Plans are. The SWD Campaign Plan is heavily influenced by the SWD commander's intent and the USACE Strategic Directions. The SWD Campaign Plan is the umbrella for all of SWD activities and deliverables. All SWD actions stem from the SWD Campaign Plan Goals.

a 35-year career with the agency. At his retirement luncheon, Brig. Gen. Jeffrey J. Dorko, Southwestern Division commander, presented Foersterling with a de Fleury Medal for meritorious service. Foersterling has been responsible for Table Rock and Beaver dams and power plants, as well as parks and public lands surrounding Table Rock Lake.

Before becoming operations manager, he was Table Rock lake manager for 13 years. He began his federal career in the early 1970s with Kansas City District. The Missouri native graduated in 1971 from Southwest Missouri University in Springfield with a Bachelor of Science degree in Economics. Until his replacement is selected, **Brinda J. Jackson** of the Little Rock District Office will serve as acting operations manager.

Outreach Activities

Park Ranger Rick Bradford of Little Rock District's Russellville Project Office reported that his office helped sponsor a youth fishing derby in June at the Corps' Springhill Park on the Arkansas River. Portions of the derby were aired on Ft. Smith television station KFSM, Channel 5. The activity included more than 50 children. Others involved with the derby were the park's cleaning contractor and park attendants who donated food, the River Valley Bass Masters who donated prizes and two local Wal-Mart stores that issued a \$500 grant.

The **Red Cross Blood Drive** on July 19 in the Little Rock Federal Building netted 43 units of blood, substantially exceeding the goal of 30 units.

Condolences

Pauline Slockbower, mother of **Robert Slockbower**, Director, Regional Business, passed away recently. Burial was in Pittsburgh, Pa., Aug. 4. Memorials may be made in her name to Memorial Park Church, 8800 Peebles Road, Allison Park, Pa. 15101.

Hugh Hollick, Southwestern Division headquarters retiree and former Chief, Logistics, passed away June 18, in San Antonio, Texas. He was buried with full military honors at Fort Sam Houston. He is survived by his wife, Mary Anne.

Patricia A. Howell, mother of **Robert Howell**, Southwestern Division Regional Engineering Program Manager, Regional Business Directorate, passed away June 20, in Albuquerque.

George W. Johnson, Jr., Southwestern Division headquarters retiree, member of the Gallery of Distinguished Employees, and former Chief, Operations and Maintenance Branch, passed away June 24 in Dallas. Johnson served in the U.S. Army prior to retiring from his 32-year career with the U.S. Army Corps of Engineers in 1989.

Hoyt C. Turner, 89, Southwestern Division headquarters retiree and member of the Gallery of Distinguished Employees, passed away July 10. Turner, who retired in 1974, was a hydraulic engineer. He was a charter member of the Fort Worth District Corps of Engineers and also served in the Galveston District from 1939 to 1950.

Dorothy E. Reynolds, Corps retiree, passed away July 16 at Buckner Retirement Home in Austin. Reynolds retired from the Galveston District in 1973 after 30 years of service. Her husband, Glenn Reynolds, whom she met at the District, also retired from the Corps. Mrs. Reynolds was a member of the Construction Operations Division at her retirement and Mr. Reynolds was in Operations and Maintenance Branch, Construction Operations Division.

Deacon **Mando Tapia**, 66, passed away Friday, July 7, at his residence. Mando was born November 7, 1939, to Abelardo and Angelita Tapia. Mando was Director of Religious Education and a Deacon at the Queen of Peace Catholic Church in La Marque, retired Civil Engineer from the Galveston District, Fourth Degree Knight of Columbus with M. J. Babin Council in La Marque and served in the National Guard.

Katie Collom Brightwell, mother of **Mark Brightwell** in Little Rock District Programs and Project Management, passed away July 11 at the age of 75.

George Maxwell Ruede, 82, passed away July 31. He was born in Omaha, Neb., and served as a naval officer during World War II. He was a geologist with the Fort Worth District, Geotech Branch, Geology Section and worked on many projects throughout Texas.

Martin Troy Willard, Tulsa District, retiree, passed away March 31 in an accident on his cattle ranch near Hallett, Okla.

One of Tulsa District's Information Management Office's long-time team members, **David Mosley**, died July 4. He retired just a few years ago with more than 30 years of service.

John Chronister, former attorney in the Office of Counsel for the Tulsa District who retired in 1994, passed away July 7.

Brian Echol's step-father, Randal Preston Burton, passed away July 19 in Broken Bow, Okla. Graveside services were held at the Crown Hill Cemetery. Brian is an "A" electrician at Denison Powerplant, Tulsa District.

John Carmichael's father, H.C. Carmichael, passed away Monday, July 10. Services were at New Haven United Methodist Church in Tulsa.

Kellye Kent (Scoggins) passed on from this life to a much better one on Monday, July 24. She had just turned 43 on July 20. She worked for Tulsa District when we were downtown at Third and Boulder. She has been in the Oklahoma City area for the last 10 years or so working for the Bureau of Land Management, which she loved. She will be greatly missed by all who knew and loved her.

Gina Arteche's mother, Sylvia Salazar, passed away. Services were held July 20 at St. Mary Magdalene Catholic Church, San Antonio, Texas. Burial was at Fort Sam Houston.

Ron Cuff, Tulsa District lock and dam operator at lock 18, passed away of an apparent heart attack while swimming out to retrieve a small

remote controlled boat from his boat slip at Eufaula Cove Marina, Friday evening July 28. His wife requested that any donations be made to Blue Star Mothers, Muskogee Chapter.

Olen Cleve Brigham, a retired Tulsa District maintenance worker for Lake Texoma, has passed away. He was 89 years old.

Margaret Lowerison, former Tulsa District employee, passed away. She was the former clerk for Management and Disposal Branch and retired in January 1998.

Tom Skelton's wife, Pam, passed away at their home near Skiatook. Her funeral was held at Immanuel Baptist Church in Skiatook, Okla., with burial in Altoona, Kan. Tom is an employee with the Tulsa District.

Galveston District **Gallery of Distinguished Civilian Employees**

The purpose of this message is to solicit nominations for the Gallery of Distinguished Civilian Employees for the Galveston District for the current year. Selection for this prestigious honor will be made from these nominations. Nominations must be submitted no later than Sept. 5, 2006. The following general rules will be observed in selecting employees:

- a. Candidates must have: (1) Achieved 30 or more years of creditable service, at least 20 years of which were served as a civilian employee of the Corps of Engineers, and at least 10 of which were served in the Galveston District. The employee must have retired on or before January 15, 2004. (2) At least 10 years of creditable service with the Corps of Engineers if death preceded the retirement of an employee.
- b. The following criteria will be observed in nomination and consideration of candidates: (1) Accomplished assigned duties in such manner as to have been clearly exceptional and pre-eminent among all who have performed like or similar duties. (2) Developed and/or improved methods and procedures which produced extraordinary benefits for the Corps of Engineers. (3) Contributed substantially to the reputation and honor of the Corps of Engineers. (4) Performed loyally and faithfully throughout the period of service.

To nominate an individual for this distinct honor, prepare a narrative and factual justification. Nominations should be submitted by either hard copy or e-mail to Arthur Janecka, Chairman of the Gallery of Distinguished Employees Selection Committee. Galveston District's Gallery of Distinguished Civilian Employees Selection Committee will review the nominations and a recommendation will be made to the District Commander. If you have any questions, please contact Art Janecka at (409)766-3018.