

Deeper, Wider, and Safer

Houston Ship Channel



SOUTHWESTERN DIVISION
R E G I O N A L

 **PACESETTER**

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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: Federal, state, and local leaders gather together on a Houston pilots' boat to cut the ribbon across the newly deepened and widened Houston Ship Channel. Photo by Marilyn Uhrich.

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

The way forward ... managing change for the challenges ahead

As I write this, our nation, our Corps, and our communities are responding to the immediate needs of those displaced by Hurricane Katrina. With heavy hearts, we know that recovery from this storm's impact will take years and will surely bring unprecedented situations. I ask that you continue the support you've provided to local efforts within your community. I also ask that you consider responding now to assist in the Corps' recovery efforts, or plan to do so when your skills are needed in the future. If you can't deploy, I know your contributions to this cause will continue by filling in for those who have.

This has been a busy year, and now, even as we're facing emergency response to Katrina and focusing on meeting and closing out our execution goals for this fiscal year, we know the next one will be even more challenging for each of us. It seems that the only "constant" for the Southwestern Division regional team is "change."

The need for fidelity in managing that change has never been greater as we prepare for our growing Civil Works and Military programs. The workload ahead is beyond any one of our District's capabilities, and in fact, in some cases extends beyond this division's boundaries.

To ensure we successfully meet our commitments, we need to fully realize our

Regional Business Center to develop a methodology to effectively manage our programs and our projects, now and for the future. And, for those of you who still may think that the RBC is an office within the Southwestern Division headquarters, it is not. The RBC is you and it's me, every member of our regional team constitutes the RBC. Each of us needs to contribute our particular talents to the challenging missions ahead.

We must ensure we meet the requirements for our high-visibility projects for our Army and the Air Force. We must also ensure we meet our day-to-day requirements to ensure fidelity, and prudent and timely decisions, so we don't disappoint our customers ... or ourselves. We are all in this together; we can't make commitments we can't keep.

Right now, we're seeing refinement of the FY06 Civil Works budget. The President's FY06 Civil Works budget set several specific goals and initiatives for the Corps, including prioritizing projects using performance-based budgeting, reducing the construction backlog, improving the quality of recreation services through stronger partnerships and a modernization initiative, restoring aquatic ecosystems, and protecting our nation's waters and wetlands. Both the House and Senate have passed their versions of our appropriations bill, with

significant differences that must be resolved. Conference negotiations are continuing this month with a goal of having a final Bill to submit to the President before FY06 begins. In this first year of performance based-budgeting, a process that identifies project benefits based on their purposes, or business lines, like navigation, flood damage reduction, environmental recreation, hydropower, or water supply, SWD's projects ranked well nationally.

Our regional team has worked hard since April developing our FY07 Civil Works budget. Their efforts are especially important because our projects must again compete with many other high-priority projects from across the nation. Our initial budget submission was forwarded to headquarters in July. Since then, our regional team has participated in the Corps' Business Line Team Meetings to develop the national rankings.

In the military programs arena, regardless of what the BRAC Commission, the President and Congress hand to us, it's evident that we'll have a huge share of the Army BRAC/Global Restoration/Transformation effort. We may also end up with a significant Air Force BRAC workload.

This reality, combined with the vision of 2012, puts us on the cutting edge of figuring out how we can better

operate as a regional business. We have to move out in some new approaches to how we do business. For example, at Fort Bliss, where plans are in-progress for a 3,800-troop Unit of Action to arrive next October, as well as other substantial troop gains under the proposed BRAC, we've put together a Task Force that includes six Districts, from within SWD, and the South Atlantic and South Pacific Divisions, all synchronized by our Fort Worth District and overseen by the SWD headquarters.

The Task Force at Fort Bliss is just one example of what the RBC is all about ... it allows us to marshal our resources to ensure we have the right people assigned to the right mission ... to prevent problems rather than spend time later fixing them.

We need more of this type of strategic thinking. We need a holistic approach to land development, watershed planning, and for product lines. We need more initiatives like the Water Management and Reallocation Studies Center of Expertise, that facilitates planning and coordination to ensure our product lines and our virtual teams are effective. And, we need to fully implement enablers like P2 and EGIS/CADD, and more proficiency and training for PMBP at all levels.

We must also plan for the unexpected, whether it's proj-

See Change on page 4

Change

Continued from page 3

ect change orders, changes in scope, bid protests and the like, or filling in for employees who have deployed to Iraq or who are providing disaster assistance like we face now following Katrina's devastation. And, our employees need to have time to complete necessary training or to take well-earned leave to rest and recoup.

At SWD headquarters our mission is to add value. We must set conditions that enable our Districts to succeed; to be forward-looking, to identify and act on "lead" indicators so we're preventing problems, like cost and time growth, rather than reacting to bad news we discover when putting together Command Management Review slides at the end of each Quarter; to define and take the lead for the regional team in areas like the BRAC/Restationing/Transformation Program, and attendant areas like regional acquisition, workload plan-

ning and work force development; and, we need to make smart hiring decisions, getting the right person for the job.

We're making progress. Recently, we conducted a workshop to hammer out our regional course of action to best position ourselves for the dramatic increase in our Military Construction program. The increase is due primarily to expected BRAC work, and is complicated by reduced funding and changes in our processes, to include changing standards and criteria, acquisition strategy and new training requirements.

After careful review of existing doctrine and, importantly, specific assistance needs identified during an earlier Fort Bliss Product Line Managers' Workshop, that included representatives from all four of our Districts plus Albuquerque and Sacramento Districts, the group reached consensus on two recommendations. These recommenda-

tions were presented to me and to all four of our Deputy District Engineers for Program Management, Sept. 2.

The first recommendation defined the role of the Southwestern Division headquarters. In part, that role is to support Districts and their projects through the application of command and control, regional interface, program management, and quality assurance measures which enhance regional governance and ensure active program and workload management, inclusive acquisition management and comprehensive coordination of standards and criteria.

The second recommendation was to establish an SWD Military Transformation Support Team, with a team leader who will serve as a single point of contact for our Districts on this program. Team members will be selected from within our regional team to meet the skill and talent requirements.

After discussion of these two recommendations during this meeting, I have approved this concept and determined that the team will report to Bob Slockbower, Director, Regional Business, who will return from his deployment to Iraq later this month. I have also appointed Brian Giacomozzi, Chief, Business Technical Division, to serve as the MTST Leader.

So, while we're working on smart, regional strategies to meet the challenges ahead, we must also remain diligent in carrying out our day-to-day commitments to our customers. You are the key player in all of this. You are the core of our Regional Business Center, and you are in the best position to help identify ways in which we can continue to improve. Share your ideas and keep up the great work. We are all in this together ... and together, I am confident that we will continue our fine tradition as Pacesetters!

Corps moves forward in disaster recovery efforts

Pacesetter Staff Report

In support to the Federal Emergency Management Agency, the U. S. Army Corps of Engineers has been working with local, state and federal partners to bring relief to the Gulf following Hurricane Katrina. More than 2,200 Corps employees are actively engaged in recovery efforts, and the numbers are increasing daily.

With more than \$2.9 billion in missions, the

Corps is working closely with its government and contracting partners to meet the most urgent needs, including providing ice and water, temporary roofing, temporary housing, power assessment, and debris removal across the area impacted by Hurricane Katrina. Additionally, work continues to repair the levees around New Orleans and pump floodwater out of the city.

The Federal Employee Education and Assistance Fund has agreed to set up

a fund for the USACE civilian personnel and their families who are Katrina victims. FEEA is in the process of modifying their website to add the Corps funds to the others that have been established.

Lt. Gen. Carl Strock will be announcing the creation of this fund to the USACE employees soon.

For more information, please go online to www.FEEA.org.

FEEA is a private, nonprofit 501(c)(3) agency, primarily funded

through federal employee contributions to FEEA CFC Pledge #1234 and donations to special relief funds.

Since 1986, the FEEA Emergency Assistance Program has provided over \$3.5 million in financial assistance to federal families experiencing natural disasters such as floods, fires and hurricanes, and to those experiencing unforeseen personal emergencies such as illness or death in the family.

Corps Leads the Way!



photos by Valerie Buckingham

Twenty-two Little Rock District employees deployed September 7 in support of Hurricane Katrina. (Clockwise) Rex Davis, group team leader, is interviewed by Buddy Davis of Fox 16 News. Dale Childers, heavy equipment operator at Pine Bluff Marine Terminal secures a back hoe to a trailer before departing for the Gulf Coast. Greg Kimery, operator at David D. Terry Lock and Dam, gets his vaccinations from Mary Hudnall of the Pulaski County Central Health Unit before deploying. A convoy of trucks carrying heavy equipment depart from the Pine Bluff Marine terminal headed to the Gulf Coast.

Ceremony celebrates completion of construction to deepen and widen vast commercial vessel waterway



Brig. Gen. Jeffrey J. Dorko delivers his address to the 300-member audience.

Pacesetter Staff Report

The U.S. Army Corps of Engineers, Galveston District, the Port of Houston Authority and the Beneficial Uses Group on Aug. 18, 2005 welcomed congressional leaders, and more than 300 other invited guests to celebrate the completion of the widening and deepening of the Houston Ship Channel.

“From streamlining the control of the Port of Houston Authority to providing funding for us to partner with the Corps of Engineers, local officials have worked hard for decades to make the project a reality today,” said Tom Kornegay, Executive Director of the Port Authority.

Aboard a Houston Pilot vessel, a small group of federal, state, and

local leaders cut a ribbon stretched 150 feet across the channel. The vessel sailed from the port’s Barbours Cut Terminal and was overlooked by guests onboard a paddlewheeler, *The Colonel*.

Envisioned more than 30 years ago, the Houston-Galveston Navigation project increases the safety of the Houston Ship Channel by widening it to 530 feet and deepening the channel to 45 feet.

Greater capacity was also provided by the addition of barge lanes constructed on either side of the channel to a depth of 12 feet to allow slower barge traffic to navigate the channel.

In addition to enhancing safety and increasing capacity, the deepening and widening project also

helps protect water and air quality.

According to Kornegay, reusing materials from Galveston Bay, the Port of Houston Authority and the U. S. Army Corps of Engineers have taken a precedent-setting role in improving water and air quality.

“Projects like Redfish Island, Goat Island and Evia Island are all made possible through the reuse of the dredged material,” said Dalton Krueger, Galveston District project manager.

“We take environmental stewardship seriously.”

The creation of more than 4,250 acres of marshland, using dredged materials from the channel, is managed under a plan created by the Beneficial Uses Group, a coalition

of local, state, and federal government agencies formed in 1990. The largest wetland creation effort of its kind in the nation, the BUG Plan is also one of the most successful.

Members of the BUG include Port of Houston Authority, U.S. Army Corps of Engineers, National Marine Fisheries Service, Texas General Land Office, Texas Parks and Wildlife Department, U.S. Environmental Protection Agency, U.S. Fish and Wildlife Service, and the U.S. Natural Resources Conservation Service.

The Houston-Galveston Navigation Channel is the largest Corps of Engineers project to date.

The total federal and non-federal cost of this project was \$705.23 million.



Port of Houston fireboats inagurate the first vessel through the newly deepened and widened channel.



Brig. Gen. Jeffrey Dorko, James Edmonds, Sylvia Garcia, Sen. Kay Bailey Hutchinson, Tom Kornegay, and Col. Steve Haustein pose for the camera in front of the U.S. Army Corps of Engineers display.



Corps retiree Herbie Maurer and Les Sutton, Kirby Inc.



Guests aboard *The Colonel* enjoying the celebration.



Rep. Gene Green, Brig. Gen. Jeffrey Dorko, and Col. Steve Haustein in the audience.



Fire boat sprays red, white, and blue water.

“Bigger and better in port language is deeper and wider”
- *Father Patout, Houston International Seafarers Center*

“It’s a great day for Houston..it’s a great day for Texas and it’s a great day for the United States.”
- *Sen. Kay Bailey Hutchinson, U.S. Senator*

“Brings economical benefits to all of our communities and their children and grandchildren.”
- *Rep. Green, U.S. Representative*

“This is a great day for the Corps of Engineers..leaders doing the right thing, managers doing the things right...the Houston Ship Channel is a shining example.”
- *Brig. Gen. Dorko, SWD Commander and Division Engineer*

“Not only deeper and wider, but extend it so it can reach Dist. 9.”
- *Rep. Green Texas Representative*

“Dick Gorini had a vision to show us what could be done... we changed the idea of dredged material being a four-letter word to being something positive.”
- *Eddie Seidensticker BUG*

Leadership Development

Employees share program accomplishments

(The following are comments from a few members of Little Rock District's Leadership Development Class of 2005. The class graduated in August.)

It was a busy year for the Little Rock District Leadership Development Class of 2005. The class first met in September 2004 with an orientation meeting followed by LEAD (Leadership Education and Development) training. We had many opportunities presented to us throughout the year, including working together on three group projects (Community, District, and Yearbook projects) and traveling together throughout the District, meeting with personnel and learning about our project offices. We were able to attend two of Little Rock Districts' reorganization strategy meetings, one in December on the Arkansas River and the other in July on the Little Rock Air Force Base. In addition, we attended a regional District

Engineer Conference in Tulsa, where we were able to observe all four commanders' philosophies on the changing environment of the Corps and their respective Districts. The group also had the chance to meet and compare notes with both Tulsa and Vicksburg LDPs on program activities and similarities. In February, we were given the unique opportunity to attend an open forum with President Bush during his visit to Little Rock.

Our class was given a budget, something not done with past year's programs, and we had to do a lot of "out of the box" thinking in order to try to stay within the parameters of that budget. We were challenged to be the LDP group that was "faster, smarter, and cheaper." In



a time when this agency is being called upon by our nation to become more efficient and effective, I believe this group has had a firsthand experience in helping this District recognize that goal.

I think my fellow team members will agree with me in saying that although this was a demanding year, with trying to complete all the program requirements and doing our normal, everyday jobs, it was well-worth our time and efforts. We have developed professional relationships, grown individually, and most importantly, formed friendships that will remain with us long after our careers are complete.

- Dana Needham



Courtesy photo

Members of the Little Rock District Leadership Development Class of 2005 are left to right (First Row) Alan Griffin, Dudley Smith, Scott Fryer, Dana Needham, Gary Mitchell and Natalie Joiner. (Second Row) John Bridgeman, Jerrod Whittington, Mark Case, Karl Serbousek, Mark Green and Kelley Hurst.

The value of LDII is to increase relationships with peers and expose you to senior leaders while gaining valuable leadership training. Many of the personal philosophies of the senior leaders are of particular interest to me as they allow us to see the innerworkings of the individual. Mentors and developmental assignments are key elements of the program and the experiences of these will last many years after graduation.

- Mark Case

If you are interested in joining your district's Leadership Development Program, you may contact the following:

*Little Rock-- Sandra Easter 501-324-5720
Tulsa -- Cynthia Kitchens 918-669-7042
Fort Worth -- Robert Geiger 817-886-1426
Southwestern Division-- Gene Embry 501-324-5757 ext. 110 or 469-487-7138*

Worth remembering...

Story by Judy Bullwinkle
Historian

The Galveston District, established in 1880 under the New Orleans Division, focused on coastal operations with improvement of Galveston Harbor as its principal concern. By 1897, the district's efforts had turned the harbor into a deep-water port.

All the while, the new office in Galveston maintained dredging operations on the Trinity River up to Liberty, Texas, completing a navigation feasibility study in 1891.

That study concluded that navigation would only be possible during spring when the water level would be above normal.

The district also maintained dredging on the Sabine and Neches Rivers.

In 1905, the Corps established a new Dallas District, also as a part of the New Orleans Division.

The Dallas District had jurisdiction over the drainage basins of three Texas rivers: Trinity, Cypress Bayou, and portions of the Red. In 1907, that jurisdiction expanded to include the

lower portion of the Brazos.

The following year, the Sabine and Neches rivers were added. In 1919, however, the Corps closed the Dallas District and transferred all of its responsibilities to Galveston District.

Galveston District continued to be quite active in developing the Texas coast with its work on rivers comparatively limited. In the early 20th century, the district had a brief navigation project under way on the Trinity River, but that was brought to an end in 1921.

The Galveston District's important work continued and, in January 1941, Galveston District was transferred to the Southwestern Division, which was established a few years earlier in July 1937.

The addition of Galveston District nearly doubled SWD's territorial area, and increased the division's staff of about 35 to nearly 100.

(Editor's note: This is the first in a series of historical vignettes that will feature information on our districts and division headquarters.)

History buffs enjoy new publication on Korean War

The USACE Office of History has a new publication of interest to history buffs. "Remembering the 'Forgotten War:' U.S. Army Engineers Officers in Korea" covers June 1950 to July 1953.

Based on oral histories taken from participants in the war, the work relates the experiences of over 25 officers in the conflict. Dr. John Lonnquest, USACE Office of History, and Dr. Barry Fowle, retired oral historian from the USACE Office

of History, compiled the volume and wrote the introductory sections. The anthology organizes the remembrances into six sections, beginning with the North Korean invasion on June 25, 1950 through the signing of the armistice in July 1953.

Each chapter begins with a historical overview of the period.

The interview material is presented in narrative form and each of the 52 articles contains a brief introductory paragraph to place the article in context. The articles are based on

26 oral histories and one memoir, all of which are part of the HQUSACE Office of History archives.

The articles cover a broad spectrum of engineering experiences, including several under hostile fire.

Those experiences include road building, bridge building, airfield construction, laying and sweeping for mines, erecting cantonments, and constructing port facilities.

The work is lavishly illustrated with archival photographs of the Korean War and many

maps that allow the reader to pinpoint the action geographically. Supplemental materials include biographies of the interviewees as well as a bibliographic essay, a glossary and a section of notes on the photographs.

The volume (EP870-1-66) is free for anyone by request from the USACE Publications Depot via fax at 301-394-0084, or by writing the USACE Publications Depot, 2803 52nd St, Hyattsville, Md. 20781.

Changes to expect



Col. Miroslav Kurka
Commander, Tulsa District

As I write this article, summer is winding down, the kids are getting ready to go back to school – hoorah! – and we are rapidly approaching the end of the fiscal year with all the frenzied activity that accompanies it.

For the next six weeks, all of us will be pretty well consumed by the requirements to execute our military and civil programs and close out our FY 05 budgets. Once we get through this hectic time, we'll be in FY 06 and it will be a good time to refocus on the Corps' new campaign plan as well as our own Tulsa District strategic plan.

I had a wonderful opportunity recently to attend the USACE Senior Leaders Conference in Grapevine, Texas. I was very encouraged by the overall attitude at the SLC to confront the issues facing us, quickly develop solutions, and "git 'er done." I came away from the conference firm in my belief that the U.S. Army Corps of Engineers is **RELEVANT, READY, RESPONSIVE** and **RELIABLE** and that the leadership of the Corps was working very hard to keeping it that way.

Lt. Gen. Strock spoke to us on several occasions. He reviewed with us the "Soldier's Creed" with a special emphasis on the admonition to "... always place the mission first." He also stated that we must rise to the challenge because the future is ours to win. These challenges include: increasing demands with decreasing resources for military programs, increasing demands with decreasing resources for civil works programs and increased competition for discretionary programs. To meet these challenges, we must focus on the mission and embrace change, use efficiencies to generate resources, continue USACE 2012 transformation (one headquarters, Regional Integration Teams, Regional Business Centers, Communities of Practice), and do everything while taking care of our people.

Here in Tulsa we're used to change. As far back as our founding in 1939, we've had many changes to our mission and program and always adapted successfully to meet those challenges. Most recently, we've been undergoing transformation to meet the challenges of a flat civil works program and an aging infrastructure. This transformation began under Col. Suthard and will no doubt continue long after I am gone when we complete the large BRAC/Army

Modular Force/Global Posture Initiative military workload we now face.

We have a vision as expressed in the Tulsa District White Paper, a flexible strategic plan to guide our efforts, and a terrific workforce that will make our vision a reality. Change is part of life and the best thing we can do is not worry, and embrace it – or at least accept it.

I myself intend to affect this change by focusing on our external customers, stakeholders, and partners to better influence and affect our environment and destiny. Specifically, I will focus on:

- a Execution. Delivering quality construction and services on or ahead of time, safely, and below budget is the best possible guarantee for the future.

- a MILCON Transformation. Implementing a revolution in the way we deliver facilities to the Army at Fort Bliss and Fort Sill in the next two years is critical to the future of the entire MILCON mission.

- a Unique Civil Works Opportunities. We have several unique civil works programs such as Tar Creek and the Arkansas Corridor Project where we are working with many other federal and state agencies as well as local communities and Native American tribes. These projects are models of how the Corps will execute projects using the watershed approach.

- a Recreational Partnerships. We need to get 'more bang for our buck' in our recreational programs. We are beginning to coordinate with state and local entities to better coordinate our efforts and to find ways to increase public/private partnerships at our projects.

- a Navigation and Hydropower. The potential for a 12-foot channel deepening project on the McClellan-Kerr Arkansas River Navigation System is real. Additionally, we are enhancing our already good partnership with Southwest Power Administration.

To better enable our external efforts, I also plan to continue to focus on our people and to adjust our strategic plan to ensure it remains current and valid. I intend to continue to build on our relationship with Little Rock District to find more ways our two districts can share work, resources, and expertise. Finally, in austere financial times, I intend to strengthen the way we manage our budget.

I ask that each of you continue to focus on your mission and on those you serve, to use innovation and efficiencies to generate resources, to take care of yourselves and your people, and to embrace change. *ESSAYONS!*

Corps helps train for civilian presence

Story by Maj. Bob Corrales

Tulsa District Field Force Engineering Coordinator

Civilians on the battlefield? It's not a new concept, but it's not usually included in Soldiers' training as they prepare for combat. However, that's beginning to change. At the National Training Center, Fort Irwin, Calif., Soldiers are exposed to Civilians, members of the Corps of Engineers, interpreters, and other support personnel in the operational area.

The Civilians wear the same uniform the Soldiers wear but with the U.S. triangle above the left breast pocket. They tend to get questions from Soldiers of all ranks such as, "Sir, what rank are you?"

Tulsa District's Forward Engineer Support Team-A spent 19 days in a field exercise there to help familiarize units rotating to Iraq with all aspects of the Corps' support to the Global War on Terrorism. These include Base Development Team, Engineer Intelligence and Information Reach-Back Center, and Forward Engineer Support. At Fort Irwin, the military unit gets to work side by side with Department of the Army Civilians. The Soldiers in the trenches learn firsthand that Corps employees are willing to work with them in the battlefield embodying the "One Team One Fight" concept. Our role was to let the combat units know that they can tap into the expertise of the Corps of Engineers.

Team members, Randal Beauchamp, Chuck Miles, Marjorie Courtright, and I, experienced the Army side of the Corps of Engineers. This military exposure included the noise and chaos of the Tactical Operations Center, helicopter dust baths, dust with our Meals-Ready-to-Eat,



Tulsa District's Marjorie Courtright has tea with some "locals" during training exercises at the National Training Center. The towns and inhabitants set up for the training were as realistic as possible.

and shouts of "counter fire" or "fire mission." We had one hot meal a day, either breakfast or supper. The rest of the meals were MREs or packaged meals of Vienna sausages, canned ham or chicken salad, baked beans, and potato chips.

For some units, the presence of DoD Civilians on the battlefield is not included in their training agenda. Therefore, the nuances that accompany the use of DoD Civilians are not addressed until the Civilians arrive. Things like providing security, work space, life support, and integration of these teams as assets are not thought out ahead of time.

Most of the jobs worked by the Tulsa FEST-A team had real-world or theater implications. Our biggest assignment, in collaboration with the Seattle District BDT, was flood mitigation of Bicycle Lake Airfield. It had not been used for eight months because of the flooded runway from extraordinary rainfall. Until April, the airfield was under water. Solving the flooding problem at the airfield saved the Army money in ferrying troops and equipment from Yermo Annex and George Air Force Base.

Other assignments included repair of road sections due to wash outs, Entry Control Point designs and improvements, berm construction, culvert placements, and route bypasses.

The National Training Center has evolved into an elaborate training area that features several Iraq-like towns complete with Arabic road signs. Each town is unique in size composition and role players. Titan, Inc., a firm specializing in language translators, hired Iraqi- and Arabic-speaking expatriots. Each town had a designated English translator. Depending on the scenario, a negotiation could break out into a firefight.

One of the FEST-A tasks involved a SWEAT, or Sewer, Water, Electrical, Academics, and Trash infrastructure assessment as part of reconstruction efforts. A couple of times, Miles and Beauchamp went out to attempt an assessment, and a firefight ensued. This left the unarmed FEST-A members vulnerable; during firefights with blanks and lasers, everyone gets hit, including FEST-A members.

In the training exercise, each player wore a Multiple Integrated Laser Engagement System. This is a bubble-like receptacle adorning webbing harnesses worn by individuals or mounted on vehicles. During a firefight, if your MILES equipment beeped, you were considered hit. If it weren't for the MILES equipment, one would think they had been transplanted into Iraq because of the authenticity of the role players, landscape, and buildings.

Along with the lack of showers and sleep, another



Tulsa's FEST-A Team meet with "local officials" of a typical village at the training center.

hardship was wearing, almost everywhere, the Kevlar helmet and individual body armor that added 32 pounds. There was some relief because body armor was not worn in the Tactical Operation Center where the FEST-A team worked. However, during simulated mortar attacks - - which occurred any time of day and night -- full battle rattle was required. There were several nights we slept with body armor and Kevlar.

The team did not have vehicles, so we rented four-wheel-drive SUVs. It became evident that military vehicles were far superior in traversing the terrain. Several times, the convoy had to slow down and wait while the

commercial vehicles gingerly engaged washboards, arroyos, and ruts. However, we did have air conditioners, which was a big advantage in the 100+ degree heat.

The ever-present observer/controller shadowed our every move whether in the Tactical Operations Center tent or out in the field. Because of the newness of FEST-A teams in the battle space, we were difficult to evaluate. The Tulsa team went through, or rather wore out, seven observer-controllers.

The National Training Center rotation was a learning experience for both sides - active Army and Corps Civilians.

Overall, the unit and observers/controllers were impressed with how we stepped in on tasks and projects. At one site, we came upon a platoon of engineers assigned to build a berm around an airfield. They did not have surveying capability, and Marjorie Courtright conducted an impromptu class that afternoon. There were several requests for her assistance as this unit had just converted to a Combat Support Engineer unit.

The somber reality of this training is that the next location of this unit will be to a war zone in Iraq. All of the Tulsa FEST-A members at the National Training Center Rotation had deployed during Task Force Restore Iraqi Oil. That history and the team's eagerness to support the warfighter added to the experience.

Training at the NTC was valuable to give active Army experience with Civilians on the battlefield while giving the Corps Civilians a taste of the Army side of USACE.



The Rock Pile at the National Training Center where units leave their marks. Dwarfed by the pile itself is the group being trained along with the Tulsa FEST-A team.

Caring for Customers



Customer Care Employees of the Quarter for the second quarter, FY 05 were, from left, Connie White, Cindy Brown, Sue Morris, and Angie Short of the Administrative Support Unit. Brown has since left the district and Short has returned to Information Management Office, but the ASU group continues to provide excellent customer care.



Dave Cooper exhibits part of the reason that he was chosen Tulsa District's Customer Care Employee of the Quarter for the third quarter, FY 05. His good spirits and pleasant demeanor are well known to frequenters of Dave's Snack Bar.

Tar Creek team honored



Gen. Jeffrey Dorko, Southwestern Division commander; Col. Miroslav Kurka, Tulsa District commander; Jim Martel; and Adam Crisp, Tar Creek Project Delivery Team members, inspect a sinkhole in the Picher/Cardin area.

The Tar Creek Project Delivery Team was selected as Tulsa District's PDT of the Quarter for the second quarter, FY 05. The team successfully closed open mineshafts under the Restoration of Abandoned Mines program; completed the Tar Creek and Spring River Watershed Management Plan, a hazard mitigation project at the Boys and Girls Club in Picher, a multiagency Historic Preservation Act Programmatic Agreement, and several Environmental Assessments; provided ongoing support to the U.S. Environmental Protection Agency with prompt payment to members of the public whose property was impacted by yard remediation; and began another mineshaft closure program, another hazard mitigation project, and a subsidence evaluation.

The team completed all work on or ahead of schedule and within budget. It overcame many obstacles including negative perceptions among community members regarding government agencies. The many customers at Tar creek, including congress, the city of Picher, the general public, tribal governments, and state and federal partners expressed appreciation for the team's work.

Members are Jonna Polk, project manager; Gene Lilly, Jim Martell, Ken Shingleton, Adam Crisp, Keith Francis, Jerry Sturdy, Tom Ingle Realty, Andrew McVeigh, Debra White, Ed Engelke, Jean Eberhardt, Jim Horn, Hazel Davis, Jacquie Goranson, Randy Bratcher, Susan Kilgore, David Jones, Jack Schaefer, and Mary Beth Hudson.



Col. Wally Z. Walters
Commander, Little Rock District

For Little Rock District the coming fiscal year will bring important changes in the mission and the organization. After a year of tight fiscal constraints from a declining workload, the tasks the district faces are likely to expand, as is the funding that supports them. Although still awaiting final action by Congress, the district anticipates new civil works, most prominently major rehabilitations of the Clearwater dam in Missouri and Ozark power plant in Arkansas. Following final action by Headquarters, the district can also expect work to improve and to deepen the Arkansas River navigation channel. After several years of declining budgets, the district can anticipate an increase in its military design and construction missions to support Army modernization and from the effects of the nation's base realignment and closing (BRAC) decisions, although most of this work will not be in earnest until fiscal year 2007. District operations and maintenance are apt to be better funded than in recent years, an opportunity to address several long-standing needs.

The nature of these missions will challenge the district and its staff. The civil works will involve large contracts for highly technical design and construction services. Some of the military work will take place beyond the district's boundaries to support the Fort Worth and Tulsa districts, especially at Fort Bliss and Fort Sill. The Army is expecting this work to take place under new standards, accelerated schedules and with reduced facility costs.

Little Rock Air Force Base will also see an increase in facilities, although the amount, schedule and standards remain to be finalized. As the district adjusts to take on these tasks, other missions continue: to provide the best possible operations of existing facilities, to promote the nation's security, economy and environment through all of our actions, and to respond to national needs including disaster recovery at home and support to U.S. armed forces and operations abroad, especially in Iraq and Afghanistan.

The first goal of the district will be to effectively and efficiently accomplish these missions. Effectiveness is the fulfilling of tasks at agreed upon levels of scope, on schedule, within budgets, and with high standards of environmental stewardship and safety. Efficiency is accomplishing a lot with a little, maximizing public returns from the resources provided to us and from cooperation with other public and private organizations. The second major goal of the district will be to improve its organization and processes for better mission accomplishment and increased responsiveness, especially to support other districts and USACE's national tasks. Successfully positioning the district for the future requires change that reduces functional

Mission First!

and geographic barriers to action and promotes cross-boundary teamwork at all levels. The third major goal of the district will be to improve its organizational health for future missions, by taking care of the district's people and by careful stewardship and investment of internal resources. National goals mandate reductions of overhead expenditures, competitive sourcing of some positions, and adoption of a new Department of Defense National Security Personnel System. This district will embrace the opportunities of these changes while taking care of every member of the organization based on individual circumstances.

A new functional organization will take effect in November, flattening the district through elimination of many sections and the change of status of some offices. The adjustments are based on the district's changing mission and the continuing need to improve our productivity.

The district will emphasize its "mission first," and the work done by the district's primary organization, its cross-boundary Project Delivery Teams. No one should interpret any change in status as a reduction in his or her individual importance. Instead, they are opportunities for growth and less restrictive circumstances.

Traditionally, government has focused on layers, boundaries, supervisors and rigid rules. The future will require more agility and a fuller contribution from everyone: supervisors, project managers, technical leads and experts, team members and others. Everyone has an important role. The new organization and processes of the district will be to emphasize this teamwork.

Mission first.

Cliffs are dangerous

Army Corps of Engineers officials warn of a danger that has emerged -- people being seriously hurt or killed by falling or jumping from bluffs into the water. Ten such accidents have occurred at Little Rock District lakes in the past two years. These resulted in four deaths and six serious injuries. Park rangers say many less serious injuries likely go unreported.

Some victims were diving, jumping or swinging from bluffs into the water below. Others were climbing, sightseeing or walking near the edge when they fell or rocks gave way and they fell. Stay off of and away from cliffs because they are just not safe.

SWL District Project wins USACE top honors

Story by P.J. Spaul
Pacesetter Staff Writer

The Table Rock Lake Project Office has earned the Army Corps of Engineers' 2005 Natural Resources Management Project of the Year Award. Table Rock was selected from among the 463 projects the Corps manages nationwide.

Factors in the judging included management efficiency and effectiveness, public involvement, public safety, partnerships, and environmental compliance and stewardship. Lt. Gen. Carl A. Strock, commander and chief of engineers in Washington, presented the award recently to Table Rock's Operations Manager Kenneth Foersterling at a ceremony in Dallas, Texas. Foersterling said he was honored and proud to receive the award on behalf of the talented team of professional men and women working at Table Rock Lake.

"This is truly a team award, and it is very gratifying to see our team's accomplishments and hard work recognized," he said. "Table Rock has made great progress in improving services and facilities for the public and in our protection and enhancement of the lake's natural resources."

The Corps' Little Rock District projects, of which Table Rock is one, have captured this national honor four of the past five years. Mountain Home Project Office, which manages Bull Shoals and Norfolk lakes on the Missouri-Arkansas border,

earned the title in 2003. Russellville Project Office, which manages the Arkansas River from central Arkansas to Oklahoma, earned the top spot in 2002. Beaver Lake Project Office in northwest Arkansas was selected in 2001.

The Table Rock Project Office is responsible for operation and maintenance of Table Rock Lake, which includes 745 shoreline miles of waterway along the White, Kings, Roaring and James rivers.

The dam is on the main stem of the White River at Branson, Mo. Table Rock is situated in 5 counties in Missouri and Arkansas and is one of six multi-purpose projects constructed in the White River Basin to

control floods and generate hydroelectric power. This project, however, has provided more. Table Rock is one of the fastest developing lakes in the United States. Other public benefits have been recreational sports, water conservation, and fish and wildlife management just to name a few.

Shoreline management activities consist of administering more than 1,800 private and community boat docks, more than 900 vegetative management permits, 44 encroachment restoration areas, 1,810 leases and licenses, 124 resort leases and 14 marina concession leases.

Table Rock operates the Dewey Short Visitor Center and 13 "Class A" parks with

more than 800 campsites, as well as a "Class A" day use recreation area. Nearly 6.6 million visits were logged at the parks, and more than \$800,000 in fees were collected in FY 2004.

Boating, swimming, sightseeing, hiking and picnicking are just some of the attractions. The lake is an angler's haven and is consistently ranked among the top bass fishing lakes in the nation. The lake hosted 218 regional and local tournaments in 2004.

Table Rock Lake is a premiere tourist destination that continues to thrive and provide outstanding outdoor recreation while providing flood damage reduction and energy production for communities.



Courtesy photo

Lt. Gen. Carl A. Strock, commander and chief of the US Army Corps of Engineers, presented the Corps' Natural Resources Project of the Year Award to members of the Table Rock Lake staff at a ceremony in Dallas, Texas. From left are Park Rangers Greg Oller, Rebecca Shortt, Strock, and Operations Manager Ken Foersterling.

Attorney throws party for 240,000 friends

Story by Valerie Buckingham
Pacesetter Staff Writer

Whew! What a party!

That's what Jim Daugherty, an attorney in Little Rock District's Office of Counsel, hears every year around the end of May. Jim throws Arkansas' largest and most popular music and arts festival, Riverfest. Okay, maybe he doesn't throw Riverfest, but he helps organize the event.

Daugherty has officially been volunteering with Riverfest for two years, but his involvement goes back much further. One very important factor led him to volunteer – his wife. Mrs. Daugherty has been involved with the event for about 15 years and then one year she became chairperson. That's when everything changed for Jim. As he puts it, he was the 'assistant spouse' and became more involved. The funny thing is, he really enjoyed it.

"It's a fun activity," Daugherty said. "You meet so many people from different walks of life."

He now serves on the committee of more than 100 volunteer members and a volunteer board of 30 community leaders. He said after working with other members they became like a family.

"It's like a small community or family of committee members. We have meetings all year long and you really get to know the members."

Daugherty said Riverfest only has three people on the payroll and it couldn't operate without volunteers.

"All those people you see walking around all weekend identified as Riverfest personnel are all volunteers," he said. "I can't think of anything else that's put on for the community by the community."

The intent of Riverfest is to be a quality recreational, cultural,



Daugherty

educational, family-oriented celebration of the visual and performing arts. Daugherty said that's obvious when you look around and see the community having fun.

"Even at

the big concerts

you see families with their children in strollers," he said. "Riverfest brings different aspects together that typically wouldn't mix with one another and they all come together over the (Riverfest) weekend."

Now Daugherty does more than just volunteer with Riverfest in his off-duty time. He also teaches at the University of Arkansas at Little Rock.

Low lakes can present hazards

Several lakes operated by the Little Rock District of the Army Corps of Engineers are low from prolonged hot, dry weather, and the Corps is alerting visitors to be aware of potential hazards from falling water levels.

In northern Arkansas and southern Missouri, Beaver is 11.2 feet below normal. Bull Shoals is 6.7 feet low. Greers Ferry is 7.3 feet low. Norfolk is 10.1 feet low. Table Rock is 8.5 feet low. In southwestern Arkansas, DeQueen Lake is 2.3 feet low. Dierks Lake is 3.2 feet low, and Gillham is 2.6 feet low.

There is plenty of water for swimming, boating and other activities. However, officials urge extra precautions. Some launch ramps may be impaired. Boat in main river channels, and give the

shoreline a wide berth. Some areas may harbor obstacles just below the surface such as land points or rock formations that are usually deep under water. Slow down, wear life jackets and use depth finders.

Check with local marinas about trouble spots. Boaters are encouraged to stay on the side of a lake with bluffs since water is usually deeper. Gradually sloping shorelines can indicate shallow water depth. A change in water color can indicate a change in depth. Lighter color often indicates shallower water.

The Corps manages these lakes and the surrounding public lands to meet the needs of human and natural communities for present and future generations.



MILCON Transformation, Regionalization at Fort Bliss, Texas

Col. John R. Minahan
Commander, Fort Worth District

The Army is pursuing the most comprehensive transformation of its forces since the early years of World War II. The transformation is intended to move the legacy force into a new modular, more expeditionary and more lethal entity capable of quickly responding to our nation's future threats. This transformation is being driven by three ongoing initiatives: Base Realignment and Closure, Integrated Global Presence and Base Strategy, and Army Modular Force. These three initiatives will generate a significant increase in the Military Construction program throughout the SWD region. The Corps of Engineers will ensure the Army has the facilities and infrastructure necessary to support the movement and reorganization of Army forces required by these three initiatives.

Under the Army Modular Force initiative, the force is redesigned to the way the Army fights. Refocusing the Army from a division-oriented force to a "brigade based" Army that is more responsive to Regional Combatant Commanders' needs better employs joint capabilities, facilitates rapid deployment, and fights as self-contained units. Each self-contained unit is a brigade-sized building block of combat power -- a Brigade Combat Team. Under this new brigade-based structure, there are three maneuver BCTs: Infantry, Heavy, and Stryker Brigade Combat Team, and five support brigades: Aviation, Maneuver Enhancement, Fires, Sustainment, and Reconnaissance, Surveillance, Target Acquisition.

Concurrent with these initiatives the Army has directed that the standards and criteria for MILCON to be more in-line with facilities used for similar purposes by private industry. For example, barracks are to be built more like apartment buildings and the headquarters building more like a commercial office building. The intent is to leverage commercial practices to reduce construction cost and time while maintaining quality. The Army has set a goal to reduce the cost of

construction by 20 to 25 percent and to optimize current construction practices to reduce the time necessary to construct its facilities. Consequently, USACE has developed a MILCON Transformation Strategy to achieve this goal.

Fort Bliss will be one of the first installations to which the new MILCON Transformation Strategy will apply. The 1st Armored Division headquarters and four heavy BCTs will be stationed at Fort Bliss within the next five to seven years. The new projects required will provide essential living and working facilities to support the BCTs stationing at Fort Bliss. These projects are needed now because there are no adequate existing facilities available for the BCTs.

Over the last several months, districts in SWD and SPD have been working together planning the largest regional construction program that the Southwest Region (Southwestern Division and South Pacific Division, USACE) has experienced in several decades. Large scope, multi-facility projects on fast-track timelines will become the norm for the foreseeable future. Unprecedented inter-Corps, contractor, and intra-Army communication and coordination will be required until this too becomes our standard operating procedure. Therefore, as we enter into somewhat uncharted territory, stretching our organization to move into new and innovative planning, design, acquisition, and construction vehicles and techniques, there is much opportunity to learn and adapt.

Fort Bliss is the first and the largest of the transformation programs in the region. It has been clear from the beginning that one district could not handle this entire workload and this program would require the support from many districts. Over the last few months, team members from Fort Worth, Tulsa, Little Rock, Galveston, Albuquerque, and Sacramento Districts have been working together on the best way to organize for this work. A new concept was developed by the team in assigning work to each district under

a product line responsibility.

The product line concept for acquiring the buildings is based on the fact that the majority of the work is for the construction of several facility types. These mission essential facilities are barracks, dining facilities, company operation facilities, headquarters buildings, vehicle maintenance shops, unit and ammunition storage facilities, equipment parking areas and training ranges. Under the product line concept, districts in the Southwestern and South Pacific Divisions will be assigned one or two facility types and will be responsible for awarding design/build contracts for their assigned type of facility (product line). The district product line team will oversee the administration of its contracts to include design reviews, submittals and modifications. The design/build contractor for each product line will be responsible for maintaining current documents and incorporating lessons learned into future awards. Product Line teams and their Design Build contractors will align with the USACE Center for Standardization associated with the type of facility. The team will be responsible for keeping up with the current standards and criteria for its facility type(s).

As we proceed with the execution of these projects, most of our experiences will be applicable to similar transformation and BRAC work anticipated at other installations in the region. As the USACE MILCON Transformation Strategy is implemented, the product-line approach used in this program to acquire facilities will likely be applied at a national level.

We are encouraged and appreciative of the great amount of teamwork and cooperation among the SWD and SPD districts' leadership and PMs. The product line approach is new and exciting, but does bring with it challenges. There is much work ahead to work through the challenges of these new concepts and ways of doing business. We are confident that we will meet these challenges and provide first class facilities for our Soldiers and their families when needed.

Essayons, Col. Minahan, Steve Wright (Acting Fort Bliss Program Manager) and Lee Conley (Fort Worth DST Chief)

The Chief pays visit to District, project sites

Story by Edward Rivera
Pacesetter Staff

Emphasizing teamwork and lauding the contributions of the Fort Worth District, Lt. Gen. Carl A. Strock held a Town Hall July 20 at that Raddison Hotel in downtown Fort Worth.

Strock gave an update on the “State of the Corps” and provided a glimpse of the direction the Army and the Corps of Engineers is going.

“The Army is at war and transforming as we fight and that is a real challenge, and we are a part of that,” said Strock.

Strock also commended the district for its past and present accomplishments in both military and civil works. He also commented on a bright future for the Fort Worth District as well.

“We are supporting the Army on the battlefield, and we are also supporting them here, with projects like the Fort Hood and Fort Bliss modularity, which are going to be the centerpieces of the future Army.”

The chief of engineers spoke on his focus areas, the primary one, taking care of the Corps’ people.

“I embrace the full life cycle approach to caring for people, from recruiting the best and the brightest and keeping them on the payroll by giving them meaningful work, fair compensation, opportunities for advancement and to celebrate one’s service, or to help them transition to their next phase of life, whether they stay with the Corps till they receive their 60-year pin or transition to the private sector or another government agency,” he said.

Other focal points for Strock are to concentrate on the mission and those that we serve in addition to the Corps strategic direction.

He also expressed his desire to ensure the diversity of the work force in order to provide wider perspectives on issues or projects



Lt. Gen. Carl A. Strock, Chief of Engineers, held a town hall meeting for district employees July 20 to give a briefing on the “State of the Corps” and to recognize District employees for their hard work and contributions here and overseas.

which he views as a strengthener of the Corps.

Strock talked about overseas deployments, safety, environmental sustainability and where we stood within the 2012 initiative. He finished with what he termed as the Corps’ vision. “Who we are and how everyone sees us.”

“We are one team and we are relevant and ready. We are

responsive and reliable, we are a service organization here to serve other organizations whether military or civilian,” he said.

His final thought to the 200-plus district members in attendance was to endeavor to have fun and enjoy their jobs serving their country.

“Take time to enjoy what you do and the people you work with.”

Mocek honored as Corps’ Civilian of the Year

Story by Edward Rivera
Pacesetter Staff

Mike Mocek has been selected as the Recipient of the 2005 Lieutenant General John W. Morris Award for Civilian of the Year. This annual award recognizes the civilian determined to have achieved the highest overall standards of excellence as a Corps employee and who individually has made the most significant and noteworthy contributions to the mission, prestige, and reputation of the entire Corps of Engineers.

According to Col. John Minahan, Fort Worth, District Engineer, as the district’s Deputy District Engineer and Chief of Programs and Project Management Division, Mocek has attained the highest level of excellence and accomplishments.

“Over the past year, Mike has guided and overseen the management of one of the largest and most challenging civil and military programs in the Corps. His leadership has been instrumental in the success of these programs,” said Minahan.

Mocek attributes the successes he has achieved in his professional life to his passion for what he does.

“I truly believe that the civil, military, and Support For Others projects we deliver are important to the people of our nation. We add value to this country that no other public or private organization, in my opinion, could do better,” said Mocek.

Mocek added that he is keenly aware that it is practically impossible to single out one “outstanding” civilian in an



Mike Mocek, Fort Worth’s Deputy District Engineer and Chief of Programs and Project Management Division is given the Lieutenant General John W. Morris Award for Civilian Employee of the Year Award by Chief of Engineers Lt. Gen. Carl A. Strock at the Senior Leader Conference Aug. 10 in Grapevine, Texas.

organization of more than 30,000 employees doing great things all over the world.

“In that light, I will be honored to accept this award on

behalf of the many, outstanding Civilian members who make the U.S. Army Corps of Engineers such a great organization.”

New deputy commander, Dvoracek, ready for Fort Worth

Pacesetter Staff Report

Lt. Col. John Dvoracek assumed the duties of District Deputy Commander July 15 following his previous assignment as the Chief, Plans and Operations Division and Deputy C7 (Engineer) – Forward with the Third U.S. Army/Coalition Forces Land Component Command, Camp Arifjan, Kuwait.

Dvoracek graduated from Texas A&M University with a Bachelor of Science degree in Agricultural Engineering in 1986. His military schools include the U.S. Army Command

and General Staff College, the Combined Arms Services Staff School, and the Engineer Officer Basic and Advanced Courses.

Dvoracek has held a variety of assignments in the United States, Europe and Southwest Asia, including Command of Headquarters and Headquarters Company, 7th Engineer Brigade, in Germany, and 73rd Engineer Company at Fort Lewis, Wash. He also served as the Division Chief for Contingency Operations and Exercises in the G-3, First U.S. Army; Brigade Operations Officer and Battalion Execu-

tive Officer in the 3rd Training Brigade; Assistant Professor of Military Science, Army ROTC Battalion, at Texas A&M University; Aide-de-Camp for the Deputy Commanding General, U.S. Army Engineer Center and Fort Leonard Wood; and Company Executive Officer, 35th Engineer

Battalion.

His military awards

include the Bronze Star Medal, Meritorious Service Medal, the Army Achievement Medal and the Meritorious Unit Citation. He has also been awarded the Southwest Asia Service Medal and the Kuwaiti Liberation Medal from both Saudi Arabia and Kuwait.



Dvoracek

Fleeger takes over as District Operations chief

Story by Edward Rivera Pacesetter Staff

Often times we hear about a “win-win” situation, but for Tom Fleeger and the Fort Worth District it’s a reality.

Fleeger, recently selected as the District’s Operations Chief, brings more than 29 years of operations experience with him. Prior to coming to Fort Worth he was the Omaha District



Fleeger

Operations Chief. Although fond of the Omaha District, Fleeger found an opportunity with the Fort Worth District to better use his experience and strengths.

“Many folks wondered why an Operations Chief would want to move laterally from one district to another,” said Fleeger. “Omaha is a great district and I really

enjoyed my time there, but hydropower is more than half the Operations and Maintenance program there and, while very interesting for me, not the best fit for a guy with a background primarily in flood control, recreation and environmental stewardship.”

Fleeger has worked for the Corps for more than 29 years. All but six months of his service, when he was the acting Chief of Engineering and Technical Services in San Francisco District, of has been in Operations.

According to Col. John Minahan, District Engineer, Fleeger brings to the position a wealth of experience and is highly respected throughout the Corps for his contributions to the Operations program.

“He will be a tremendous asset to all of the District team members and all of our cus-

tomers,” said Minahan.

Fleeger has been a Lake Manager, an Operations Project Manager, Chief of Natural Resource Management, and Assistant Chief of Operations Division while at the Pittsburgh District. He is a graduate of the Headquarters Operations Career Assignment Program. Prior to his Corps service, Fleeger was a state park ranger and Director of Parks and Recreation at the county level.

Although newly arrived, he is not without goals for what he feels may be his most memorable position. According to Fleeger he has both short- and long-range goals for the Operations Division.

“Short-range goals are to learn the strengths and weaknesses of the program and lend my support to solving my peoples’ problems. I also want to build regional relationships, both within and outside the Corps, to better leverage our constrained resources and improve our mission accomplishment,” said Fleeger.

His long-term goals are to assure that Operations is prepared for a challenging future.

“We need to assure we are organized appropriately and have the right skill mix to both serve our customers and preserve our aging infrastructure. As our work force ages, we need to maintain adequate career ladders and developmental programs to build our future leaders.”

In addition to his extensive Corps experience, Fleeger has a bachelor’s degree in Forestry from Penn State and a master’s degree in Recreation and Parks from Slippery Rock University. He hopes to use his knowledge and experience to add to the district’s legacy.

“Fort Worth District has always had a great reputation around the Corps. This is a result of the great folks who have been executing these programs here under the leadership of men like Dwight Quarles and Ken Howell. I wanted a chance to be a part of such a program.”

Construction begins on Lackland C-5 Galaxy schoolhouse

Story and photo by

Senior Airman Jonathan Simmons

Courtesy 433rd Airlift Wing Public Affairs

Contractors broke ground June 27 on highly-anticipated facilities that will allow the C-5 Formal Training Unit to move from Altus Air Force Base, Okla., to the 433rd Airlift Wing on Lackland Air Force Base, Texas.

The Army Corps of Engineers is administering the project; the 37th Training Wing and 433rd Airlift Wing are providing base and user oversight.

Two new buildings are planned; a three-story, 69,000 square-foot ground training

school and a 25,000 square-foot flight training school. Both facilities were awarded as a single contract to Spawglass Contractors, Inc., at a cost of about \$17 million. The project is slated for completion by Sept. 2006.

“Ground breaking was postponed for about three months while we waited for the Base Realignment and Closure decisions,” said Lt. Col. Richard Matthews, 433rd Civil Engineering Squadron commander. “We’re going to try to make up for lost time and finish it in 15 months rather than 18.”

The new schools will train pilots, flight engineers and loadmasters in C-5 Galaxy cargo aircraft operations. Academics and flight simulator training are just some of the

items that will be taught in the new buildings. The Flight Training School will teach all initial and instructor qualifications as well as aerial refueling training. Instructors at the GTS will also teach the Basic Flight Engineer course for C-130 and KC-10 flight engineer candidates.

“We want to make sure the schoolhouse conforms to base standards and that it will meet our needs,” Matthews said.

According to Lt. Col. Frederick McMahon, 433rd Operations Group Standardization and Evaluation chief, students will begin attending ground and flying training here Oct. 2006. The transition of students from Altus to Lackland will be gradual, culminating in July 2007. The 433rd will then assume 100 percent of the training responsibility for about 650 students per year, with about 150 on campus in various stages of training on any given training day.

The Alamo Wing will add about 155 new full-time positions to staff the new mission as well as about 100 contractors and 130 traditional reservists.

“The advent of the C-5 schoolhouse will begin a whole new era for the 433rd,” said Col. John Fobian, 433rd Airlift Wing commander. “It will bring Airmen from active duty, Air National Guard and Reserve C-5 units to the Alamo Wing for all facets of aircrew training.”



Contractors break ground June 27 on two new buildings for C-5 Galaxy ground and flight training. The training unit will move from Altus Air Force Base, Okla., to its future home at the 433rd Airlift Wing on Lackland Air Force Base.

O'Connor is tops in compliance

Pacesetter Staff Report

Anjna P. O'Connor, Environmental Specialist for the Mid-Brazos Project has been selected as the U.S. Army Corps of Engineers' 2005 Natural Resources Management Environmental Compliance Employee of the Year.

“O'Connor has defined that position since its inception, providing technical support and guidance in the project's Operations and Maintenance Program across all business lines,” said Col. John Minahan, Fort Worth District commander. “She ensures activities are carried out in compliance with federal, state, and local environmental laws and regulations.”

During the past year, she has also served as Project Manager for the Environmental Management System (ISO 14001), leading the team that is implementing that system for the Mid-Brazos Project and establishing the framework within which all other Operations Division's projects will follow.

“Her dedication to duty and commitment to excellence has also been demonstrated in her deployment to Afghanistan with Forward Engineering Support Team-A, her participation in the Leadership Development Program, and the SWD Emerging Leader Program,” said Minahan.



Anjna P. O'Connor, Environmental Specialist for the Mid-Brazos Project is given the U.S. Army Corps of Engineers' 2005 Natural Resources Management Environmental Compliance Employee of the Year Award by Chief of Engineers, Lt. Gen. Carl A. Strock, at the Senior Leaders Conference Aug. 10 in Grapevine, Texas.



Col. Steve Haustein
Commander, Galveston District

Progress places district on the winning side

Three recent events highlighted my calendar that close a significant chapter in the Galveston District's history of paving the way for economic prosperity and environmental sustainability along the Texas Coast. First, I recently attended the 100th anniversary convention of the Gulf Intercoastal Association in Victoria. GICA has been at the forefront of developing, planning and caretaking of the Gulf Intercoastal Waterway for a full century now.

I was proud to attend their convention, along with many of you, to mark their past success while they look to make this vital national waterway even better in the future. Second, I attended the tremendous celebration of the completion of the Houston Ship Channel widening and deepening project. There are so many Corps employees that deserve recognition for all their hard work in a project that has become such a model within the Corps for its environmental stewardship and partnership at all levels. I would like to recognize project manager, Dalton Krueger, for all of his dedication to the HGNC project - he is a true leader.

Finally, I attended the oral arguments in the 5th Circuit Court in New Orleans concerning the legal appeal of the Corps permit to the Port of Houston's Bayport Container Terminal. The 5th Circuit

issued its decision later that upheld the lower court's ruling that the Galveston District had properly made its jurisdictional wetlands determination. This ruling has significant impact on the interpretation throughout the Corps on the limits of jurisdiction concerning the wetlands of the United States. Our regulatory branch made the call and it has stood the test in court.

At present, over 2,200 Corps employees are deployed in the disaster response following Hurricane Katrina. The magnitude of the storm is still difficult to grasp. Unfortunately, the situation is likely to get worse before it gets better. It will take a long time and tremendous resources to fully recover from this natural disaster. Team Galveston will assist wherever possible knowing that we would expect the same if the storm had devastated this area instead. Many of you have volunteered to deploy in support and I thank you for your service. Many of you won't deploy but everyone will have some role tied to this effort directly or indirectly. Our nation and our Corps of Engineers both respond best when faced with our biggest challenges. I am so very proud to be a part of this organization.

Time will not stand still while we deal with Hurricane Katrina. Three events loom on the horizon that we cannot ignore. First, the end of the fiscal year is fast approaching.

With so many folks deployed, end of year close out will take on a special character this year. I ask that you each do your part to make sure that the 2005 fiscal year books are closed properly. Second, the decision concerning the A-76 study within the IT/IM community is fast approaching (although it has been delayed some due to the hurricane). I want everyone to know that this is a business decision and does not reflect any concern for the professional service that you have always provided. I also want you to know that my commitment to you is that you will participate in the process that maps the future of the organization and for you personally.

As you know, Galveston District is included among the first districts within the Corps to shift to the new National Security Personnel System (NSPS). There are still more

questions than answers on the details of how NSPS will be implemented. What I can tell you is that NSPS will be implemented in FY06 and that you will attend training on how NSPS affects you and those you supervise before it's implemented. Change always brings anxiety. I ask that you have faith in the leadership of the Corps and that you wait for the facts in the NSPS training before you judge this personnel system too quickly.

In closing, I'd like to welcome two new critical members to the staff of Team Galveston. Frank Jordan joins us as the District Chief Counsel, and Beverly Martin joins us as the Chief of Resource Management. Both of these team members come to us with a great deal of professional experience, determination and fresh ideas. We are thrilled to have them both added to Team Galveston. *ESSAYONS!*



Marilyn Uhrich

A contractor's dredge is preparing a berth for the cruise ships for the FEMA housing mission.

Waterway group marks centennial in Victoria

Pacesetter Staff Report

The Gulf Intracoastal Waterway Association celebrated its 100th anniversary Aug. 8-10, 2005, and, to commemorate, the annual meeting was held where it all began - Victoria, Texas.

"We return to the place to celebrate our (GICA) accomplishments and reaffirm our commitment to the waterway this organization help build," said Raymond Butler, GICA executive director.

The meeting was kicked-off with a golf outing during the day and an awards ceremony with live music.

The U.S. Army Corps of Engineers and the U.S. Coast Guard each held sessions, along with a panel discussion titled, "New Directions

in the Shallow Draft Industry."

In honor of the anniversary, a list was compiled of the 100 most influential people who are or have been members of GICA.

"Since this is our 100-year anniversary, we decided to put together a list of the 100 most influential people to celebrate," said Butler.

The list includes such people as Senator Kay Bailey Hutchinson, Rep. Ron Paul, Robert Justice Clayburgh, one-time manager of King's Ranch, who was instrumental in the development of GICA.

"I am very honored to be included with the people on this list. The people included make me feel inadequate because my contributions



Raymond Butler, with Mike Park, New Orleans District, Chief of Operations, Col. Pete Taylor, Mobile District Commander, Col. Steve Haustein, Galveston District Commander receive GICA Partnership awards.

seem so insignificant," said Simon DeSoto, Colorado River Locks Lockmaster, for the Galveston District.

According to Butler, DeSoto is one of the most knowledgeable contributors to GICA because he keeps them so well informed on the

traffic flow through the locks in Matagorda.

"I continue to strive to be better informed on local issues as well as potential flood issues so that I can find better ways to do business," said DeSoto about his role as lockmaster.

Corps of Engineers permit results in largest wetlands mitigation in Texas

Marilyn Uhrich

Pacesetter Staff Writer

The U.S. Army Corps of Engineers, Galveston District Corpus Christi Regulatory Field Office issued a Department of the Army permit to the U.S. Fish and Wildlife Service in February 2005 for the construction of several channels that are intended to reintroduce historic tidal waters to the Bahia Grande complex, mostly within the Laguna Atascosa National Wildlife Refuge. Bahia Grande was historically a shallow bay that was cut off from normal tides in the 1930s when the Brownsville Ship Channel was constructed. Bahia Grande was an

important estuarine nursery that was highly productive with fish, shellfish, and waterfowl. Since being cut off, Bahia Grande has been subject to extensive periods of drying, thus contributing to significant dust storms, and fish kills trapped after storm events.

Bahia Grande is approximately 6,500 acres in size, however some of the proposed channels will further connect Bahia Grande to Laguna Larga and Little Laguna Madre and benefit approximately 9,500 acres of total estuarine habitat. The Corps also issued a permit to the Brownsville Navigation District for a 34-foot-

wide by 2,200-foot-long pilot channel that provides Bahia Grande with a more direct tidal connection to the Brownsville Ship Channel. The pilot channel is intended to be the location of a future 200-foot wide channel.

The pilot channel was completed and opened ahead of schedule on July 16 just prior to the arrival of Hurricane Emily, thus enabling the inundation of Bahia Grande with high storm tides.

The navigation pilot channel crosses under State Highway 48, therefore the Texas Department of Transportation proposes to construct a 284-foot-long bridge

at the location of the future 200-foot wide channel.

The bridge will serve as mitigation for adverse impacts to 14.2 acres of wetlands associated with the widening of 9.7 miles of SH 48 beginning at Port Isabel. The wetland fill and mitigation was authorized by a Corps permit this past January.

The multi-agency partnership and cooperation, including the willing sale of land to the refuge by the Yturria and Garcia families, will result in the largest estuarine restoration project in Texas and one of the largest ever in the United States.



The Jackson family pose for the camera after the dedication ceremony.

The Man and the Marsh Wetland restoration site dedicated to Tom Jackson

Michele Thomas
Pacesetter Staff Writer

On Aug. 11 a ceremony was conducted on the grounds of the Port Neches river park to dedicate the restoration operation that is attempting to revive the marshlands from underneath the water.

In honor of Tom Jackson, former general manager of the Jefferson County Waterway and Navigation District, and all his hard work to restore the marsh, the 71 acres of resurrected land was named after him.

“Restoration efforts in Bessie Heights have met with amazing success,” said Col. Steve Haustein, Galveston District Commander.

The project was designed to take advantage

of a scheduled Corps of Engineers dredging cycle. The 651,000 cubic yards of maintenance material pulled from the Neches River as it was brought back to its authorized depth was to be used to create 71 acres of emergent land, a critical step in restoring ecologically important intermediate and brackish marsh in the Bessie Heights Marsh area of Orange County.

With the loss of the original sponsor, Tom and the navigation district came to the rescue, offering to take over the sponsorship of the project. He and the district were interested in ecosystem restoration opportunities that would stand as examples for the proposed deepening and widening of the Sabine-Neches Waterway. Tom was

in the thick of the effort to commission the U.S. Army Corps of Engineers to study the feasibility of digging the Sabine-Neches Waterway deeper and wider to accommodate larger vessels and to keep the area in pace with global competition.

Despite the complications, the Bessie Heights study was completed in less than 16 months. The waterway was dredged and the material was used to create the marsh. State agencies joined in and came forward to assist with crucial on-site monitoring and planting during the construction phase.

Total cost of the project was \$1.2 million. Future plans are being made to restore more of the 7,000 acres of the Bessie Heights Marsh.

District *komt* samen with Netherlands Ministry on coastal hazards

Pacesetter Staff Report

As part of the cooperation between the U.S. Army Corps of Engineers and the Netherlands, two members of the Ministry of Transportation and Water Management visited Galveston District Aug. 1-2.

The purpose of the Dutch visit was for them to explore alternative approaches to managing coastal hazards such as flooding and storm surge, and issues such as risk assessment, liability, and federal, state and local authorities.

“The Netherlands coastal region is very similar to the Houston/Galveston and Louisiana coasts with extensive coastal wetlands and densely populated areas near or below sea level,” said Nicolle Dailey, planning section, and coordinator of trip.

The visit included a tour of Galveston and Texas City storm damage reduction measures, along with a meeting with the Texas General Land Office, Galveston County Office of Emergency Management, Harris County Flood Control District and FEMA Region IV.

Pacesetter Points

Baby on Board

Sarah and Brad Harris are the proud parents of *Mason Bradley*, born June 20. Sarah works in *Tulsa District's* Hydrology and Hydraulics Branch, Tulsa District.

Park Ranger *Traci Robb* of Marion Reservoir and her husband, *Billy*, have a new baby girl, *Kiera*, born Aug. 19. Kiera has a two-year-old sister, *Sydney*.

Madeline Dalton was born August 2. She is the daughter of *Jennifer* and *George Dalton*. Jennifer is an attorney in *Little Rock District's* Office of Counsel.

Evelyn Rose Garrett was born August 4. She is the daughter of *Rose* and *Lee Garrett*. Rose is a mechanical engineer in *Little Rock District's* Design Branch.

Caden James McConnell was born May 28 and his first cousin, *Allison Paige McConnell*, was born on August 8. They are both the grandchildren of *Foster McConnell*, a civil engineer technician in the Survey and Data Section in *Little Rock District*.

Bill Krampe of the Addicks Field Office, *Galveston District*, is the proud grandfather of a brand new bouncing baby boy. Bill's son, *Dee* (with a little help from his wife

Karen) brought into this world on Saturday, 20 August 2005, at 4:39 a.m., *Dylan Kyle Riggins*, 6 pounds, 14 ounces, 18 inches long.

Graduations

Valerie Bratcher graduated in May 2005 with a Bachelor of Science Degree in Actuarial Science from the University of Central Oklahoma. Valerie is the youngest daughter of *Randy Bratcher*, Contracting Division, *Tulsa District*, and plans to begin work in September with an actuarial consulting firm in Dallas, Texas.

Colby Wise, son of *Paula and Bill Wise*, Project Management and Chief of Project Management of *Galveston District* respectively, graduated cum laude with Bachelor of Science degree in Biomedical Engineering from Texas A&M University in College Station Aug. 12.

Weddings

A Man of Many Categories - *Adam Smith, E.I.*, graduated from Oklahoma State University in Stillwater last December with a bachelor's of science in Civil Engineering. On March 19, 2005, he married his fiancé of 5 ½ years, *Amber Elise Neumann*. They are now the proud aunt and uncle of *Caleb William Franklin*,

who was born July 11 to Amber's sister. Smith is a general civil engineer who is rotating through various offices and will permanently locate in *Tulsa District's* Military Design Branch.

HR News

Michael Fallon has recently been selected for Senior Executive Service and assigned to the *Southwestern Division*. Fallon is currently Chief, Business Technical Division, in the Mississippi Valley Division.

Dana Needham of *Little Rock District* and *Shawneen O'Neill* of *Tulsa District* were selected for the Planning Associates Program. Dana is a biologist and Shawneen is an engineer. Both are lead planners and have led PDTs for a number of continuing authority projects and special studies. The focus of this training is to prepare graduates to lead major, complex feasibility studies. They will leave 31 October for the first session of this program that provides 16 weeks of intense training over 11 months.

Alex Skinner, currently the Executive Assistant in San Francisco District, has been selected as the Executive Assistant for *Southwestern Division*. Skinner will assume his new position in early October.

Brent Hyden and *Lanora Wright*, *Fort Worth District*, and *Billy Ray Qualls*, *Little Rock District*, have all received temporary promotions to provide short-term assistance in *SWD's* Programs Directorate.

Paris Embry, currently the Acting Team Leader of the Civil Works Integration Division, Programs Directorate in *SWD*, has accepted a temporary assignment to *Galveston District* where she will serve as its Chief, Civil Programs Division, until that position is filled.

Andrew Frank is the *Southwestern Division's* new Installation Support Program Manager. Before joining the division this month, Frank served as Chief, Engineering, Plans and Services, with NATO SHAPE in Chievres, Belgium. His previous assignments included working in Germany, West Point, N.Y. and Vallejo, Calif.

Linda Brzuszkiewicz will join the *Southwestern Division*, 18 September. She will be an Administrative Support Assistant, GS-7, for the Programs Directorate. Her previous assignment was at Fort Bliss, Texas.

Lesley Duggan will join the *Southwestern*

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Points

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Division's Executive Office as an Administrative Support Assistant, GS-7. Duggan, currently serving in Germany.

Jim Fields was recently promoted to Administrative Officer, GS-9, in the **Southwestern Division** Executive Office.

Lynn Chapman, Secretary to the Deputy Commander in SWD's Executive Office for nearly 15 years, has accepted a position in **Fort Worth District's** Executive Office, effective 4 September.

Galveston District's Bob Peel has been selected for the Primary Senior Program Analyst position in Programs Management.

Stacy Baker has joined the **Galveston District's** Resource Management Office as an accountant. She comes to Galveston from the Federal Bureau of Prisons with over 12 years experience in accounting.

Bill Wise has been selected to be the new Chief of Project Management, **Galveston District**, effective August 7.

Beverly Martin has been selected to be the new Chief, Resource Management Office for the **Galveston District**. Her previous assignment was as Chief, Execution Branch,

Budget Division, G8 at Headquarters U.S. Army Europe in Heidelberg, Germany.

Frank Jordan has been selected to be the new Chief of Counsel for the **Galveston District** and reported to duty on July 25. Jordan's previous assignment was as District Counsel in the Charleston District.

Retirements

Bernice Rivers from **Galveston District's** Real Estate Division retired, Sept. 2 with 20 years of government service.

Mike Rawls from **Galveston District's** Engineering and Construction Branch retired Aug. 31 after 30 years of government service.

In Sympathy

Tallie Pope's grandmother, **Bertha E. Collins**, passed away June 15. Tallie is the administrative support assistant in the El Dorado-Fall River-Toronto Project Office, **Tulsa District**.

Jonathan Polk, **Fort Gibson Lake Office park ranger**, lost his stepfather, **Wayne Damme**, June 19.

Eugene Crossman, father of **Tim Crossman**, **Skiatook Lake park ranger**, passed away July 28.

Tulsa District Park Ranger Glenda Vincent died unexpectedly Aug.

1. In an article in the Oologah Lake Leader, John Carmichael, lake manager, said, "She was Oologah Lake. She had an outgoing personality and always had a smile on her face. Glenda was easy-going, very professional, and meant so much to all of us."

Curtis Pendergraft's mother, **Lucille Pendergraft**, passed away Aug. 4. Curtis works in Operations Division, **Tulsa District**.

Larry Fears' grandmother, **Mary Mayes**, passed away Aug. 11. She had celebrated her 100th birthday earlier this year. Larry is a park ranger at **Robert S. Kerr Lake Office**.

Tom Hammon's father, **Maurice Hammons**, passed away Aug. 17 following a lengthy illness. Tom works in Construction Branch, E&C Division; his parents had been married for 64 years.

Retiree Kay Rash died July 11. She was the secretary for the Deputy District Engineer in the **Little Rock District**.

Retiree Thomas Holliman died July 13. He worked at the Greers Ferry Project Office in **Little Rock District**.

Parker Greenwell, 69, former Director of Human Resources for the **Southwestern Division**, passed away Sept. 8 in Granbury, Texas.

Eugene "Gene" W. Sikes, former **Southwestern Division** Chief of Planning who retired in 1993, died Aug. 25.

John Riddle, 64, Area Engineer, Central Texas Area Office at Fort Hood from March 1978 to August 1997, died Aug. 28, at his home.

Milton Schultz, who worked in the Construction Division and retired from the **Fort Worth District** in the early 1980s, passed away Aug. 15.

John Arthur Lee, 77, formerly of **Fort Worth's Design Branch**, passed away July 9, in Corpus Christi surrounded by his family. John was born April 5, 1928. John was preceded in death by his wife, Bobbie Francine Lee, in 1999.

Southwestern Division extends deepest sympathy to **Joel Trautmann**, Deputy Division Counsel, and his family on the death of his granddaughter, **Alexia Wilson**, Sept. 11. Contributions can be made in her memory to S.O.N.G. Youth Missions, 1120 East Farm Road 182, Springfield, Mo. 65810.