

SOUTHWESTERN DIVISION

R E G I O N A L

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HONORING those who SERVE



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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On the cover: Original graphic illustration by Andre` Mayeaux, Visual Information Specialist, Fort Worth District. This month’s Pacesetter features several articles about those who serve or have served our country (see pages 12-18). As Veterans Day approaches, the Pacesetter staff thanks all for their selflessness.





Pacesetters ... on our way from good to great!

Col. Kendall P. Cox
Commander, Southwestern Division

Greetings Southwestern Division Family and Friends! It's hard to believe it has already been eight weeks since I took command. Each day is filled with excitement and awe as I get to marvel at all that you do for our Soldiers, Families, and Nation and I can honestly say I sleep well at night knowing that I am a member of such a great Team.

In the first week of my command I sent out my Command Philosophy and I hope all of you have had a chance to see it. I won't rehash all that was in it, but I do want to cover some of the key points just as a reminder so everyone can understand where my focus lies. It is simple in nature, but it requires a personal sense of pride and dedication to duty if we are to gain and maintain the respect and trust of our "teammates."

As employees of our government, we have a responsibility to provide a service to our Nation, our military and ultimately the American people. To do this, we all must be professionals at what we do. This includes being technically competent in your area of expertise. There is an expectation that we are the subject matter experts in all things associated with engineering, so it is incumbent upon us to do all that we can to know our trade, continue to learn and adapt to new situations, and employ innovation and experience to ensure we provide quality service at all times.

While demonstrating our technical skills, we must also master the art of treating our fellow employees, our customers, and our stakeholders – the "teammates" – with dignity and respect at all times. Every member of our team is a valued individual and we need to do all that we can to thank them for their dedication and selfless service and ensure they know they are appreciated for what they do. It is so easy to let someone know when they have done a good job, so take the time to let them know at all levels of the command. Our employees and teammates are what allow us to do our job and every one of them is important to our success. We are a "family" and we always take care of family.

Everyone is a safety officer and we must all be cognizant of any possible unsafe act. In our business of "do more with less" we cannot afford to lose any of our employees to injury or equipment due to avoidable accidents. Be vigilant in your efforts to watch out for each other, both at work and off duty because we need all of you ready and able to provide what you can to ensure success.

Finally, all of us are responsible for our own actions. We need to be "ambassadors" for the Corps in everything we do. A simple mindset of "doing what is right, even when no one is watching" will carry the day and allow all of us to set the example for others to emulate. The Army Values are a good framework to follow, so I encourage all to review them in case you need a reminder.

FY07 was a banner year for the Southwestern Division. I cannot take any credit for the huge successes across the Division, as I

simply was blessed to be able to walk into a superb organization set in motion by your former commander, Brig. Gen. Jeff Dorko. A personal friend, he defines greatness and through his leadership, guidance, and personal dedication to this organization and our Nation, he set the stage for the Southwestern Division to rise to the next level and go from Good to Great. I am honored to have the chance to follow him once again and I will do

Every member of our team is a valued individual and we need to do all that we can to thank them for their dedication and selfless service and ensure they know they are appreciated for what they do.

my best to keep us going to the top. Next edition I will highlight some of the truly extraordinary accomplishments throughout the Division, but suffice to say we achieved levels previously thought untouchable ... and that is a tribute to all of you for your dedication to excellence. Now we must maintain this level to tackle the many "opportunities" in FY08, as it appears to be even bigger and better than FY07.

Thanks to all of you for allowing me to be a part of your family and I look forward to meeting as many of you as I can. Please continue to stay safe, pray for all of our troops, our Soldiers and Civilians forward deployed, and remember that we must deliver on what we say so our teammates will know that truly the "Corps Cares." 🇺🇸

Pacesetters – Army Strong – Engineer Ready

Chief hosts division change of command ceremony

Rhonda James
Southwestern Division

Some two-hundred dignitaries, stakeholders, customers and employees from throughout the Nation gathered at Dallas' historic Old Red Courthouse Aug. 20 as Lt. Gen. Robert L. Van Antwerp, Commander and Chief of Engineers, passed the colors to officially name Col. Kendall P. Cox as the new Southwestern Division Commander and Division Engineer.

Cox, the 33d division commander, succeeds Brig. Gen. Jeffrey J. Dorko, who now commands the Corps' Gulf Region Division in Iraq. Prior to this assignment, Cox served as an assistant to the Senior Military Assistant in the Office of the Secretary of Defense in the Pentagon. From July 2002 until May 2005, he served as Commander of the 1st Cavalry Engineer Brigade, Fort Hood, Texas, which included a tour in Iraq for Operation Iraqi Freedom II.

Following command at Fort Hood, he was assigned as the Director, Office of the Chief of Engineers, on the Army Staff in the Pentagon. He served in that position for seven months before he was called back to Iraq to serve as the Reconstruction Advisor to the Commander, Multi-National Corps-Iraq, for rotation 05-07.

Cox graduated from the United States Military Academy and was commissioned a Second Lieutenant in the United States Army in June 1979. Upon completion of



Lt. Gen. Robert L. Van Antwerp speaks to guests as (left to right) Brig. Gen Jeffrey J. Dorko, Col. Kendall P. Cox, Command Sgt. Maj. Robert Winzenried, and ceremony emcee Lt. Col. John C. Dvoracek share the stage.

the Engineer Officer Basic Course, he was assigned to the 3rd Engineer Battalion, 24th Infantry Division, Fort Stewart, Ga., where he served as a Platoon Leader and Company Executive Officer.


Following the Engineer Officer Advanced Course, he was assigned to the 7th Engineer Brigade Headquarters in Ludwigsburg, Germany, serving as the Brigade Executive Officer for 18 months. He then assumed command of D Company, 78th Engineer Battalion in Ettlingen, Germany.

After command, he obtained a Master's Degree in Operations Research from the Georgia Institute of Technology and was assigned to West Point as a professor in the Department of Mathematics. Cox then attended the Command and General Staff College before assuming the position of aide and Executive Officer to the President of the National Defense University. His next assignment was with the 326th Engineer Battalion, 101st Airborne Division at Fort Campbell, Ky., where he served as the Assistant Division Engineer and Battalion Executive Officer. He then spent two years working as a Personnel Analyst in the Personnel Strength Division, Deputy Chief of Staff for Personnel in the Pentagon before being reassigned back to the 101st

Airborne Division to command the 326th Engineer Battalion. Following command, Cox served as the Infrastructure Branch Chief, J4 Engineer Division, European Command, in Stuttgart, Germany.

His military education includes the U.S. Army War College, the Joint Professional Military Education II Course, the Army Command and General Staff College, the Combined Arms Staff School, and the Engineer Officer Basic and Advanced Courses. Additionally, he has a Bachelor's of Science Degree, a Master's of Science in Operations Research, and a Master's in Strategic Studies.

Cox's awards and decorations include the Defense Superior Service Medal, the Legion of Merit with oak leaf cluster, the Bronze Star Medal with oak leaf cluster, the Defense Meritorious Service Medal, the Meritorious Service Medal with four oak leaf clusters, the Army Commendation Medal, the Army Achievement Medal, the Ranger Tab, the Air Assault Badge, the Parachutist's Badge, the Combat Action Badge and the Army Staff Badge.

He and his wife, Anna Marie, have a son, 2nd Lt. Jeffrey Cox, who serves in the U.S. Army Corps of Engineers, and a daughter, Paige, a junior at Baylor University. 



Lt. Gen. Van Antwerp (center) prepares to pass the colors to Col. Cox (right), following presentation of the colors to Brig. Gen. Dorko (left) from Command Sgt. Maj. Winzenried.

Slockbower receives Presidential Rank Award

President George W. Bush selected Robert E. Slockbower for the 2007 Presidential Rank Award as a Meritorious Executive in September.

An elite group of career members of the Senior Executive Service, Senior-Level and Scientific and Professional corps are selected by the President annually for their exceptional leadership, accomplishments and service over an extended period of time.

“Recipients of this award are dedicated to delivering results, and their service is advancing President Bush’s agenda for improving the management and performance of the Federal Government,” said Linda M. Springer, Director of the U.S. Office of Personnel Management, which administers the Presidential Rank Award program. “Each of them can be proud of this honor recognizing their achievements.”

The Presidential Rank Award of Meritorious Executive and Meritorious Senior Professional may be awarded to no more than five percent of the career SES and SL/ST corps and includes a cash award of 20 percent of basic pay. Each winner is also presented with a signed certificate from the President and a distinctive lapel pin.

Slockbower has served as the Southwestern Division’s Director of Regional Business since October 2004. 



Division welcomes new deputy commander




Col. Billy G. Tollison signed in as the Southwestern Division’s deputy commander Sept. 17. He comes to SWD from Iraq where he served as the Chief of Staff for the Corps’ Gulf Region Division since May 2006.

As the GRD Chief of Staff, Tollison oversaw the Administrative, Security, Operational, and Logistical staff functions in support of the division’s mission to provide quality, responsive, full spectrum engineering in Iraq in support of military and civilian construction to include delivery of logistical services.

His previous assignments include: Brigade Executive Officer, 3d Basic Combat Training Brigade, Fort Leonard Wood, Mo., July 2005 - April 2006; Chief, Construction and Development Cell, Economic Effects Division, Multi-National Force-Iraq, July 2004-June 2005, where he assumed responsibility for developing the common reconstruction project picture for all projects in Iraq and provided the economic effects and benefits of reconstruction projects to the MNF-I and the U.S. Embassy.

Prior to that, he served as Director, Counter Explosive Hazards Center, 2003 - 2004; Commander, Fort Leonard Wood Training Support Battalion, 2001 - 2003; Chief of Staff, U.S. Army Engineer School, 2000-2001; 554th Engineer Battalion Executive Officer, 1998-2000; Associate Professor of Mathematics, U.S. Military Academy, 1994-1997; and, Commander, A Company, 23rd Engineer Battalion, 1990-1992.

Tollison graduated from East Central University of Oklahoma in 1984 with a Bachelor’s Degree in Mathematics. He earned a Master’s Degree in Applied Mathematics from Rensselaer Polytechnic Institute of New York in 1994. His military education includes the Engineer Officers Basic and Advanced Courses, Combined Arms Services Staff School, and the U.S. Army Command and General Staff College.

He was born in Fort Hood, Texas, is married, and has four sons, one grandson, and one granddaughter. 

Worth Remembering ...

The Texas “Cinderella” overcomes obstacles

Judy Bullwinkle
Pacesetter Staff

On June 29, 1939, citizens of Denison, Texas, flowed onto the town’s streets to celebrate the signing of a bill funding construction of Denison Dam, a project to impound Lake Texoma on the Red River.

Since 1843, intermittent raging floods on the Red River had tormented the populace. A flood in 1908 released nearly 13 million acre-feet of water into the area (an acre-foot is the amount of water it takes to cover one acre one foot deep). Texas congressmen worked tirelessly to pass legislation to approve and fund a project that would reduce the dangers and help provide economic stability for the area.

Little Rock District had jurisdiction over the Red River basin above Fulton, as well as the Arkansas and upper White River Basins. From its headquarters, planning and design work was under way on multiple projects in all three basins. Because of the enormity of the tasks, in January 1939, five months before the funding bill passed and the celebration began in the streets of Denison, Southwestern Division Engineer Colonel Eugene Reybold began subdividing Little Rock District and established Denison District (SWD was headquartered in Little Rock at the time). The new district would plan and construct Denison Dam and complete a comprehensive report on the Red River basin that Little Rock had started.

Flood damage reduction benefits combined with hydropower generation and water supply kept the Denison Dam’s construction going throughout World War II when many other Corps projects were suspended. For economically depressed Denison, the multimillion dollar project meant new jobs and opportunities for citizens suffering through the Great Depression’s final years.

The project had tremendous support from congressional staff in Texas and Oklahoma, as well as Arkansas. Congressman Sam Rayburn, who personally won President Franklin



Denison Dam on Lake Texoma in Denison, Texas.

Roosevelt’s support for the project, later called it “my lake.”

However, in contrast to this broad support, opposition arose in the Oklahoma governor’s office. Governor Leon “Red” Phillips had fought long and hard against President Roosevelt’s New Deal initiatives. Believing Roosevelt was a “crackpot” intent on ruining America, Phillips fought for private electric power generation over public power. The governor raised the banner of states rights and erected every roadblock possible to prevent the project’s construction.

His lawsuit to stop it did not end until the Supreme Court ruled in 1941 that Congress has power over such projects and that the Corps was empowered by Congress to build these projects.

The Denison District provided employment and growth in the area from its establishment in 1939 until the project was almost complete in 1945. At the height of activity, the office employed 5,200 employees, but the war created a shortage of labor for building the dam.

However, the project soon capitalized on a new source of manpower: prisoners-of-war. Particularly members of Hitler’s Afrika Korps, captured in North Africa, who cleared 7,000 acres of timberland in the reservoir area.


Dedicated in July 1944, when the project was essentially complete for flood control purposes, Denison Dam was a rolled earth-filled structure 15,200 feet

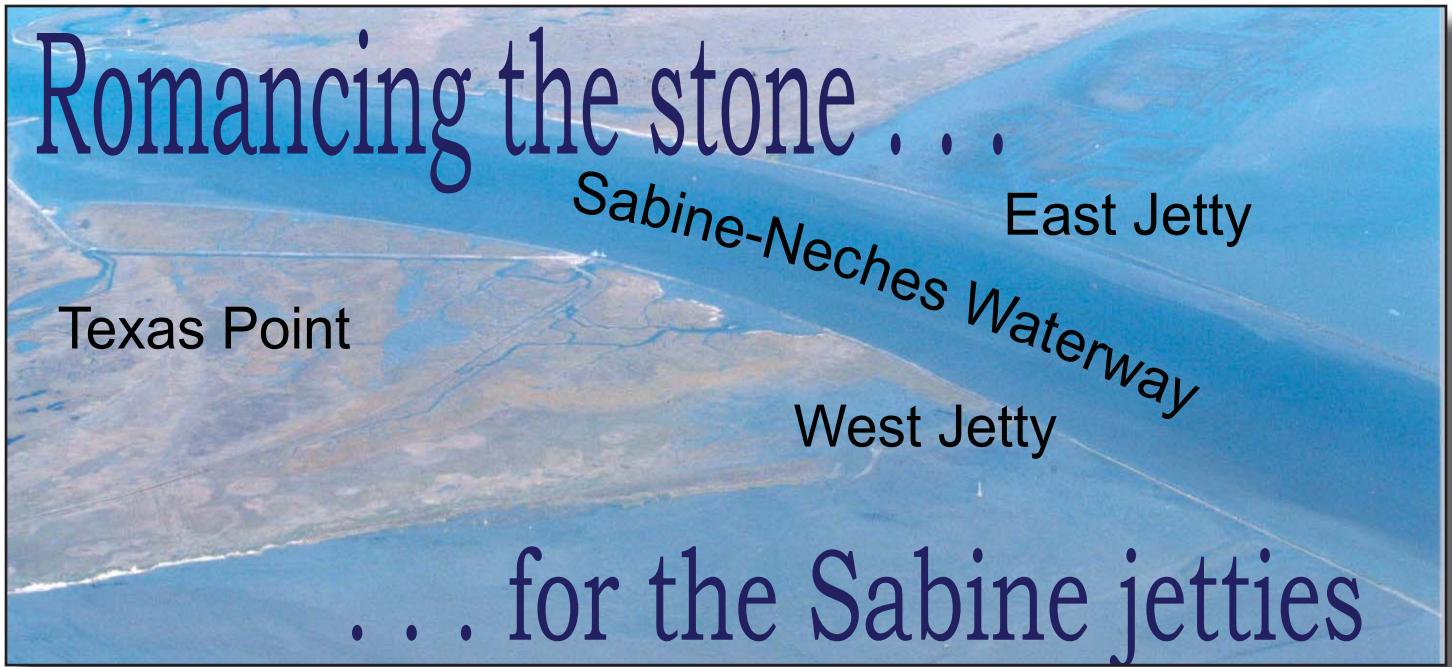
in length with a maximum height of 165 feet above the riverbed. When filled, Lake Texoma became one of the United States’ largest lakes. In March 1945, the first power plant began generating electricity.

With construction almost complete in 1945, the Southwestern Division Engineer surprised the project by announcing that the Denison office would be assigned to Tulsa District, which had been subdivided out of former Little Rock District area in July 1939.

Lake Texoma’s creation brought economic salvation to an area ravaged by floods. Because it told a “rags-to-riches” story, Oklahoma Senator Bob Kerr nicknamed the lake “Cinderella” in 1960. He stated it was the “largest body of water between the Great Lakes and the Gulf of Mexico...the fourth largest man-made lake in the world [with] more visitors than any other government recreation attraction in the United States, including even Yellowstone National Park.”

Today, the lake attracts more than 6 million visitors annually.

To learn more about Lake Texoma, read “The Dawning; A New Day for the Southwest” by William Settle, 1975, “Fifty Years Remembered; the First 50 Years of the Tulsa District” by Ann Patton, 1989, or “Castle on the Rock: The History of the Little Rock District U.S. Army Corps of Engineers 1881-1985” by Mary Yeater Rathburn, 1987. 



Hayman Dengler checks the size of the quarried stone.

The jetties at the mouth of the Sabine River along the Louisiana – Texas border are in the process of being rehabbed. The job calls for a mountain of stones to replace the ones lost to wind and waves.

Luhr Brothers, contractors, are working with a private quarry located near Green Bay, Wis., to get stones of the right size, shape and material. Hayman Dengler and John Barnett, of Galveston District’s Northern Area Office, along with Craig and Kristi Wenner, Rocks and Docks, a private inspection service, make the trip to the quarry to check on the quality of the stone.

Stones are rejected if they are the wrong size or not cut in the proper shape or ratio. Three bargeloads of stone have arrived at the mouth of the Sabine. The remainder of the stone is to be shipped by train, with one trainload arriving each day. 🌍



Paper cups mark where holes have been drilled to hold the blasting devices that will cut a section of the rock which will then be cut into the jetty stones.



Pneumatic drills helped carve these huge stones.

Tulsa District is team member on Arkansas River Corridor Master Plan process

Cynthia Kitchens
Project Manager

Editor's Note: Development of the Arkansas River through Tulsa is a hot topic in Tulsa County these days. This article helps explain the district's role in the process to date.

Since 1939, Tulsa District has worked as the water resource planning agent for the federal government across its geographic area. Today, the district continues to execute water resource planning responsibilities as it works with communities; other federal, state, and local agencies; and with tribal governments to identify and develop solutions to water resource issues.

PHASE I - Master Plan Study - Completed

In 2003, Tulsa District became involved with the Arkansas River Corridor Master Plan study through a cost-share agreement with the Oklahoma Water Resources Board and the Indian Nations Council of Governments. Working together, the process leading to a River Vision Plan began. The goal was to identify the best land uses along the Arkansas River corridor considering factors such as floodplains, endangered species, wastewater discharges, and transportation.

The result of the Phase I study effort was a composite plan for land use along the entire corridor beginning just downstream of Keystone Lake in northwestern Tulsa County and ending at the Tulsa/Wagoner County line.

That draft River Vision Plan was presented at multiple public meetings where community members were encouraged to provide comments. A top-ten list was developed from the input received.

A steering and advisory committee was formed which met with federal and state resource (fish and wildlife) agencies. Information from the agency meetings, along with input from the public, helped to guide further refinement of the vision.

In June 2004, the River Vision Plan was unveiled (see www.incog.org) which led directly to Phase II study efforts.

PHASE II - Master Plan Study - Completed

Phase II study of the master plan was a continuation of the same cost-share



The Jenks Riverwalk Crossing is seen from the river.

partnership as Phase I. This phase involved more rigorous technical and engineering evaluation of the concepts. It also included a series of public meetings, budget projections, possible funding streams, and conceptual plans with architectural drawings.

One of the most important aspects in regard to public safety was completed in this phase. The Arkansas River hydrology model was updated and used to determine the impact low-water dams would have on water levels. This study determined there would be no impact to water levels during high-water events.

This was a very comprehensive study costing \$750,000 which was completed in October 2006 (see www.incog.org). By the time it ended, the study had been presented at 18 public meetings.

PHASE III - Master Plan Study - Environmental and Low-Water Dam Studies – To be completed December 2007


When Phase II of the Master Plan was completed, it was clear that implementation of the plan would require extensive environmental studies, and that public safety issues with low-water dams needed to be addressed. These items are the focus of Phase III study (Environmental and Low-Water Dam Studies). The Oklahoma Water Resources Board and Tulsa County are partners for this \$750,000 cost-shared effort.

The primary objective of this phase is to have all the data needed for the Clean Water Act, Section 404 permit application.

To accomplish this objective, this study gathered baseline information on the populations of plants and animals along the river. This information was necessary to evaluate impacts to habitat from project implementation. Additionally, experts from the Tennessee Valley Authority were brought in to assist with modeling water quality impacts and to recommend public safety measures for two of the proposed low-water dams and the existing Zink Dam. The TVA specialists exceeded expectations by providing preliminary concepts for an integrated water system.

Features of the plan include a proposed pool in Sand Springs that fills with hydropower production releases from upstream Keystone Lake. The Sand Springs low-water dam would slowly release water into the Zink Lake and Jenks/South Tulsa pools so that there is more water in the river. All of the proposed dams would have seasonal pools, meaning that gates would be lowered in the spring to allow fish passage. The dams would also allow for passage of high water with no impact to flooding. It is also proposed to create Interior Least Tern nesting islands in and below the pools.

Concepts of the Phase III study have been coordinated with the U.S. Fish and Wildlife Service and the Oklahoma Department of Wildlife Conservation.

The Phase III - Master Plan Study, Environmental and Low Water Dam Studies report should be completed by December 2007 and a series of public meetings will be held. 

World War II era chapel to be replaced by modern complex

Edward Rivera
Pacesetter Staff

The sun rose over Goodfellow Air Force Base, Texas, and as its rays shimmered through the joint service color guard, Chaplain (Maj.) Michael Goecker delivered the invocation Sept. 13, on a perfect morning to hold a groundbreaking ceremony. This groundbreaking had additional meaning for the chaplain because it was for the new 17th Training Wing Chapel complex.

“After 65 years, Goodfellow AFB is due for a new chapel. The Army Corps of Engineers has been at the forefront of this project driving toward the goal of a final outcome pleasing to everyone,” said Goecker.

The chapel complex will replace a World War II era building constructed in 1941, with a 14,000 square-foot, multi-denominational center. Some features will include a 400-person sanctuary with a large choir area, a fellowship hall with a spacious gourmet kitchen, confidential offices for counseling and a high performance audio system. “Goodfellow AFB’s new chapel facility will enhance the free exercise of religion here as few things possibly can,” said Goecker.

The joint project with the 17th Civil Engineer Squadron and the Fort Worth District is expected to be completed in early 2009. According to Lynn Ray, Air Force Account Manger for the Fort Worth District, the project began in 2003, but was later delayed when the West Texas construction market was greatly affected by Hurricanes Katrina and Rita.

“I was very pleased with the teamwork between the Army Corps of Engineers, our Civil Engineers, the contractors, and the chapel leadership to make this new chapel a winning endeavor for everyone.” said Goecker. 🇺🇸



Breaking ground Sept. 13 for the building of the 17th Training Wing Chapel complex are (from left to right) Larry Rogers of the Army Corps of Engineers; Chaplain (Maj.) Michael Goecker; Mike Noret, 17th Civil Engineer Squadron; Chaplain (Lt. Col.) James Ludwikowski, 17 TRW Chaplain; Col. Richard Ayres, 17 TRW commander; 11th District Congressman Mike Conaway and Col. Ada Conlan, 17th Mission Support Group commander.



Chaplain (Maj.) Michael Goecker delivers an invocation during a Sept. 13 groundbreaking ceremony for the 17th Training Wing Chapel complex at Goodfellow Air Force Base, Texas, flanked by the Joint Service Color Guard.

Little Rock's (Col.) Anslow speaks on women's equality

News Release

Headquarters U.S. Central Command

CAMP STRIKER, Iraq - The Arkansas Army National Guard's Col. Patricia Anslow spoke Aug. 25 on the strides American women have made in gaining equality while she is deployed to a region where women continue to struggle as second-class citizens.

Anslow was the featured speaker at a Women's Equality Day event held at the dining facility on forward operating base Camp Striker in Iraq. She commands the 875th Engineer Battalion, which is 11 months into a year-long deployment as a critical component of the assured mobility mission here.

In her civilian occupation she is the Chief of the Planning and Environmental Office of the Little Rock District of the U.S. Army Corps of Engineers.

The event was sponsored by the 2nd Brigade Combat Team, 10th Mountain Division, currently headquartered at Camp Striker. Women's Equality Day annually celebrates the ratification of the 19th Amendment on Aug. 26, 1920, giving women the right to vote.

"It's hard to believe that just 100 years



Little Rock's Patricia Anslow speaks at a Women's Equality Day event in Iraq Aug. 25.

ago, I would not have had the right to vote," said Anslow, to a large audience of male and female Soldiers.

Anslow is a 1989 graduate of the United States Military Academy at West Point and last deployed to Iraq during Desert Storm as an active duty Soldier. "The


struggle for women to gain equality in America is mirrored by women in the military. It wasn't until 167 years after the Revolution that women were able to join the Army," she said.

According to her, Congress first allowed women to serve as regular troops in the Women's Army Corps in 1943. In 1978, the Women's Army Corps was disbanded and women were fully integrated into the regular force.

By 1990, there were 41,000 female veterans of Operation Desert Storm and more than 10 percent of the Army was made up of women.

"Today, the reality is that the enemy doesn't look under our helmets to see if a Soldier is female or male, but combat has found women in our expanded frontline," she said.

"As a matter of fact, in 2005, the first women since World War II received the Silver Star for heroism on the battlefield. I hope in the future when we hear the phrase 'you fight like a girl,' it will bring a whole new meaning."


"I've been given the opportunities I have in the military because of the sacrifices of the military women who have gone before me," said Anslow. 

Little Rock employees' son attends military camp



Timothy Montgomery, who is 13 and the son of Jim and Sharron Montgomery of Little Rock's Real Estate Branch, graduated July 28 from the Marine Military Academy Summer Camp in Harlingen, Texas. He was one of 332 campers representing 34 states and seven foreign countries.

During the four-week summer camp, Montgomery and his fellow campers navigated through a series of team problem-solving obstacles and participated daily in new activities ranging from navigating a full-sized Marine Corps obstacle course to inter-unit athletic competitions.

Each camper's goal was to achieve a greater awareness of what he is capable of achieving. 



Team Tulsa, laying the groundwork for success

Col. Anthony C. Funkhouser
Commander, Tulsa District

The Tulsa District welcomes our new division commander, Col. Kendall Cox and his wife Anne Marie to our team. Col. Cox is a great friend of the districts and will facilitate our success over the coming years. We want to extend a warm Tulsa welcome and look forward to introducing Col. Cox to our professional Tulsa District team and our beautiful and valued water resources in the coming months.

The Tulsa District projects and the McClellan-Kerr Arkansas River Navigation System water levels are back to manageable levels from the floods of 2007. But the work is not done. We are now dealing with the challenges of damage from the flood waters requiring repairs to our lake areas. I need to thank many members of our team but especially all the operations project managers, lake managers, park rangers, dam and hydropower plant teams and the hydrology and hydraulics specialists for their dedication and hard work the past few months as we kept everything operating out front and behind the scenes. Another major challenge has

been the building up of sediment along the MKARNS from the high water flows. It has been a real team effort with this shoaling along our lock areas. In particular, Lock and Dam 17 was identified as a potential problem for barge traffic. High water flows from the floods prevented barge traffic but now there was a potential for an

extended blockage due to the shoaling. If the MKARNS were blocked, it would cost port owners \$1.3 million a day in revenue as barges sat idle. We immediately went on the offense with our team of Little Rock District, port authorities, navigation users, and the Oklahoma Department of Transportation. We could not get the dredge contractor into our area for two weeks as they mobilized, so we were able to improvise and overcome with a joint effort to initially use a private port owner backhoe in conjunction with our team flushing water through the lock. Little Rock immediately moved into action with contracting support and money for this process. Within days, Little Rock's tug arrived with an improvised device that fit over the propellers and directed the jet water down to move the sediment. By the time the dredge arrived, the joint Tulsa-Little Rock team had kept a modest path for barges to continue to flow through the lock. I had the opportunity to discuss our effort with the Port of Catoosa Board of Directors, and they were extremely appreciative of the efforts made by our team. It was a tremendous effort by a professional group of folks that overcame each obstacle with perseverance and teamwork.

I also need to congratulate our Real Estate team for bringing our Candy Lake requirements to near closure. This has been a major project and no easy task. By the time we publish this edition, we should be near the finish line. Thanks and well done.

In our military programs, we have been just as busy. A few highlights to mention include our successful award of 11 contracts for the Restationing of the Air Defense Artillery School from Fort Bliss to Fort Sill, as part of

the Base Realignment and Closure. We participated in the groundbreaking in August of this year. The Field Artillery School and the Air Defense Artillery School will combine into a Fires Center of Excellence at Fort Sill. Maj. Gen. Peter Vangiel assumed command of the Fires Center of Excellence on Sept. 13 of this year. At Sheppard Air Force Base, our team turned over the T6A Combs Warehouse in September after delivering a state-of-the-art, 110,000-square-foot, F-22 Technical Training Facility in March. At Tinker AFB, our team continues to work toward completion of the second phase of the Building 3001 Revitalization and the completion of the 32nd Combat Communications Squadron Operations Facility as well as numerous smaller facility renovation/construction projects throughout the Base. The Tinker team is also midway through construction of a Customs and Border Protection Hangar at Oklahoma City's Will Rogers Airport and a Federal Agent Facility for the Office of Secure Transportation at the Pantex Plant, a National Nuclear Security Agency facility near Amarillo,

Texas. A project to enhance force protection at Vance AFB has been completed on the eastern portion of the base, and a new entry gate is now open. At Altus Air Force Base, the completion of the new Base Civil Engineering Building is scheduled in early spring 2008. At McAlester Army Ammunition Plant, the new Brigade Combat

Finally a humble thank you and a small prayer to all our volunteers deployed around the world and in harm's way. We know you are making a major impact and look forward to your safe return.

Team- Strategic Loading Facility was delivered to the installation in July 2007. Work has begun on a new Dunnage Mill there. Additionally, the district has awarded approximately two-thirds of the 53 Multiple Award Task Order Contracts for construction of the border fencing related to the Department of Homeland Security's Strategic Border Initiative. Kudos to our military programs team.

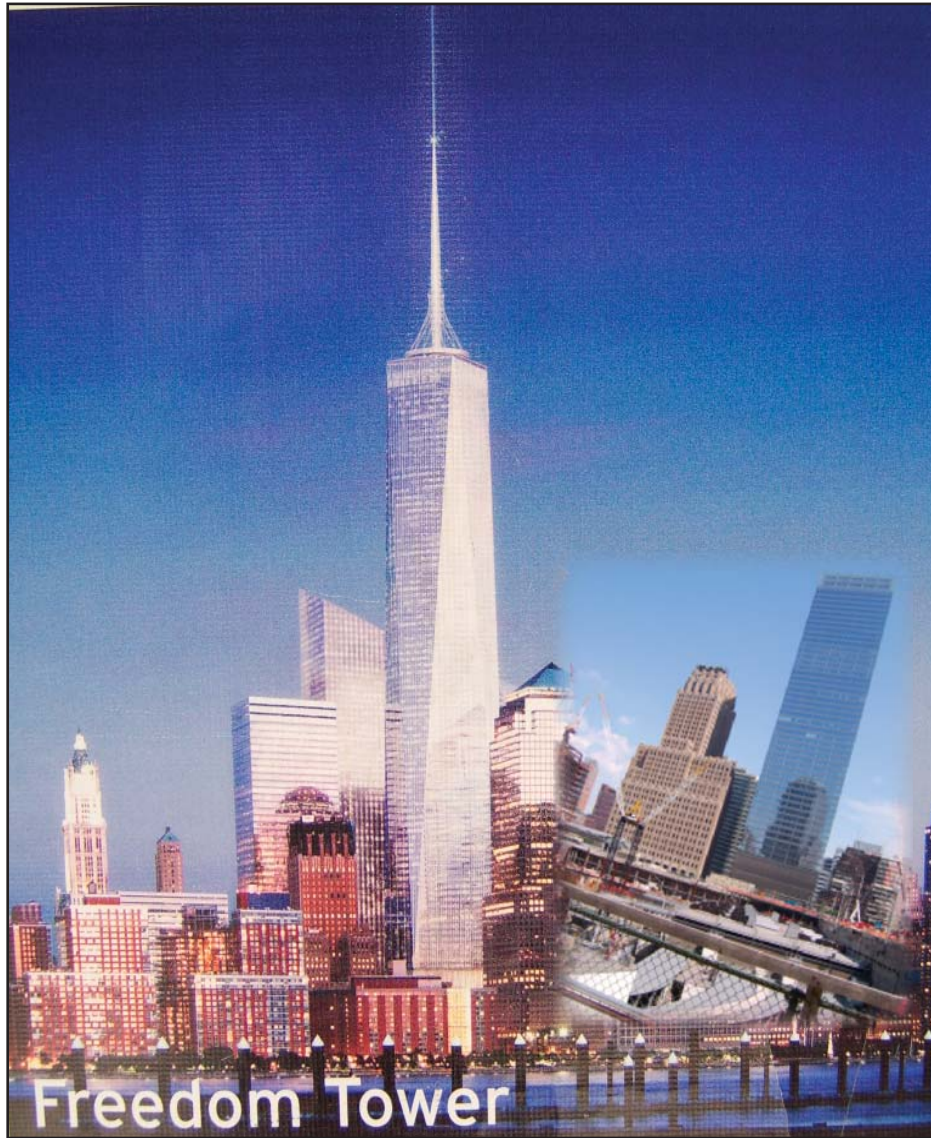
We should have successfully completed our year-end closeout and executed our promises to our partners around the district to the best of our ability. I extend a special thanks to all our project managers, contracting and resource management teams who geared up for some long days. I know we had laid the groundwork for success with team planning and want to make sure we capture our lessons so we can improve next year. I enjoyed sharing those long evenings with the team and executing our budget.

Thanks to our Care Council that conducted the first Tulsa District afghan design competition. It was a lot of fun and congrats to Bryan Taylor for the winning design. We also had a good showing this year with the United Way's "Day of Caring" where Tulsa District volunteers helped paint a Girl Scout camping area on Zink Ranch. Our district continues to show its selflessness in volunteering time to our local communities and making Tulsa and the surrounding area a great place to live, work and play. Finally a humble thank you and a small prayer to all our volunteers deployed

See *Tulsa* on page 12

Honoring those who serve

Let freedom ring



As the sixth anniversary of 9/11 passes, construction of the Freedom Tower continues to move forward. The Freedom Tower is due to be completed in 2012, will stand 1,776 feet tall on the site of the former World Trade Center. Inset: The progress continues six years after the terrorist attacks.

On the first anniversary of the attacks of September 11, 2001, the Office of History created the following website focusing on the response of Army engineers. For those who have not viewed this website or who may wish to revisit it, click on the following link:

http://www.hq.usace.army.mil/history/Sep11_new.htm

Tulsa

Continued from previous page

around the world and in harm's way. We know you are making a major impact and we look forward to your safe return.

As I mentioned in the last Pacesetter, I am focused on safety, having everyone improve our organization daily, having the discipline of enforcing and executing systems and doing it all as a team. I must say we are doing well in all these areas, but we will continue to raise the bar and challenge you all to excel in each of these areas in the next fiscal year. After nearly 100 days in command, I could not be prouder to lead and serve the Tulsa Team of Southwestern Division. Essayons! 🇺🇸

Remembering Our Veterans and Civilian Employees

Cheri Dragos-Pritchard
Pacesetter Staff

Nov. 11 is Veterans Day, and Southwestern Division's ranks boast many veterans of our nation's Armed Forces. They have made untold personal sacrifices over the years to defend America. And as our Nation continues to engage the Global War on Terrorism, many SWD employees continue to answer the call.

Some have deployed to Middle East combat zones as military reservists. Others have voluntarily deployed as civilian employees. Some of the latter are even veterans, having served their country in one of the Armed Forces.

In Little Rock District, six employees have returned from Middle East deployments since last Veterans Day, two as military reservists and four as civilians. They brought a lot of expertise to the table as the skills they have developed throughout their careers are especially needed in the Middle East.

Military Reservists

The two military reservists who have recently returned home are Patricia Anslow, chief of Little Rock's Planning and Environmental Office, and Mickey Bevill, a journeyman mechanic at the Norfolk Dam Powerhouse. Each has a personal story to tell, and the patriotism each exhibits is unmistakable.

Anslow was deployed as commander of the 875th Engineer Battalion out of Jonesboro, Ark. She deployed to Iraq in 2006, was promoted to colonel and returned to the United States Sept. 22.

"We were responsible for assured mobility for more than 125 miles of the Multi-National Corps' Iraqi main supply routes in central Iraq," Anslow said. That translates into removing hazards from the roadways, to include improvised explosive devices.

"We patrolled the routes daily and prevented the use of culverts and blast holes from being re-used as IED hiding places. We cleared nearly 1,500 IEDs while covering more than 150,000 miles of roadway.

"We were also responsible for construction and force protection of patrol



This is the 2006 Gulf Region Division legal staff in Iraq from left to right: Larry Vogan (Far East District), Fran Russell (Jacksonville District), Barbara Hebel (New York District), Jim Cullum (Little Rock District) and Robert Henson (Japan District).

bases and check points that allowed the coalition forces to live among the Iraqi community and greatly enhance security," she said. "These operations were critical to positioning the government of Iraq to expand their economy and governance beyond the capital city."

While she said the assignment was challenging, Anslow also said it was rewarding.

"I strengthened friendships with my military family, and we have a tremendous sense of accomplishment," she said. "I am proud to serve my country."

Bevill, a petty officer first class in the Navy Reserve, returned home in July after spending 15 months in charge of 1,000 dangerous prisoners in a remote camp in the Iraqi desert.

"There were 23,000 prisoners in this camp, and I was in charge of 1,000 Al-Qaida extremist terrorists," Bevill said. He noted they were not at a base or even a town like most deployed people.

"We were literally out in the middle of the desert," Bevill stressed. "We had an area that was four square miles and protected by a sand berm about 30 feet tall with a triple row of concertina wire on top."

He said the guard towers were manned by British Marines, and the gates to the camp were attacked and mortared weekly. Inside the camp, the prison was divided

into 23 compounds with around 1,000 prisoners per compound.

"Compounds 14 and 18 housed the worst of the worst terrorists, and I ran compound 14," Bevill said. "I would literally get cold chills up my back as I walked between the compound fences.

"I missed my wife and four children terribly," he added. "It was just as hard on them for me to be gone so long, but it was the power of prayer that helped us. Because of my friends, family and churches praying for me, I made it through. I can truly say now that I know what it's like to feel the presence of the Holy Spirit around you, and I know it was because of their prayers."

Four Civilians Return

The four Little Rock non-military employees who have returned from the Middle East are David Shoults, Jennifer Hoban, Jim Cullum and Jim Marple. Cullum and Marple are also veterans.

Cullum, a lawyer from the district's Office of Counsel, is an Army veteran. While the need for attorneys in the Middle East may not be readily apparent, Cullum deployed twice to provide support to a division commander and the district engineers.

See *Veterans* on page 16



Little Rock, where pride matters

**Col. Donald E. Jackson
Commander, Little Rock District**

“The important thing in any organization is the creation of a soul which is based on pride.” General George S. Patton, Jr.

The end of September marks both an end and a beginning for those of us in government service. September 30 marks the end of the previous fiscal year culminating in a mad rush to award contracts and spend the monies allocated to us by Congress, which seemingly drop out of the sky scant weeks before the month’s end.

It also marks the beginning of a new fiscal year, providing an opportunity to again identify work needing to be done to serve the Nation’s needs in our region, and to begin managing and expending the resources required to meet them. It seems to be a never-ending routine, a balancing act of enormous proportion.

For me, Sept. 30 also marks the end of my first three months of command. In my first meeting with district leadership, I set my priorities as people, processes and projects.

As I sit to complete this article (3 days past the PAO due date-sorry PJ!), I am proud to say I have had the opportunity to visit each of the project offices in the district. Although many of the visits have been brief, I have met and gotten to know most of the great members of the Little Rock district team.

In every instance, I was welcomed with open arms and really made to feel a part of the team. For that I thank you all. I am amazed, but not surprised, by the multitude of talented and dedicated individuals and teams we have across the district.

Pride in their organizations, their work and where they live was overwhelmingly obvious. The most common expression I have heard is, “Colonel, this is the best organization in the entire district.” Contrary to what Vince Lombardi’s biography might imply, in Little Rock District, pride still matters. (Editor’s note: One biography is entitled “*When Pride Still Mattered: A Life of Vince Lombardi.*”)

Externally I said farewell to the Dorko family and welcomed Col. Ken Cox and his wife Anna Marie to the SWD team. I also met with numerous stakeholders, state and federal agencies, and several elected officials and their staffs to discuss issues of mutual interest in our region.

Without exception, the team in Little Rock District received rave reviews. For this I thank you all. The work you do is important and makes a difference for all of those you represent and support. Each and every day, members of our team go above and beyond to do what is required to complete the mission.

My special and personal thanks go out to all who surged to successfully complete year end close-out for the district. Although not all inclusive, I want to give special thanks to **Craig Pierce, Rose Garrett, Dea Knight, Jim Pfeifer, Bobbie Mooney, Lissa Simpson, Robin Mahomes, Sharon Patton, Gerald Sanderson, Sandra Easter, Gail Jones, Donna Wilkerson, Kimberly Whitley, Miriam Thomas, Stephanie Bobo, Kathy Brewer and Donna Stroud.**

Teamwork in the district continues to be a strength as the “Northern Alliance” of Little Rock and Tulsa Districts successfully worked together to ensure the McClellan-Kerr Arkansas River Navigation System remained open despite significant challenges back in August. Using a team approach and some very creative methods, we were able to pull off a miracle.

Again, my personal thanks go out to **Lee Bass, Mark Milholland, Andrea Lewis, John Balgavy, Amber Turnage, Sandra Easter, Donna Wilkerson, Jorge Gutierrez, Paul Brown, Mike Hendricks, Jan Jones, Brinda Jackson-Switzer, Paris Embree,** and the crew of the Ozark (**Spencer Cox, David Hill, Matthew Brock and Chad Crain**).

Thanks, too, to Tulsa District for recognizing these great folks and to the navigation industry representatives who will host a fish fry this month on their behalf.

I also want to mention the recent completion of the lock dewatering at Lock and Dam 14 as it was a great team effort, too, with the assistance of **Mike Bagley** and the **crew of the Shorty Baird** from the Russellville Project Office.

Closer to home and most recently I wanted to thank those who define the district through the spirit of volunteerism. Last week, the district hosted our annual Family Fun Night aboard our inspection barge where a record 250 plus turned out to enjoy burgers and dogs cooked by **Lee Bass and John Balgavy.**

These functions were planned and executed by a number of folks, but special recognition goes out to **Lt. Col. Don Balch and the members of the Civilian Recreation Association.** Don’s presence in Little Rock District is enormous, and we are extremely fortunate to have his gifted and dedicated leadership.

The re-emergence of the CRA is noticeable and has already made huge impacts on employee morale in the district. Thanks to all who assisted, but special recognition goes out to **Patty Watford, Lori Spath, Chris Smith, Sharon Patton, Cynthia Blansett (go Cards), Lisa Yoakum, Julia Smethurst, Elizabeth Whitmore, Nick Mitchell, Dana Coburn** and to **Alan Best and the crew of the Ted Cook** (Robert...do you have your coin?).

Another annual event that was well attended by retirees and well executed by numerous volunteers was our Retiree Day Barge Ride Sept. 25. A dedicated team of **Cheri Dragos-Pritchard, Sheila Ellis, Ronda Ringler, Jack Johnson, Mike Dowell, Elaine Whitlow, Glynda Haggard, Bill Gray, Tammy Jones, John Balgavy, Nick Mitchell, Holly Hartung and Leroy Arnold** made sure that 127 or so retirees had a good time on the river.

See **Little Rock** on page 15

So you're thinking about a tour in Afghanistan ...

Lt. Col. Kurt Floyd
Area Engineer, Herat Area Office

Is your cubicle closing in on you? Do you do the same thing every day with no change in sight? Are you looking for a greater challenge than the every day grind of 7:30 to 4:15 life?

I may have the answers you are looking for! Let me take a few moments to dispel some of the myths and rumors about working overseas for the U.S. Army Corps of Engineers and the Afghanistan Engineer District.

Contrary to what many of you have heard, you don't have to spend a full year on tour. Many team members come over on a six-month tour as a "trial" to see if they like it. Some decide that six months is enough, but surprisingly, many have decided to extend their tours here to a full year. The choice is up to you on how long you want to stay. Of course, the benefits of staying for a full year are greater, but there are many benefits and hefty incentives for even a six-month tour.

AED has numerous positions available throughout the country and the year. If you're interested in a tour and you have the qualifications, the staff will make every effort to find you a slot. These positions range from Division Chiefs to Administrative Assistants to positions for guard and reserve military. AED relies on volunteers from the Corps, other government agencies, and non-government civilians to staff all of their positions.

Many of the team members here are on their second or third tours. One of the things that I've noticed when talking with civilian team members is their satisfaction in seeing their efforts make a difference.



Back home, it's sometimes hard to see the "big picture" and how your job fits into the success of your section, office or district. Over here, you will see very quickly that even the smallest task you do will have a lasting impact on the mission. The pace is fast, the hours long, the rewards, personally and professionally – even greater. If you are looking for a challenge and want to see first hand how important

your job skills are to the USACE mission, then AED is the perfect place for you.

Regardless of where you work for AED, be it at the Headquarters, an Area or Resident Office, or Provincial Reconstruction Team throughout the country, you will find that working in Afghanistan will be rewarding both personally and professionally. You will see first hand how your effort in working with USACE is helping the people of Afghanistan rebuild their country. You can take pride in the fact that you personally helped establish a safe, secure future for millions of Afghan citizens.

If you'd like to learn more about the civilian or military opportunities with AED, please

visit these web sites:

[USACE - Afghanistan Engineer District](http://pf.dod.mil/PFI_Online.html#Reservists)

http://pf.dod.mil/PFI_Online.html#Reservists

<https://www.hrc.army.mil/site/protect/Reserve/soldierservices/tours/tourslist.htm>

Lt. Col. Kurt Floyd is the Area Engineer for the Herat Area Office. He is on a one year U.S. Army Reserve tour with the Afghanistan Engineer District. His civilian position is with the Fort Worth District where he is the Project Manager for the Interagency & International Support program. 🌍

Little Rock

Continued from previous page

I also want to thank our great public affairs team for the support they render every day and for their patience in allowing me to repeatedly miss their very generous suspense dates.

We were honored in September to have Col. Cox make the first stop of his command tour Little Rock District. Although it was a whirlwind trip, he was able to see, first hand, the projects that define the district and meet many of the great members of our team who "git er done" each day.

Thanks to **James Beard, Tracy Fancher, Mark Milholland and their staffs** for supporting this visit and for giving the boss a real flavor for the district.

Finally, and on a personal note, I want to thank **Gil Wootten, Randy Devenport** (aka: Pork Sons of Different Mothers), **J.W. Williams** and **Hootie Buscher, Winona Brewer, Derick Walker** and **Kelly Hurst** (a picture is worth a thousand words) for some extra special memories.

There are so many to thank, and so little space in which to do it. Yes, pride still matters in Little Rock District. It is an honor and privilege to be part of such a great team. 🌍

Veterans

Continued from page 13

“The professional challenge of providing comprehensive legal support for the obligation of billions of dollars to reconstruct a nation’s infrastructure in the midst of an insurgency was difficult, unique and rewarding,” Cullum said. “I am more confident in my abilities.” Cullum also mentioned personal rewards from his deployments.

“In 2004, my friend Mitch Frazier and I rescued a casualty,” he said. “In 2006, I recovered and returned the life savings of two Iraqis who had been swindled by an American.”

“I also learned of a program that would enable our Iraqi interpreter to obtain a Visa for relocation to the United States,” he added. “My friend Larry Vogan and I completed the necessary forms, paid the fees and submitted the Visa application. The interpreter will soon arrive in the United States. What a great feeling.” Another Army veteran, Marple, is the chief ranger for Greers Ferry Project Office. He recently returned from a six-month deployment to Iraq where he worked as a project manager for the water sector at the Gulf Region South headquarters.

There, while involved in many projects, he and his team managed 84 water supply projects from beginning to end, 18 building and education sector projects, 11 infrastructure and security projects and seven other military projects supporting Operation Iraqi Freedom.

“Prior to deploying, I didn’t have any project manager experience,” Marple said. “So this was a great experience for me professionally. I also learned on a personal basis as well. We Americans are very isolated from the living conditions of



David Shoultz in his official deployment photo.

most people throughout the world. It was an experience I won’t forget,” he added.

Shoultz, a civil engineering technician from Greers Ferry Lake, returned home in early September from a tour in Afghanistan. There, he worked with young Afghan engineers who “want to make a difference in their country ... As for their safety, they were just as much targets for the Taliban as we were just because they worked with us.”

Shoultz pointed out that he is not a veteran, but he has renewed respect for veterans and our Nation’s Armed Forces.

“The most valuable lesson learned was that I, and so many Americans like me, take freedom for granted. I now have a whole different outlook on that privilege we, that is our Soldiers, have fought for. My hat is off to each and every man and woman who has served and is still serving for our great Nation.”

They’re In Agreement

Each seems to agree there are personal rewards for those who deploy, though they also noted that each individual has to weigh the sacrifices.

“You will miss your loved ones and many special events, but in the end returning home should provide a great sense of pride in your selfless service,” Anslow said.

“I am humbled by the experience,” Bevill said. “Even though we experienced temperatures as high as 142 degrees, worked 12 hours on and 12 hours off without any days off, and lived in tents, it is still very special to me.”

“While I count my time overseas as the most rewarding time in my career, there are many challenges to overcome,” Cullum mentioned. “One should become familiar with the circumstances and evaluate them carefully before making a decision.”

Marple added, “It is a great experience to see what the Corps is doing for the citizens of Iraq. You can see the difference we are making in the day-to-day lives of the Iraqis.”

Shoultz echoed their sentiments. “I enjoyed my stay in Afghanistan,” he said. “The living quarters were comfortable. The work was fast paced, and I felt like I was doing my part to help reconstruct this war-torn third world country. I would like to return in March of 2008 for another six-month tour just to finish what I started.”

(Editor’s note: Jennifer Hoban, park ranger, Lake Dardanelle Field Office, suffered a great loss during her deployment to Afghanistan. Peggy Hoban, her stepmother, died in September after a long illness. Jennifer was able to return home two days earlier to be with her family. She was in transition at press time and could not be reached by Pacesetter staff.) 🇺🇸

Little Rock pays tribute to 53 employees who have deployed

Ralph Allen	Sue Buring	Jama Hatcher	Bruce Johnson	Joseph Parish	Bobby Smith
Patricia Anslow	Roy Burk	Ron Helton	Darrel Johnson	Trina Patterson	Mike Smith
Roger Batchelor	Eldon Cooper	Michael Hill	Frankie Johnson	Rodney Raley	Charles Sontag
Rodney Beard	Jim Cullum	Tony Hill	Miles Johnson	Jimmie Reep	Steve Spicer
Patricia Bennett	Donald Dunn	Henry Himstedt III	Scot King	Charles Reeves	Travis Stanford
Mickey Bevill	Curtis Flournoy	Jennifer Hoban	James Lee	Karl Serbousek	Paul Strack
John Brown	Joseph Goodson	Don Hubsch	Keith Loos	Chester Shaw	Barry Stuard
Kinney Bryant	Eileen Grant	Brinda Jackson	James Marple	David Shoultz	Greg Wishard
Romy Buen	Robert Harris	Shelby Joe Jackson	Thomas Miller	Dana Simmons	

Home sweet home

Two Fort Worth employees return safely from deployments

Melanie Ellis
Pacesetter Staff

Laren LeCren, Planning, Environmental, and Regulatory Division, and Jeff Mahaffey, Logistics Office, both recently returned from their overseas deployments in support of the Global War on Terrorism.

LeCren deployed in January 2007 to Kabul, Afghanistan, for a six-month tour of duty.

“During my overseas deployment, I was the liaison between the Corps, the United States Army, NATO, the State Department, and various non-governmental agencies,” she said. “My mission was to support, organize and aid in the reconstruction efforts going on in Afghanistan.”

Mahaffey deployed with his National Guard reserve unit in March 2006 for a 17-month tour of duty. “My mission was originally to be a member of a gun truck,” he said. “When we arrived in Balad, there weren’t any transportation missions. I was reassigned to the Security Platoon, where I provided Force Protection for Logistical Support Area Anaconda and to al Kut with the C-111 Medical Evacuation Unit flight security.”

Mahaffey and LeCren both found their Corps work skills to be beneficial to them on their deployments. Mahaffey, who works in the Logistics Office, found himself in very familiar territory. “My Corps job skills put me in the office during my deployment running reports and tracking vehicle status and maintenance costs,” he said.

LeCren used her Corps work skills in the same setting. “My expertise and coordination aided in the development of a national



Jeff Mahaffey holds the Corps flag outside of the guard tower where he provided Forward Operating Base Security.

project database,” she said. “I worked closely with NATO and the various Afghan governmental groups to collect their information and apply geospatial information to those projects. The information and database was shared with not only the Afghan presidential cabinet, but also the head of NATO, and high ranking U.S. military leaders.”

Mahaffey and LeCren faced their deployment challenges head on and both had some very memorable moments. “My highlight was organizing the first Afghan geospatial conference,” LeCren said. “The conference was the first fully funded conference by Afghans in our field. We had support from ESRI-CEO Jack Dangerman and top level Afghan officials. The minister of communication was the keynote speaker.”

“As in most moments in life, you grow more when you are challenged and face difficult obstacles,” Mahaffey said. “On Jan. 21, 2007, we lost one of our birds due to enemy actions. All on board were lost. I was selected as a member of a 13-man recovery team. I can say that it was, and has been, one of the most noble and honorable things I could have ever been asked to do.”

Mahaffey and LeCren both returned with several life lessons they are certain they will never forget. “I loved working with the locals, who were so eager to learn and change their own country,” said LeCren. “I was able to be a part of a country’s history by establishing and aiding in fundamental changes, a rare opportunity.”

“I learned that sacrifice is doing what needs to be done, when you do not necessarily want to do it,” said Mahaffey. “I am nowhere near the person I was when I left almost two years ago. It is my hope that the things that I did, have learned, and that have had an impact on me, that I use them to grow and hope and pray that I never forget the lessons. It is hard to not see any and all parts of the Warrior Ethos in all of this for me.” 🇺🇸



Laren LeCren poses with a couple of Afghanistan children during a community outreach day.

We salute those who have served or are serving

We'd like to pay tribute to the following Little Rock District members and their families for serving the country. We know there are many more employees who have family members in the service, or who are veterans themselves, but who did not respond to our query. We have them here in spirit.

Arkansas Army National Guard **Col. Patricia Anslow**, Chief of Planning and Environmental Office, just returned from serving in Iraq. She and her unit left for Iraq in October 2006 and returned to the states Sept. 22.

Contracting Division's **A.J. Brown** retired from the Air Force as a lieutenant colonel after 21 years of service.

Army **Capt. William Allen Harris**, Infantry Branch, and the son of Bob Harris with the Pine Bluff Project Office, is serving in Germany as an observer/controller.

Senior Airman Chanda Higgins, daughter of **Sandy Higgins**, Civil Engineering Tech at Central Arkansas Area Office, is serving in the Arkansas Air National Guard out of Little Rock Air Force Base in Civil Engineering Supply. Her unit is slotted to go to Iraq for a second tour in May 2008.

Army **Spc. Charles Hubsch**, is serving in Iraq in military intelligence. He is the son of Park Manager Don Hubsch of the Arkansas Post Field Office.

Kenneth E. McLain, the work leader at Dardanelle Marine Terminal, retired from the Coast Guard as a Chief Warrant Officer after 24 years. His son, Army Spc. Jimmie A. McLain is a member of the Arkansas National Guard and is nearly finished with his tour of duty near Baghdad. He previously served four years in the Marine Corps.

Real Estate's **James M. Montgomery** retired from the Air Force after serving 27 years.

Navy Seaman Apprentice Jacob D. Ring, the son of Project

Engineer **Stephen D. Ring**, is serving aboard a guided missile cruiser as a sonar technician. Jacob is a fourth generation sailor. Carolyn Ringer, a retired Corps management analyst, has a nephew, **Lt. Anthony J. Alford**, serving in the Navy as an Executive Officer for the Provost Marshal's Office. He is training for deployment to Kuwait for the second time.

Ronda L. Ringler of the Logistics Office recently retired from the Arkansas Air National Guard, after 20 years and two months of collective service with the Guard, Navy Reserves and Air Force.

Air Force Captains Keith and Nicole Bittle, the nephew of **Dwayne Rutland** of Bull Shoals Powerplant, and the wife of his nephew, are stationed at Vandenberg Air Force Base, Calif. Contracting Division's **Gerald Sanderson** retired from the Navy as a Master Chief Petty Officer after 21 years.

Contracting Division's **Dudley Smith** serves as a lieutenant colonel in the Arkansas Army National Guard as a procurement officer at the Joint Force Headquarters and has served 27 years.

Jim Webb of the Ozark Construction Resident Office retired as a technical sergeant from the Air Force after serving in Viet Nam and other locations.

Cheri Dragos-Pritchard of Public Affairs retired from the Air Force after serving 20 years.

Public Affairs' **P.J. Spaul** retired from the Army Reserve with 23 years. His son, Staff Sgt. Brian Raley, an Army Reservist, just returned from Afghanistan.

Public affairs specialist **Tammy Moody** served three years in the Army as a photojournalist.

Thank you for serving and for supporting your military family members currently serving our country! 🇺🇸

What to do if a catastrophic emergency strikes!

All Southwestern Division employees should either call the toll-free number or send an e-mail to the address provided below if a catastrophic or large-scale emergency, disaster, or command-ordered evacuation occurs and local emergency procedures cannot be followed.

Phone: 1-877-HI-USACE or 1-877-448-7223

E-Mail: 877-HI-USACE@usace.army.mil

Employees need to make contact within 72 hours to receive instructions and information, and to ensure personnel accountability rosters can be developed.





FY07 was one for the Fort Worth District history books

Col. Christopher W. Martin
Commander, Fort Worth District

Team Fort Worth bid a fond farewell to Brig. Gen. Dorko and hailed in our new Southwestern Division commander, Col. Ken Cox and his lovely wife Anna Marie. We look forward to his leadership and will show him in the coming years what a great team we are. We are a great team, with my first complete fiscal year under my belt as commander of this amazing district, I want to take this opportunity to highlight a few of our accomplishments during FY07.

It seems there is never a typical year for our district's lake projects. Last year they struggled through severe drought proving their benefit to growing Texas cities and towns thirsty for their water. As often happens, this year some of the most widespread flooding in history turned record low elevations into record highs.

Our flood risk management program was showcased as billions of dollars in damages were prevented when all but one of the 25 lakes went into their flood pools. I am so proud of the team effort demonstrated by our dam safety, reservoir control, and operations division personnel who worked around the clock for weeks on end to assure the safety of downstream residents. These same folks are now involved in both clean up and remediation of the severe damage the floodwaters left behind.

Continuing in the wake of last year's remarkable numbers, our Contracting Division has made history once again by almost doubling its contract actions and obligating more than \$1.2 billion this FY. Of the \$1.2 billion, more than \$511 million was obligated during the month of September, with more than \$177

million obligated on September 30.

Collectively, our Project Delivery Teams made a Herculean effort on the last weekend of September to close out the year. We all should applaud Contracting, Programs and Project Management Division, Engineering and Construction, Office of Counsel, and Resource Management for their hard work and dedication.

And, we can expect an even larger obligation rate in FY08 as we move forward with the execution of the multibillion-dollar programs for San Antonio, the Department of Homeland Security, the continuation of our Fort Bliss Expansion Program, as well as moving out with the Centers of Standardization contracts,

As we work hard, let's continue to be safe, make time for our families and keep in our thoughts those in our district family who are deployed for the Corps or as members of our armed forces.

with Fort Worth District being one of the eight Centers.

We continue to pave the way for the U.S. Army Corps of Engineers Military Construction Transformation in continuing to award the product lines for Fort Bliss, Texas. We continue to put into action our best practices and lessons learned to ensure the success of this program.

Our original Base Relocation and Closure program was \$438 million and we executed \$576 million. The FY08 program is robust and we are looking at a total of over \$600 million.

Driving into FY08, we are constructing at a rate of about \$1.3 million a day on Fort Bliss. In the San Antonio area, the District has awarded the largest individual construction contract up to this point under the San Antonio BRAC Program. A San Antonio company received a contract for almost \$92 million on September 29 to construct the Battlefield Health and Trauma Laboratory, which will be built on the existing Brooke Army Medical Center campus. The size of the contract exceeds the total amount of all construction and renovation expenditures for the San Antonio BRAC Program through September.

By the end of this fiscal year, we expect Forts Sam Houston and Bliss to be in full swing construction with a combined daily construction rate of just over \$3 million.

It is my honor to serve as commander of this district of professionals dedicated to service to our nation. I am proud of our accomplishments and look forward to the future outstanding work the district will do for its service members and citizens. As we work hard, let's

continue to be safe, make time for our families and keep in our thoughts those in our district family who are deployed for the Corps or as members of our armed forces.

As always, I am proud to be part of one of the best Army Engineer Districts in all of USACE. Essayons! 🇺🇸

Thanks Team Fort Worth

As Veterans Day approaches, the Fort Worth District is taking time to thank those of you who have deployed and/or supported our district activities that serve our great country. Many of you have deployed overseas in support of the Global War on Terrorism and stateside in support of the hurricane missions. Your personal sacrifices and valuable services have not been overlooked or forgotten. Thank you for serving our great Nation. 🇺🇸

Little Rock retirees enjoy barge ride



“And in the end it’s not the years in your life that count. It’s the life in your years.”
Abraham Lincoln

Lining up for the food

Elaine Whitlow was one of many volunteers who helped Little Rock District retirees enjoy themselves during lunch and a barge ride on the Arkansas River for the district’s Retiree Day, Sept. 25. Photos by John Balcavay.

Enjoying the company

Little Rock District retirees visit and laugh with each other during Retiree Day events.



Taking in the view

A number of retirees visit and take in the view on the top deck of the Inspection Barge during the Retiree Day boat ride.



The dog days of summer ...

Fort Worth teammate makes progress with tracking dogs

Melanie Ellis
Pacesetter Staff

As the dog days of summer come to an end, Deb Davis, Sam Rayburn Lake, and her “boys,” Yaqui and Forest, are still tracking.

Davis, a former horse trainer, decided to try her hand at training tracking dogs after moving to East Texas from Tennessee.

“When we moved, we brought my favorite show gelding with us,” she said. “However, the heat and humidity were more than a mountain-bred horse like that can stand so we returned him to Tennessee. I decided to try another training venue – dogs.”

The American Kennel Club tracking tests allow a dog to demonstrate its natural ability to recognize and follow human scent, a skill that is useful in the service of mankind. Tracking, by nature, is a vigorous, noncompetitive outdoor sport.

“Before a dog can enter a tracking test, I must obtain a certification which can only be given by a tracking judge,” Davis said. “In essence, the dog earns his Tracking Dog title twice because the certification must be administered in the exact same conditions as the test.”

While most dogs and their owners wait until the dog is two to three years of age before they start tracking, Davis and her dog Yaqui began tracking when he was just eight weeks old. “Yaqui came home and we started tracking, running huge five-yard tracks,” she said. “For an eight-week-old puppy, a five-yard track is huge and requires a lot of concentration and work on its part.” One thing led to another and soon Yaqui was tracking 500 yards with ease. A little less than a year later, Forest joined the family and began tracking too.

In the tracking world, dogs earn four titles, Tracking Dog, Tracking Dog Excellence, Variable Surface Tracking and Champion Tracker. After they are certified, each title becomes more difficult to obtain. Earning the title of Tracking Dog means that a dog has followed a scent for 440 to 500 yards with three to five changes in direction. The track is laid by an individual who wears street clothes and shoes and who walks in a normal fashion - no dragging or scuffing of feet to provide a heavier scent. Then, the track sets without interruption, a



Yaqui's official photo taken on April 30, 2007, after he earned the Tracking Dog title.

process called aging, from 30 minutes to two hours. There is an article left at the end of the trail for the dog to retrieve if it has successfully completed the track.

“Yaqui successfully passed his Tracking Dog test at the Terv Nationals at nine months old,” said Davis. “I look for Forest to pass when he is about the same age.”

The next test that Yaqui and Davis are preparing for is the Tracking Dog Excellence test. The track will age longer, will include more turns and more articles for the dog to retrieve. “This one is more difficult because it also has the challenge of additional human cross tracks,” said Davis. “That means that people other than the track layer will walk in and around the track to create fresh scents to try to throw the dog off the trail. If the dog leaves the original track and follows a cross track, it is disqualified.”

“The Variable Surface Tracking test is a real world test,” said Davis. “In the real world, dogs track through urban settings, as well as through wilderness. The dog has to demonstrate its ability to follow a three- to five-hour-old track that may lead down a street, through a building or other areas devoid of vegetation.”

After earning the Tracking Dog title, the Tracking Dog Excellence title, and the Variable Surface title, dogs may compete for the



Forest in his harness waiting for the track plotting to be finished so he can start his job.

See *Tracking* on page 22

Carter chosen for Customer Care

Mary Beth Hudson
Pacesetter Staff

Brad Carter of the Fort Sill Resident Office has been named Tulsa District's Customer Care Employee of the Quarter for the second quarter, FY07. Carter is a civil engineer for Engineering and Construction Division. His duties include project oversight and technical services for Operations and Maintenance projects as well as military construction. According to the nomination, he has rendered them in a very professional and responsive manner.

Brenda Spender-Ragland, director of Fort Sill's Military Welfare and Recreation, said, "Brad and team constantly support requirements that enhance customer service and, quite



Brad Carter is flanked by Brenda Spender-Ragland and Maj. Gen. David Ralston, both of whom extended congratulations on his honor. Ralston also presented Carter with the Chief of Field Artillery commander's coin in recognition of his efforts on the MWR projects on post.

honestly, have just done an amazing job of supporting the directorate with staying on top of the numerous projects we have. Bottom line, exceptional support and much appreciated and recognized for their excellence from the entire MWR community."

Rick West, area engineer, said that because of Carter's efforts, a high degree of customer satisfaction is being reached and increasing reliance is being placed on the Corps to meet MWR's support needs. "This is especially valued given the increased flexibility of our customers to choose their service providers," he explained. 🌍

Upward Bound program prepares students for college, work environment

Two students were recently given the opportunity to work at the Galveston District through a high school program which prepares students for college and the work environment. Carlos Lira, 17, and Jeanette Lira, 16, were siblings chosen to participate in the program this year. 🌍



Tracking

Continued from page 21

Champion Tracker title. "This is my ultimate goal," said Davis. "I want to train my dogs to this level so we can be part of the National Invitation Championship."

Many tracking dogs are used to find people who are lost, or locate bombs, drugs and many other things that humans cannot smell. The realization that Davis was training her dogs to perform this skill became an immediate reality when a neighbor frantically ran to her front door asking for help. "We were told that one of our neighbors had a three-year-old grandson who had wandered off into the Angelina National Forest," said Davis. "They wanted to use our tracking dog to help find him." The Angelina National Forest surrounds the Small Black Forest community where Davis and her neighbors live. The little boy was playing next to his grandfather while he chopped wood, then

wandered away.

So Davis, her husband, and Yaqui raced to the site where the boy was last seen. "All I could think about was that having this dog trained to track could actually save this boy's life," she said. "I knew that this tracking would mean far more than any title issued by an organization. I was so grateful that my dog was trained and I knew he could find this child."

Thankfully, the child wandered back out of the forest into a neighbor's yard and they phoned it into to the sheriff's office. "It's a life-changing thought to know that Yaqui could have found this little boy," she said. "If the need arises again, I know our neighbors will knock on our door and we'll be ready to respond." 🌍

There's family fun in Little Rock



1. On Sept. 24, Patty Watford and Julia Smethurst serve food during Family Fun Night on the Arkansas River.

2. Cedric Pelt and his family clown around with Bobber.

3. Tami Oxenrider and her parents enjoy the barge ride.

4. Nathaniel Keen and son Elijah, 4, watch the river go by.

5. (L) Jonny Jackson and playmates watch Bobber cartoons.

6. Lee Bass and John Balgavy cook the food.

7. Col. Ed Jackson introduces his wife and his daughters to the crowd.

Photos by Dana Coburn

Water safety emphasis continues, Bobber joins team

Aimee Jordan
Park Ranger, Tulsa District

The Tulsa District Water Safety Project Delivery Team has been extremely busy in 2007! We've taken our water safety programs to hundreds and hundreds of school children, conducted numerous fishing flings, and have taken part in several health fairs to spread our water safety messages. We have welcomed Bobber the Water Safety Dog as our new mascot, and the large, friendly canine has already been a great success at several public events.

We pride ourselves on our partnerships with other agencies. We've participated in many media events in conjunction with the Safe Kids Coalition and Oklahoma Highway Patrol, and we rely greatly on the support of the Oklahoma Department of Wildlife Conservation for our fishing flings. The Tulsa District strongly supports the mandatory personal watercraft training passed under the Kyle Williams Act of 2007, and we've supported the OHP in their efforts to offer and conduct this imperative training.

The Tulsa District Water Safety PDT continues to expand efforts and initiatives for water safety to all of our projects, and we have made significant gains in 2007. We have a standard design in place for personal flotation device loaner boards, and each project is constructing and placing those at boat ramps and swim beaches. We are expecting the arrival of two new Seamoor the Sea Serpent robotics to use for programs, and we are procuring dual-purpose trailers which will house Seamoor as he travels across the district and serve as stand-alone education displays.

We've got the ideas, the ambition, and the support behind these extremely important efforts, and can only imagine that 2008 will be even busier! 🌊



Bobber makes an appearance at a Kohls' Safe Kids event in Tulsa. He's shown here with the crash test dummies. The Saturday morning parking lot event drew many, many children and their parents as well as some representatives from the media.

Record number of visitors attend the Texas Parks and Wildlife Outdoor EXPO in Austin



The Fort Worth District participated in the Texas Parks and Wildlife Outdoor EXPO 2007. The EXPO team members set up booths with water safety, outdoor recreation, natural resource and volunteer information. The team also supported TPWD by volunteering in the WetZone where visitors got to practice water safety techniques and paddle around in a kayak tank. TPWD reported an all time high number of visitors with 42,000. Corps team members counted 13,250 contacts for the weekend at the Corps staffed booths. 🌊

Galveston staff participates in Gulf Intracoastal Canal Association Golf Tournament



Bill Swendson of JAM Distribution, Mario Munoz of ACL, and Ronny Beesley, Galveston District, hold their awards for the First Place Golf Team.



Ben Boren accepts his award for Longest Drive from Tommy Echols of Echo Towing.

Move in ready



At Sheppard Air Force Base, the Tulsa District team is preparing to turn over this recently completed T6A Combs Warehouse. 🇺🇸

Contractors receive safety awards at Dredging Conference

On Sept. 26, Galveston District held its annual dredging conference banquet.

Safety Chief Dan Wyatt awarded several contract companies with 2007 Safety Awards.

T.W. LaQuay, Lecon, Spaw-Glass, and Luhr Bros. were all recognized for working 50,000 man-hours without a lost time accident. Affolter Contracting Ltd. and Luhr Bros. were awarded for working nine years without a lost time accident.

Weeks Marine, Inc. was awarded the big award of the evening as the first contractor company in the district's recorded history to achieve one million man-hours without a lost time accident. As of June 30, Weeks had worked 1,103,780 man-hours since their last lost time accident of July 2002. They were also recognized for working 50,000 man-hours without a lost time accident, and for working five years without a lost time accident. 🌐



Col. David Weston hands a Weeks Marine representative one of its many awards.

Louisiana Recovery Field Office closes shop



Tom Clarkson

Public Affairs, Louisiana Recovery Field Office

Sept. 30 was the last official day of operation for the Louisiana Recovery Field Office. For almost two years, the Army Corps of Engineers supported the Federal Emergency Management Agency's response recovery efforts in 40 Louisiana parishes, including the western parishes served by the Emergency Field Office West established in Lake Charles, La., by the Tulsa District.

All in all, Corps team members hauled in nearly 2,200 truckloads of water and more than 1,500 truckloads of ice; they installed 81,242 temporary roofs - enough roofing to cover nine square miles; and the quantity of debris was almost unimaginable. More than 28 million cubic yards of storm related debris was hauled away - enough to fill nearly ten Empire State Buildings.

Additionally, they set up 216 temporary classrooms and 94 other critical facilities such as fire and police buildings. They also led in the demolition of 6,500 storm destroyed homes statewide, monitored 65,000 FEMA temporary housing trailers, removed 259,000 old tires, and took down 58,000 trees destroyed by the storm.

These accomplishments are the result of intensely focused efforts by the entire cadre of more than 4,600 volunteers during the two years of the mission, 236 from Tulsa District.

Gatorfest 2007



Anahuac Gatorfest, the small town's annual celebration, saw Ranger Russell Malahy from the Wallisville Project Office manning the Galveston District's booth and, in this case, handing a coloring book and information on water safety to a youngster and his parent. Apropos for the Gatorfest, the live alligator (inset) posed for the camera at the Wallisville overlook off Interstate 10. 🇺🇸

I scream, you scream, we all scream for ICE CREAM

Fort Worth District employees celebrated the end of FY07 at the annual Ice Cream Social sponsored by the Morale, Welfare, and Recreation Association. Right: Fred Jensen enjoys his ice cream sundae with the works. 🇺🇸



Dewatering allows Tulsa to make necessary repairs

Vic Heister

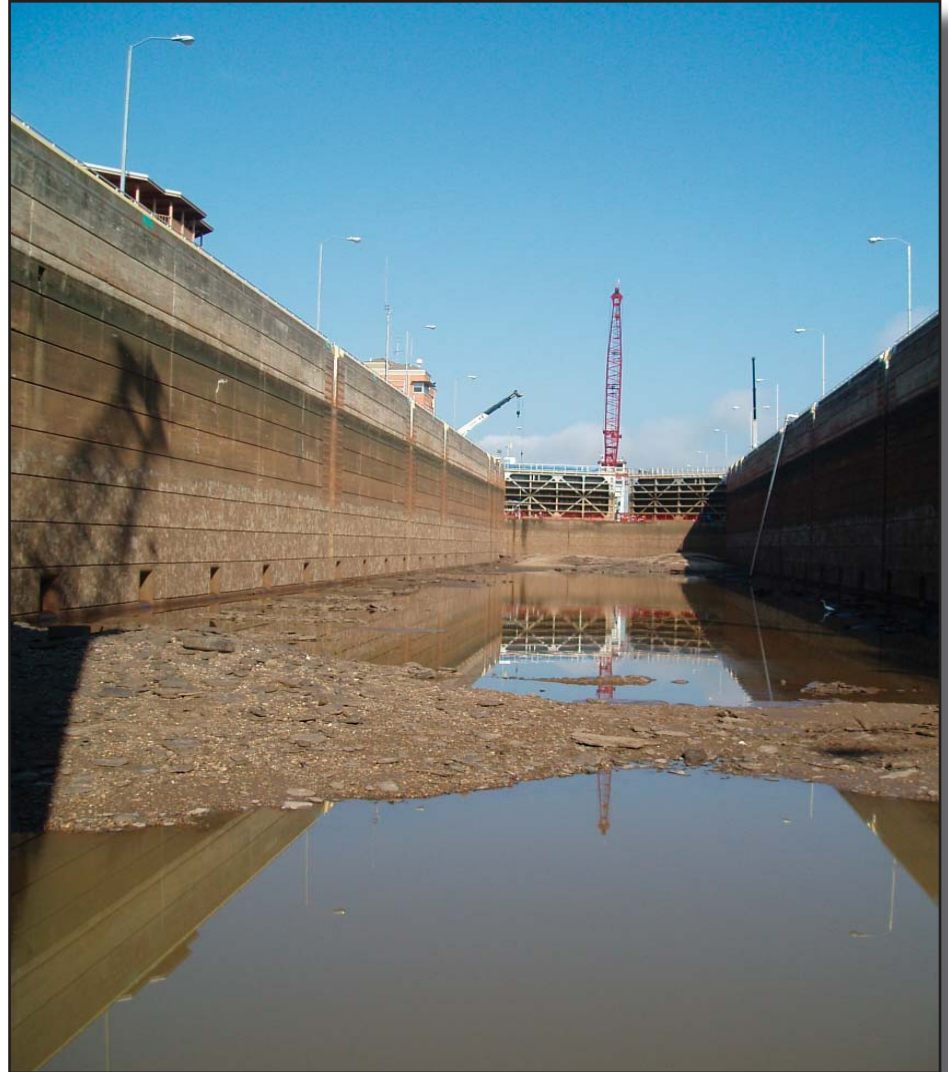
Navigation Field Engineer, Tulsa District

Adewatering of W. D. Mayo Lock and Dam 14 was recently performed using the combined crews and equipment of Tulsa and Little Rock Districts. At 0001 hours on Sept. 24, Lock 14 was closed to traffic. It was re-opened at 1610 on Sept. 29, almost 8 hours ahead of schedule.

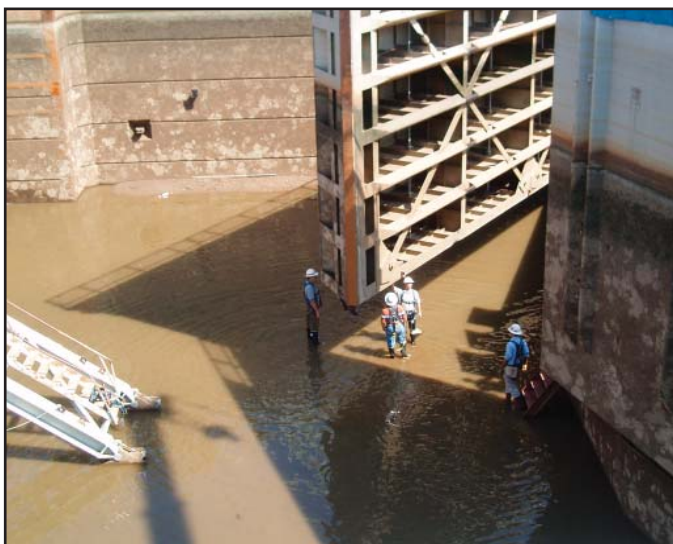
A typical dewater can take 10 to 14 days to complete, however, flooding on the navigation system this year shortened the available timeframe to only six days. Welders worked around the clock to make critical repairs to the miter gates in such a short period. Other tasks performed included tensioning of the upper miter gates; installing new air and grease lines; patching worn spots on miter blocks with belzona patches; placing new anodes throughout the lock; inspecting and repairing tainter valves; and cleaning, packing, and inspecting the pindle balls for wear.

Dewaterings are scheduled at Tulsa District locks once every 12 years; however, due to budgets and emergencies such as Hurricane Katrina, Lock 14 was last dewatered in 1990.

Locks 17 and 18 in Tulsa District are scheduled to be dewatered in 2009. 🌍



W.D. Mayo Lock and Dam on the McClellan Kerr Arkansas River Navigation System was dewatered for necessary repair work.



Dwarfed by the towering gates, workers prepare to make repairs to the structure.



Workers make repairs to the gates of the W.D. Mayo Lock and Dam.

National Public Lands Day, a success for Fort Worth

Melanie Ellis
Pacesetter Staff

The Fort Worth District celebrated the 14th annual National Public Lands Day, Sept. 29, by hosting volunteer efforts at seven of its lakes.

The lakes hosted hundreds of volunteers who participated in activities centering around enhancing outdoor recreation facilities and stewardship of public lands. Several of the lakes utilized partnerships with other organizations to draw larger crowds. "Waco Lake partnered with Keep Waco Beautiful for National Public Lands Day and we had over 200 volunteers," said Eric Haskell, park ranger, Waco Lake.

Another lake capitalizing on area partnerships was Canyon. "We had two groups that brought volunteers to clean Hancock Trail," said Debbie Shields, a park ranger at the lake. The trail was reopened following NPLD because of the volunteer effort.

NPLD began in 1994 with just three sites and 700 volunteers. The event has grown each year and last year participation reached an all time high with over 100,000 volunteers. The Corps of Engineers has participated in the event since 1996. 🇺🇸



A volunteer collects trash from the shoreline during National Public Lands Day at the Piney Woods Project Office.



Volunteers joined Corps staff to repaint and repair picnic shelters at Waco Lake.



Volunteers and Corps staff rehabilitate the existing horse stalls and hitching posts at Ebenezer Park at Sam Rayburn Lake.

Volunteers joined Corps staff to work on Hancock Trail at Canyon Lake. They picked up debris, removed fallen trees, and revitalized a planter box at Canyon Park.



Ice team wins second quarter award

In January of this year, a major storm passed through eastern Oklahoma generating more than an inch of ice in a path which encompassed Eufaula, Fort Gibson, and Tenkiller Lakes. Employees from the Chloride Control and the Eastern Area Offices joined with those from the affected lake projects to comprise the Project Delivery Team of the Quarter.

The powerful storm blanketed a larger portion of Oklahoma with heavy ice which downed trees and broke thousands of limbs. In its wake were damaged structures, mountains of debris, and crippled utility services. At Corps projects, dangerous overhanging limbs threatened the campgrounds.

Staff members united and worked for more than three months to make repairs and remove debris. They overcame challenges ranging from budget issues to time constraints and finished the work in time for the start of the recreation season. The team's expertise allowed them to deliver a safe environment for the visiting public and maintain healthy timber management practices. 🌳



Eufaula Lake



Fort Gibson Lake



Tenkiller Lake

Team members include:

Chloride Control: Dennis Duke, Kent Smith, Chad Rainwater, and Richard McCanlies.

Eufaula Lake: Jeff Knack, Ed Parisotto, Aimee Jordan, Randy Shannon, Colleen Thayer, Chad Ford, Rick Smither, Mike Dumford, Ed Sands, Gerald Treadwell, and Susie Ross.

Eastern Area Office: Johnny Parrish, Jeff Fagg, Johnny Capps, Lloyd Qualls, Tom Beavers, Sally VanWinkle, and Charles Schrod.

Ft. Gibson Lake: Louis Holstead, Tom Heathcock, Darvin McClellan, Jonathan Polk, Jim Montgomery, Cheri Dixon, Jeff Seward, Kirt Curell, Beth Cruzen, and Glenda Blakeslee.

Tenkiller Lake: Larry Casey, Donald Dixon, Dean Roberts, Carlton Bailey, Bill Mobly, Sheryl Townsend, Dorinda Young, Karen Prentice, and Bill Stagner.

Leaders learn themes to reach win/win

Laura Redemann

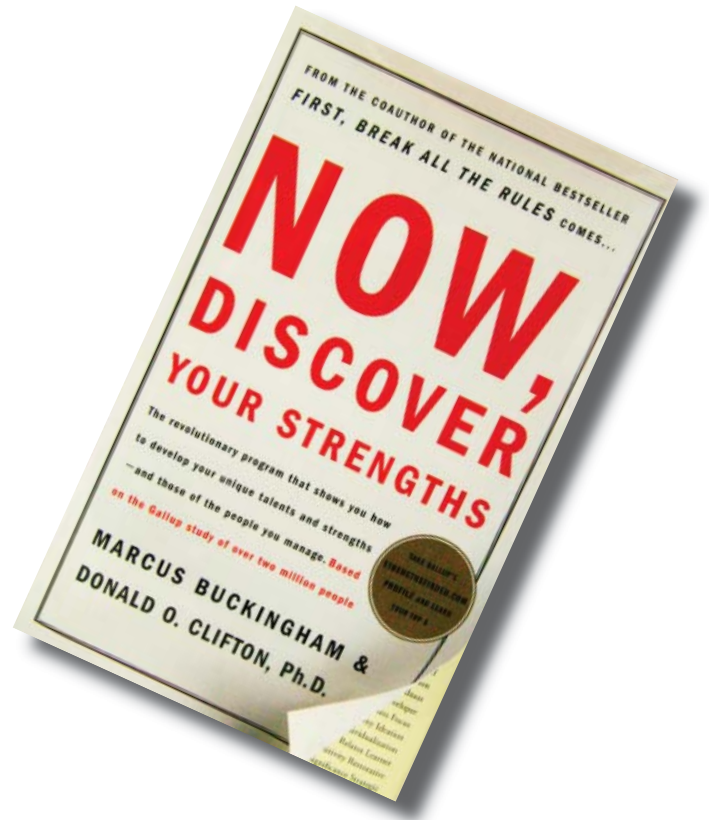
Resource Management Office, Tulsa District

In July, Tulsa District's Level 2 group of the Regional Leadership Development Program attended a Strengths Performance Coaching workshop. They were Brett Cowan, Laura Redemann, Keith Rice, Adam Smith, and Melonie Zincke. The instructor was Cheryl Buckel, a certified Strengths Performance Coach from Albuquerque District. Supervisors of the RLDP members also attended portions of the workshop, which proved to be an effective tool for the members.

Prior to the workshop, each RLDP member was required to take an online assessment available through the book *StrengthsFinders 2.0* and then participate in a telephone interview with Buckel. Each member learned his or her top five themes. Examples of themes are Communication, Significance, Relator, Developer, and Responsibility. There are 34 themes, and they develop from age three to age 16. By then, a person's dominant themes are relatively set.

Buckel helped each member in the group understand how his or her top five themes were operating, how to identify goals that will help develop themes into strengths, and how to change the way each member is applying talents to increase theme effectiveness.

She believes that by teaming people with diverse talents and strengths in the execution of missions, we increase Corps effectiveness and ability to deliver quality products. Using and acknowledging employee talents nurtures the employee and creates high performance teams. The employee and the Corps win. 🌍



Leading in Times of Change

Adam Smith

Tulsa District

The Regional Leadership Development Program Level 2 class participated in a course in June taught by Ralph Hight, chief, Engineering and Construction Division, entitled "Leading in Times of Change." This course introduced the class to forward-thinking and progressive planning for the future of not only the Tulsa District, but of the Corps of Engineers as a whole.

The current leaders of the Tulsa District have to look at projected workload, anticipated budgets, and continuously adjusting schedules to determine where the district is headed and how to maintain its commitment to excellence, engineering design capability, and standards of service. Hight gave us insight as to how the leaders apply the successful principles and knowledge that they have gained in their careers to guide them through these tough decisions. He also shared with us the need for regionalization among fellow districts, not only within single division boundaries, but Corpswide. He told of his involvement in activities and projects outside the Tulsa District boundaries and how we can get one-of-a-kind experience by participating in these projects as well. The RLDP class learned that the continued success of Tulsa District will ultimately hinge on the employees' abilities to participate regionally as well as locally.

Hight showed that leaders of the district are the catalysts for this change and, though difficult and intense at times, they show the personnel in an organization that it is imperative to evolve into a



Participants of the "Leading in Times of Change" class.

"District of the Future." Our leaders have to instill a sense of trust which allows a new and improved comfort zone to be established. As a class, we were given several exercises that would develop skills and strengths we need to work toward this renovated and forward-thinking philosophy.

This class really helped to open the eyes and minds of the participants. It is said that disclosure is important to establish trust. The participants realized that, though hard decisions are not easy, it is the only way that a corporation, whether government or private, can move forward in business practice. Change is an inevitable course, and through forward-thinking and planning, the experienced leaders of today and the new leaders of tomorrow can ensure the success and continued service of our organization for the future. 🌍

Condolences

Wynette Robbins, mother of **Stacy Baker**, Galveston District Resource Management Office, passed away Aug. 27.

Gene Bates, wife of Southwestern Division retiree **Sam Bates**, passed away recently in Dallas. Funeral services were held Oct. 19.

Mary Claudine Plunkett Bratton, the mother of retired Little Rock District Chief of Navigation and Maintenance Branch, **Donald Bratton**, passed away Aug. 28.

Jesse P. Gaona, 74, passed away Aug. 14 at his home. He was a former employee of the Galveston District.

Daniel E. Hindman, Jr., 75, Southwestern Division headquarters retiree, died Sept. 5, at his home in Pensacola, Fla. Dan retired after 35 years of service with the Corps. He is survived by his wife, Stella, a son and daughter, four grandchildren and one great-granddaughter.

Peggy Hoban, stepmother to **Jennifer Hoban**, a Little Rock District Park Ranger at the Lake Dardanelle Field Office, died Sept. 14, after a long illness. Jennifer was able to return from Afghanistan on Wednesday, Sept. 12, to be with her family.

Anita Louise Mattson, the mother of **Greg Mattson** of Little Rock's Design Branch, passed away Aug. 17, in Jacksonville, Fla.

Hubert Orr, Jr., father of **David Orr**, Galveston District, Colorado River Locks, passed away Sept. 27.

Congratulations

John Balgavy began working Sept. 2 as Little Rock's new Chief of Design Branch for Engineering and Construction Division.

Bruce Barrett joined the Southwestern Division as its new Safety Officer, Aug. 19. Barrett comes to SWD from the Corps' Pacific Ocean Division where he served as its Safety Officer.

On July 7, **Mark Green**, a natural resources specialist at Little Rock District's Nimrod-Blue Mountain Project Office, and his

wife, Lori Green, welcomed their third child, Noah Thomas Green. Noah was 20 inches long and weighed 7 pounds, 14 ounces. His two older sisters are Kaylea, 7, and Jaycee, 3.

Michael Reed, the brother of **Melissa Jackson**, a Little Rock Resource Management secretary, graduated from the Arkansas State Police Academy June 15, and is now assigned to Troop K in Garland County.

Tammy Reed (Moody) of Little Rock's Public Affairs Office, married Rusty Moody Aug. 26.

Tami Oxenrider, an office automation clerk for Little Rock's Regulatory Office, just completed the second semester of her associate's degree in Accounting from Ashworth College with a 3.8 grade point average.

Angela Parkhill, Strategic Planner, Regional Business Management Division, Southwestern Division headquarters, accepted a promotion and position with the Internal Revenue Service in Austin, Texas. Parkhill, who joined the division six years ago, departed Sept. 14.

On Aug. 10, Lindsey Raible, daughter of Little Rock's **Glen Raible**, graduated magna cum laude from the University of Central Arkansas at Conway with a bachelor's degree in Health Science-Physical Therapy. She will continue her education for an additional 3 years in the Doctor of Physical Therapy program at UCA.

Retirements

Marilyn Uhrich, Public Affairs Specialist, Galveston District, retired Sept. 28. Marilyn worked for the Galveston District for 15 years and had a total of 18 years of federal service.

Willis Walker retired from the Galveston District Aug. 1. Willis was an engineer in the Geotechnical and Structural Section.

Michael J. Walter, a program analyst from Little Rock's Management Support Branch, Operations Division, retired Sept. 1 after 30 years of federal service, 26 of which was with the Corps. 🇺🇸

Essayons!

