

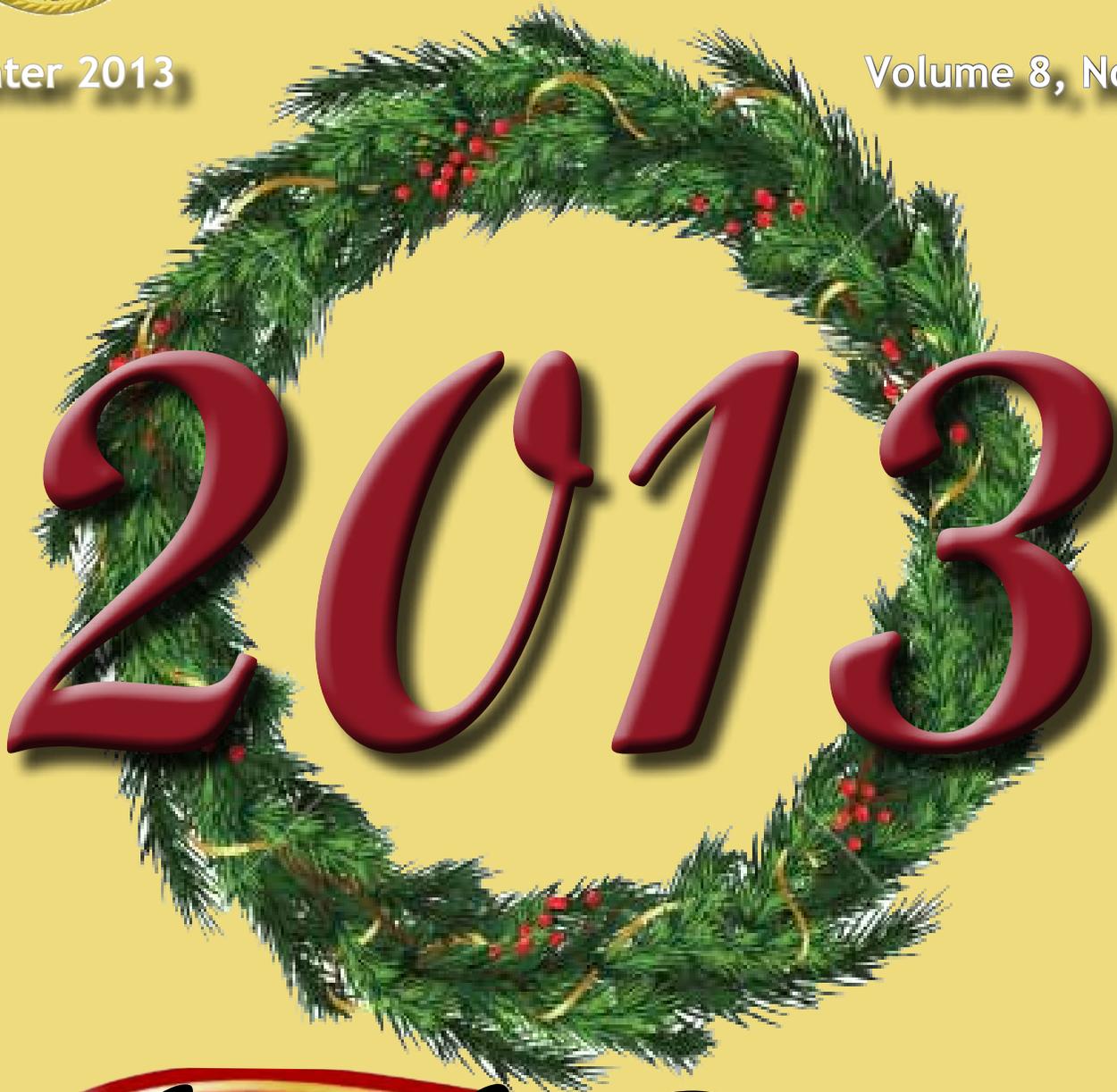


Southwestern Division

P a c e s e t t e r

Winter 2013

Volume 8, No. 4



Special Report: JFK Assassination 50th Anniversary

SOUTHWESTERN

DIVISION

PACESETTER

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Looking towards a bright 2014

Brig. Gen. Thomas Kula Southwestern Division Commander

Looking back at 2013, it was a year of many challenges, but also replete with opportunities, all of which allowed us to move forward as an

organization. Fiscal uncertainty and budget constraints made 2013 a tough year in some respects for the Southwestern Division, and

for the entire Federal Government. Our people faced partial shutdowns and furloughs, our partners worked with us for new and better ways to do business, and the public was often impacted in ways that showed them how the Army Corps of Engineers touches their lives. The SWD Pacesetter Team came through to meet these challenges, even when you were personally impacted, and kept the focus on our Fiscal Year 2013 Priorities. All of this enabled us to move ahead to accomplish our mission, build new partner-

ships and strengthen old ones, and bring additional value to our region.

Despite the turmoil brought about by the budget crisis, 2013 was a great year in many ways. We stepped out on initiatives such as regionalization, either taking steps or planning

trict, who was recognized for his great science, technology, engineering, math program efforts. They were a few of the stars among a great constellation of SWD winners who lit up our year!

As the fiscal year ended in September, our teams did an

outstanding job of year-end close-out, just as we were getting hit by a second round of furloughs. We made it through those chal-

“...our District and Division leadership forged the way ahead as our organization worked through the changes that will make us more relevant now and into the future.”

for the future, and we made major strides in our priorities like the McClellan Kerr Arkansas Navigation System and the Texas Coast. Our folks won awards too numerous to mention—but let me take this opportunity to mention just a few: USACE Logistician of the Year Ron Richards, USACE Small Business Specialist of the Year Melea Crouse, USACE Innovators of the Year Team from Little Rock who developed the smart phone mobile app, and the USACE Ruffennach Communicator of the Year Eddie Irigoyen from Galveston Dis-

trict, just in time to hold an SWD Command Week in early November to finalize our FY 2014 Azimuth and Priorities. Though other commitments precluded my participation, our District and Division leadership forged the way ahead as our organization worked through the changes that will make us more relevant now and into the future.

By now, you have heard, and will continue to hear, the “change” mantra. Remember though, some things have not changed: our Vision (Engineering solutions for the Re-

gion's toughest challenges), our Mission (deliver vital engineering solution in collaboration with our partners, to secure our Nation, energize our economy, and reduce our risk from disaster) and our Army Values. What has changed is that we are working under what we call the "new norm," brought about in large part because of all the fiscal constraints that we have dealt with in the last few years. We are faced with declining workloads and declining budgets, combined with customers who, rightfully so, want to get the most bang for their

buck with faster and cheaper delivery of services and projects. They are holding us accountable in this new norm.

As a result, we have already started implementing change across our organization. For example, the Dam Safety Production Center in Tulsa delivers services in our region and nationally. The new Regional Planning and Environmental Center will bring better quality to our customers, and include installation master planning and environmental planning. We will be standing up a Regional Hydropower Center in Tulsa, and a Real Estate Center to handle some Real Estate issues. This is all to streamline and bring better products and

services to our customers, to deliver better value to the region and the Nation.

When we look at our sustainable infrastructures, we have established an MKARNS Regional Governance Board in Little Rock and Tulsa, with the Little Rock commander as the lead, and Galveston has done so much along the Texas coast, deepening of channels and ports and getting ready for the Panama Canal expansion.

What is the big "why" behind all this activity? This isn't change for change's sake. The reason, the why, is to maintain

"Our FY 14 priorities haven't really changed from FY 13. We defined them and set them in place in FY 13, and now we will go forward and implement them by building on the successes of our past."

our relevancy, to adapt to the current fiscal and operational environment so that we have a track record that our customers can count on. We want our Nation and our customers to turn to us in the future.

They will turn to us only if we develop the right mindset. Are we doing what we say we will do? Are we executing the basics, delivering on our commitments? Remember, our reputation, our relevance is at stake. We want them to say, "The Corps is coming through for us again!"

We develop this mindset by looking at things through their eyes. What do they need? What is their perspective? We must say, "We hear you, we will find a way to do that."

That's the mindset change. And we need every one of you on board, every one to embrace the change and understand why we need to make it. That means understanding what we are all about, what we are in business for.

Our FY 14 priorities haven't really changed from FY 13 (see page 52). We defined them and set them in place in FY 13,

and now we will go forward and implement them by building on the successes of our past. I look forward to working with a great team

as we set out to make the SWD Pacesetters more relevant than ever before, a team that will be there for one another, for our customers, and for the Nation, in 2014 and for many years to come!



Remembering the great work in 2013

Col. Richard A. Pratt Commander, Tulsa District

As I reflect back on fiscal year 2013, we must remember that my vantage point is from just the last 120 days as I took command on July 12, from Col. Mike Teague. What a great day July 12th was for my family and me, as we truly felt welcomed by District employees and the many stakeholders who traveled for the ceremony. Everything since has reinforced what I observed on that very first day:

Tulsa District is a family of dedicated, mission-oriented, hard working and talented people. We are also very loving and caring for our families, our communities, and each other. I am so blessed that I was granted my first choice of assignments – the great Tulsa District!

In my first 120 days, I have spent a considerable amount of time visiting and establishing relationships with our many, many stakeholders. I have visited the Department of Energy Pantex Plant where we are

constructing a very large, complex facility which is a model for future USACE/DOE projects. I have visited all six of our military installations (Fort Sill, McAlester Army Ammunition Plant, Tinker, Altus, Sheppard and Vance Air Force Bases) where we are constructing

“...I am amazed at the magnitude diversity, and complexity of our mission, and the value of our contributions.”

some amazing facilities to train, support and enhance quality of life for our service members. I have also seen some very challenging construction projects and appreciate the resolve of our team to get these projects across the finish line. With that, throw in participation of both the Oklahoma and Kansas Governor’s Water Conferences, meetings with the Choctaw and Chickasaw Nations, the Southwestern Power Administration, McClellan-Kerr Arkansas River Navigation System stakehold-

ers, and visiting about half of our civil works operations projects and it has been an enlightening four months.

I say “enlightening” because I am amazed at the magnitude, diversity, and complexity of our mission, and the value of our contributions. Some of

the highlights of our District during FY13 include the completion of the huge Eufaula Lake initiative to complete the Environmental Impact Statement, Master Plan and Shoreline Management Plan, complete the John Redmond Reallocation Study, implement short term

measures to protect the fishery in the Lower Illinois River below Tenkiller Lake, complete the Texoma Land Transfer to the City of Denison, Texas and complete the Pine Creek Dam Safety Modification Study.

In spite of not receiving a final allocation of Civil Works funds until July of 2013, we were still able to obligate 95 percent of our funds for the fiscal year. For the military program, we had a grand total of only one Military Construction project for \$5 million, which

was a range project at Fort Sill. After expecting a dismal military reimbursable program due to sequestration, we executed an amazing \$171 million program including \$75 million of Sustainment Restoration Modernization projects and another \$96 million of environmental projects.

Another area in which we provide value to our nation is through our emergency management program. FY13 was no exception as we joined forces with FEMA and other Corps Districts to respond to Superstorm Sandy and, much

closer to home, to support fellow Oklahomans after the Central Oklahoma tornados.

We continued to be among the very best in the Corps at maintaining exceptional relationships with our many stakeholders, as evidenced by our annual customer surveys. After accomplishing the seemingly impossible achievement of being the highest rated District in all of USACE in both military and civil works customer care surveys in FY12, we maintained exceptional relationships during challenging and changing times in FY13, as ongoing customer surveys will certainly prove.

The challenging and chang-

ing times during the past year were evidenced by the fiscal uncertainties that our nation faced, and is still facing. For the first time in many years, we had the difficult challenge of furloughs of our employees in military positions as the Department of Defense dealt with the sequestration of funds. The impacts were significant in both executing our mission and the effects on our workforce. Then, as we entered the new fiscal year, we had a repeat event due to the lack of either an Appropriations Bill or a Continuing Resolution Authority.

“But, the rewarding times will far outnumber the challenging times, and it will be those positive times and events that will form our memories.”

But, we are a resilient workforce and are in this for the long term. We realize that through the course of a career, whether in the public or private sector, that there will be some challenging times. But, the rewarding times will far outnumber the challenging times, and it will be those positive times and events that will form our memories.

As we look to the future, Tulsa District has done an excellent job of forecasting revenue in order to maintain a stable workforce. As predicted, our workload declined during the FY11-13 time period, and bottomed out at about \$350

million in FY13. With an improved MILCON program over the next few years and having the KC-46A aircraft mission being assigned to Altus Air Force Base for training and Tinker AFB for maintenance, our total program is forecast to grow to \$428 million in FY14 and \$547 million in FY15. We continue to be the service center of choice for the DOE Pantex Plant, for reimbursable work for military installations, and for cost shared projects with the States and other public entities.

We had a great FY13 in spite of the challenges and our

future is bright! I thank you all for your accomplishments in FY13, and I

thank you in advance for what we are going to accomplish in FY14 and future years. ES-SAYONS!



Fort Worth District meets and exceeds many goals despite fiscal year challenges

Col. Charles Klinge Commander, Fort Worth District

Team Fort Worth – We are well into the holiday season and the hustle and bustle that goes along with it. That same pace is going on throughout

were unfortunately furloughed for a two- week period never complained and picked your mission back up when you returned to work and continued to do the best job possible.

I know many of you listened to the town hall update I gave in early November. Let me recap some of those key mile-

Even when faced with major staffing gaps in the midst of the fiscally challenging year you were able to generate revenue and manage Supervision & Administration payback to national and regional accounts. Additionally you provided innovative solutions that included BUILDER; sustainment; res-

“Educational outreach, combined with park and lake patrols conducted by rangers and state and local law enforcement authorities, contributed to the District’s continued long-term trend of lowering public recreational fatalities at our twenty-five lakes.”

the district as each of you work tirelessly to finish out actions before the calendar year ends and we pause for a well-earned holiday break.

As Fort Worth District closes out 2013, it is an appropriate time to reflect upon our numerous accomplishments over the past year and plan for the next using lessons learned.

What is so amazing about all that you helped us achieve as a district is that by far 2013 has been one of the most challenging years in recent memory due to sequestration and the impacts it had on our mission. Even those of you who

stones.

For the past fiscal year, SWF expended a total of approximately \$1.83 million, awarded 210 projects for \$558 million in support of our military and exceeded national standards and totals in our small business program. We awarded the fourth hospital project and awarded, or accepted, project orders across the reimbursable programs in excess of \$160 million, made major milestones on West Side Creeks, Dallas Floodway, Leon Creek, Johnson Creek and processed over 2000 permits.

toration and modernization; deployments as a part of the combat readiness support team; provided water resources software; Afghanistan reach back; a vertical design center. We gained major inroads into making the Regional Center of Excellence for Energy a reality..

Project Delivery Teams and virtual team members achieved major milestones over the past year in support of Department of Homeland Security. In FY13 the District delivered \$289 million in projects for that agency. Projects included completion of more than a dozen new Border

Patrol Stations and Forward Operating Bases for U.S. Customs and Border Protection. Many of the new facilities were designed to the gold and silver standard level criteria of Leadership in Energy and Environmental Design.

Work continues with major missions with the Defense Logistics Agency to help sustain and support asset management. During the past year teams responded to customers' requirements for schedule acceleration and continued collaboration with ERDC's Construction Engineering Research Laboratory to develop the Corps Sustainability Management System software suite. The SMS work was mandated this fall by DoD to be used by all service components and as a result the system was recognized as the USACE Innovation of the Year.

On the Real Estate front we exceeded standards completing 2,190 real estate actions that valued \$87.2 million, with \$30.6 million and approximately 19,000 acres at Fort Polk, Louisiana. In addition to the major Fort Polk land acquisition, they also executed \$25.5 million for Armed Forces Recruiting Command – the third largest in the nation; executed over \$12.6 million for the Armed Forces Housing Program; and leased and opened a new state-of-the-art Medical Command Community Based Medical

Housing Clinic near Fort Bliss, Texas that will serve active duty military members, retirees and their Families.

In terms of the public and key stakeholders, our teams supporting recreational facilities continue to be a shining example in communities throughout Texas and are often considered the model for how successful operations for a district should be executed.

Through the sustained and leveraged efforts of our lakes' park rangers, Student Conservation Association interns and other volunteers, Fort Worth District lake projects conducted

“I want to stress that our success couldn't be achieved without the selfless work and service of every member of Team Fort Worth.”

a record number of direct water safety outreach contacts with the public. Educational outreach, combined with park and lake patrols conducted by rangers and state and local law enforcement authorities, contributed to the District's continued long-term trend of lowering public recreational fatalities at our twenty-five lakes.

With improvement in mind, Fort Worth District Operations Division led a process delivery team comprised of multiple district and division team members to draft a new USACE recreation program and policy regulation. The new regulation – SWDR-1130-3-550-1,

was approved and signed by Brig. Gen. Thomas Kula, Commander, Southwestern Division July 19, 2013 and will ensure consistency, security and accountability of government funds across all districts.

I think it goes without saying that even though I have highlighted just a few key milestones of the amazing work our district achieved in 2013, I want to stress that our success couldn't be achieved without the selfless work and service of every member of Team Fort Worth.

I know that this year of turbulence and uncertainty has not been easy. However, as always, Fort Worth District met the challenges head-on, continued to exceed our mission goals and we are

'Building Strong' as we enter 2014.

I thank you for all you do for the District and the Nation. Happy Holidays to you and your Family and let's make 2014 even better!

Essayons!



Connections and Communication

**Col. Courtney W. Paul
Commander, Little Rock District**

Corps operations today are far from simple. The pressures caused by uncertain budgets and pending legislation are amplified by our stakeholder's demands for accessibility and clear communication channels. Even though it's no secret our budget continues to shrink, when a park closes or a lock fails, in the eyes of our stakeholders the responsibility will fall on the district. The operations and projects across the district cover a broad spectrum, but they all share the fact that they work for the benefit of the public, and members of the public take stake in what we do.

This is very challenging because the public wants more from us than ever before and we cannot afford to disappoint them. We have to figure out how to best serve the needs of the American public with less resourcing. If we've been good stewards, doing the same mission with less isn't possible but doing "less with less" can create a perception of failure.

This is where connections and communication are vital. We need to ensure that we are connecting and identifying our stakeholders as well as understanding their needs. We need to ensure we are communicating by creating open dialogue,

building trust, listening to stakeholder concerns and bringing them into confidence on our challenges. Common problem-solving can bond just as surely as it can separate. To meet today's challenges we must construct working relationships that enhance both of our futures.

The most significant motive for building this type of teamwork, between stakeholders and their needs, is to recruit them as part of our overall effort to serve the public. We need to bring as many players to the table as possible. We need to create a very diverse representation to ensure that we understand the perspective from all elements of the communities affected.

Rolling up our sleeves and tending to the needs of our stakeholders will increase our value to the nation and make us an invaluable business partner. Over time our needs and visions for the future will begin to intertwine. This type of collaboration will make a huge difference in terms of political clout.

To build this alliance we need to reach out to our stakeholders, create clear avenues for them to come to us, and work towards meeting them in the middle; if the law and common sense allow. Cutting through the red tape of our processes and listening and not automatically saying "no" are but two things we can do. From here forward we need to do a

better job of guiding our partners through the processes that can take time to accomplish. By the nature of an engineering organization and the size of our projects we simply don't create results as fast as the world has come to expect.

In order to ensure our stakeholders stick with us through these long processes we need to guarantee that they will play an integral part of development, planning, implementation, and evaluation.

In short, in order for us to combat the pressures of uncertain budgets and the outcomes of pending legislation we need to line up our stakeholders demands and priorities with ours. We need to connect and communicate clearly with each other. We need to understand our obstacles and figure out how to hurdle them together.

It doesn't matter if we are talking about a systems approach to a regional waterway, a lake master plan, a recreation adjustment plan, or responding to a flood or an ice storm. It's our goal to build an alliance that our stakeholders can rely on and operate successfully together. We will learn each other's strengths and weaknesses now so when a challenge arrives in the future we'll know how to tackle it together.



Setting a path for the future

Col. Richard P. Pannell Commander, Galveston District

The new fiscal year began on shaky ground as the government shutdown forced us to modify our operations and adjust to changing conditions. While we knew it was a possibility, nothing can adequately prepare anyone for the range of emotions and stress I'm sure many of you faced during this 16-day period. With different rules affecting different groups of people, the furlough period was a time of extreme uncertainty and increased stress. The resiliency and professionalism you demonstrated reminded me why I am proud to be a member of this organization. Despite the challenges imposed by the shutdown, the district performed admirably in accomplishing its critical functions and ensuring that key projects and activities were able to move forward. Your continued support and steadfast loyalty during this extremely difficult challenge was much appreciated and I sincerely thank you.

As we look towards the future, I want to remind everyone why we are here. Our mission remains unchanged: "The USACE Galveston District provides vital public engineering services in peace and war to strengthen our nation's security, energize the economy and reduce risks from disasters."

Over the past five months, I've had the opportunity to re-view our mission and assess the strength and weaknesses of the district. While I recognize there is always room for improvement, I am duly impressed by the amazing strengths and capabilities you possess in accomplishing this mission. I also feel comfortable saying that we have enormous potential waiting to be unleashed and I'd like to share my vision and intent for the future of the Galveston District.

My vision for the district is simple – it describes who we are and what we do: A professional and responsive team that delivers value to the nation.

As part of this vision, there are four key tasks that are essential to mission accomplishment: Strengthen relationships, Deliver our programs and projects, Prepare for the future and Protect our resources.

As we look toward the new fiscal year, I would like to highlight my priorities that support the USACE Campaign Plan and Southwestern Division's FY14 Azimuth. I see the following six priorities that directly relate to the execution of our Operation Plan for fiscal year 2014:

- Texas Gulf Coast Strategy (coastal system/value to the nation): This is one of three SWD regional priorities and reflects the focus of our district's efforts well

into the future.

- Accountability of our delivery process and transformation: We must continue to transform our civil works process with a focus of delivering on our commitments.

- Internal (USACE) and external (stakeholders) communications: Collaborate, coordinate, communicate with ourselves, with our stakeholders and with our vertical team.

- Routine tasks accomplished routinely well: We must be able to execute our basic tasks and functions at a high level of performance (blocking and tackling).

- Position the district for the future (people and resources): Our strength is our people and we must care for, train and resource them for the future.

- Prepare for contingencies: We must be at our best when conditions are at their worst.

I hope you will take the time to reflect on my vision and priorities and determine how you or your employees support the district's efforts. Ultimately the success of the district will be a reflection of how well your individual plan and individual efforts enhance the performance of the entire team.

I am extremely grateful for your service and sincerely value all of your contributions. Thank you all for your phenomenal work and continued dedication!



*Remembering
John F. Kennedy*

Coming full circle, Dallas remembers JFK

by Martie Cencki

Southwestern Division Public Affairs

A half-century came full circle on Nov. 22, when the City of Dallas held a ceremony at Dealey Plaza marking the anniversary of the assassination of President John F. Kennedy. The crowd of 5,000 invited guests, almost 1,000 news media, and members of the public withstood bitterly cold and damp weather to watch an abbreviated ceremony that included the unveiling of a new monument at the “Grassy Knoll.” The monument included words from President Kennedy’s undelivered address at the Dallas Trade Mart, his destination on Nov. 22 when he was shot and killed by an assassin while he rode in a motorcade on Elm Street in downtown Dallas.

Hosting the ceremony was Dallas Mayor Mike Rawlings, who said, “It seems we all grew up that day, city and citizens, and suddenly, we had to step up and try to live up to the visions of our beloved president.”

Rawlings called for a moment of silence at 12:30 p.m., the time the shots rang out from the Texas School Book Depository on Nov. 22, 1963. The thousands of people gathered this year fell silent. The only movement during that time came from the freezing drizzle that sprinkled the crowds and the fluid movement of four birds that flew patterns in the sky and landed atop the Texas School Book Depository. The weather was a stark contrast to the weather of 50 years ago, when a sunny and balmy November day prompted officials to remove the clear “bubble”

protection from the Presidential limousine.

There were familiar faces, well-known reporters and a few of those—much older now—who appeared in some historic photos of that time. Because the setting itself seemed frozen, both in time and in weather, there were also vivid contrasts: In one area of the media risers, an Al Jazeera reporter was giving his on camera stand-up, in another, a Reuters reporter pulled a clear plastic poncho over his laptop to file a story on the spot. Photos were flying on smart phones. All of this technology made Dealey Plaza, so unchanged from Nov. 22, 1963, seem like a movie stage setting from long ago.

Historian David McCullough was the keynote speaker, and his remark that President Kennedy “was ambitious to make it a better world — and so were we” touched a chord with many of those at the event who were of that generation.

“He spoke to the point and with confidence,” McCullough said. “He knew words matter. His words changed lives. His words changed history. And rarely has a commander in chief addressed the nation with such command of language.”

President Kennedy’s command of the language was legendary, and the leadership that he provided during his short 1,000 days lay the groundwork for much of the infrastructure that the Army Corps of Engineers built for the region and the nation a half century ago. The

Corps’ Southwestern Division priorities still track with some of the biggest efforts of the Kennedy years: 25 new reservoirs in the SWD region alone from 1060-1965, reflecting the importance of multipurpose reservoirs; projects to preserve and protect the vital Texas coast; and begun in 1963, construction on a system of channels and locks to connect the many reservoirs along the length of the Arkansas River—later to become the McClellan-Kerr Arkansas River Navigation System.

The words that President Kennedy was scheduled to deliver at the Dallas Trade Mart, now carved into the monument on the Grassy Knoll, are these:

“We in this country, in this generation, are—by destiny rather than choice—the watchmen on the walls of world freedom. We ask, therefore, that we may be worthy of our power and responsibility, that we may exercise our strength with wisdom and restraint, and that we may achieve in our time and for all time the ancient vision of “peace on earth, good will toward men.” That must always be our goal, and the righteousness of our cause must always underlie our strength. For as was written long ago, “except the Lord keep the city, the watchman waketh but in vain.”

Fifty years later, his words still ring true, as the Army Corps of Engineers continues his legacy of Building Strong for America.

U.S. Army Corps of Engineers: Keepers of the Eternal Flame

by Martie Cencki
Southwestern Division Public Affairs

The U.S. Army Corps of Engineers can lay claim to a vast array of famous projects since the Continental Congress authorized a "Chief Engineer for the Army" on June 16, 1775: Bunker Hill fortifications, the Panama Canal, the Manhattan Project, not to mention an abundance of locks, dams, and levees that help form the infrastructure of our nation.

But one project, completed with little fanfare, helped bring solace to a grieving nation and continues to provide an iconic memory of a beloved president: the Eternal Flame that graces President John

F. Kennedy's grave in Arlington National Cemetery. From the original design and build of the temporary flame that President Kennedy's widow lit Nov. 25, 1963, to the recent replacement in time for the 50th observance of his death, the corps has been the keepers of the flame.

President Kennedy was assassinated in Dallas on Nov. 22, 1963. On Sunday, Nov. 24, the Corps was given the last-minute critical tasks of locating the gravesite in Arlington National Cemetery and designing and constructing the Eternal Flame that would mark it. According to historical reports, the flame had to be installed and functioning by the next day, Nov. 25, the day that the nation would bury its young president. Several historical accounts report that Jacqueline Kennedy drew inspiration from a number of sources, primarily the eternal flame at the Tomb of

the Unknown Soldier at the Arc de Triomphe in Paris.

The Chief of Engineers at the time was Lt. Gen. Walter K. Wilson, Jr., who recounted the corps efforts to complete these important assignments in his published oral history interview, *Engineer Memoirs* — Lieutenant General Walter K. Wilson, Jr., excerpted below:

"Now about the same time it developed they wanted an eternal flame, and guess to whom they turned to get the eternal flame? They decided on Sunday they wanted the eternal flame. The fu-

neral was on Monday. So suddenly, again a mission arrived to the Chief of Engineers, this time to produce an eternal flame by the time of the burial in the morning.

"We immediately assigned the mission to Gen. Cassidy, who had been my deputy and had replaced me at Fort

Belvoir as commanding general. So he called on his specialist training people to come up with something. We all got together on the concrete floor of an Engineer School building and we laid out different things that might work and tried to figure out what we could do. We figured we couldn't possibly get in a permanent [natural] gas line that soon. We'd have to go to propane gas. We'd have to get several bottles of propane gas and put them in a bunch of shrubs there and run a tube underground over to the grave site. And where could we get the thing that would produce the flame? Well, we started hunting and we



Caroline, Jacqueline, and John F. Kennedy, Jr., place flowers at the base of the eternal flame. (File Photo)

found people who knew where such things could be. And we started people clear up in Maryland going to pick up some of these things and some propane gas tanks. We designed right on the floor there the concept of what would be the eternal flame. The school troops began fabricating it.”

Wilson recounted how Col. Clayton B. Lyle, a veteran Army engineer with a 27-year career, and his staff at the Engineer School at Fort Belvoir had to work from scratch and scavenged through electrical shops until they found a “luau lamp” or “tiki torch” normally used at outdoor parties. They tested it by soaking it with water and blasting it with air, but it continued to burn. Lyle’s engineers then crafted a base for the lamp by welding metal strips into a support frame. Thirty hours and a sleepless night after Wilson’s edict, the project was complete.

After the funeral service and burial, millions watched on television as Mrs. Kennedy, joined by Robert Kennedy, took a burning candle from her military escort. When she touched the lamp, the flame leapt up and remained lit.

Col. Lyle was a native Texan, born in Greenville and a graduate of Denison High School and Texas A&M University. Ironically, after his retirement from the U.S. Army, he joined the Public Works Department for the City of Dallas, and retired from there in 1976. He was succinct but eloquent about his small part of history:

“I considered it an honor to be a part of it, but I’d

rather not have had to do it,” he said.

Earlier this year, the Eternal Flame received several upgrades because it was experiencing some malfunctions. The corps’ Norfolk District awarded a contract to install automated controls and a more energy-efficient system than what was being used. The work included new electrical conduit and cable, as well as new gas lines, relocation of gas pressure regulators from inside to outside the vault to provide easier maintenance and access, and fabrication of new burner assemblies that are naturally aspirated to reduce maintenance and utility costs, according to Norfolk District officials.

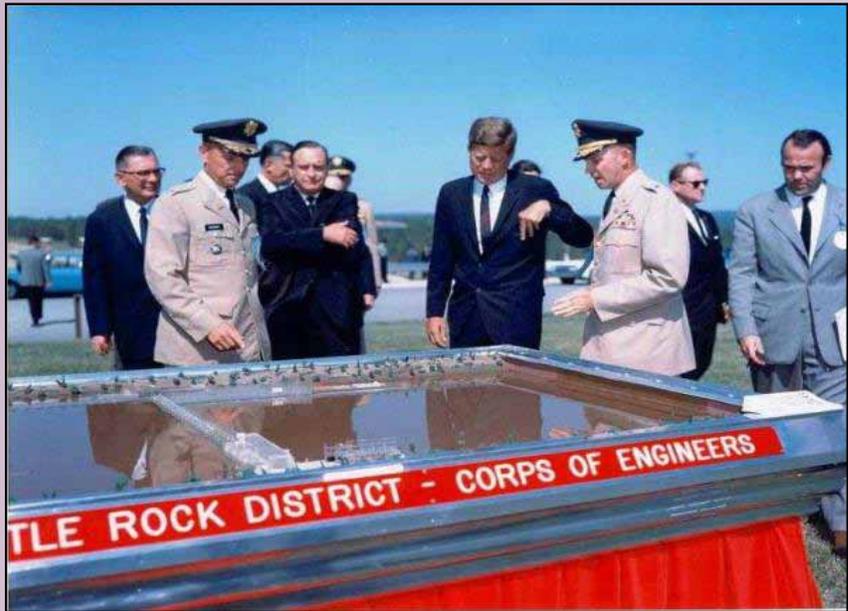
A temporary flame was installed and lit April 29 and operated at the grave site while these upgrades were made.

Then, on Oct. 29, Secretary of the Army John McHugh relit the Eternal Flame, ensuring that a flame has been burning continuously at the site since the president was buried there Nov. 25, 1963.

The Eternal Flame has become the lasting symbol of the Kennedy presidency, an icon that connects the generations. In his Inaugural Address in January 1961, President Kennedy spoke of the torch being passed to a new generation of Americans. This small but critical role that the Army Corps of Engineers has played helps ensure that the torch continues to burn bright for new generations of Americans



Nicholas Backert, a Norfolk District project engineer, looks at the President John F. Kennedy Eternal Flame at Arlington National Cemetery before contractors install white fencing to block the public’s view of the site April 29, 2013. Repairs and upgrades to the flame include installing burners, an igniter, and new gas and air lines. Contractors estimate that work on the burner itself will take three weeks. (Photo by Patrick Bloodgood)



President John F. Kennedy views a model of Greers Ferry Dam, Oct. 3, 1963. (Courtesy photo)

From jubilation to sorrow: Remembering JFK at Greers Ferry

by Kent Cummins, Little Rock District Public Affairs

Gasoline cost 30 cents, a loaf of bread was 20 cents, and the price of a gallon of milk was a little more than a dollar.

It was 1963, and the residents of a small Arkansas town nestled at the foothills of the Ozark Mountains were eagerly awaiting the arrival of one of the most important people on earth.

President John F. Kennedy was set to address the people of Heber Springs, Ark., and thousands of others who would converge on the small town to hear him speak at the dedication of Greers Ferry Dam Oct. 3.

The president took to the stage and addressed the audience at 11 a.m. on an atypical Arkansas fall day with temperatures in the mid-70's, brilliant sun, and low humidity.

"I remember the day very well because of the unusual nature of a president visiting such a rural location in north central Arkansas," said Stan Lee, a Heber Springs resident, who was 11 years old on that historic day. "Even at my age, I understood that this was a big deal. Heber Springs was electric. I had never seen such a buzz. We were a town of about 2,000 people and not much unusual went on here. If Aunt Ethel went to Dallas to see her brother, it made front page news in our paper."

Kennedy traveled to the small community to recognize an enormous accomplishment by the Army Corps of Engineers. He was there to officially dedicate Greers Ferry Dam.

"Oh it was a get up and get dressed in your best clothes kinda day," said Bobbie Mooney, military program analyst with the Army Corps of Engineers, Little Rock District. "We drove from Benton, Ark., to Greers Ferry Dam really early that morning. There was a really big crowd of people there and everyone was as excited as I was."

The Corps constructed Greers Ferry dam, which is more than 1,700 feet long and towers 243 feet above the Little Red River. It cost \$46.5 million to build and its initial purpose was flood control. Soon after, it served as a source of hydroelectric power. Over the years the dam created one of the most popular recreational destinations in the country and a world-class fishery.

Those gathered at the ceremony listening intently to the youngest man ever elected president had no idea of knowing, that in a few short weeks, he would be the youngest president ever to be assassinated.

"I remember hearing this really loud rumbling roar and I was standing on the ground in a sea of grownups," said Mooney. "I asked my dad what that noise was, so he put me up on his shoulders so I could see. It was the huge helicopters that flew in across on the other side of

the Dam. It was the president!"

Mooney's father, Robert Sanderlin, worked in Little Rock District's Surveys Department during the District's "dam-building era," of the 1960's.

Those attending the dedication that day in 1963 also likely could not foretell that the dam, over the years, would attract 7 million visitors to the area and generate almost \$250 million in tourism revenue. Many in attendance had no way of forecasting how the dam's presence would dramatically change the face of the small community of Heber Springs.

But, that day, it wasn't the dam that stole the show. It was the young president from Massachusetts who was the main attraction. It was the Navy war hero, who in 1943, saved 11 American sailors lives when a Japanese destroyer slammed into his patrol torpedo boat slicing it in two and igniting its fuel tanks.

"Everyone could hardly wait to get a glimpse of JFK," said Lee. "He was a bigger than life character. The thing I remember most is the first sighting I had of the president as the motorcade crossed the dam. And, my father was the captain of the local National Guard unit and I saw the president stop and shake his hand. That was my favorite part of the day. To see the president with my dad was special."

Although the president did not know what the future held for his own life, he had a precise vision of the future that the dam would create.

"...Now the dam is built in 1963 and next spring will begin to get power. And the full impact of it will be felt by the sense of recreation and industry and all the rest in 5, 10, 15, or 20 years," said Kennedy.

"That is a long view. It is a man's lifetime, and I would like to see us in this decade preparing as we must for all of the people who will come after us," the president continued. "I would like to see us do what we are doing here, do it in the Northwest, do it in the Midwest, do it in the East--set aside land for people so that as we get to become a more urban population, we will still have some place where people can drive and see what their country looks like. That is why this is an important work."

Lee said he did not fully comprehend the significance of this event at the time.

"In retrospect, to have been there at one of his last official events is really hard to grasp now," said Lee. "He was a hero figure to the young set. He was a young dynamic personality and we all felt he was 'our' president and he had the best interest of the younger generation at heart. He was held in very high esteem."

Just a short time after the Greers Ferry Dam dedication, on Nov. 22, 1963, an assassin killed Kennedy as his motorcade made its way through Dallas.

"I was heartbroken," said Mooney. "I was in 7th grade at lunch that day, and suddenly everyone was crying. We watched television in our class rooms for the

next few days."

Kennedy was the reason Mooney became interested in politics.

"When I was 9 years old and the 1960 elections were firing up, there was a lot of talk about politics around the table and every evening after supper. I remember looking at the newspaper and seeing the pictures of Kennedy and Nixon and I made the decision right then that I was for Kennedy because he was cute. I was glued to the television election night 1960 and was so excited when he won. I learned about politics, as much as a 9 or 10 year old could because of JFK."

There are many personal accounts of the day that Kennedy came to little Heber Springs, Ark., but there are many more about that ominous day in Dallas.

"On the morning of the assassination, my mom, Carolyn Kenney, remembers watching television coverage that showed President Kennedy being presented a cowboy hat," said Lori Lee, who works at the Natural Resources Conservation Service in Little Rock and is the spouse of Mike Lee, Little Rock District's chief financial manager. "She remembers him smiling and saying that he would wear it in the White House the next Monday."

Before he was assassinated, Kennedy was on his way to speak at the Dallas Business and Trade Mart. Lee's uncle, Elvoy Kenney, was a Dallas police officer who was working at that location for the speech.

"He was working the evening shift but he had been called in to work extra hours that day due to the presidential visit," said Lee. "When they received word of the shooting he said it was absolute pandemonium. He was good friends with and was trained by Officer J. D. Tippit who was killed by Lee Harvey Oswald."

Oswald shot and killed Tippit when the officer stopped him and was asking him questions just 45 minutes after Kennedy was killed. Oswald was walking near Tenth and Patton Streets in Dallas and fit the general description of the assassin.

Lee's family had another unusual connection to the JFK assassination saga.

"On Nov. 24, while authorities were preparing to transfer Oswald by car from the police headquarters basement to the nearby county jail, my family was in traffic that was stopped outside the building," said Lee. "While we were waiting, the officer, who stopped traffic, heard a gunshot so he motioned for the cars to get out of there quickly. My parents were unaware of what was going on at the time but later learned that was when Oswald was shot."

In a short seven-week span in 1963, the celebration and jubilation at Greers Ferry, Ark., turned into shock and mourning across the nation. Fifty years later, Corps employees and Arkansas residents can still easily and vividly recall both the joy and sorrow.



Tulsa District's Skiatook Lake in Oklahoma was one of 25 SWD reservoirs authorized between 1960-1965. (Courtesy Photo)

November 1963: A time of *Building Strong* for America

by Martie Cencki, SWD Public Affairs

Nov. 22, 1963, was likely a typical fall day in North Texas for employees of the Southwestern Division, U.S. Army Corps of Engineers, which was headquartered in Dallas. Just as it does this year, Nov. 22 fell on a Friday in 1963, so a weekend was in the works. From their offices in downtown Dallas, SWD employees would have been taking care of their responsibilities as engineers, biologists, economists, hydrologists, foresters—the vast array of disciplines that make up the Corps.

The difference in 1963 was that the President of the United States would be in a lunchtime parade close to the SWD offices. So chances are good that some employees would have planned a short walk over to the parade route at the lunch break.

Those who might have done so are long since gone from SWD, and they left no written, official memories of that day. So 50 years later, we don't know about the personal recollections of that day, but we do know about the infrastructure that the Corps' Southwestern Division was building in the region, and some of the projects that were bringing value to

the Nation.

Much of that activity was a reflection of the times. The Kennedy years represented a time of new and energetic beginnings, as the President sought to carry out his campaign pledge to “get America moving again.” Some of his economic plans launched the longest sustained expansion since World War II, and much of the nation’s infrastructure, a half century old and in need of repairs today, was built or begun during his presidency.

“The election of John F. Kennedy in 1960 brought a new White House attitude toward water projects,” according to D. Clayton Brown, PhD, in his book *The Southwestern Division: "50 Years of Service."*

Another historian noted, “the Kennedy Administration’s extravagant approach to water policy was a direct contract to the penury of the Eisenhower years. The new president promised a high level of federal activity in water and power projects, and a generous program of appropriations for new starts.”

The tremendous activity is reflected in new reservoirs: between 1960 and 1965, 25 new reservoirs



Construction began in 1962 on the Texas City Hurricane Protection Structure, which protects the people and petrochemical industry in the area. (Courtesy photo)

were authorized within the SWD region. With new reservoirs came recreation, and the Corps began to recognize the need for recreation as a vital part of operations and maintenance. In 1962, Brig. Gen. Carroll Dunn, the SWD commander at the time, instructed the SWD Districts to make better use of funds that the Corps was beginning to receive for recreation. Also in 1962, Senate Resolution 342 cited outdoor recreation as a project purpose for which funds could be allocated.

Beginning in 1961, the Corps restricted military construction to 17 Districts. Two of them were the Fort Worth District and the Albuquerque District. In addition to the standard military building construction projects, Fort Worth, Tulsa, and Albuquerque Districts were also responsible for building missile silos—in particular, the Atlas F, which was the nation's first Intercontinental Ballistic Missile.

Typical of the work being done is a recollection by Jimmy Baggett, now the assistant chief, Engineering and Construction Division, at the Fort Worth District. Baggett was actually working at the District at the time of the assassination:

Projects included a great deal of civil works projects, which included San Antonio Floodway work, flood improvement projects in the Dallas-Fort Worth metroplex along with multi-purpose lake and hydro-

power plants as well as supporting several military installations.

"We also had some of the Camp Gary work, which was a military conversion into a Job Corps facility in San Marcos," he said.

Along the Texas coast, SWD was busy with hurricane protection projects. Hurricane Carla in 1961 was the most intense hurricane to hit the Texas coast in the 20th century and played a role in subsequent calls for protection. Congress provided for a Texas Gulf Coast Hurricane Study in 1961. In 1962, construction began on the Texas City Hurricane Protection Structure, the Galveston Seawall extension was completed, and Congress authorized the Port of Freeport, as part of the Flood Control Act of 1962.

In all mission areas, the Southwestern Division saw a marked increase in the building of the regional infrastructure during the Kennedy Administration, an increase that would continue under President Lyndon B. Johnson.

It was a time of high hopes, and building upon those hopes for a better country for our children and our grandchildren. The infrastructure that our predecessors built still serves us today, a sure testament to the Corps' motto of "Building Strong," and an impetus for us to continue the Corps' tradition of service and value to the Nation.

In retrospect: JFKs assassination, legacy and dedication

by Martie Cencki, SWD Public Affairs

Like afterimages seared into our mind's eye long after the camera has stopped flashing, the assassination of President Kennedy in Dallas 50 years ago this month is replete with iconic images that marked my generation. These images, normally safely buried away, can quickly be summoned by hundreds of memories that swirl in and out of the streets and back roads of Dallas to this day.

After a recent briefing to the press on the upcoming official 50th anniversary observance of the assassination, I paid a visit to the Sixth Floor Museum, one floor below the briefing room, in the Texas School Book Depository at Dealey Plaza. The visit brought me face to face with such images. There were the president and his first lady, all smiles with a bouquet of red roses in her arms, perfectly complementing her raspberry pink Chanel suit, as they arrived at Love Field in Dallas, Nov. 22, 1963. Moving on down the photo exhibits, there was

Jackie Kennedy again, this time in a frantic attempt to climb out of the back of the Presidential limousine as her mortally wounded husband lay dying. Next stop, a photo of a smirking Lee Harvey Oswald, and the "sniper's nest," still preserved in that sixth floor corner window.

I wanted to somehow reach out and just stop all this from happening. Impossible, I know. But that is still the feeling of many Americans,

a half century later. We just want to stop it from happening. Thus the premise for the recent Stephen King novel, 11/22/63: the protagonist goes back in time in an attempt to stop the Kennedy assassination. I understand how he feels.

The median age of Americans is now 37. The majority of our countrymen alive today were not alive



Fifty years after the assassination of President John F. Kennedy, the view from the sixth floor of the Texas School Book Depository is obscured by trees. (Photo by Martie Cencki)

when this event occurred. Perhaps some think that we are obsessed with the JFK assassination, but they have their own "where were you when" events that they will need to explain to succeeding generations. So we ask their forbearance on this 50th anniversary.

"Where were you in '62?" was the tag line for a popular movie in the 1970s, "American Graffiti." I was 12 years old then and don't really

remember a whole lot of 1962, but I vividly remember the following year, especially as it came to an anguished close and the assassination of a popular young president became the emotional touchstone for a nation.

I remember exactly where I was in 1963, especially on Nov. 22 of that year. We all do. In my case, I was in the eighth grade at University Junior High School in Austin, Texas. We were especially excited on that day, because the president was coming to Austin after a trip to Dallas. We were getting out of school early so that everyone could go down to Congress Avenue in downtown Austin and watch the motorcade.

Later that night, he would give a speech at a political fundraiser downtown, then travel to the LBJ Ranch in Johnson City, but we didn't care about that. We wanted to see the young president with the funny accent who had been talking about the challenge of space in San Antonio the day before, and as for the girls, we definitely wanted to see Jackie.

When the news came over the Public Address system that President Kennedy had been assassinated in Dallas, we were simply stunned and devastated. We went home early all right. But we went home in tears, and we spent the weekend in front of the TV, watching the most unimaginable things that our young minds could not even begin to process and understand.

The violence that we saw in November 1963 was the precursor for a violent decade, one that included more assassinations, a bloody war in Vietnam brought home to our dinner tables via the evening

newscasts, anti-war protests, and race riots in the great American cities. It was a time of great upheaval. Thank God the Zapruder film of the Kennedy assassination wasn't publicly released until 1975 — I don't think the public could have handled its release in the 1960s.

Having no reason to travel to Dallas during most of the ensuing years, I never visited the scene of the Kennedy assassination. During several business trips to Dallas in the last five years or so, I was vaguely aware that "over there" was Elm Street and the Texas School Book Depository. I briefly thought about making the trek to visit it, but it seemed like such a sad place to visit. I had been to the Kennedy Gravesite in Arlington National Cemetery and had seen the Eternal Flame. But to go to the place where that young president's head had been blown off and his young wife had tried to climb out of the limo — who wanted to actually visit the "Nightmare on Elm Street"? — I had always wondered if Wes Craven was thinking of Nov. 22 when he named his movie.

In 2010, I moved to Dallas on a job reassignment, working for the U.S. Army Corps of Engineers in the Federal Building in downtown Dallas. After several months of house hunting, I found a home in a part of North Irving known as Las Colinas, a relatively easy commute up Interstate 35 to State Highway

114. Something seemed oddly familiar about it, picking at the edges of my thoughts. I was following GPS directions, and had not been paying a lot of attention to other marker signs, but started taking note.

Then one day it dawned on me. My commute home was basically the route of the Kennedy assassination all those years ago: up Elm Street, past the Texas School Book Depository to the right, past the Grassy Knoll that Conspiracy Theorists loved; under the Triple Underpass, where the limos and the Secret Service sped up, but too late; on to Stemmons Freeway (Interstate 35), past what was then the Trade Mart, where he was heading for a luncheon engagement with 2500 of Dallas' finest; past Parkland Hospital, where the 35th president of the United States was pronounced dead as his blood-spattered widow placed her ring on his finger; and on past Love Field, where they flew him out on Air Force One, and swore in Lyndon B. Johnson as the 36th president of the United States. "OK, let's get this plane back to Washington," he said. Sounds to me like the sure sign of a man in who had become in charge.

Some things have changed in 50 years of course. The ill-fated left turn onto Elm Street from Houston — the turn that slowed down the motorcade so much that the president became a virtual "sitting duck" — can no longer be made. Houston

Street is now one way the other direction. Large oak trees now block the view and the trajectory from the sixth floor of the Texas School Book Depository. The assassin could not have fired from that window today.

The skyline of Dallas is vastly different, as is the city itself, and looking off to the left from the sixth floor of the Depository, high-rise buildings are in profile. But all the elements of that tragic day are still in place, frozen in time. Giant "x"s have been placed on Elm Street, supposedly to mark the spots where the first and then the second bullets hit. As you drive that curve of Elm Street, over the xs and by the tourists taking photos, it's almost as if you are a small part of the Zapruder film.

Two aspects of this drive have stood out to me: First, how small, how compressed this area is. The drive in front of the Texas School Book Depository to the triple underpass to Stemmons Freeway is nothing at all. I whip through that every day in virtually seconds.

And how much that sharp turn from Houston Street onto Elm Street must have slowed the motorcade. There surely was a reason that made sense at the time for the route to snake through the streets of downtown Dallas, an area that is now home to me five days a week, but hindsight screams about slowing down the president that much. Security was not the issue then that

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Heading down Elm Street today toward the Triple Underpass, Dallas has a new skyline. (Photo by Martie Cencki)



Local, national and international media gather on a cold rainy day in downtown Dallas Nov. 22, to remember President John F. Kennedy's assassination 50 years ago (Photo by Martie Cencki)

Continued from page 20

it was today. Still, even as a teenager in Austin, I was aware of some of the extremist politics of the time.

Hindsight, hindsight.

Those of us who grew up in Texas will always have special memories of that time. The president's fateful trip to Texas in November 1963 took him to all the major cities — Houston, San Antonio, Fort Worth, and Dallas, with Austin also planned. So if you lived in a major Texas city, your local news was about JFK's visit that November.

Ironically for me, in 1987, while serving in the U.S. Air Force, I was assigned to Brooks Air Force Base in San Antonio as the Public Affairs Officer. Brooks, which is now closed, was home to the U.S. Air Force School of Aerospace Medicine, and was the center for much research and development relating to manned space flight. It was also the location of President Kennedy's last official act as president.

On Nov. 21, 1963, he took part in the dedication of that Aerospace Medicine facility, and delivered a great speech about space explora-

tion.

Here's an excerpt, which we used often in our commemorations of JFK's visit to Brooks Air Force Base:

"This nation has tossed its cap over the wall of space, and we have no choice but to follow it. Whatever the difficulties, they will be overcome. Whatever the hazards, they must be guarded against. With the vital help of this Aerospace Medical Center, with the help of all those who labor in the space endeavor, with the help and support of all Americans, we will climb this wall with safety and with speed-and we shall then explore the wonders on the other side."

That speech has always seemed to me quintessential Kennedy: leaning forward, future-focused, a better America for our children and our grandchildren. That is what the Kennedy presidency was about. It was not about that bloody day on Elm Street in Dallas.

This year, on the 50th anniversary of that day, I am fortunate to have obtained press credentials to cover the commemoration ceremony. Back in my days at Univer-

sity Junior High, and all the days that followed, I never would have believed that I would be in Dealey Plaza on the 50th anniversary of the Kennedy assassination. Dallas leaders have obviously given much thought to this event, and I believe have chosen wisely. I am happy to say that the ceremony will not focus on assassination and death, but on the remembrance of a life and a legacy. It will not take place on Elm Street, but rather on Main Street. And what is more American than Main Street?

A half century is such a long time, and covers so much change in our culture and in our nation. My hope is that the Americans who were not alive when President Kennedy died will learn from this anniversary not the dark side of history, but how such inspired leadership can truly light the world. The images they carry in their mind should not be from the Zapruder film, but of a young president constantly challenging our nation to explore all the wonders and possibilities that we can bestow to future generations.

History snapshot: JFK



President John F. Kennedy views Greers Ferry Dam from the overlook with Col. Charles D. Maynard, District Engineer, Little Rock District, U.S. Army Corps of Engineers, Oct. 3, 1963. (Photo by USACE Little Rock District)

President John F. Kennedy adjusts the tie of Heber Springs Mayor William J. Allbright at the dedication of Greers Ferry Dam, Oct. 3, 1963. (Photo by USACE Little Rock)



President and Mrs. Kennedy received a rousing welcome at Love Field in Dallas, Nov. 22, 1963. (File Photo)

Little Rock District teams up with University of Pine Bluff

by Kent Cummins

Little Rock District Public Affairs

The U.S. Army Corps of Engineers Little Rock District recently signed a partnership agreement with the oldest historically black institution of higher education in Arkansas.

The University of Arkansas at Pine Bluff, established in 1873, and the district signed a Memorandum of Understanding for the advancement of Science, Technology, Engineering, and Mathematics enrichment programs to increase the number of well prepared underrepresented minority STEM graduates for careers in STEM professions.

"This partnership is good for the Corps and good for University of Arkansas at Pine Bluff," said Col. Courtney W. Paul, Little Rock District commander. "The Corps needs engineers and people with science and mathematics backgrounds to help us carry on our mission of maintaining the nation's infrastructure into the future. This agreement is a way for us to pool our resources in a time when resources are limited."

One of UAPB's goals is to use science and technology to help solve economic, physical, social, political, racial and cultural problems. UAPB already collaborates with other colleges and universities in Arkansas through the National Science Foundation funded STEM Academy, but the head of the university is enthusiastic about the chance to work with a federal entity.

"It is an exciting opportunity for UAPB to be able to partner with a key agency of the government ... the U.S. Army Corps of Engineers," said UAPB Chancellor Laurence B. Alexander. "It gives our students and faculty opportunities. We have been a partner with the Corps in many ways in the past, but this helps to solidify the partnership. It is the next phase of development."

The MOU includes numerous ways for the university and the Corps to work together.

As part of the partnership, the university will participate in its STEM Guest Lecture Series, Science Fair Expo, paid internship program, STEM Summer



Little Rock District Commander Col. Courtney W. Paul and University of Pine Bluff Chancellor Laurence B. Alexander sign a Memorandum of Understanding for the advancement of Science, Technology, Engineering, Mathematics enrichment programs at the university. (photo by Laurie Driver)

Academy and faculty development opportunities.

The MOU also states that UAPB will share concepts for grant proposals; visit Corps facilities to increase familiarity with their operation, scientists and common STEM interests for collaborative research and educational program advancement.

The Corps will also include UAPB in market research for contract opportunities that are compatible with the university's programs and faculty expertise or the Historically Black College and University Socioeconomic Program.

"I am happy to form this union," Mary E. Benjamin, UAPB's vice chancellor for Academic Affairs. "It will bring about lots of good things for our students and faculty. It will help the students become more integrated into work areas that will help them find jobs."

The leader behind the scenes that brought the university and Corps together is a district employee and UAPB alumna.

"I am honored to be a part of this partnership," said Sandra Easter, Little Rock District contracting chief. "It allows me to reflect on my cooperative experience at UAPB. It is important to me. I have had a long career with the federal government and these are times that are rewarding for me because I can come back to the university and share with students my career and the opportunities that may be available to them."

There was already a connection between the Corps and UAPB before the official signing of the memorandum.

"We currently have a number of UAPB graduates working at the Little Rock District in our resource management, regulatory, and contracting," said Easter. "UAPB has a rich history with the Corps of Engineers."

This new collaborative partnership, made possible by an MOU, will ensure the university's rich history with the district continues to flourish in the future.

Greers Ferry 50th dedication brings great student interest

by Jay Woods

Little Rock District Public Affairs

How do you get students interested in the 50th Anniversary of the Greers Ferry Dam Dedication? Include information about the area and the dam in their daily school curriculum.

The Little Rock District held the dedication ceremony Oct. 3 at the John F. Kennedy Overlook near the dam. About 6,000 people attended the event to hear former President Bill Clinton and Governor Mike Beebe speak about the dams value to the nation. Out of 6,000 some 2,900 in attendance that day were students from 17 North Central Arkansas school districts.

Inviting students from local school districts was talked about last year during the event planning committee meetings. The planning committee decided to make dam education a focal point throughout the school year leading up to the ceremony.

"I asked the summer rangers, who were teachers and school administrators, how do I get the schools involved in this event," said Joe Harper, Greers Ferry Lake, chief ranger. "After a short discussion with the group we decided our best efforts would be developing lesson plans for elementary, middle and high school teachers to incorporate the event into the classroom."

The teachers developed lesson plans for grades 3-12 which included modules on science, technology, engineering, math, English, art and history. STEM education plays a major role in enabling the U.S. to remain the economic and technological leader of the global marketplace.

"Using these lesson plans was a great idea," said Russell Hester, Heber Springs School District, superintendent. "Mr. Harper gave the teachers plenty of time to put them together."

For some of the students this may have been the first time they were learning about the history of the lake and dam, but for the older students the lessons being taught may have reinforced what they already knew.

"Some of the older students' parents and grand- parents were around when the dam was built so they may have better understood the importance of the ceremony," Hester said.

The high school lesson plans required students to research different aspects of the dams functions. One example would be: the Greers Ferry Dam was originally built for flood control hydro-electric power, and municipal water supply. An extra benefit of that plan was the authorization by congress to build recreation areas around the reservoir created by the dam. Students were assigned the task to compare and contrast the original purpose for the dam vs. parks and

tourism.

Seeing the students looking at the displays set up at the ceremony site and listening intently to the guest speakers, it was apparent the lesson plans worked.



Students from area schools look at a display of tools used for maintenance on Greers Ferry Dam. (Photo by Little Rock District)

New partnership helps Tulsa Corps STEM outreach to Langston University

by Sara Goodeyon

Tulsa District Public Affairs

Representatives from the U.S. Army Corps of Engineers Tulsa District recently spoke to students of Langston University in Langston, Okla. about science, technology, engineering, and mathematics internship and career opportunities at the Corps.

As part of a new Memorandum of Understanding allowing STEM collaboration between the univer-

sity and Tulsa District, Tulsa's Chief of Natural Resources, Kent Dunlap, Engineering and Construction Division's Administrative Officer, Nancy Crenshaw, and Tinker Air Force Base Resident Office Mechanical Engineer and former intern, Kendrick Adams participated in a brown bag luncheon seminar Nov. 20.

"Our presentation was titled 'Serving the Nation; Serving Others. Career opportunities with the U.S. Army Corps of Engineers,'" said Dunlap. "This is somewhat representative of the dual missions of the Corps of Engineers, which are military and civil works. The emphasis of our presentation was about the variety of possibilities that a career with the Corps may afford a young person."

Dunlap explained the history of the Corps and its missions, and then Crenshaw offered tips to the students about how to get a job with the Corps through the Pathways Intern program for summer hires and students, and the Pathways Recent Graduates program, which are competitive and require an application process.

"The Pathways Intern program is a great way for a young person to gain experience while going to school," said Crenshaw. "The Recent Graduate program is what we call an upward mobility program in which the person is targeted for one of the Corps' professional, journeyman-level positions. They can come in as a trainee in a two-year program and get rotational assignments and then come out as a journeyman-level employee."

Crenshaw noted that of the many career fields the students might be interested in pursuing, the Corps likely has a fit for that field. She also talked about the Corps' worldwide mission and the opportunity for deployment with the Corps' contingency missions.

Adams, a mechanical engineer who joined the Corps through the Recent Graduate program, spoke to the students about his experience with the Pathways program. He graduated from Tuskegee University in May 2009 and began

work with the Corps in June that same year.

"I had a lot of \$70 thousand job offers out of college, but I went with the Corps at a lower salary because it gave me two years to develop," said Adams. "I came in as an intern and in those two years I went to a lot of prospect courses to get technical training since I was new to construction. Now I work at Tinker Air force Base as a project engineer and I manage four or five contracts worth about \$5 million."

With the MOU finalized, the goal is for the Corps to participate in more STEM presentations at Langston, and to coordinate site visits for the students at Corps projects, such as dams and powerhouses, to encourage them to consider a career with the Corps.



Tulsa District Chief of Natural Resources Kent Dunlap (standing left) and Tulsa District Mechanical Engineer Kendrick Adams talk to students and faculty of Langston University about STEM intern and career opportunities with the Corps during a Brown Bag Luncheon Nov. 20 at the university. (Photo by Sara Goodeyon)

Engineer Games

Engineers from the Tulsa District U.S. Army Corps of Engineers acted as mentors at the Engineer Games event at the Tulsa Community College Northeast Campus Nov. 15. The Tulsa Alliance sponsors the event for Engineering as a way to expose young people to engineering to help them discern if they want to enter that career field. Students from nine area high schools participated in the challenge, based on the book series "The Hunger Games." The selection process for the teams is much like the reaping ceremony in the books. The students were tasked with building three projects: a launcher, a transporter and a gravity well.



Capt. James Deveraux, a civil engineer with the Tulsa District was an engineer mentor at the Engineer Games. Here he coaches one of the teams as they build an air cannon to launch a marble into a funnel. (Photo by Sara Goodeyon)

A team tests their launcher. Engineers from the Tulsa District acted as mentors at the Engineer Games event at the Tulsa Community College Northeast Campus. The Tulsa Alliance sponsors the event for Engineering as a way to expose young people to engineering to help them discern if they want to enter that career field. (Photo by Sara Goodeyon)





Col. Charles Klinge, commander, Fort Worth District, addresses the District workforce during the June 13 Town Hall Meeting where he provided an assessment of the future workload and associated impacts for the District. (Photo by Ed Rivera)

Communications plays key role in a successful FY13

by Randy Cephus

Fort Worth District Public Affairs

For the past fiscal year the Fort Worth District was beset with many communications challenges. Whether internal or external, the District was like a boat against the tide – traversing wave after wave of communications challenges.

Results from the Senior Leader’s Offsite in 2011 indicated the District had a problem with internal communications. Information was not making its way down to the more junior members of the various offices within the District and the rank and file did not have an effective means to communicate concerns to leadership.

This challenge was exacerbated by having numerous lake and area offices away from the

District headquarters in Fort Worth. However, over the past two years much effort has been made to improve internal communications.

First, the commander implemented the “Ask the Commander” hotline, where employees can ask the commander a question anonymously. This simple internal communications tool hit its stride in FY13, where the commander responded to numerous questions ranging from the Summer Hire Program, furlough impacts, annual awards to Active Shooter plans.

“The Ask the Commander link has been an excellent tool for individuals to ask me general questions where I then have the responses

posted for the rest of the workforce to see,” said Fort Worth District commander, Col. Charles H. Klinge.

To further enhance internal communications, the commander opted to host the Town Halls immediately following the Team of the Month and Quarterly Awards Ceremonies. These ‘State of the District’ addresses provided the workforce current information on where the District currently stood as well as the plan for the future.

Lake and area offices were able to listen in and ask questions during these addresses via conference calling into the event. This proved to be an invaluable communications tool when addressing work force management, the mock

reduction in force and the furlough; all challenges the

“Effective internal communications is always important, but it was of particular importance during this past year as the District sought ways to streamline and become more efficient,”

direct impact on the lives of District employees.

District faced this past year.

“Effective internal communications is always important, but it was of particular importance during this past year as the District sought ways to streamline and become more efficient,” said Klinge. “We looked at several means to communicate to the workforce to provide information and answer questions so employees could make the best decisions regarding their future during some very uncertain times.”

Another internal communications tool that provided huge dividends during this timeframe was the establishment of a series of weekly webinars that addressed personnel topics such as Voluntary Early Retirement Authority and Voluntary Separation Incentive Payments, reduction in force and the priority placement program.

On a weekly basis, employees throughout the District were able to dial into a webinar hosted by a human resource representative. At the conclusion of the presentation listeners were able to call in questions to the host. These presentations were recorded and placed on the

District’s internal web site following each webinar for those who could not dial into the scheduled presentation.

“I participated in a few of the webinars because I had never gone through the RIF process before,” said Juli Ansay, a program analyst with five years experience with the Corps. “I found the presentation on Retention Standing to be quite helpful as it spelled out how the system scores employees during the RIF process.”

There were a few issues that needed to be communicated both internally and externally. Of note, were issues on aligning the workforce, the furlough and the government shutdown. These issues were very sensitive in nature, having a

On the other hand, these issues were making headlines nationally; therefore local media looked to the District to provide impacts from the local perspective.

“Although getting the word out quickly and accurately was vital, the timing of the release of information was just as important,” said Klinge. “It would have been bad form for an employee to hear about the latest impacts to the District from the media before hearing it from District leadership.”

FY 2013 was a year plagued with many communications challenges. However, through the use of creative efforts and leveraging technology through use of the internet, social media and webinars, the District leadership was able to communicate effectively to the workforce. But in many cases, it was good old fashioned face-to-face communication by supervisors and the District leadership that paid huge dividends in keeping its people informed.

DoD adopts



Decision creates new asset management opportunities for the Corps

by Jim Frisinger

Fort Worth District Public Affairs

A decision in September 2013 by the Department of Defense to mandate use of USACE-developed facility condition assessment software opens up new asset management opportunities Corps-wide.

The genesis of this Asset Management Program business line came more than three years ago when the Defense Logistics Agency approached USACE Headquarters. DLA sought help assessing and verifying more than 25,000 assets at nearly 885 locations worldwide. USACE Headquarters then joined the Fort Worth District with the U.S. Army Construction Engineer Research Laboratory in Champaign, Ill., to partner with DLA in this pioneering effort, utilizing the BUILDER Sustainment Management System facility condition assessment software developed by CERL.

There have been two key developments since:

- The partnership forged in 2010 further developed CERL's BUILDER SMS to meet DLA requirements. To execute the DLA mission, USACE trained more than 200 new facility condition assessors. In addition to the BUILDER SMS assessments, real property inventory and associated environmental assessments were added to the DLA program, relying on support from more than 700 USACE employees across every single Major Subordinate Com-

mand. With this strong support from the USACE enterprise, the Fort Worth District and CERL proved they could work with the customer's changing requirements, as the three-way partnership broke new ground together.

- The successful collaboration with DLA, helping the DoD agency meet its audit-ready goals, showcased a new line of expertise for USACE. That reputation is spreading. It has attracted new customers wanting to put BUILDER SMS to work helping facility managers more wisely deploy their funds. Several districts are working on further Asset Management initiatives.

BUILDER SMS, in short, has become a key part in keeping USACE relevant in the future, said Brian Kamisato, acting director of regional business in the Southwestern Division.

He said the DoD's decision to require BUILDER SMS is also timely. It provides an excellent Asset Management framework for the DoD to use as the Services make critical decisions on how to invest their limited maintenance and repair funding. We are moving into an era of less Military Construction and more Sustainment, Restoration, & Modernization, and BUILDER helps to inform consistent SRM prioritization.

While the SMS software suite is best known for BUILDER, it also includes PAVER, ROOFER and RAILER modules. SMS is a business process. All modules use the same basic concepts of a condition index (0-100) rating based on inspections for objective, repeatable condition assessment. Detailed system inventory identifies components with their life-cycle attributes and predicted deterioration rates. Utilizing BUILDER's predictive capabilities gives decision makers data to determine when, where and how best to invest in their physical plant.

By carefully tracking facility condition over its life cycle, BUILDER helps managers find that "sweet spot" when an investment in the physical plant is most effective, said Kamisato.

It is a leading-edge product that supports the facilities community of practice, said Lance Marrano, SMS program manager for the Engineer Research & Development Center-CERL.

"From an industry perspective, it's a recognition and transition from 'Tell me what's broke so I can fix it' to 'Give me the complete picture of where my assets are in the life cycle so I can be proactive in planning for my investment in them,'" said Marrano.

It also removes emotion and bias out of the process of identifying what's broken.

"Instead of us paying experts to go through a building and writing down whatever the tenant yells loudest about to fix – the squeaky wheel gets the grease – we are now really having a robust engineering-based collection of all the conditions in the facility," he said.

The mandate will also help the DoD get a better handle on its enormous physical plant, which ERDC estimates at 300,000 buildings with 2.3 billion square feet. It's the largest portfolio in the world, Marrano said, but not all of the DoD's components use the same process to track these assets. Requiring BUILDER will change that.

The DoD set a five-year deadline for having all facilities and components inspected and rated using BUILDER.

CERL has been designated as a Technical Center of Expertise. Its job is to keep developing BUILDER as a tool, tweaking it, helping customers shape the database, said Kamisato. In the ongoing USACE Asset Management enterprise model, a district or districts help customers implement BUILDER. Fort Worth District is also helping the Air Force Civil Engineer Center with its BUILDER

requirements, in part by providing training. "We are actively training Air Force Base Civil Engineer personnel on how to use the outputs of BUILDER to make decisions and also how to conduct BUILDER facility condition assessments. That's just one way USACE can customize its Asset Management Program to meet customer needs.

Another example is the fully integrated partnership the Fort Worth District and CERL developed with DLA, said Kamisato. In that model, USACE performs site visit assessments and builds a strong BUILDER database. Then USACE helps the customer analyze database outputs, prioritize facility deficiencies and develop work packages using a new SRM Wizard developed in Fort Worth. USACE can then execute the construction, update the BUILDER database then conduct the next round of assessment site visits, beginning a new cycle.

"We don't necessarily have to do it all for them," said Kamisato. "We could do assessments for the buildings. Or we could teach them how to do the assessments. Or we could advise them on how to set up the system. It really doesn't matter. We are also seeing customers leverage the BUILDER site visits to conduct additional types of important assessments, including Real Property inventory, space utilization, high performance sustainable buildings, and energy audits. This also provides a tremendous opportunity for USACE to bring our real estate, environmental, and engineering capabilities to bear and to delivery value to our customers."

"For the Corps, what we are focused on is making sure that any customer who chooses to implement BUILDER is successful, We have a lot to offer the DoD and other Federal agencies in terms of BUILDER implementation expertise. We have developed a bench of team members across our enterprise who know how to conduct facility condition assessments and we are working to grow more assessors and trainers" he said.

"I'm really proud of the work the Fort Worth District has done," Kamisato said. "They've blazed new ground on this, especially with the DLA Program, then with the Air Force, in implementing something new and difficult."

"I think they just embody our motto of 'Pacesetters'," he said. "They're establishing a new line of operation for USACE that will keep us relevant into the future."

McClellan-Kerr Arkansas River Navigation System long-term maintenance strategy

by Laurie Driver

Little Rock District Corps of Engineers

The Little Rock and Tulsa districts, along with the Southwestern Division, are developing a strategy to focus greater long-range planning and funds on critical maintenance needed in the next five years to ensure that

the McClellan-Kerr Arkansas River Navigation System remains a reliable, resilient, and relevant system for future generations.

This strategy is the result of Little Rock and Tulsa districts implementing and evaluating the Corps' "Levels of Service" policy on the MKARNS, which correlates lock availability with commercial lock usage in an effort to increase maintenance.

"The Little Rock and Tulsa districts have always had a good relationship with MKARNS stakeholders," said James McKinnie, chief of the Little Rock District's Navigation and Maintenance Section. "They are on board with our plans to improve our maintenance program on the system."

The evolving strategy has five parts:

- Continue to review the MKARNS level of service with input from stakeholders.
- Implement the recreation lockage policy



Motor Vessel Katherine Berry navigating upstream on the McClellan-Kerr Arkansas River Navigation System. (Photo by Tim Zimmerman)

to reduce wear on lock equipment and increase time for maintenance

- Schedule maintenance-driven lock closures as far in advance as practical to provide industry with confidence in their shipment schedules. Scheduled closures of a few days al-

low for more beneficial maintenance than daily closures of a few hours. Little Rock and Tulsa districts are collaborating on a five-year maintenance plan to this effect.

- Review MKARNS operations to identify changes that can make more funding available for maintenance.
- *Perform a "gap analysis" and work with stakeholders to bridge the gap between current federal investment and the maintenance requirements of the system.

"The adoption of a governance board for the MKARNS now allows the Little Rock and Tulsa districts to prioritize our five-year maintenance plan for the entire system," said McKinnie. "We believe these strategies will benefit all users and ensure that the system remains viable for future generations."

Galveston District partners with Coast Guard to save time, money

by Galveston District Public Affairs

The U.S. Army Corps of Engineers Galveston District partnered with the U.S. Coast Guard to provide maintenance dredging, construction oversight, environmental coordination and hydrographic surveying services for nine USCG stations located along the Texas coast, increasing navigation safety while saving taxpayers thousands of dollars annually.

"After learning that the Coast Guard was having difficulty obtaining maintenance dredging contracts for their stations, we offered them our services," said Operations Manager John Machol, USACE Galveston District Navigation Branch. "Having this partnership enables us to be proactive. We conduct periodic hydrographic surveys of their stations, tell them when they need to dredge, update their permits and put contracts in place to perform the maintenance dredging before it becomes a crisis."

Previous to the partnership, the USCG's Civil Engineering Unit Miami was in charge of providing the planning, design, contracting, construction management oversight and dredging of the Texas-based stations' waterways in support of Coast Guard missions.

"The U.S. Coast Guard and the U.S. Army Corps of Engineers have a long history of outstanding partnership throughout all coastal regions of the United States, especially in the Galveston District," said U.S. Coast Guard Civil Engineering Unit Miami Cmdr. John Berry, commanding officer. "Our ability to coordinate efforts for environmental permitting, hydrographic surveys, maintenance dredging and construction oversight not only keeps waterways open for thousands of commercial and recreational mariners, but it allows Coast Guard vessels to safely navigate in and around our stations located along the Texas coast. This col-



Col. Richard Pannell visits the U.S. Coast Guard Station at South Padre Island, a command of the Eighth Coast Guard District. The USACE Galveston District completed maintenance dredging within the USCG's boat basin - a project that enabled federal agencies to partner together, share expertise and resources to keep waterways open for navigation and commerce. (Photo by Galveston District)

laborative effort effectively saves taxpayer dollars by streamlining resources and increasing navigational safety while ensuring that Coast Guard vessels are able to conduct critical missions like search and rescue and law enforcement."

According to Machol, incorporating USCG dredging requirements into the district's regularly scheduled federal channel dredging cycles

will save hundreds of thousands of dollars in mobilization costs alone.

"This was the first time the district executed a support agreement with the Coast Guard to dredge and maintain one of their channels along the Texas coast," said Machol. "The first job we tackled was USCG Station South Padre Island, where sand deposits in the boat basin inhibited their cutter from reaching the dock, requiring the Coast Guard to divert to Corpus Christi, several hours away from the crew's families in Port Isabel. It was a hardship that adversely impacted the Coast Guard's mission."

With the support agreement in place, the district surveyed the basin and the adjacent placement area, developed plans and specifications and awarded a contract to Goodloe Marine Inc., to dredge the 40,000-square foot basin to the authorized 10 foot depth to allow vessels to dock at USCG Station South Padre Island.

"The partnership is a key component to preserving our national security, and we're interested in continuing this mutually beneficial relationship with the Coast Guard for many years to come," said Machol.



Mission Reach complete

by Clay Church
Fort Worth District Public Affairs

People enjoy the trail system on Oct. 5 during the Grand Opening of the Mission Reach of the San Antonio River (photo by San Antonio River Authority)

The grand opening of the San Antonio River Mission Reach was celebrated by the Fort Worth District partners and stakeholders October 5. Although U.S. Army Corps of Engineers representative were not able to attend due to the government shutdown the event highlighted a milestone in San Antonio's history.

In 2000 the District began feasibility studies continuing into design and construction culminating with the Grand Opening of the new Mission Reach. The transformation of the river back to its natural state without losing the flood risk management benefits could not have been possible without the partnerships between Bexar County and City of San Antonio with the San Antonio River Authority.

The contracts for construction with Laughlin-Thyssen, Inc. and Zachry Construction Corporation completed the work in several phases. And in true testimony to the resilience, fortitude and commitment to the project several different funding sources were used including civil works,

American Recovery and Reinvestment Act, county and local.

The use of fluvial geomorphology principles, based on the natural river forming processes, allowed for improved sustainability and a more natural replication of the original river function.

"Eight structures were placed to balance the slope of the river and sediment transport capabilities along with 23 riffles to create pool habitat which is of great importance to the survivability of native fish" said Nova Robbins, Fort Worth District project manager.

To further support the native fish and wildlife, 334 acres of riparian woodland and eight acres of bottom-land hardwood were established along with the planting of 20,000 trees. The planting of these trees continues with the Texas Forest Service using trees locally gathered and grown with a projected planting completion date of winter 2015.

"To see a community vision that started 15 years ago fully implemented and ready for resi-

dents to enjoy is a rewarding achievement,” stated Suzanne Scott, SARA general manager in a news release. “The completion of this project is truly a team effort between the community and the governmental partners involved and reflects the result of dedication, cooperation and collaboration. The Mission Reach is a project that will continue to provide benefits to our community for generations to come.”

As Bexar County Judge Nelson Wolff poetically described, “The River runs south, and native Indians followed it and settled along its banks. The river runs south, and the Spaniards followed it, building the four missions: Concepción, San José, San Juan and Espada. The river runs south and now, finally, we will follow it, hiking, biking, walking, running and some of us will stop to build homes and businesses along its banks.”

Mission Reach Facts:

- The Mission Reach is an eight mile stretch of the San Antonio River that extends from Lone Star Boulevard south to Mission Espada.
- Four Spanish Colonial Missions were built in close proximity to the river in this area in the 1700's: Conception, San Jose, San Juan, and

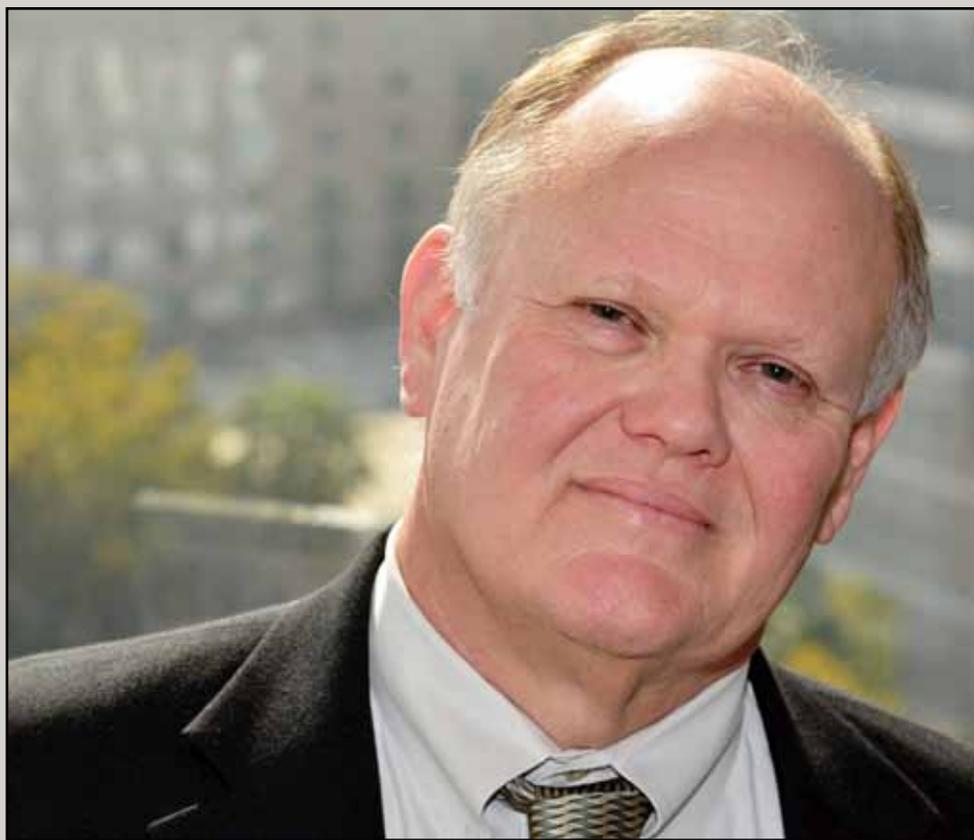
Espada.

- In the 1960's and 1970's the U.S. Army Corps of Engineers channelized this section of the River for flood control purposes.
- The Mission Reach Ecosystem Restoration and Recreation Project will restore this channelized system to a more natural state with the planting of over 60 native grass and wildflower species.
- 20,000 native trees are going to be planted in the Mission Reach when they are very small to allow them to grow and adapt to the harsh environment adjacent to the river.
- During construction over three million cubic yards of material will be removed from the Project site to give the river a more natural appearance and function.
- Over 15 miles of hike and bike trails are included in the Mission Reach for recreational purposes.
- Other recreational features include: 137 picnic tables, 89 park benches, nine water edge landings, eight street connections, six footbridges, five overlooks with shade structures, and four park pavilions.

(Courtesy http://www.sara-tx.org/public_information/facts/)



Stakeholders, citizens and news media representatives attend on Oct. 5 the Grand Opening of the Mission Reach of the San Antonio River. (photo by San Antonio River Authority)



Lee Bass

Former SWL Chief of Ops retires over and over and...

Lee Bass joined the Little Rock District Corps of Engineers on Jan. 5, 1975 as Civil Engineer and retired as the district's Chief of Operations on Dec. 3, 2008. Since retirement Bass continues to find ways to serve the Corps. Recently he retired for a third time from the Sacramento District.

*by Robert Kidd
U.S. Army Corps of Engineers Sacramento District*

Lee Bass smiles about a 40-year career that included a number of noteworthy U.S. Army Corps of Engineers projects that helped make people safer – even though he passed up an offer to work alongside the founding father of Wal-Mart.

“I’m like the Forrest Gump of USACE – always in the right place at the right time,” joked Bass, the acting deputy program manager for the Corps’ Sacramento District, now preparing to retire from the Corps for a third time.

Raised on a farm in Gillett, Ark., Bass

became an engineer during the 1970s and interviewed for several job openings after graduation. One job offer is particularly notable in hindsight.

“I interviewed with this elderly man in the back of a Ben Franklin dime store,” said Bass. “He took me in his old blue Ford pickup to an airfield to show me a used airplane he’d just purchased.

“Son, I can’t pay you a lot, but I’ve got this idea,” said the man whom locals called Mr. Sam. “If you’ll go around and build these box stores for me, I’ll give you part of the company.”

But the young engineer explained that the Army Corps of Engineers had offered him a job, so Bass turned down the offer from Arkansas' Sam Walton, father of the Wal-Mart retail empire.

"But I've had a really good career with the Corps," said Bass. "I've gotten to see a difference made in the world as a result of some of the things I've worked on.

"You know, I look back 20 years later and see the economic development that has occurred as a result of a bridge we built across the Arkansas River in Fort Smith," said Bass. "A little project that I got to work on made that difference.

"Through the Clean Water Act of 1970 we installed sewers and helped clean up the waterways in almost every county in Arkansas," said Bass. "Nobody thinks a thing about having a bathroom in their house nowadays, but some rural towns did not have that luxury at that time."

Bass, his wife and their 6-month-old baby went to Germany for the Corps in the early 1980s. He was one of 50 young engineers put in charge of projects there for three years.

"We were back home in 1989 when I saw the wall in Germany come down," said Bass. "America had bankrupted the Eastern Bloc countries when their military machine couldn't keep up with our military machine.

"I had tears in my eyes as I watched that wall broken through," said Bass. "Maybe there are people who are free now who wouldn't be if the Corps hadn't gone in there."

Bass first decided to retire in 2008. Three days later he was contacted and asked if he would help out with the design of a hurricane barrier below New Orleans.

"When I headed to New Orleans, they wanted a unique structure designed and constructed in three years – and we were able to get it done," said Bass. "Now there are people in that part of the world who won't have as much to worry about during hurricane season."

Now, Bass is in Sacramento temporarily filling the post of deputy program manager for the Sacramento District, but hopes to head home soon and take another shot at retirement.

"As people look back on what the Corps has

done around Sacramento ... strengthened a levee here and there, built a new dam and made all these little projects ... they have to be seen as components of a total system," said Bass.

"When it's all said and done, you'll be able to look back and say 'that storm that came through in 2015 or 2025, it would have wiped out Sacramento, but for me doing my part,'" said Bass. "That's a big deal – but it's hard for us to think about the total picture as we're pushing hard to get a project to the civil works review board, get a report done or get a cost estimate right.

"We need to get that message out to young engineers – that the importance of what they're doing is not just the day-to-day number crunching," said Bass. "The daily routine might not feel significant, but the final product is."

He likes to share his perspective with new engineers. "I pick up more family everywhere I go," laughs Bass. For example, he and his wife mentor some young professionals they met during projects

in New Orleans.

"A lot of them were fresh out of college – brand new engineers sent to New Orleans," said Bass. "That was a danger, so 'Mama Bass and Papa Bass' tried to guide them to keep them out of trouble.

"When you're in jobs where you are focused mainly on the project and you're far from home, you develop a family attitude with the people you work with," said Bass.

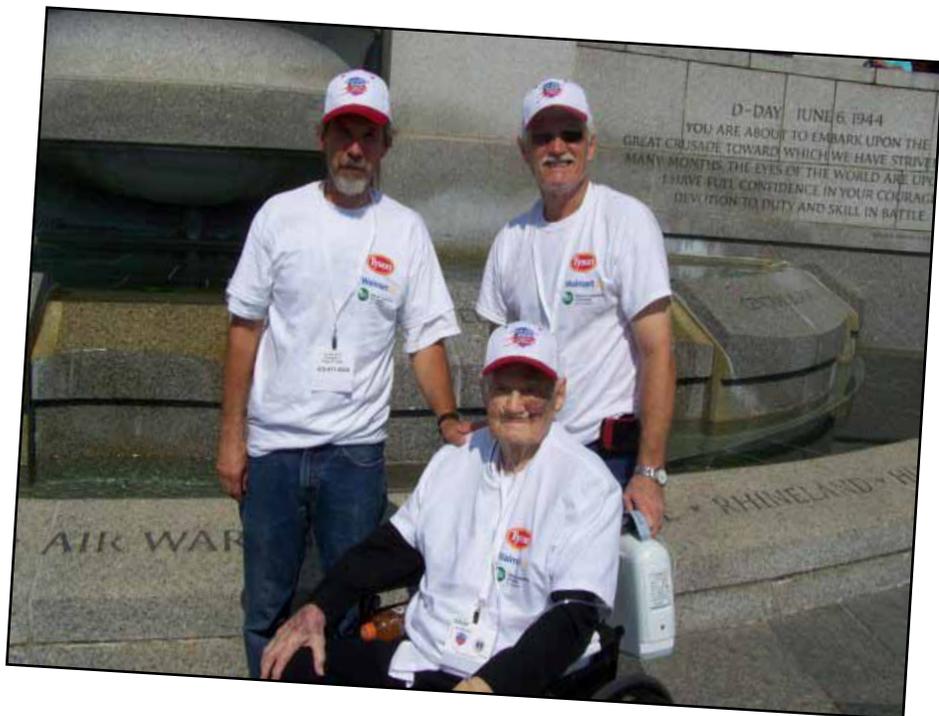
"We [Corps employees] have to know in our hearts that what we have done has made a difference in the world and we stay because we are committed to service," said Bass. A successful career isn't all about the money.

"We [Corps employees] have to know in our hearts that what we have done has made a difference in the world and we stay because we are committed to service."

Gray's navigate trip of a lifetime with father on "Honor Flight"

by Laurie T. Driver

Little Rock District Deputy Public Affairs Officer



95-year-old WWII veteran Charles Gray, center, with his two sons Bill Gray, left, and Tommy Gray right, at the World War II Memorial in Washington, D.C. (Courtesy photo)

For Bill Gray, of the Little Rock District's Navigation and Maintenance Section, keeping navigation moving on the Arkansas River is his job, but on Oct. 5 he was navigating uncharted waters.

"My brother Tommy and I accompanied our 95-year-old father, Charles Gray on the Oct. 5 "Honor Flight" to Washington D.C.," said Gray.

Charles was the lead navigator on a B-17 during World War II with the 8th Air Forces, 305th Bomb Group, and 366th Squadron. He was stationed in Charleston, England from October 1944 to March 1945. He completed 30 raids over Germany and was awarded the Distinguished Flying Cross for three acts.

One instance was for saving the crew and plane while leading a raid on Berlin. Anti-aircraft fire blew off the plane's nose, cutting its oxygen lines and injuring the pilot, co-pilot and bombardier. At an altitude of 28,000 feet, Charles used his oxygen mask to revive the bombardier and used another oxygen tank to revive the pilot who then was able to fly the plane back to base. When you thank him for his service, Charles says "I just did my part!"

"A co-worker told me about an earlier Honor Flight and suggested that I take my dad," said Gray. "I talked it over with dad



A Marine thanks Charles Gray for his military service as he heads to the World War II Memorial. (Courtesy photo)

and my brothers and we all decided to look into going.”

Gray knew that the next Honor Flight was a trip he needed to make with his father while his father was still able to go.

“Dad has a number of health issues but over-

all he’s not doing bad for a 95-year-old,” said Gray. “The honor flight organizers have a doctor and three nurses on the plane and that made us more comfortable about taking the trip. We decided that this was a once in a life time trip. You know Dad isn’t getting any younger and his health isn’t getting any better.”

But two weeks before the scheduled flight Charles had a nasty fall and bruised his face, shoulder and ribs.

“We weren’t sure Dad was going to be up to the trip but from all the things we had heard about it, we had to take him” said Gray. “Dad was released from the hospital at 7:30 p.m. Oct. 4 and we were at the airport at 6:30 a.m. Oct. 5.”

Numerous groups in Little Rock and Washington D.C. volunteered to honor the World War II veterans.

“When the plane touched down in D.C. the fire department did a water cannon salute,” said Gray. “Then, when we got off the plane there were a huge number of volunteers waiting for

us to thank the veterans for their service to the country. Dad was really impressed with all the people there honoring them, even the motorcycle escorts to the World War II memorial added special touches to the trip.”

The veterans also toured the Vietnam Memorial,

Korean Memorial, and the Air Force Memorial as well as a bus tour of Washington D.C. before heading home that day.

“It was an emotional trip, said Gray. My dad had a great time and was so honored by all the people who thanked them for their service and took time to visit with them.”



Volunteers welcome Charles Gray in Washington D.C. as part of the Honor Flight. (Courtesy photo)

But it didn’t end there.

“When we got back to Little Rock, there were more volunteers welcoming the veterans back home,” said Gray. “The whole day was just wonderful, a trip full of honoring these veterans and I got to be a part of it. Anyone that has a parent or friend that is a World War II veteran should take them on the Honor Flight; it is a trip of your lifetime that you will always remember!”

Honor Flight Network’s mission is to transport America’s veterans to Washington, D.C. to visit these memorials dedicated to honor their service and sacrifices. Through the end of 2012 Honor Flight Network has transported more than 98,400 veterans to Washington, D.C. to see their memorial. You can find out more about the Honor Flight Network at www.honorflight.org.

Small Business director recognized as 2013 specialist of the year

by Martie Cencki
SWD Public Affairs

Melea Crouse, assistant director of Small Business Programs for the Southwestern Division and the South Pacific Division, U.S. Army Corps of Engineers, was honored with the Fiscal Year 2013 Division Small Business Specialist of the Year Award at the USACE Small Business Conference in Kansas City, Mo., on Nov. 21.

Recognized specifically for managing two separate and diverse Small Business programs that were both highly successful in meeting or exceeding their small business goals for Fiscal Year 2013, Crouse was praised by SWD commander Brig. Gen. Thomas W. Kula as “a shining example of our Army civilians and [one who] lives the Army values.

“Melea is one of a kind,” he said, “and possesses not only the discipline to succeed in such a rigorous environment but also the unique ability to support the Southwestern and South Pacific Division Small Business programs and make them successful. She continually strives to improve the industrial base and is one of the most passionate individuals I know on Small Business.”

Among her accomplishments leading to the award were these: establishment of SharePoint sites for the two Division Small Business communities; working with the Division P2 points of contact for ways to better forecast small business needs; involvement in market research; engagement with the PARC (Principal Assistant Responsible for Contracting); and her contributions to small business at the national level.

Crouse has more than 23 years of Federal service, and has been with USACE for more than 10 years. She has earned numerous Small Business awards.

The conference, which was hosted by the Society of American Military Engineers, facilitated exchanges on scientific, technical and professional issues, according to USACE Small Business officials, and gave the small business



Melea Crouse

industry an opportunity to engage one on one with more than 100 USACE leaders to discuss fiscal year acquisition program and procurement forecasts.

Tulsa District attorneys selected for USACE Chief Counsel awards

by Sara Goodeyon, Tulsa District Public Affairs

Every year the U.S. Army Corps of Engineers Chief Counsel recognizes outstanding members of the Corps' Legal Services community of practice. This year, two of these honorary awards went to two attorneys in the Tulsa District Office of Counsel.

The two prestigious awards for outstanding contributions to the Corps' legal mission are the E. Manning Seltzer Award, which went to Deputy District Counsel Ron Goodeyon, and the Kimbel Award, which went to Assistant District Counsel Tom Angel.

"We are very pleased to see this national recognition for the great work that Ron and Tom have done for Tulsa District," said Tulsa District Counsel Keith Klein. "They are both outstanding Corps attorneys whose superb legal skills have significantly benefitted the Tulsa District military and civil works programs."

The E. Manning Seltzer award recognizes an attorney who has made special contributions to the Corps legal services mission, either through the development of a legal theory, a legal management innovation or practice, or outstanding performance in solving a legal or management problem. The Kimbel Award recognizes an attorney considered a "rising star" in the legal services community.

As the district's contracting legal expert, Goodeyon supervised and/or personally completed more than 400 contract reviews and provided legal advice to the Contracting Division.

"When difficult situations arose, the Contracting Division turned to Ron time and again for on-target, well-reasoned legal advice, and creative solutions," said Klein.

Angel worked on a wide range of real estate, contract, civil works, and environmental and regulatory issues. Angel was the lead on an audit by the North American Electricity Reliability Corporation and the Federal Energy Regulatory Commission ensuring no violations. He also performed numerous legal reviews of contracts and led an effort that resulted in settlement of a group of claims associated with one of the district's military construction projects. Angel lent his expertise to the Real Estate Division by working with cities, lessees, railroads, and other non-federal entities to complete many high-priority projects.

Angel also worked two temporary details, one in the Louisville District and another in the Los Angeles District. He worked a number of civil and military works matters on the two details, including the Indianapolis Flood Damage Reduction Project Environ-



Tulsa District Deputy District Counsel Ron Goodeyon accepts the 2013 E. Manning Seltzer Award from District Commander Col. Richard Pratt. (photo by Sara Goodeyon)



Tulsa District Assistant District Counsel Tom Angel, the 2013 winner of the USACE Chief Counsel Kimbel Award for "rising star" in the legal community, accepts the Commander's Award for Civilian Service from District Commander Col. Richard Pratt. (Photo by Sara Goodeyon)

mental Impact Survey, wetland mitigation, conservation easement templates, and National Environmental Policy Act studies.

"On these two details, Tom continued to shine as a problem-solving attorney," said Klein. "While in Louisville, the work on the Flood Damage EIS included a contentious SEIS and public hearings. And in Los Angeles one of his major accomplishments was to identify options to obtain appropriate payment from a local government in connection with the lease of a major dam and lake."

Angel recently accepted a position at the USACE Headquarters Real Estate Law Practice Group and will be relocating to the Washington D.C. area.



Employee Spotlight

Galveston District: *Lavonne Laura Collins*

by Galveston District Public Affairs

Q: What do you do in your current position?

A: Process permits (exceeding 200 per year), coordinate requests for Internal Reviews between the Regulatory Branch and other Galveston Districts offices for the purpose of determining if proposed work/construction will interfere with federal projects, enter initial, pertinent project data into the Regulatory Database for the entire Evaluation Section (and on occasion for other Regulatory Sections), search databases and various files to locate needed past information from issued permits, prepare letters to acknowledge receipt of incoming applications, transfer permits to new owners upon notification, and numerous other tasks as necessary.

Q: Discuss your role at the Corps.

A: Currently I am the Legal Instruments Examiner in the Regulatory Branch, coordinating work in navigable waters pursuant to Section 10 of the Rivers and Harbors act and Section 404 of the Clean Water Act.

Q: What do you enjoy most about working on your particular project(s)/tasks?

A: That I can count on the actions for which I am responsible to be finalized, usually within the month; thereby giving me almost immediate satisfaction of accomplishment.



Lavonne Laura Collins

Q: What do you like about your current job?

A: The work I do goes toward keeping our waterways navigable and our wetlands preserved; as a result, helping to keep our environment cleaner. I remember that pelican and dolphins/purposes where not seen for about 20 years

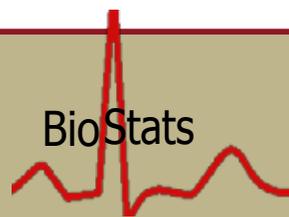
in the Galveston area prior to the Regulatory and Environmental Programs that are now in place.

Q: What's your most memorable moment working with the Corps?

A: I would have to say that my most memorable moment working with the Corps is receiving the Regulator of Year 2013. To the best of my knowledge this is the highest award presented to employees by the Regulatory Branch chiefs.

Q: How do you feel your work is making a difference in the district?

A: The work that I do helps keep the Waters of United States within the Galveston District free to safely navigate, preserve our wetlands, and to assist in preventing interference with Federal Projects.



Current Title/Position: Legal Instruments Examiner

How long have you held this position?:

Approximately 11 Years

Number of Years with the U.S. Army Corps of Engineers: 21 Years

Number of Years with the Galveston District: 21 Years.

Tulsa District: *Mike Kerr*

By Ross Adkins
Tulsa District Public Affairs

Q: Since you're relatively new to the position, what's your background in safety?

A: I attended Northeastern University for a Bachelors degree in Safety Management. I went back to school a few years later and received a Masters in Safety and Industrial Technology from Texas A&M University.

Q: How did you come to work in the Tulsa District?

A: I came to work here as a co-op student in 2000 as an Industrial Hygienist in the Safety Office. In 2006 I attained my professional certification, Certified Safety Professional. I wound up as the subject matter expert on two USACE High Hazard Working Groups; Fall Protection and Hazardous Energy Control.

Q: When did you become the District's Deputy Safety Officer?

A: That was in 2008.

Q: What is the most rewarding aspect of your job?

A: When everyone goes home safe to their loved ones at the end of the day. Also, having a great team working together to make the district a safer place than it was yesterday.

Q: What is the most challenging aspect of your new position job?

A: Public recreational fatalities. It's really distressing

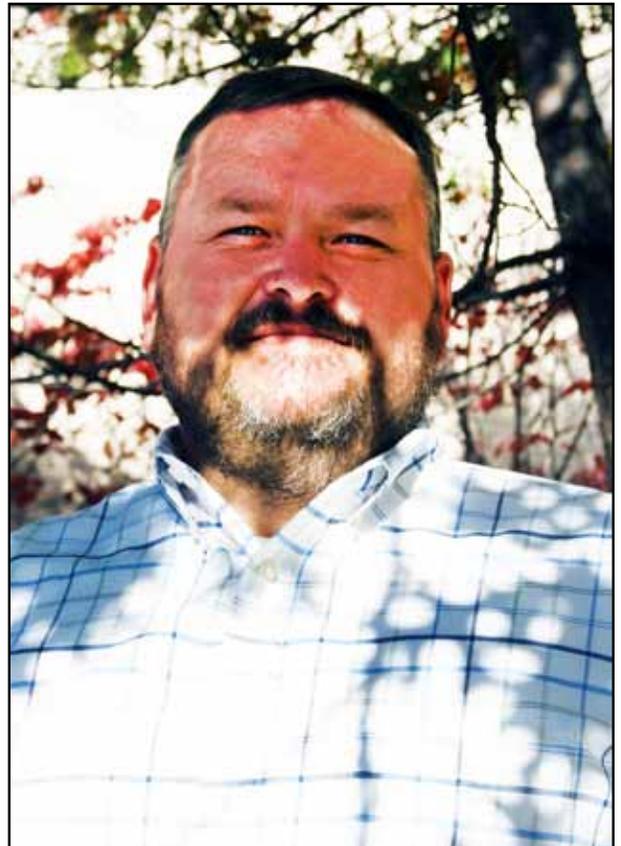
that we have so many preventable deaths. I really urge people to learn to swim, know your limitations, watch our children, don't drink and operate, and buckle up that PFD!

Q: What are some of your interests outside of work?

A: Absolutely love watching my daughter play softball and teaching her the fine art of crappie fishing. I also like spending time with my friends and family around a campfire, telling stories and tall tales about the one that got away (he said with a wink).

Q: Is there anything else that you would like to add?

A: I'd like to give a special thanks to those that have coached and mentored me throughout the years both here in SWT and all over USACE.



Mike Kerr

Bio Stats

Current Position: SWT Safety and Occupational Health Manger

Past Position: Deputy Safety Officer

Years with SWT: 13 years

Years in current position: since June 2013

Little Rock District:

Bill Jackson

by Little Rock District Public Affairs

Q: What does being named Architect of the Year mean to you?

A: We all know that it is self-confirming when our efforts are recognized by others, especially by our superiors. However, true fulfillment goes beyond personal recognition. There was a time when I wished I had certificates to hang on my wall and I strived to work harder to earn them. The problem was that I was focused on myself. I then began to see situations where others were in need of help. By focusing on their needs rather than my own needs, my efforts resulted in their needs being met. As a result, personal recognition came within time. Receiving the Architect of the Year award was a perfect example.

Q: What's the most rewarding project you've ever worked on?

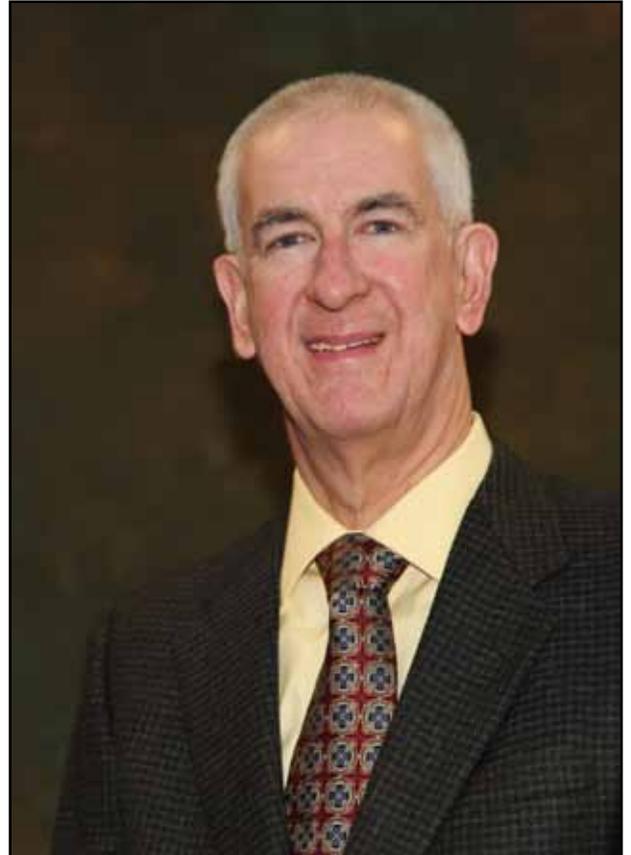
A: The most rewarding project would have been design and construction of the Dewey Short Visitor Center at Table Rock Lake for which I served as the design team coordinator. That project was completed in April of 2012.

Q: What project/s were you working on that earned you the title Architect of the Year? What are the impacts of those projects to our stakeholders?

The Dewey Short Visitor Center Project is the primary project that earned me the title Architect of

the Year. When SWL was directed to design and build a Class "A" visitor center at Table Rock Lake,

The Army Physical Fitness Research Institute was another project that earned me the title Architect of the Year. The United States Army Sergeants Major Academy at Ft. Bliss had tried for several years to acquire a modern Army Physical Fitness Research Institute building. Their current APFRI building was a makeshift setup in a small warehouse.



Bill Jackson

Q: Tell us something about yourself that we don't know?

A: With a gift certificate that I bought at a silent auction, I once did a tandem sky dive from 10,000 feet. Notice that I said once!

On the serious side, I am an American history buff. I love to visit history museums and read those long boring history books that talk about our founding fathers. I have given numerous speeches in the Federal Employees Toastmasters Club concerning our American birthright of Life, Liberty and the Pursuit of Happiness.

Bio Stats

Official Position: Architect, Design Branch, SWL

Years with SWL: 29 years

Years of federal service: 29 years

Hometown: Little Rock (born and raised here)

Education: Hall High School (Little Rock), University of Arkansas at Fayetteville (Bachelor of Architecture Degree)

Southwestern Division: *Brad Hudgens*

by SWD Public Affairs

Q: Tell me about your job?

A: I'm the Technical Director of the Corps' Planning Center of Expertise (PCX) for Water Management and Reallocation Studies. What does that mean? Recognizing that SWD has the most experience with water supply in the Corps, we were named the Corps CX for water supply planning back in 2003. Since water supply is mainly a responsibility of state and local governments, USACE headquarters came up with a more complicated title for us, but it does highlight how the Corps mainly participates in water supply today - through our management of our multipurpose reservoir projects and reallocation of storage space behind the dams for water supply. As a program manager I try to steer project delivery teams working on water supply issues to the right resources here in SWD and around the country that can best help them.

Q: What type of projects do you work on?

A: There is a PCX for each of the Civil Works mission areas in the Corps. We all have eight roles that we perform in our mission area: provide technical services to districts around the country, manage peer review of studies and decision documents, certify and approve planning models, conduct training and support professional and technical development, support HQ in developing policy and performing policy compliance reviews, develop standard processes and procedures to support ex-

ecution, assist in identifying priorities for research and development, and share lessons learned. Through our PCX, experts in SWD have helped support some of the most complex and controversial water supply studies around the Corps,

Q: Water is such an important mission for the Corps, but there seems to be public confusion over what the Corps' role in water management is and how much control we have, tell me what the Corps role in water management is and how we work with other organizations to carry out our water mission?

A: Water management in the U.S. is a complicated mix of state, tribal



Brad Hudgens

and federal rights and laws; as we know here in the Southwest, put all of that in the middle of a drought and things can really get interesting! Because it is so complicated, it can be hard to communicate effectively with the public. We

always need to keep in mind what Congress wanted us to do when they told us to dam a river. Usually they wanted us to regulate the high and low flows to provide protection from floods and better navigation. Over time they've asked us to do more things, including storing water for municipal and industrial water supply, generating hydropower, improving water quality and aquatic habitat and providing recreational opportunities for the public. That's a lot to juggle, and we can't always make everyone happy.

Bio Stats

Years with the Corps? Four
 Education? B.S.E. in Systems Engineering from the University of Pennsylvania and M.S.E. in Water Resources Engineering from the University of Texas
 Hobbies/Special interest? I've got a corner of the garage for bicycles, a kayak, fishing poles, tennis rackets, camping gear, etc. I keep hoping that one of these days I'll have time to use it!

Fort Worth District:

Allyson Walters

by Denisha Braxton, Fort Worth District

Q: What is your role at the Fort Worth District?

A: I act as the senior interior designer for the Fort Worth district, providing interior design services to all that require them.

Q: What are some of your day-to-day duties at the office?

A: I develop responsive design solutions, considering function, form, economy, and time then present to clients and users, prepare design development and construction documents, structural (building finish related) or comprehensive (including furniture) interior design documents using CADD software, write or edit specifications, prepare color boards. Miscellaneous duties include preparing amendments and modifications when necessary; answer request for information, review architectural-engineering and In-House design submittals, serve as acting chief of the architectural and interior design section when needed. Mentor others in the branch.

Q: Tell us about your most rewarding experience, your proudest moment, since joining the Fort Worth District.

A: I was asked to serve as acting chief for four months while a new chief was searched for to fill the vacancy left by the previous chief, who retired at the end of FY12.

Q: You recently were recognized as the Interior Designer of the Year how did you feel about receiving this award?

A: It has been an absolute honor; not only to be selected from the many talented interior designers that work for the Corps, but to also represent Fort Worth District. The whole experience has been very surreal. I had been notified prior to the Corps-wide announcement. However, when the Engineering and Construction Bulletin came out, that is when it really hit home.

Q: What were some of the challenges/obstacles you faced during the renovation process

of the Fort Worth District? How did you overcome them?

A: The renovation project was a complete paradigm shift for all in the Fort Worth District. One of the key items that leadership requested of the PDT was to increase out personnel capacity while keeping to the same real estate footprint. In order to do so, three standard workstation sizes were created based on industry standards.

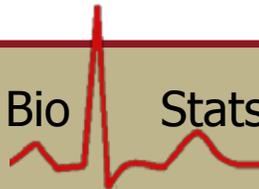
Q: Where do you hope to see yourself in five years?

A: Still working for the Corps, possibly taking more of a manager role.



Allyson Walters

Bio Stats



Position: Interior designer
Years with the SWF: 9 years
Hometown: Bartlesville, Okla.
Education: Bachelor of Science from Oklahoma State University
Certifications: Registered Interior Designer – Texas; Registered member – NCIDQ (National Council for Interior Design Qualification)
Hobbies: Classic cars, music,

2013 year in photos



Safety Chief Patrick Spoor deployed to New York to assist with the Hurricane Sandy cleanup efforts. The mission comprised of cleaning up the sand which was washed inland around the buildings and along the streets in Coney Island, New York. The sand will be cleaned and returned to the beaches. (Photo by Galveston District)



Galveston District Program Manager Colleen Chamberlain, Safety and Occupational Health Specialist Luis Lopez and Project Manager Frank Garcia collected over 300 coats and more than \$350 in cash for Operation Warmth. (Photo by Galveston District)



Mark McElroy, project executive for Balfour Beatty-McCarthy (center), and Richard Alexander, Fort Worth District construction manager and area engineer (right), brief a reporter on the current status of the Carl R. Darnall Army Medical Center. (Photo by Randy Cephus)



Galveston District Civil Engineer Franchelle Craft and Regulatory Specialist Tosin Sekoni served as subject matter experts to students wishing to learn about African Americans in marine and coastal professions as part of Oppe Elementary Magnet Campus of Coastal Studies' upcoming Black History Month celebration. (Photo by Galveston District)



Vernon Brister, 6, peers at a Red-tailed Hawk from a respectable distance while attending the "Get Outdoors" Sport Show and Safety Fair at Twin Bridges Park, Waco, Texas. (Photo by Edward Rivera.)



In 2012, the Little Rock District received initial funding to revise the Table Rock Lake Master Plan. Scoping workshops were held during November and December 2012 and a Scoping report was completed in February 2013. Feedback from the public during the scoping phase was used in developing the preliminary draft master plan and draft environmental assessment. (Photo by Little Rock District)



Oklahoma Marine Enforcement Section Trooper Danny Choate, left, and Eufaula Lake park rangers, Chris Gilliland, center and Eric Fassio participated in the rescue of two cousins and were recognized for their efforts with lifesaving awards presented by Tulsa District commander Col. Michael Teague. For two cousins riding their off-road vehicles at Eufaula Lake almost took a tragic turn when they tried to cross a river. The first rider was successful but when the second tried to cross, his ATV was swept out from under him. When park rangers responded, it was discovered that two people hadn't drowned but were hanging onto a log in the river. By the time they reached the two, the man clinging to the log was exhausted and could barely hang on. Luckily, Gilliland and Fassio were able to pull both men safely into the vessel. (Photo by Tulsa District)



Kent Dunlap, Tulsa District chief of natural resources, introduces an innovative way to save a popular trout fishery below Tenkiller Dam in Oklahoma. Tenkiller is home to a popular trout fishery; however, during the 2011 drought, low dissolved oxygen levels, and high water temperatures resulted in a fish kill of both trout and other types of fish. As a result of a multi-agency effort, a two-part mechanical solution was developed to prevent further fish kills below the dam. (Photo by Tulsa District)



Located in southeast Missouri on the Black River, the Clearwater Lake Dam rehabilitation became the first major project to be completed under the USACE Risk Informed Dam Safety Program. Under this approach, USACE developed a new process to rank its portfolio of dams. The old system of dam repair was a "first-in/first-out" approach, said Glenn Proffitt, project manager for Clearwater Lake Dam. This meant that the Corps placed the repair project in a queue and waited until it rose to the top of the list. All that changed during the last decade, however, when USACE adopted an informed risk program that identified the highest priorities, regardless of when a project "entered" the line for repair. (Courtesy photo)



Col. Richard A. Pratt assumed command of the U.S. Army Corps of Engineers, Tulsa District, in a ceremony at the Armed Forces Reserve Center in Broken Arrow, Friday, July 12. Col. Pratt, in the traditional passing of the flag ceremony is charged by the Division Commander Brig. Gen. Thomas Kula to care and lead the Tulsa District. Pratt succeeds Col. Michael J. Teague, who was been commander for the past three years. (Photo by Tulsa District)

PACESETTER POINTS

Congratulations

Congratulations to **Carolyn Staten**, deputy, Office of Small Business Program for Fort Worth District on receiving the 2013 Society of American Military Engineers Small Business Advocate of the Year Award.

Congratulations to the following Galveston District employees on their achievements: Deputy District Engineer for Programs and Project Management **Pete Perez** was promoted to the Senior Executive Service and selected to assume the role of regional business director at SWD. **Robert “Ed” Morgan**, P.E., was selected for the position of resident engineer in the Port Arthur Resident Office. Engineer Research and Development Center team member **Robert Thomas** was selected as the chief of the Hydrology and Hydraulics/ Water Control Branch for the district effective Sept. 22. **Eric Wood** completed a Coastal Engineering Certificate Program from Old Dominion University. **Isidro Reyna** was recognized as a “Rising Stars 30 and Under,” by Our Lady of the Lake University. The Galveston District was recognized as a **2013 Clean Air Champion** by the Houston-Galveston Area Council for its Vanpool Program, which offers commuting alternatives to employees. **Casey Cutler** was selected as the 2013 Regulatory Professional of the Year by the Texas Association of Environmental Professionals. **Lisa Finn** was selected for the position of environmental specialist in the Navigation Branch. **Seth Jones** was selected as the operations manager for the Brazos Island Harbor and Matagorda Ship Channel navigation projects. **Marybeth Parker** was selected as the Operations Division’s program analyst. Safety Officer **Patrick Spoor** received the 2013 Outstanding Safety Contribution award for exceptional technical support during the revision of Safety and Health Requirements Manual (2013 Edition). **Franchelle Craft** was selected as a Science Spectrum Trailblazer Award recipient by the 28th Black Engineer of the Year Science, Technology, Engineering and Math Global Competitiveness Conference, an honor bestowed upon minority men and women who actively create new paths for others in science, research, technology and development. **Pablo Hernandez** was select-

ed as the resident engineer at the Rio Grande Valley Resident Office in Port Isabel, Texas. **Andrew Smith** was promoted to the resident engineer position at the Corpus Christi Resident Office, Texas. **Dr. Edmond J. Russo** was selected to serve as the deputy district engineer, program manager.

Congratulations to **Walter Skierski**, SWDs Deputy Division Counsel for being named the 2013 Bert Petinato Chief Counsel award winner in public service.

Congratulations to Little Rock District’s **Caleb Young** for being chosen to fill the lead civil engineer technician position for the Beaver Project Office.

Arrivals

Welcome to Galveston District: **Colleen Chamberlain and Louis Esqueda** who both redeployed. And to new employees **Robert Jones, Lawrence Oyelami, Robert Thomas, Tim Walls and Ron Wooten**

Welcome to the following Southwestern Division employees: **Henry Patton, Adam Crisp, Timothy Johnson, Todd Isaacks and Lynn Ray**

Departures

Best wishes Fort Worth’s **Charlie Burger**, chief of Operations Division and **Hyla Head**, chief of Real Estate Division on your retirements.

Farewell to the following Galveston District employees: **Chelsea Desforges, Bob Peel, Kim McDonald, Mike Mosely, Lloyd Mullins, and Rashid Sheikh-Ali**

Farewell and good luck to the following SWD employees in their retirement: **Terry Nolen, Robert McCollum, Harrison Sutcliff and Rainey Holmes.**



Leadership from the Southwestern Division, to include its four district, pose outside the Fort Worth Federal building during Command Week in November. (Courtesy photo)

Our FY14 Azimuth and Regional Priorities

Our SWD Azimuth: Here's HOW we need to go about the change necessary in FY14 ... it's to maintain our relevancy, continue to provide VALUE to the Nation and region. HOW, by:

1st) Doing what we say ...executing the basics...DELIVERING on our commitments to our customers. EVERY project, every program is important, large and small, ALL add to our reputation & relevancy.

2nd) In everything we do, look at it from the stand point of our customers...PROVIDE what they need...it's a mind-set. It's NOT an attitude of here's what we can't do, or we can only do this. But it's - LET's see what we can do – ES-SAYONS.

3rd) It's TRANSFORMING our organization for the future ... and being INNOVATIVE at all levels... THAT is our New Norm. MOST IMPORTANT, WE NEED EVERY ONE TO UNDERSTAND, BELIEVE, AND EMBRACE IT.

The SWD Priorities for FY14 underscore the significance of Civil Works and Military Missions while promoting elements that enable efficient and effective project execution. The five priority actions will specifically posture us for success in FY14 and the future:

- Focus planning, programming and execution activities on delivering value to our partners and stakeholders. SWD leadership places tremendous value on developing a regionally interdependent team that provides cost-effective, innovative solutions for our stakeholders. (Goals 1 and 2)
- Assist civil works and military customers in making investment decisions and improve upon meeting their small project needs. This will improve the acquisition processes, competencies, and methods of delivery to enable efficient project execution. (Objs 1b, 2a-d)
- Build the Bench - Attract and retain a vibrant and well-trained workforce. Improve partnerships with universities and STEM outreach programs. (Objs 1d, 4d)
- Collaborate with partners to develop and implement infrastructure strategies that tie to State Water planning initiatives. We must endeavor to realize the full benefits from our water resources infrastructure to enable economic growth/stewardship of the environment. (Obj 2b)
- Implement strategies for sustainable infrastructure systems, specifically the MKARNS, TX Gulf Coast and multi-purpose reservoirs. These strategies employ decisive and smart business cases ... efficient use of federal funds and alternative financing, as well as divesting of assets, where applicable. (Obj 2d)