

SOUTHWESTERN DIVISION

R E G I O N A L

# **PACESETTER**

February 2006

Vol. 2, No. 1



**Military Construction, Army Transformation coming to a fort, base near you**



# Pacesetter

Southwestern Division Regional News Service

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

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



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**On the cover:** George Cardenas, Project Manager, Lackland Resident Office, left, briefs Brig. Gen. Jeffrey J. Dorko, commander, Southwestern Division, on the status of barracks being erected on Lackland Air Force Base, Texas. Brig. Gen. Dorko toured other Lackland construction sites to include a new Schoolhouse for C-5 Galaxy flight simulators for the Air Force Reserve Command's 433d Airlift Wing and a Military Operations in Urban Terrain training area for the Security Forces School. Photo by Edward Rivera





# You have a need-to-know about the Corps' Military Construction Transformation mission

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

Have you read about Military Construction Transformation?

Did you hit the “delete” button because you thought this effort doesn’t really apply to you? If so, you are mistaken. The Southwestern Division has a vital role in this effort. In fact, we are anticipating that this mission will bring nearly \$5 billion in additional workload to the region over the next five to seven years.

Successful execution of this mission requires the dedicated efforts of our entire regional team. Additionally, we will marshal the capabilities and resources of other U.S. Army Corps of Engineers organizations as required. While you may not directly work on Military programs, you know that all of our missions overlap

and complement each other. Each of our mission areas is closely related, and the actions we take in one area often have a ripple effect on many others. That’s why you shouldn’t automatically hit that “delete” button.

If you recall, last September in this column I detailed for you our first and largest MILCON Transformation project at Fort Bliss, Texas. Our management strategy and execution for this fast-track, large-scope, multi-facility project is precedent setting. Our application of Military Transformation and lessons learned at this must-not-fail project are already being applied for similar work at other installations within the region and across the nation.

To better understand SWD’s role and

how our team fits into the big picture, you need to know that the Department of Defense is undergoing the most comprehensive transformation effort in its history. DoD is transforming to prepare for the future - a new strategic reality where past assumptions are no longer valid and protracted conflict is the norm. Not only is DoD transforming its capabilities, it’s also changing the way it thinks, trains, exercises and fights.

So is our Army. While the Army’s number-one mission today is fighting the Global War on Terror, it is also undergoing its largest restructuring since World War II. This restructuring will transition the Army to a modular force that is self-sufficient and standardized, increasing active duty forces by 30 percent and the overall pool of warfighting forces by 60 percent. The result of this transformational initiative will be an operational Army that is larger, more powerful, flexible and more rapidly deployable.

The Army is also restationing its forces under the Integrated Global Positioning and Basing Strategy and Base Realignment and Closure initiatives.

The Army’s restructuring to a modular force, along with IGPBS and BRAC, will have one-third of its forces on the move over the next five to seven years. Installations gaining those forces must first have the mission-critical facilities (headquarters and other administration buildings) in place to support them, followed by family-support facilities. To ensure these facilities are in place, the Corps is on a fast track to reduce the time it takes to plan, program, design, and build quality facilities while reducing costs.

The Corps, like DoD and the Army, is reviewing its capabilities and changing the way it thinks.

MILCON Transformation requires the

*See MILCON on following page*



## Best of the best

**Brig. Gen. Jeffrey J. Dorko, commander, Southwestern Division, accepts the Army Superior Unit Award from Lt. Gen. Carl A. Strock, Chief of Engineers, during a ceremony in Washington, D.C., January 17. The division received this prestigious award by direction of Francis J. Harvey, Secretary of the Army, for meritorious performance of its mission responsibilities and distinguished service while 60 percent of its leadership deployed in support of Operations Enduring Freedom and Iraqi Freedom, during the period September 2001 through June 2004.**

*Continued from previous page*

Corps to change its business processes, from prescriptive requirements to performance-based criteria, to implement its basic principles: reduce time for product delivery; and, maintain/enhance quality.

This means that the Corps' acquisition and execution strategies must change to more closely mirror those of the private sector, with contractors providing similar services on installations as they would elsewhere.

It also means that the Corps will rely increasingly on standard facility designs that will be replicated throughout the nation that utilize commercial construction codes and practices and transition from a design-build to adapt-build acquisition strategy. These changes to reduce cost and increase speed of delivery of facilities requires us to change how we provide engineering and construction services.

The Corps' military districts will execute this program with increased reliance on existing and new Centers of Standardization. The facility-type assignments of the COS will preserve expertise and distribute responsibilities across the Corps while maintaining the fundamental objective of streamlining the design and acquisition processes. COS will be more involved in planning, programming and the execution of standard designs for most types of facilities.

While this fiscal year will be a year of transition for all of us in the Corps, SWD is continuing to lean forward to set the course. As in all of our missions, our focus is to ensure we are an effective, interdependent regional team executing faster, better, less expensively, greener, and safer because of a capable and inspired work force and regional governance. Equally important is our aggressive, customer-first focus.

Through the dedicated efforts of many, we've made a lot of progress in a very short time.

Fort Worth District, through its previous experiences and current work at Fort Bliss, has done much of the pioneering to set our course. With all of our districts now fully engaged, along

with assistance from Albuquerque and Sacramento Districts at Fort Bliss, we've stood up a Transformation Support Team at SWD headquarters. I explained the genesis of the TST formation and its basic charter, to assist our districts in project execution, in this column last September. Since then, we now have the *only* HQUSACE approved Regional Acquisition Plan for MILCON Transformation in the Corps, totaling \$2 billion; we've published our regional Strategic Communications Plan; and, a Program Management Plan will be completed soon.

The MILCON Transformation mission will touch all of us in SWD, to include the 550-person Engineering and Construction Community of Practice. The E&C team is hard at work developing evaluation criteria, identifying options and analyzing the inherent advantages and disadvantages for each, and making comparisons and recommendations ... all to enable smart corporate decisions.

To date, the E&C CoP has met twice, is continuing its virtual cooperation and coordination, and briefed the Regional Management Board last month on its

progress. Following that briefing, the RMB reached consensus that: there is a regional commitment to retain a military design capability within SWD; that the E&C CoP should perform a revenue vs. requirements analysis of the appropriate force structure; that an implementation plan be developed for a holistic E&C hiring policy; and, that a recommended course of action execution plan be presented during a decision briefing for RMB approval prior to mid-year to maximize our ability to execute this fiscal year.

As you've read, much effort by many has taken place and continues - all to ensure we are best positioned to take care of our employees, demonstrate our capabilities and keep our commitments to our customers.

Again, do your part to support and contribute to these efforts. Don't hit that "delete" button, keep up-to-date and be an active member of our regional team to help ensure that SWD remains a ready and reliable agent of change for the Army and the nation, now and in the future.



## Streaming success

**Brig. Gen. Robert Crear, former commander, Southwestern Division, and Gary Loew, former director, Programs Directorate, accept the Army Superior Unit Award, authorized streamer from Lt. Gen. Carl A. Strock, Chief of Engineers, during a ceremony in Washington, D.C., January 17. The streamer shown here by Strock, is for units entitled to Lineage and Honors Certificates.**



# Fort Worth partners with Corps districts and small business to take on \$2 billion Fort Bliss MILCON

Story and photo by Edward Rivera  
Pacesetter Staff

“If you build it, he will come,” says the voice in the movie *Field of Dreams*. Well, the Fort Worth District hears a different voice, whispering, “They are coming, so you better build it, and build it fast.”

The U.S. Army Corps of Engineers is not talking about a baseball field for the ghosts of 18 ballplayers, but, what would amount to a small city for approximately 19,000 Soldiers, returning from overseas installations to Fort Bliss, Texas.

“My mission is to provide quality facilities for Soldiers coming to Fort Bliss from various locations within a specific timeframe,” said Col. John R. Minahan, commander, Fort Worth District.

As part of the Army’s Transformation, a division headquarters, four Brigade Combat Teams and a Combat Aviation Brigade will make Fort Bliss their home. According to Robert P. Morris, Jr., Base Realignment and Closure program manager for the Fort Worth District, this influx brings a need for headquarters and administrative space, dining facilities, aircraft hangars, arms rooms, unit storage facilities and barracks for approximately 19,000 Soldiers.

“We’re going to be basically building another city at Biggs (Army Airfield). More than \$2 billion in construction projects have been programmed for Fort Bliss,” said Minahan to more than 600 business owners at an Industry Day, Jan. 18, at the El Paso Community College, Valle Verde Campus. “We need the help of businesses in the transformation of the Army that is taking place.”

This tremendous transformation project is being undertaken while the Army is still at war. Not only must the Corps build for the new Brigade Combat Team footprint, it must also accept and meet the challenges set for it by the Army to meet cost and schedule requirements.

“The business community’s support is essential in helping the Corps of Engineers meet the challenge of building the improvements on schedule and on cost,” said Minahan.

But, the business community is not the only source from which the Fort Worth District will get help. Five other Corps



**Lisa C. Billman (right), Fort Worth District, contract specialist distributes information to several small business representatives during a networking opportunity at Industry Day, Jan. 18, at the El Paso Community College. Billman also gave a presentation to the more than 600 attendees on submitting a Best Value proposal.**

districts will join forces with Fort Worth in a new Product Line Support approach to accomplish the mission. According to Morris, rather than hire a large number of new employees to handle this increased workload, the Fort Worth District is taking a regional approach to the work.

“Fort Worth is partnering with districts in Sacramento, Calif., Albuquerque, N.M., Tulsa, Okla., Little Rock, Ark., and Galveston, Texas. Each district is responsible for a particular Product Line and will handle the facilities in that Product Line from ‘cradle to grave,’” said Morris.

Fort Worth will be responsible for infrastructure, barracks, and training ranges in addition to providing a central point of contact and coordinating the activities of the other Product Line Districts.

The Product Line District responsibilities are: Albuquerque, company operations facilities; Galveston, ammunition storage facilities and parking facilities; Little Rock, dining facilities and aircraft hangars; Sacramento, brigade and battalion headquarters buildings and unit storage facilities; and Tulsa, maintenance facilities.

“Besides sharing the workload, this approach also builds expertise levels which should result in time savings and

institutionalizing lessons learned,” said Morris.

With the historic groundbreaking in the near future, the Fort Worth District has also broken ground on another new approach to managing projects of this magnitude. Morris explains, with most of the units going into new construction in an undeveloped portion of Biggs Army Airfield, the District is using a Land Development Engineer approach.

“The LDE brings large-scale development experience to the Corps and will be valuable, especially in the infrastructure planning and coordination of facilities construction,” said Morris.

New ideas, new directions and new partnerships will be the cornerstone of the military construction on Fort Bliss. The partnering between Corps districts and the desire of the Corps to engage the small business community, in El Paso and beyond, will usher in a new era of teamwork for the nation and the Soldiers supporting their country.

During the Industry Day, Rep. Silvestre Reyes, D-El Paso, made it clear to the Corps of Engineers that the small businesses and others in the El Paso business community and beyond would be supportive, “and show that El Paso is 100 percent behind the Army.”

# Barry Stuard deploys for Army again and again

Story by Suzanne M. Fournier  
Gulf Region Southern District

## U.S. Army Corps of Engineers Base Camp Adder (Ali Base) Iraq -

A current passport, government travel orders and a challenging mission are key ingredients for Barry Stuard's success over the past twenty-plus years of global deployments. Stuard, a U.S. Army Corps of Engineers civilian employee from the Little Rock District, is deployed to Iraq as a construction representative in support of Operation Iraqi Freedom in Diwaniyah Province. He has a challenging mission overseeing reconstruction projects to help the Iraqi people.

Stuard is working on police and highway patrol stations, checkpoints and Iraqi Army compounds which enable the Iraqi security forces to combat terrorists and maintain secure communities in Iraq. He is overseeing road construction so residents can get to mosques, schools, medical care and move crops to regional markets.

He is involved in building 14 schools so children can safely attend healthier schools with bathrooms, clean water, safe electricity, ceiling fans and lighting. He oversaw renovation of six railroad stations so passengers can safely board and exit trains at clean, healthy railroad stations and schedule shipments with a resident stationmaster.

Stuard is building and renovating health clinics so people in impoverished neighborhoods can have local access to health care and provide for a healthier standard of living. Finally, he is rehabilitating and building water treatment and sanitation facilities to provide safe drinking water and reduce the transmission of water-borne diseases.

Working on dozens of construction projects with Iraqi contractors, customers and civil engineers, Stuard gained a high level of respect for the Iraqi people he meets daily.

"I got wrapped up in the great needs of people here in Iraq. These people have been living this way because they've been beaten down for years. I have a 35-year-old Iraqi civil engineer



**Barry Stuard poses with his Iraqi civil engineer and school children from Zubieda school in Diwaniyah at the ribbon cutting for one of the 14 school renovations.**

who faced insurgent intimidation to work for us. He has never known anything but war in his life," said Stuard. "And I know a 15-year-old young boy who is a subcontractor, mature beyond his years and the sole support for his mother and seven siblings."

As Stuard flipped through before and after photographs of construction projects, it is easy to see the reason for his passionate commitment. Deteriorated, depressing schools turned into brightly painted classrooms full of smiling Iraqi children.

Stuard says he is naturally softhearted, but has tough expectations for construction quality and safety.

"I want safe ladders, harnesses, hard shoes and protective glasses that protect workers," he said. "The contractor knows when I've been to his construction site because I insist upon safety and I leave my blue magic marker scribbles wherever I find problems."

Although oversight for reconstruction projects in Iraq was an unusual assignment for Stuard, deployments are far from new for this Army career-civilian.

"I left Iraq, Desert Shield Desert Storm, on May 15, I deployed back to

Iraq, Operation Iraqi Freedom, with the U.S. Army Corps of Engineers the very same day, fifteen years later," said Stuard.

The Army could almost say— don't leave home without him. Stuard supported the Army at every major deployment over the past 20-plus years.

"I've been to 17 countries and 35 states and I couldn't see any reason to stop supporting the Army now," said Stuard. "As long as my family supports my deployments, I will go when the Army needs me, especially to support reconstruction missions like these in Iraq."

Most of Stuard's deployment life was at Red River Army Depot in Texas as an electronics technician. Stuard was considered the jack-of-all-trades for the Bradley family of vehicles including the multiple launch rocket system when he deployed to Desert Shield Desert Storm.

"The multiple launch rocket system is a NATO weapon, possessed by all NATO countries," said Stuard.

"Whenever there were problems or scheduled modifications, our team deployed wherever the units were located for operations out in the field."

Stuard has certainly given his all to

*See Stuard on following page*



# The Iraq experience, from someone who's been there



**Barry Stuard shows an Iraqi civil engineer how to check quality construction of tiles and uses his blue magic marker to identify those that will need to be replaced.**

## Stuard

*Continued from previous page*

the Army and when asked why he deployed again, Stuard said his original motive was financial, but quickly changed when he realized the significance of the reconstruction mission here in Iraq.

When his year-long assignment is up, Stuard will return to his job in the Red River Valley where flocks of white pelicans and bald eagles make their home at the Corps of Engineers' Millwood Tri-Lakes in Southwest Arkansas. More important, Stuard is returning to his wife and three children who support his deployment to help Iraqi families, but are anxiously counting the days until Dad returns home.

**Note:** *Suzanne Fournier is the Public Affairs Officer for the Gulf Region Southern District, U.S. Army Corps of Engineers, Iraq. Requests for more information should be directed to Suzanne at 540-542-1531. Email requests can be sent to her at [suzanne.m.fournier@tac01.usace.army.mil](mailto:suzanne.m.fournier@tac01.usace.army.mil)*

### **Barry Stuard, civilian employee from the Little Rock District, is currently deployed to Iraq. He has this to say about the experience:**

To my friends and co-workers back home who are looking for a challenging and uplifting experience — one you will never get another chance at doing. I am talking about getting to contribute to one of the most needed and rewarding jobs available. This is it.

Where else can you help children of all ages to get an education in classrooms that previously had no doors, windows or electricity, not to speak of indoor bathrooms. We have done that here, with renovations to 14 schools.

How would you like to help the people of Iraq travel by train, or ship their farm goods, or receive shipments from one end of the country to the other by renovating the deteriorated, unhealthy and nonfunctioning Railroad Stations? We have done that, 6 of them to be exact.

If that is not your bread and butter, how about adding to the security of a nation that has been living with war and insurgency for 35 years, by building and renovating Police Stations, Highway Patrol Stations and Highway Check Points? We've done a few — 32 of them.

Now for those of you who like to

travel, I have a few roads to tell you about. Being from Arkansas, a dirt road is nothing new, but these are the likes of which you have never seen. We have completed three and just awarded contracts for five more.

I can go on. How about building an Iraqi Army Division Headquarters?

Or if Electricity is your thing, we are putting in electric substations, overhead electric feeders and underground feeders.

Do you want to help reduce the infant mortality rate and the spread of waterborne diseases? We are renovating a Maternity and Children's Hospital, building Primary Health Care facilities and water treatment facilities.

You name and we are building it. There is not a minute to spare, and these people have great needs. All you have to do is look in their eyes; they are not the insurgents and terrorists that you see on TV. They are kind, loving, friendly people that have been beaten down by an oppressive dictator most of their lives. Most do not even know how the rest of the world lives and they are learning with a new democracy and freedoms that are now available to them."

### **History Office covers 2005 hurricane support**

The U.S. Army Corps of Engineers Office of History has developed a website highlighting some of the significant hurricanes and tropical storms of the last forty years. This site summarizes the storms and their impacts as well as provides additional links to reports and images. The documents available on the website provide insight into Corps support operations and engineering decisions. The bibliography on the latest hurricane support offers historical works to increase the understanding of the results of the storms and the Corps' efforts.

The site includes information on five events. Although most of the severe storms hit the southern part of the

United States, Tropical Storm Agnes made landfall near New York City June 2, 1972. Widespread flooding from Virginia to New York made it the worst natural disaster in U.S. history, at that time.

In 1965, Hurricane Betsy came across Key West, Fla., to flood New Orleans, Louisiana with a storm surge that overtopped and breached levees flooding the city, including the Ninth Ward. Other major events covered include Hurricanes Andrew and Camille as well as Tropical Storm Claudette.

To learn more, visit the website at <http://www.hq.usace.army.mil/history>.

## Media Interview Tips

*When the reporter calls:*

- Find out the reporter's name, affiliation, deadline.
- Find out the interview topic and format.

*Prepare:*

- Jot down likely questions, appropriate answers.
- Know what you want to communicate. Develop your key messages.
- Contact PAO for help with preparation.

*During the interview:*

- Do not speculate.
- Stay in your lane.
- Avoid jargon, acronyms, technical terms.
- Be realistic, positive.
- Short answers are better than long; use full sentences.
- Be honest, responsive, factual. Don't talk too much.
- Keep cool. Don't allow yourself to be provoked.
- Remember when talking to a reporter there's no such thing as "off the record."
- If there are any skeletons, be prepared for them to come up.
- State matter of factly when you can release information and why.
- If you don't know answers, say so, and offer to find out.
- Never lie to a reporter.
- Don't accept a reporter's facts and figures as true; don't respond to a hypothetical situation; respond to negative leading questions with positive statements.



Don't touch that dial! Lt. Col. Chris Sallèse, Galveston District deputy commander, on screen during his interview with P. J. Spaul.

# Media training goes regional

Story by Mary Beth Hudson  
Pacesetter Staff

USACE 2012 has meant change throughout the Corps of Engineers. In the Southwestern Division, some obvious signs of that change have been evident in cooperative efforts of the Public Affairs community such as the Pacesetter newsletter.

One regional initiative was in full swing in Galveston District the week of Jan. 23 when nearly 40 Galveston employees took Media Training classes presented by PAOers from Little Rock and Tulsa Districts.

The day-long sessions, packed with tips on conducting successful interviews, included an on-camera experience for each student.



P. J. Spaul of Little Rock District Public Affairs Office "tag teamed" as an instructor of the training.

John Machol, project manager in the Policy Analysis Section of the Regulatory Branch, said he found the class to be very beneficial. "The training stressed how important it is to get the word out and deal with issues," he said. "They teach, 'Go ugly early.' If you deal directly with a conflict, you have the opportunity to get the right message out. In my case, I see how the media can be an ally in the battle to protect the environment."

Charles Scheffler, water control manager in Operations Branch, said, "Experience may be the best teacher but to learn from those who have been on the other side of the fence in the media arena is great. The training provided insight into the world of the news media and a wealth of practical



Ross Adkins, chief of Public Affairs for Tulsa District, presented four day-long Media Training sessions for Galveston District employees.

experience regarding our demeanor, do's and don'ts, preparation, and presenting the benefits of our mission to the public." Scheffler said the class was quite timely for him and should prove to be very helpful in several public meetings in his future.

That's no surprise to Ross Adkins, chief of Public Affairs in Tulsa District and one of the instructors. "We've designed this training to answer the needs of those who might have the opportunity to meet with the media, but it's also good for many other types of communication."

Co-instructor, P.J. Spaul of Little Rock District, said media training is a valuable service the Public Affairs Community of Practice adds to the SWD regional team. "It was a privilege to go to Galveston District and share this useful information," he said.

Phyllis Bledsoe, Galveston District's chief of Public Affairs, said she expected the course to help meet some of the communication challenges faced by employees. "Our intention was to give subject matter experts such as project engineers and regulatory teams the opportunity to learn some pointers in responding to the news media." She said she has received some very good feedback on the training and hopes to schedule it every couple of years.

Media Training will be available throughout the region; employees interested in signing up should contact their Public Affairs Office.





# A look at the year ahead

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

Happy New Year! It's hard to believe we're over a third of the way through the fiscal year already; I'm just now getting used to writing '06 instead of '05 on my checks and documents.

**2005** was a very successful year. Tulsa faced major challenges with flat or declining civil works budgets and resulting affordability concerns. We implemented a strategic plan; executed a reorganization of all five major district offices using VSIP/VERA; and took advantage of several key opportunities including our Little Rock District partnership, renewed state and congressional interest in numerous projects, and hurricane deployments to put our district in a very solid position.

**2006** promises to be every bit as challenging and exciting as 2005 was. I'm very optimistic about our ability to collectively master these challenges, and look forward to navigating through what will surely be a watershed year. We will emerge from this year even stronger and much better integrated with our sister districts in Southwestern Division. The keys to our success will be perseverance, flexibility, and above all a focus on EXECUTION.

My personal priority for 2006 is EXECUTION. Delivering quality construction and services to our customers on time and to cost is absolutely the best guarantee for our future. It is our excellent record at executing that attests to our RELEVANCE, READINESS, RESPONSIVENESS and RELIABILITY. We are good, but this year, we need to get even better!

Under the leadership of Ralph Hight, we are putting a major emphasis on meeting the Army's and Air Force's demanding execution metrics for military construction, especially those concerning timely construction and cost control. Our standard must be to meet these metrics without excuse. We will also be working with our sister districts and the Southwestern Division to implement major changes in how we deliver facilities and services to the Army. At Tulsa, thanks to the foresight of several key leaders, we've been executing many of the principles of Military Construction and Army Transformation for years. As a result, we are very well positioned to help SWD lead the Corps to make the changes needed to deliver Army facilities better, faster, cheaper, greener, and safer.

We are also focused on executing our civil works program to a very high standard; John Roberts is leading this effort. Thanks to the efforts of numerous stakeholders, Tulsa District received numerous congressional adds to our Fiscal Year 2006 budget; we owe it to congress, our stakeholders, and the great American public to execute these projects in an outstanding manner. Excellent EXECUTION is the best guarantee of future congressional support.

We did not receive any adds to our operations and maintenance (O&M) program. In fact, to fund hurricane recovery priorities, we absorbed large cuts to an already austere program. Our "bare bones" O&M program is, however, sufficient to get us through this transitional year. The FY 2007 O&M budget promises to be better. We only have to PERSEVERE for a few months, and under Billy Banks' leadership, I am confident that we will do so and continue to provide a good level of service to our many stakeholders.

We are able to absorb this large temporary budgetary "dip" because we are a very efficient and FLEXIBLE district, and because our folks have shown a terrific willingness to volunteer for hurricane and Global War on Terrorism duty. As I write this column, we have 61 Tulsa District employees deployed in support of hurricane relief efforts in Mississippi, Louisiana, and Texas, in addition to nine folks deployed in Iraq and Afghanistan; 70 folks out of a 654-person district is great effort. Our deployments are not only supporting the two most important missions of the Corps of Engineers, they are also helping alleviate the worst effects of our austere O&M budget. These missions will continue well into the summer and will carry us through FY 2006 into a better budgetary year.

Our RELEVANCE, READINESS, RESPONSIVENESS and RELIABILITY are the product of our expert, hard-working, and dedicated workforce. Be OPTIMISTIC! We have a great future and are very well positioned for the changes that are coming this year and next. Thank you for your efforts. Please continue to focus on your mission and on those you serve, and to take care of yourselves and each other.

*ESSAYONS!*

# Tar Creek team presents findings

Story by Mary Beth Hudson  
Pacesetter Staff

On a poster in the Picher-Cardin school administration building titled “Building Community” are the words, “Know that no one is silent though many are not heard. Work to change that.” The Tar Creek subsidence evaluation team certainly followed that admonition Tuesday night, Jan. 31, at a press briefing and public meeting held to share the results of their 18-month study.

About 500 people attended the standing-room only meeting to hear the conclusions of the \$1.8 million study funded to evaluate the potential for subsidence in the former mining area.

Several of the attendees took the opportunity during the question-and-answer session to voice their concerns.

The report’s Executive Summary states, “Extensive underground openings left from the historic mining activity have also resulted in subsidence that presents a serious hazard to public safety, the environment, and current and future land use.” Although the team made it clear that they could not predict when future subsidence would occur, the technical study has already prompted renewed talks of buyouts.

At the press briefing preceding the public meeting, Ken Luza with the Oklahoma Geological Survey explained that the areas mined were done so “to a very high extraction ratio —” that miners took out 85 percent and left only 15 percent for pillars. Aerial maps were overlaid to show areas of potential subsidence including a 150-foot buffer zone around each potential site, and team members explained, “Size is not the main issue,” rather it’s location since subsidence can start out fairly small and then grow.



**Aerial maps of the former mining area overlaid with potential subsidence information lined the walls at the gymnasium.**

The subsidence study focused on the communities of Picher, Cardin, Hockerville, and Quapaw and transportation corridors of major significance in the Picher Mining Field. According to the report, “Shaft related and non-shaft related subsidence events have occurred in the Picher Mining Field since the beginning of mining operations and continue to occur.”

Of the 4,400 acres in the study area, 1,270 were undermined, threatening residences, structures, roads, parks, playgrounds, etc. As reported in news stories following the report’s release, “More than 200 structures, most of them residences, sit atop or near abandoned mines that are in danger of collapse.” There are also more than 100 locations where roads are undermined. A copy of the Executive

Summary is available on Tulsa District’s website.

In its “Turning Point” editorial dated Feb. 3, Tulsa World writers stated, “It would be hard to overstate the importance of the report issued after months of study by the subsidence evaluation team headed by the U.S. Army Corps of Engineers.

*See Tar Creek on next page*



**A view across a portion of Picher, Okla., taken from the top of a chat pile. The chat piles are visible evidence of the undermining in the area which leaves the potential for subsidence.**

Photos by Angie Short



# Tar Creek

*Continued from previous page*

“The report, in fact, could become the turning point in the long, costly and frustrating effort to deal with the environmental nightmare in the old lead-and zinc-mining area that has come to be known as Tar Creek.

“It is the definitive assessment of the threat posed by subsidence, or cave-ins of the old mines, often connected with shafts.”

Jonna Polk of Programs and Project Management Division served as project manager, and Jim Martell of Engineering and Construction Division was the lead technical manager. The team included members from several federal and state agencies, the Quapaw Tribe, and contractors. Polk served as moderator at the public meeting while Martell briefed the results of the study there and at the press briefing.

Earlier in the month, team members met with school administration and housing authority officials to share specific results from the study relating to their areas of concern. A school playground is on an area of potential subsidence as are some properties owned by the housing authority. The study has prompted a weight limit on a portion of Highway 69 near Picher.

Team members also spent Wednesday, Feb. 1, at the housing authority where they met with citizens one on one to help them find their homes on the maps and explain information from the report. A steady stream of people took advantage of the opportunity.

## Capturing the Dream

As it does each year, Tulsa District had a presence in the city’s Dr. Martin Luther King Parade held on the holiday honoring the slain civil rights leader’s life and vision. This year’s theme was “Capturing The Dream: United We Stand, Divided We Fall!”

In addition to those shown in the photos, Michael Ware, Maj. Bob Corrales, Don Butler, and Lisa Samilton also helped represent the district.



Georgia Lewis and Maggie Hellwege proudly carry the district’s banner while Michael A. Ware II keeps an eye on the gathering crowd.

## Fortelka joins district staff

In late November, Tulsa District welcomed Diane M. Fortelka as its new chief of Resource Management Office. Fortelka comes to the district from the Civilian Human Resources Agency, Aberdeen Proving Ground, Md., where she also served as RM chief.

Fortelka’s Army career began when she was commissioned as a lieutenant, Finance Corps, following graduation from the University of California, Irvine, in 1976. Her initial assignment was with the Finance and Accounting Office, Presidio of San Francisco, Calif.

Following active duty, Fortelka transferred to the Army Reserves where she served for 25 years in a variety of comptroller assignments. She retired from the Reserve in 2004 as a lieutenant colonel.

In her civilian career, Fortelka has held budget analyst and management analyst positions, as well as resource management. She had previous Corps experience at Chicago District where she was budget officer before becoming the chief of RM.

Ms. Fortelka has a son, Paul, an attorney, who is serving as a lieutenant in the U.S. Army at Fort Huachuca, Ariz. Following his military intelligence training, Paul will be stationed at Fort Hood, Texas. Her daughter, Kimberly, a junior at the University of Notre Dame and chemical engineer major, spent the fall 2005 semester in Australia.

Fortelka says she has felt comfortable with Tulsa District from the time she came for her panel interview. She says she likes the people working in RM and the district managers, and that this is an exciting time to be with the Corps. “There are some changes on the horizon that involve RM and budget management. We’re looking at going to district rates as opposed to district rates. We’ve got some challenges ahead of us. I’m sure that we’re going to hit some bumps along the way, but we’re going to do what we have to do, and we’ll be doing a lot of evaluating.”

She says she is still learning the ropes but she’s getting lots of assistance and that her first impressions of the district are proving to be correct. “It feels good — feels like a good move for me,” she concluded.



**Diane M. Fortelka**

**Tulsa District’s voluntary, confidential Employee Assistance Program helps employees and their families obtain professional guidance in dealing with any situation causing emotional distress. To learn more, click on the link on the Team Page.**

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# Skiatook chamber awards Corps employees

## Hunter, Bersche honored for teamwork

At the Skiatook, Okla., Chamber of Commerce banquet in January, Preston Hunter and Greg Bersche were recognized with a Teamwork Award for their key role in the CrossTimbers Resort Development at Skiatook Lake. Hunter was unable to attend, but Bersche accepted on their behalf.

The plaque's inscription read, "Teamwork is the ability to work together toward a common vision. The ability to direct individual accomplishment toward organizational objectives. It is the fuel that allows common people to attain uncommon results."

Hunter is lake manager at Skiatook Lake, and Bersche is a park ranger. In December 2000, the lake was designated, along with 30 others, as a National Demonstration Laboratory Lake. This allowed the Corps to seek innovative partnerships with non-federal interests and the private sector to develop enhanced recreation opportunities to better serve the public, protect resources, and create a healthier social and economic environment in the lake region.

Development of the CrossTimbers Resort has been and continues to be a



**Greg Bersche with the teamwork award honoring him and Preston Hunter for their work on the Cross Timbers Resort Development at Skiatook Lake.**

high-profile project, and Bersche and Hunter have been involved in key roles from the very beginning when the lake was nominated to participate in the demo program.

## Tar Creek team honored – again

The Tar Creek Project Delivery Team was selected as Southwestern Division's PDT of the Year. The nomination has been forwarded to headquarters for national competition.

The team works with local, state, and other federal agencies, Native American Tribes and individuals in a number of projects in the devastated Tar Creek mining area. In January, team members presented results of a long-awaited subsidence study to local and school officials, political interests, and members of the public.



**Jonna Polk, project manager, accepted the Southwestern Division award on behalf of the Tar Creek Project Delivery Team.**

## One good turn prompts many others

Last fall, employees with the Emergency Field Office - West in Lake Charles, La., started a ball rolling that hasn't stopped yet. The Angela Navarre family was living in a small, unheated camper trailer because their mobile home had been damaged by Hurricane Rita. Their home didn't qualify for FEMA's temporary roofing program because of its metal roof. The Navarre family included 18-month-old Taylor who is on a respirator, heart monitor, and feeding tube. She has had one surgery and needs more than 20 others.

The EFO-West roofing team brought the family from Vinto to Lake Charles and got them a motel room. The contractor, Shaw Group, agreed to cover the mobile home, and EFO-West and CH2M Hill (quality assurance contractor) volunteers worked to make the home habitable again while the family awaited its FEMA trailer. Word spread, and cash contributions and gift certificates came in.

This "good news" story was circulated through the Louisiana Recovery Field Office in Baton Rouge. It ran in the *RiverWatch Forward* and was picked up by the *Engineer Update*. Latest word is that both "Extreme Makeover: Home Edition" and the Shriners are also looking into helping the Navarres.



**Kenny Baker takes time from his EFO-West blue roof work to pose with the Navarre family. Baker was a QA team leader from Louisville District.**





# Change is inevitable in 2006

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

The sun is starting to shine a little brighter, the days are getting longer, grass is starting to green and trees are starting to show signs of leaves returning. It's springtime on the Texas coast and that's a time of change. Change is not only a good thing, it's inevitable. Change is constant; both in nature and in business.

We're changing in dramatic fashion in the Corps of Engineers right now. The number of initiatives that will impact the way we do business will affect every one of us. On the horizon, the personnel system has NSPS, Logistics High Performing Organization and regional hiring practices. Our processes are shaped by a new P2 system, legislative direction on continuing contracts and reprogramming and, more and more, a shift toward a functional USACE 2012 Regional Business Center. Communications is wrestling with the A-76 study of the Information Management staff within the entire Corps.

Every one of these initiatives takes time and energy to bring it to fruition. The trouble is that every organization has a finite amount of organizational energy.

I truly believe that every one of these initiatives will bring about a better Corps of Engineers in terms of accomplishing our mission better, faster, cheaper, safer and greener. I need your help to make that happen. Specifically, I want every employee to spend their own energy in promoting these programs, working to make them happen and adding to the momentum toward their accomplishment.

We're going to change. I'm inviting you to help pull the wagon instead of riding in the back. I know you will help and I appreciate it. It's an exciting time to be in the Corps of Engineers.

2006 is turning out to be action packed and zipping by faster than an Aggie's eight years of college! We started the year with a sizable appropriation from Congress (that indicates the value of our projects to the nation

through performance-based budgeting). At the same time, we sent a large percentage of the district away to respond to and recover from hurricanes along the Gulf Coast. Recently, we received over \$70 million additional dollars into our program through the hurricane supplemental. We have a large program this year, fewer troops available working their regular tasks and the clock is ticking. What's the goal then?

Execution is everything. I still expect the district to execute 100% of our program as scheduled.

Given our employees' professionalism and selflessness in the Galveston District, I am confident that's exactly what I'll be reporting at the end of the year.

In closing, I'd like to say a final farewell to a number of Galveston District members that recently retired. Lloyd Saunders, Mike Kieslich, Tom Hunt, Steve Wipff, Elijio Garza and Clark Griswold have all left the district recently. With them, we've lost several hundred years of experience in the Corps. Texas and the nation all thank them for their many years of service. Those of us in the Corps thank them for their friendship.



**From left to right, Cpt. Micahel P. Raymo, Col. Steven Haustein, commander, Galveston District and Brig. Gen. Jeffrey J. Dorko, commander, Southwestern Division visit the Orange County reduction site, where more than 7,000 stumps have been collected.**



Debris being “chipped” at the Orange County reduction site.

## Corps nears completion of debris removal in Southeast Texas

Story and photos by Michele C. Thomas  
Pacesetter staff

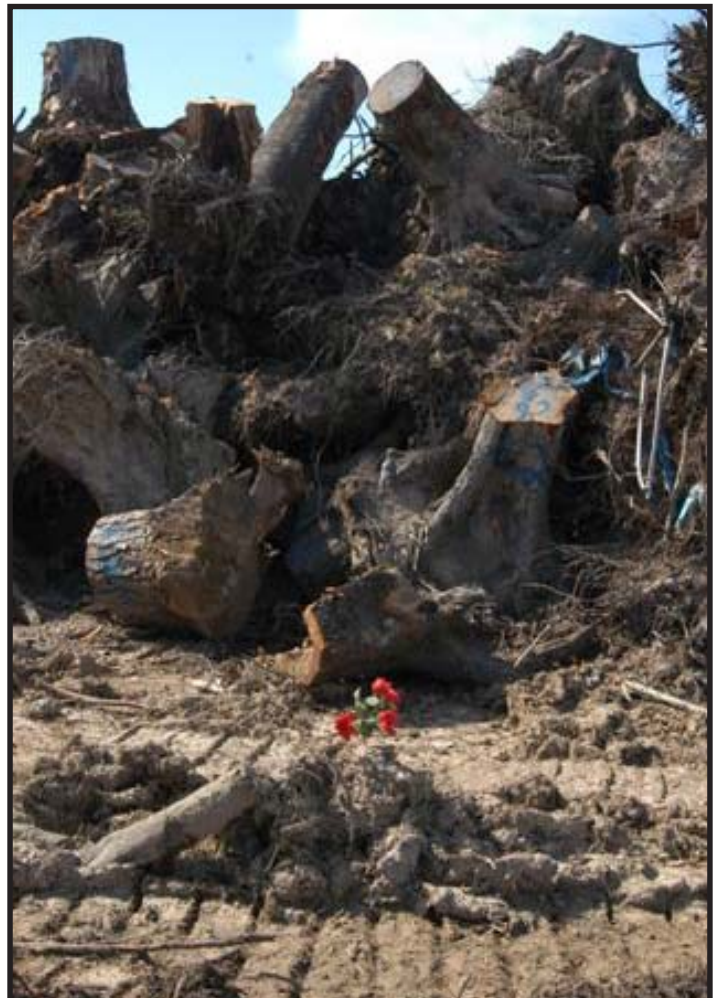
The U.S. Army Corps of Engineers announced Feb. 16, that debris removal is nearing completion in Southeast Texas with 95 percent of the debris removed and 88 percent of the stumps removed from roadsides.

“We are confident that debris in Southeast Texas will be gathered and deposited at the reduction sites as of mid-March,” said Col. Steve Haustein, commander, Galveston District. “Extensive progress in debris collection and disposition is being made at this time and projections are that the mission, including the final disposition of debris, will be completed within six to eight weeks thereafter.”

Approximately 4.75 million cubic yards of debris and 18,404 stumps have been picked up and delivered to reduction sites around the county by Corps subcontractors.

“This has been a large undertaking and we would not be where we are without the support and cooperation of the city and county officials,” said Haustein.

The Corps and county commissioners announced last December that certain dates in January would be the last day to place storm-related debris along the curbside. On those days, the Corps began their final pass through neighborhoods in Southeast Texas.



As of early February, more than 7,000 stumps are located at the Orange County reduction site. The Corps has removed more than 18,000 and estimates another 3,000 remain to be removed.





Aerial view of the Rio Grande Border Patrol Sector headquarters building.

## Agencies celebrate completion of new Edinburg complex

**Story by Michele C. Thomas**  
Pacesetter staff

On Feb. 22 the U.S. Army Corps of Engineers, Galveston District, the Bureau of Customs and Border Patrol Protection and the City of Edinburg will dedicate the new Rio Grande Border Patrol Sector Headquarters complex.

“The partnership between the Corps and the Bureau has existed for nearly a dozen years,” said Col. Steven Haustein, commander, Galveston District.

“In our partnership, with the Bureau, we have been with through some rough times. — reorganization and name change, delays and budget challenges — tough times for any organization. However, through the cooperative efforts of Bureau and the Corps, many troubles and tribulations

have been overcome,” said Haustein.

Construction of the complex began in 2004 by Sundt Construction of Dallas.

The three primary structures the Bureau will use as its new headquarters are approximately 70 percent complete and opened in January 2006.

The 15,531 square-foot support building and 23,814 square-foot enforcement structure both have one floor each and are being built first.

A two-story management building totaling 19,401 square feet will also be constructed on 29 acres at the southeast corner of Trenton Road and U.S. Highway 281.

“The \$22 million headquarters will replace the

Bureau’s small, aging facility on two acres on Wichita Avenue in McAllen. About 300 employees working at this location will move to the Edinburg site, along with legal staff now working in Harlingen,” said Uvaldo Garcia, the sector’s assistant chief in charge of new facilities and construction.

The Bureau will still use its McAllen sector building, which is located next to McAllen-Miller International Airport, for human resources management and vehicle maintenance.

The headquarters is expected to pump \$3.4 billion into the city’s economy during a 30-year period, according to information from the Edinburg Economic Development Corp. and the University of Texas – Pan American’s economics

department.

The sector, which consists of a geographical boundary formed by the Starr-Zapata county line to the west, the Rio Grande to the south, the Gulf Coast to the east and the Victoria-Edna area to the north, has grown from having 300 agents in the early 1990s to about 1,600 agents today.

The Bureau has had to lease buildings throughout McAllen for departments to use because of cramped conditions at its current sector headquarters.

Some of the features of the new headquarters include security cameras, detention ponds and lush landscaping. The buildings will have a structural steel frame with pre-cast concrete panel cladding.



**Brig. Gen. Jeffrey J. Dorko (left of center), commander, Southwestern Division, and Col. John Hesterman, 12th Flying Training Wing commander, flanked by base and local officials, cut the ribbon Jan. 4 at the new main gate guardhouse to signify completion of the Randolph Main Gate and Harmon Drive construction project.**

## Teamwork outdoes challenges, weather to complete Air Force project

Story and photo by Edward Rivera  
Pacesetter staff

Illustrative of the cooperation between armed services, Brig. Gen. Jeffrey J. Dorko, commander, Southwestern Division, and Air Force Col. John Hesterman, commander, 12th Flying Training Wing, shared ribbon-cutting duties Jan. 4 for the opening of the Randolph Air Force Base Main Gate and Harmon Drive.

The spirit of teamwork between both entities was the hallmark for the successful completion of this project. Meeting the many challenges and ensuring the attainment of an interim milestone garnered the Design/Build Renovate Main Gate and Harmon Drive Project Delivery Team, the Fort Worth District August PDT of the month honors.

The reconstruction of Harmon Drive was considered by the Air Force to be a crucial turning point for storm water control and compliance with new force protection criteria. In addition, the quality of construction and constructability techniques had to comply with the Base's historical nature.

The PDT had to oversee several different construction areas to include a vehicle inspection station, by-pass road, vehicle containment berm, guardhouse, security gates and controls, all new underground storm sewer system and replacement of all other underground infrastructure components, new street lighting, landscape block faced berm, landscaping and irrigation, new temporary visitor center and over-watch tower, and concrete roadway replacement for Washington Circle and

Harmon Drive.

"The project delivery team had to deal with many unforeseen site conditions and obstacles because of the replacement of the 80-year-old underground infrastructure," said Wayne Carter, project engineer.

"Replacing the massive infrastructure was challenging enough but was at times hampered by inclement weather delays." During the first ten months of construction, the site had to contend with 80 days of bad weather. Within minutes of the groundbreaking, construction was hindered due to inclement weather.

The PDT faced many challenges on the project which began at the start of the construction phase in May 2004. Responding to these issues created a tight knit agenda and intense management by the team to address and comply with funding caps and statutory limitations.

After award, the Air Education and Training Command commander asked the Corps to reconsider the construction-phasing plan and provide a means or method for an earlier completion date for the Harmon Drive roadway. The construction traffic-phasing plan was eliminated, thus allowing the contractor free access for construction activities and concrete deliveries. Also, a non-contractual goal was requested by the Base to target the completion of Washington Circle and a portion of Harmon Drive by Aug. 22.

"Turning over Washington Circle early alleviated much of the cross traffic for base occupants traveling to and from housing areas, the Base Exchange and the commissary," said Carter.

Because of the team's diligent efforts, an

important milestone for the Air Force was met, ensuring Randolph Elementary School would have a smooth first day.

"The timely opening took pressure off the school district and the Base by allowing school buses and parents to drop off and pick up students in the normal manner," said Carter. "The milestone completion target could only have been accomplished with close teamwork between the Corps, AETC, Base Civil Engineers, and the contractor," said Carter.

As the project moved forward and the Base leadership continued to assess their needs, they communicated their desire for the contractor to concentrate efforts on the guardhouse area in order to open it in conjunction with the roadway. The contractor agreed to try to make the ribbon-cutting date of Dec. 23, but due to inclement weather and the holidays, the ribbon cutting ceremony was set for Jan. 4, 2006 with traffic being allowed through two days later on Jan. 6.

"The opening of Harmon Drive would not have been possible without the steadfast efforts of Project Engineer Wayne Carter and Quality Assurance Representatives Pat Selsor and Dick Eisele in meeting the interim milestone," said Mike Bratlien, deputy civil engineer, AETC. "Their teamwork and partnership with Base Civil Engineer Project Manager Dwight Micklethwait, and the contractor ensured a smooth start to the school year. We look forward to their continued outstanding efforts to complete the rest of the Harmon Drive and the associated Randolph AFB Main Gate renovation project."



# USACE and GBRA's present agreement preserves the past

Story and photo by Edward Rivera  
Pacesetter Staff

Nature seems to always find a way to remind us that no matter how fast we can build something, nature can destroy it even quicker. In July 2002 with the help of an overflowing lake, nature demonstrated its destructive and creative powers all within a 48-hour period. While rushing waters devastated homes and businesses along a 20-mile stretch of the Guadalupe River in Central Texas, nature unearthed history and left behind lessons in ecosystem building.

This ecosystem, better known to those in Comal County, Texas, as the Canyon Lake Gorge, like all ecosystems is a web of living and nonliving parts. Plants, animals, rocks, soil, air, water, sun, and people are all links in the Earth's web of life.

According to the Fish and Wildlife Service, ecosystems can be as small as a backyard pond or as large as the Earth. They could have been created when dinosaurs roamed or as recent as three years ago. Ecosystems and habitats are not just concepts for biologists; they are real places that are valued by people for recreational, aesthetic, and economic reasons.

Representatives from federal, state and local government, civic organizations and community activists gathered for a box lunch picnic atop a limestone shelf Nov. 29, 2005, just a few hundred feet away from the spillway that created this gorge. The group of more than 40 was there to celebrate the signing of a cooperative agreement between the U.S. Army Corps of Engineers and the Guadalupe-Blanco River Authority to

begin developing the Canyon Lake Gorge as an educational and natural resource.

"This is going to be about teamwork and partnering for the future of this gorge," said Col. John Minahan, commander, Fort Worth District. "In a team effort, many different agencies came together to react to the flood and recover from the devastation so it is appropriate that it be preserved in a team spirit."

According to Timothy Horn, Canyon Lake manager, even with floodwaters going over the spillway, Canyon Lake Dam still prevented an estimated \$38.6 million in damages downstream during this one event.

In the wake of the tremendous loss from the heavy rains which filled the Guadalupe River watershed, allowing the lake to flow over its uncontrolled spillway, the one-mile gorge was carved into the limestone. Roaring down the spillway at a peak flow of just under 70,000 cubic feet of water per second, the water carved a gorge hundreds of yards wide and 50 or more feet deep back one mile to the Guadalupe River channel.

According to Park Ranger Lionel Castillo, when the water receded, a series of pools were left behind with several springs and waterfalls bubbling from the rocks. Living in the pools of water are carp, which swim through spring waters that flow through the gorge, and other wildlife which now make the gorge home.

At the moment, the Corps has taken geologists and educational groups through the gorge on guided tours focusing on learning from what the flood



**Canyon Lake Park Rangers Brett Delk, Wade Reinhardt and Lionel Castillo stand ready to help escort visitors through the Canyon Lake Gorge, Nov. 29, 2005.**

not only left behind, but what it uncovered as well. The flood ripped through the limestone exposing different layers of rock as old as 100 million years that revealed fossils and a set of dinosaur tracks.

"Early on after the recovery efforts had been well under way thoughts began to surface on what to do with the gorge," said W.E. "Bill" West, Jr., general manager, Guadalupe Blanco River Authority. "We wanted to find the silver lining in the dark cloud of the flood."

Castillo said the goal is to figure out a way to let people see the beauty of the gorge and learn about the ecosystem created by the flood without causing harm to one of nature's newest creations.

After their lunch, it was time for the group to explore the gorge themselves as they were divided into two groups and escorted through the area by Dr. Carter Keairns, Texas State University geologist and Dr. Bill Ward, a retired geologist on the Citizens Board and the Gorge Scientific Committee.

During the tour, Keairns pointed out fossils, dinosaur

tracks and even a fault line that was exposed by the raging water. "The three-toed prints were probably made by a theropod dinosaur," said Keairns. "The theropod, walking on hind legs with a stride of about nine feet, was perhaps 30 feet in length. These tracks are similar to the ones found in Glen Rose, Texas, which shows that there was a dinosaur presence in the state."

As the tour drew to a close, Comal County Judge Danny Scheel remembered standing on the spillway when the water was just feet below the crest, with Corps members wondering how bad the damage would be. Now, three years later, he stands a few hundred feet from that spot and can see a bright attraction for his county.

"If it weren't for the leadership and the positive attitude of the Corps of Engineers and all of those involved, things could have been much worse. It's fitting that we celebrate this agreement here and continue our partnership to preserve and share this resource with everyone," said Scheel.

# Chapman, Ruffennach inducted into Fort Worth Gallery of Distinguished Civilian Employees

Story and photos by Melanie Ellis  
Fort Worth District Public Affairs Office

There are few ways civilian employees can achieve lasting recognition for their service and contributions to the Corps and the nation. "It really comes down to the Distinguished Civilian Galleries, which most District and Division Offices have," said Dwight Quarles, former chief of the Operations Division.

Friday, Jan. 20, marked the annual Gallery of Distinguished Civilian Employees induction ceremony in which Robert C. Chapman and Ronald J. Ruffennach were inducted as the 50<sup>th</sup> and 51<sup>st</sup> members. The induction ceremony was held at the Petroleum Club in downtown Fort Worth.

The significance of the Gallery in the Fort Worth District is apparent to anyone who enters the District office. The Gallery was remodeled and moved to a more prominent wall on the third floor of the District office last year. The Gallery lines the hallway leading to the Executive Office.

"I think it's important for District employees to notice the new Gallery wall as they come to my office. It reminds them of the great things that others before them have done," said Col. John R. Minahan, commander, Fort Worth District.

The Chapman and Ruffennach families and friends joined Minahan, District employees, and former District employees for the ceremony. "I was very impressed by the professionalism shown throughout the entire event. The manner in which it was conducted impressed on me the significance of the honor," said Chapman.

Chapman, also known as Bobby, began his 40 years of civilian service with the Fort

Worth District as a forestry technician at McGee Bend, now known as Sam Rayburn Reservoir, in 1959. From 1961 through 1992, Bobby worked as a construction inspector, park ranger, and reservoir manager. In 1992, following the realignment of the Operations Division field offices, Bobby was named the first Operations Project Manager for the Little River Project Office.

Quarles introduced Bobby and spoke of his work experiences and his greatest contributions to the District and the Corps as a whole.

"Bobby's biggest contribution was his ability to recruit, develop and retain truly outstanding people," said Quarles. He noted that about six months after Bobby's retirement, the Canyon Lake flood occurred and those he had spent years training, sprang into action.

"The performance of the folks he had left in place was really exceptional under very trying conditions," said Quarles. "Their high level of performance continued in his absence."

"Bobby also made great contributions to the Corps through his willingness to share his experience by teaching Proponent Sponsored Engineer Corps Training, or PROSPECT courses," said Quarles. The PROSPECT courses are significant because they "teach Corps employees from around the country about the various contracts that could be used and how to administer those contracts," said Greg Pope, project manager, Little River Project Office.

After assisting Minahan with the unveiling of his plaque, Bobby shared a few personal



From left to right, daughters Brenda Boyd and Wendy Jamison, Jean and Bobby Chapman, Pam and Bill Hannes, Chapman's son.

stories and expressed his gratitude to his family and friends for their support throughout his career.

"I am very honored that the people I worked with thought enough of me to even nominate me for the Gallery. I was very surprised to learn I had been selected," said Chapman.

He continued, "you sometimes wonder if you were a good boss, or if they will forget you when you retire, and then you hear that you have been nominated for something like this. It's very flattering."

As Operations Project Manager for the Little River Project, Bobby had the opportunity to work with people from all different backgrounds and made an impression everywhere he went.

"Bobby had a huge, positive impact on the Corps," said Pope. "He expected and accepted nothing but the best from his people. He earned the respect of the people who worked for him as well as his peers."

Bobby retired in January 2002 and continues to work with the Federal Emergency Management Agency on disaster relief efforts, most recently Hurricanes Katrina and Rita.

Ron Ruffennach, began his 30

years of federal service with the Pittsburgh District, U.S. Army Corps of Engineers, in 1973 as a visual information specialist. In 1977 Ron continued his work as a visual information specialist in the Europe District until he accepted the position as deputy chief of public affairs for the Savannah District in 1981.

In 1984, Ron moved to the Fort Worth District where he worked as a public affairs specialist until assuming the role of chief of public and legislative affairs in 1994. Ron lost his battle with cancer in 2003 and was represented at the ceremony by his wife, Connie, and his two children, Justin and Courtney.

Retired Col. Gordon M. Wells, former district commander, spoke of Ron's contributions at the ceremony and expressed his immediate recognition of his leadership skills and value to the Fort Worth District. "Very shortly after assuming command of the District, Ron became my close confidante and friend," said Wells.

"I first met Ron in 1999 when he visited me at USACE headquarters. I immediately recognized him to be a valuable member of the Fort Worth District team who could help this See Gallery on following page



# Gallery

*Continued from previous page*

combat engineer navigate through the mysteries of public meetings, Congressional inquiries, press interviews, and ever-present competing stakeholder interests,” said Wells.

As Chief of Public and Legislative Affairs, Ron demonstrated his expertise as a communications strategist, planner, and administrator for conveying critical, sensitive and controversial information to local, regional, and national level news media and other publics.

“During a Middle Managers meeting on Sept. 11, 2001, it was Ron who pulled me aside to tell me that the first plane had hit the World Trade Center in New York. When the second plane hit, we conferred again and Ron immediately helped me to pull the district leaders together to begin developing a district response plan,” said Wells.

“Over the next year plus, Ron continued to serve as a critical member of the district leadership team as the Corps called on Fort Worth to take the lead in developing the Forward Engineer Support Team concept, organizing the Infrastructure Security Assessment Team and Risk Assessment Management Dams evaluations, Contingency Real Estate Support Team deployments to Afghanistan, and so on,” continued Wells.

Ron’s work ethic and love of the Corps was apparent to all who knew him. “The last time I spoke with Ron, I was sitting in an airplane on the tarmac of DFW Airport headed for Kuwait, and eventually, Iraq,” said Wells.

Ron was battling cancer at this time and “despite the personal pain and discomfort he was feeling, he still wanted to pass along his wise



**From left to right, Courtney Ruffennach, Connie Ruffennach, and Justin Ruffennach.**

counsel as I was about to enter the same war zone he served in following Desert Storm, when he worked as a senior public affairs officer in the Kuwait Recovery Office in 1991,” noted Wells.

Connie, along with her son, Justin, assisted Minahan in unveiling Ron’s plaque which will hang alongside Chapman’s in the Gallery.

“It was very well done, a beautiful ceremony, and a memorable occasion,” Connie said of the ceremony. “We were deeply moved by the kind words and I know Ron is honored to be among the other inductees in the Gallery.”

Bobby summed up his feelings on the ceremony by saying, “being inducted with Ron made it even more special for me since he was such a great friend.”

## Disaster relief work brings team member a new job perspective

**Story by Jason Foltyn**

**Fort Worth District Engineering and Construction Division**

If you want to help those in distress and are looking for a little “adventure” from your current job, then working a disaster mission may be the answer you’re looking for. Working with disaster relief will bring a new perspective in your everyday life and job. It is rewarding as well as challenging to be put into positions that are normally “out of your box”. It really becomes an eye-opener.

I recently returned from a 30-day deployment in East Texas in response to Hurricane Rita. While there, I served as a mission specialist on the Debris Removal team at the Beaumont Recovery Field Office. My primary assignment was to assist the mission manager in the overall mission management, identify manpower for staffing requirements, aid the resident engineers in resolving contract

issues, and prepare respective reports in ENLINK. While the mission was stressful at times, it was rewarding to see the progress made in the local community and to those in need.

Working a disaster mission may put you in a work environment out of your normal comfort zone. I was amazed to see the talents of individuals, who are not normally in a supervisory role, managing teams of people to get the job accomplished. It was great to see these people in a different light. The Corps really does have a wealth of talented individuals who are extremely motivated and effective. Valuable experience is also gained working with local governments while gaining a better understanding of the Corps’ other emergency missions such as Ice, Water, Power, Temporary Housing, and

Roofing and Structural Safety.

Working a debris mission isn’t for everyone. Work conditions vary depending of the timing of the mission. A typical work day is a minimum of 12 hours per day, seven days a week and can be either a day or night shift. Lodging accommodations can vary depending on when you are deployed and can range from very nice hotels to make-shift sleeping areas on cots in work buildings. The work may be in remote and austere locations, having you do “non-typical” duties. The phrase “*other duties as assigned*” can take on a whole new meaning. The days go by fast, but working the long hours eventually takes its toll after a while. One begins to forget what day of the week it is. The key thing to remember is that this is an emergency operation and details on the mission change daily. You need to be flexible.

I believe the hardest part in working a disaster mission is

being away from the family for 30 days, especially young children. It requires sacrifice from the family and is an added burden to the spouse, especially during the holidays. Therefore, it is important to have a good game plan in place with family and friends prior to deployment.

The best part of working a disaster mission is the camaraderie experienced from working with people from other Districts, within your own Division, and even other government agencies. In our group, we had folks from Galveston and Fort Worth, Texas, Tulsa, Okla., Little Rock, Ark., Huntington, W. Va. and Los Angeles, Seattle, Honolulu, and Alaska Districts, along with folks from the Department of Interior and the Federal Emergency Management Agency. It was interesting working alongside these individuals and learning what  
*See Volunteer on following page*

# Corps Cares Program meets area children, families' needs

Story and photos by Melanie Ellis  
Fort Worth District Public Affairs Office

The Fort Worth District once again accepted a hearty task - helping to provide a memorable holiday season for children and families around Fort Worth. In order to handle organizing and managing the Corps Cares Program, the Real Estate Division, responsible for the 2005 project, assembled a project delivery team.

"The generosity of the Fort Worth District was tremendous," said Pam Eppinette, administrative officer, Real Estate Division.

Eppinette, along with approximately 16 others, served as PDT members in order to fulfill the task at hand. The District partnered with three Fort Worth agencies: Child Protective Service of Tarrant County; the Cornerstone Community Center, a Catholic charity organization; and, the Willoughby House, a home for young women. The partnership allowed the District to adopt 54 children and seven families from the immediate area who received an estimated \$10,000 in gifts.

The need for charitable contributions was greater this year than in years past. This was due, in large part, to housing evacuees of Hurricanes Katrina and Rita in the Metroplex. "We saw an increased demand for charitable giving and at the same time our partner agencies saw an increase in needs and the outcome was overwhelming," said Eppinette.

The District was able to "adopt" 30 children from CPS. "They know through your generosity that there are people in the community who care about them and want to help them succeed in life," said Lisa Hill, director, Tarrant County CPS. "Your Christmas donations go to children who



**Nancy Brown, left, Child Protective Services Research Specialist, and Pam Eppinette, Real Estate Division, Administrative Officer, discuss the Corps Cares Program.**

have very little."

Hill commented that there are approximately 1,200 county children whose families are in need. "Your gifts give them a chance to have a very Merry Christmas, but most importantly, it gives the children hope for the future," she said.

The Cornerstone Community Center also submitted the names of seven families, all of which were adopted by Corps employees and/or offices. As in years past, the response from District employees was overwhelming. Each family was given clothing and toys for the children, gifts for each parent and a food basket of nonperishable items along with a gift card at a local grocery store.

Families that sign up for assistance through Cornerstone sign a waiver allowing those who are donating to meet them and visit with them. While this can be very uncomfortable for some, the families were very grateful for the help and invited the employees delivering gifts into their homes.

"In my opinion, this single act took

USACE from some large government agency and gave us a face as a caring member of this community," said Eppinette.

Bobby Camp, assistant chief, Real Estate, recognizes the remarkable demonstration of support for the Corps Cares Program. "This program offers a great opportunity for us to actually see the benefits. I was fortunate enough to get to deliver Christmas packages to local families and the Willoughby House," he said. "The recipients are truly in need of assistance, either financially or just to know that someone cares."

The PDT was amazed at the stories they heard about the personal sacrifices made by co-workers in order to help others in need. "Some decided not to exchange gifts but to pool their money, others decided to spend less on their own families so that they could donate to the children and families, and still others adopted three or four children and provided for them," said Eppinette.

The Willoughby House is a temporary home for young women ages 14-20 from around the Fort Worth area who are experiencing hardships in their lives and are in need of guidance. The organization submitted 24 names and the Fort Worth District responded in overwhelming numbers.

"Not only did we receive more gifts of the "necessities," but we also received 26 gift cards, some in the amount of \$30-\$50," said Laura Cazabon, director of Willoughby House.

Some offices, like Real Estate, make the giving process a year-round competition.

*See Cares on following page*

## Volunteer

*Continued from previous page*

they did back in their home Districts. The neat concept was, regardless of your background, be it engineering, operations, administration, regulatory, environmental, design, construction, or planning, we all worked together for the common goal. It is also a great opportunity for networking.

I strongly recommend that everyone serve on at least one emergency mission in their career for the experience as well as

the satisfaction of helping those in need. I also suggest that all supervisors support those interested in wanting to deploy as this experience will have huge impacts in the growth and development of your employees. This is truly a rewarding experience. Should anyone be interested in participating in an emergency mission, please talk this over with your supervisor and then contact your Emergency Operations folks for details.



# Leadership Development Program benefits from a senior leader view

**Story by Vickie Akers**

Fort Worth District Emerging Leader

Leadership may summon visions of high rank and corner offices, but in reality everyone is affected by leaders, or in some way, probably, is a leader. Whether called upon to lead in government or business, raising a family, organizing a household, teaching a class or mentoring a new co-worker, everyone has a leadership role they play. When called upon to lead, what kind of leaders will we be? To whom can we look to for the direction we need?

Senior leaders must continually address these questions to ensure the success of their organization. In recent years, developing future leaders has increasingly become a major focus in government and business. Rapid changes in business, political and social climates, coupled with an aging workforce have sparked the need to prepare younger workers to assume future leadership roles. As a result,

establishment of leadership development programs has increased in priority for business and government organizations.

One way the Fort Worth District addresses its leadership needs is to encourage team members to participate in the District's Leadership Development Program. The program curriculum provides abundant opportunities for team members to enhance and develop their leadership skills, gain a wider perspective about what it takes to be a successful organization, and how to improve mission execution.

Larry Rogers, chief of Engineering and Construction, said, "LDP participants have an opportunity to see a bigger picture and as a result have a greater appreciation of how their efforts and those within their organization support the U. S. Army Corps of Engineers missions." Programs like this provide unique opportunities that are rarely found in the private sector and certainly not for free.

"As managers we have to encourage

participation. We can't afford to lose sight of what it takes to train our future leaders," stated Hyla Head, chief of Real Estate Division. "It is equally important to make everyone aware the LDP has the full support of the senior staff and that we see the program as an important tool to help build our future leaders," said William Fickel, chief, Planning, Environmental, and Regulatory Division.

Col. John R. Minahan, commander, Fort Worth District, views the LDP as a long-term benefit to the organization. "The true benefits of participation will appear in a more gradual form, more evident in years to come."

"The end goal of the LDP is to reach the individuals within our organization that possess leadership potential and advance them into leadership roles," added Tom Fleeger, chief of Operations Division.

Like USACE as a whole, the LDP has transformed during the past year.

*See Leadership on following page*

## Cares

*Continued from previous page*

"We sell our cans, have doughnut eating contests, and hot dog eating contests," Eppinette said. By doing this, Real Estate started off with \$500 and used it to adopt one of the families submitted by Cornerstone.

In addition to adopting children and families from the Fort Worth area, the District raised an additional \$505. The money was used to purchase additional gift cards, toys, clothes, and other gift items. "An individual donation may not seem like much, but coupled with other gifts, there is a lasting impression of what we are truly about," said Bobby Shelton, environmental engineer, Planning, Environmental, and Regulatory Division.

"My hope is that not only do we as an organization truly connect with those in our community who are less fortunate but also see them as human beings, not just a name on a piece of paper. This program also allows the community to see the Corps of Engineers as caring neighbors," Eppinette said.

The Corps Cares Program, like the Adopt-a-School Program, allows District team members to reach out to the community and offer support.

"The public rarely recognizes the people



From left to right, C.J. Netting, Paul Dippolito, and Michael Lindner load gift baskets onto a truck.

behind the agency," said Shelton. "They typically think they are just public servants who are paid to be that way. The Corps

Cares Program shows the public something beyond this."

## December PDT of the Month

The PDT was selected Team of the Month for December and received a letter and certificate of appreciation from the Director of the Willoughby House. The team was composed of:

Pamela Eppinette, Jean Dillon, Brandi Betts, Kathy Davis, Penny Greenwood, and Vicki Akers, of Real Estate;

Annette Young, Pricilla Cisneros-Camacho, Bernadette Monday, and Carol Smithhart, of Engineering and Construction;

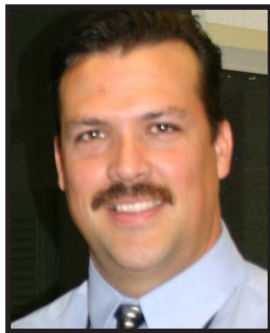
Julie Gibbs, of Planning Environmental and Regulatory; Misti Sloan, of Resource Management; Ali Marshal, and Sheila Garrett, of Contracting; and Kelly Beck, and Sharon Roberts, of Operations.

## Congratulations

**Troy D. Collins** was selected as the new Program Director for the Fort Bliss Program Office, Fort Worth District. Collins last served as the Director of Construction in the Gulf Region Division. Collins brings to the position a wealth of experience and is highly respected throughout the Corps for his contributions to the Military Construction program.

**Robert Geiger** was selected as the new Chief of the Resource Management Division for the Fort Worth District. He will be a tremendous asset to all of the District team members, the Regional team, and all of our customers.

**Denver Heath**, Procurement Analyst, was promoted to GS-14 as Southwestern Division's Military Construction Transformation Acquisition Manager, Business Management Division, Regional Business Directorate. Heath, formerly with Fort Worth District, assumed this position in December.



**Denver Heath**

Business Directorate, Business Technical Division, Feb. 19. O'Connor comes to the division office from Fort Worth District.

**Ralph Rubalcaba** was announced as the new Area Engineer, Southern Area Office, Galveston District, effective Jan. 22.

Ralph takes on these duties after serving as the Galveston District Immigration and Custom Enforcement/Border Patrol Resident Engineer. In addition to his duties as the Area Engineer, SAO, Rubalcaba will continue to oversee the administration of our contracts for ICE/BP from his office in

14 as Southwestern Division's Military Construction Transformation Acquisition Manager, Business Management Division, Regional Business Directorate. Heath, formerly with Fort Worth District, assumed this position in December.

**Anjna O'Connor**, Natural Resources Specialist, will join the Southwestern Division, Regional

Business Directorate, Business Technical Division, Feb. 19.

O'Connor comes to the division office from Fort Worth

District.

Corpus Christi, Texas.

**Miles Waldron** was selected as the Operations Project Manager at Carters Lake, a Corps project located in Northwest Georgia. After many years of dedicated service to the Mountain Home Project Office and the Little Rock District, he will begin work at this new duty station sometime in January. Carters Lake is approximately 40 miles south of Chattanooga, Tennessee.

**Mike Smith**, Little Rock District's Logistics Office is one of 29 awardees Army wide who were the first to receive certification under a program begun in the fall by the U.S. Army Logistics Management College. Smith's designation, Demonstrated Logistician, is the first of three levels, with the next level being Senior Logistician and the highest level being Demonstrated Master Logistician.

**Vicki Akers**, Real Estate Division and **Brian Phelps**, Operations Division, have been selected as the Fort Worth District representatives to the 2006 SWD Emerging Leaders Program.

## Outreach Activities

**P.J. Spaul**, Little Rock District Public Affairs Office, gave a presentation Jan. 12 to the Arkansas Chapter of the National Association of Government Communicators about his experiences in New Orleans following Hurricane Katrina.

## Welcome Aboard

Joining Little Rock District's Navigation Branch are **Chad Crain** at the Dardanelle Marine Terminal; **Brian "Wade" Williams**, M/V Shorty Baird; **William Tarvin**, Russellville Lower Locks, and **Richard Riggs** at the Russellville Project Office.

**Mark Eddings** has joined Mountain Home Project Office as

*See Pacesetter Points on following page*

## Leadership

*Continued from previous page*

According to Fickel, "this last year, the curriculum was revamped in an effort to make the LDP more relevant for the participants, with a greater emphasis placed on getting senior management more involved in all phases of the LDP activities."

Minahan emphasized the importance of adherence when speaking about the LDP. He referenced the book titled "Sticking to It: The Art of Adherence" by Lee J. Colan. The content of the book is very simplistic: Make a plan and stick to it. Minahan said, "The problem with leadership is that people tend to focus on a whole lot of things and fail, instead of focusing on a few things and getting them right".

With that mindset, the District is taking proactive steps to develop its team members to meet future challenges and stay competitive with corporate competition. Successful

implementation of the LDP will empower the organization as a whole to more effectively and efficiently accomplish even the toughest future obstacles.

So, why is this important to you? As current and future leaders, learning how to be an effective leader not only benefits you, but those who will come after you. The bigger question is why someone would not want to partake? The only expense is your time; but the return on that investment is priceless. Just like anything else in today's society, the benefits received depend largely upon the efforts you put forth. Little effort reaps little benefit. How will you know what the program has to offer if you never make the effort to find out? An anonymous author wrote, "You don't have to be great to get started, but you do have to get started to be great." So get started.



# Pacesetter Points

*Continued from previous page*

Chief Ranger. Mark had been the Park Manager at The Dalles in Portland District, and began his career in the Tulsa District. Eddings and his wife, Tally have two daughters and are looking forward to the challenges at Bull Shoals and Norfolk Lakes.

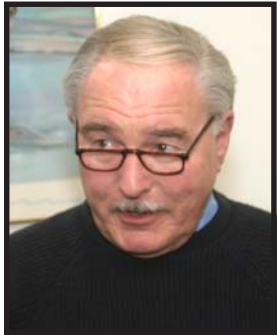
## Retirements

**Jerry Howard**, Maintenance Mechanic and **David Lindsey**, Towboat Pilot, with Little Rock District's Dardanelle Marine Terminal retired in January.

**Mike Kieslich**, Chief of Operations Division, retired Jan. 3 from the Galveston District with 31 years of government service.

**Helen McCullough** retired from the Little Rock District after serving nearly 26 years as a typist, secretary and contract specialist. Helen had a distinguished career with the district highlighted by several noteworthy achievements.

**Tommy Papageorge** retired in January after serving the Little Rock District with distinction for nearly 43



**Tommy Papageorge**

years. It would be safe to say that Tommy probably knows more about the engineering details and history of the locks and

dams than just about anyone else.

**Vinod Patel**, Value Engineer and Cost Engineer for the Galveston District retired Dec. 31.

**Janie Saldivar**, Information Management Office Secretary, Fort Worth District retired Jan. 13.

**Lloyd Saunders**, Chief of Planning and Environmental Division, retired Jan. 3 from the Galveston District with 36 years of government service.

**Mary Anne Sawey**, Budget Officer, Business Resources Division, Regional

Business Directorate, Southwestern Division, retired Jan. 3, after 31 years of service.

## Transitions

After nearly 20 years of service to the Little Rock District, most recently as Assistant Chief of the Design Branch, **Mark Freedle** has accepted a position with GSA in Little Rock.

After 18 years of government service, **Ruben Villigran** is leaving the Galveston District for bigger things. His last day in the office of counsel is Feb. 28.

**Dava Kaitala**, Fort Worth District Office of Council is leaving for a job in the Washington, D.C. area.

## Family matters

J. Alan Conner, husband of **Cari Conner**, Administrative Support Assistant at Little Rock District's Clearwater Project Office, was ordained as a minister on Feb. 12 at the Faith Christian Church in Piedmont, Mo. Said Cari, "This is a very exciting time for us, however, I never thought of myself as a pastor's wife!"

**Laura Cameron**, Civil Engineer in Little Rock District's Design Branch, gave birth to a baby girl on Jan. 7. Her name is Alison Mathea Cameron and she weighed in at 8 pounds and was 21 inches long.

**Scott Walker**, Hydraulic Engineer in Little Rock District's Reservoir Control, graduated with an MBA at the University of Arkansas at Little Rock in December, 2005.

PFC Charles Hubsch, son of Little Rock District's Park Manager **Don Hubsch**, graduated from Army Advanced Infantry Training Dec. 15 at Fort Huachuca, Ariz. He is currently deployed to Korea for a one year assignment.

December was a month to Remember for **Suhail Idriss** of Project Engineering Section, Galveston District, his son, **Jay Idriss** graduated from Texas A&M with master's of Engineering, and accepted a position with the National Ground Intelligence Center in Charlottesville,

Va., He also proposed to his high school sweetheart, Sarah. Suhail and his wife, Vivian, celebrated their 25<sup>th</sup> wedding anniversary."

## Condolences

**Mildred "Millie" Crabbe**, born May 26, 1926, died Dec. 28. She was born in Windom, Texas and worked 38 years for the Federal Government, including the Air Force, Navy and US Army Corps of Engineers, Galveston District as an Accountant during the period of 1944 to 1986. That employment took her from Texas to California, Alabama, Oklahoma, Illinois, New Mexico, Washington D.C. and back to Texas. She was the first Federal Women's Program Coordinator for equal pay for women in Tulsa, Oklahoma, COE in 1968 and continued to promote equal pay for all people. She worked with church youth programs during her younger and older years of life.

Services were held Jan. 6, 2006 at 10:00 a.m. at Cooper-Sorrells Funeral Home Chapel in Bonham, Texas.

**Carolyn Murphy's**, chief of environmental section for the Galveston District, mother passed away Feb. 4.

**Kristine Brown's** (park ranger for the Houston Project Office, Galveston District), father passed away Jan. 14. David McClintock of Alamo, Texas, died from complications resulting from a recent accident in his home. A memorial service was held at the Resurrection Catholic Church in Alamo, Texas

**Valerie Miller's** father-in-law, Eddie Miller, passed away in late December. Valerie works in the Resource Management Office for the Galveston District.

Beth Wise, mother of **Bill Wise's**, Chief of Project Management, Galveston District passed away Nov. 25 following a courageous the battle with cancer. A Visitation took place at Buck Ashcraft Funeral Home, Nov. 29. and funeral services in Harlingen, Texas.