

Southwestern Division

Pacesetter

Winter 2012

Volume 7, No.4



2012 Year in Review

Special Focus: Taking Care of our Wounded Warriors

SOUTHWESTERN DIVISION PACESETTER

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The Southwestern Division takes a look back at the year 2012 through photos and numbers and looks towards accomplishing even more in 2013.



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2012, a year full of success

Brig. Gen. Thomas Kula Southwestern Division Commander

In the Southwestern Division, as in most federal government organizations, we measure time in two ways: the fiscal year and the calendar year. Both of these measurements have been great successes for the SWD Pacesetters!

We had a very successful Fiscal Year '12 closeout, thanks to the incredible efforts, led by our Districts and supported by our contracting and resource management teams, and we had a great fiscal year overall. Lots of numbers, and most important is that you delivered! In the contracting arena, SWD had more than 7,000 contacting actions, totaling just short of \$2 billion. Our Civil Works side of the house executed \$540 million in Investigation, Construction, Operation and Maintenance, and Flood Control and Coastal Emergency accounts, and awarded 108 contract actions for a total obligation of more than \$250 million. Our Military Programs awarded 36 military construction projects with a combined programmed amount of more than \$694 million, executed more than \$165 million in environmental contracting and \$225 million in projects for other agencies.

Dollars told a story in other areas too. Our Real Estate

community managed almost 18,000 outgrants for a total annualized rent of \$6.4 million, and generated timber revenues of approximately \$1.2 million. Our recreational facilities generated \$1.6 billion in visitor spending within 30 miles of our lakes, and our Small Business was third in the Corps, with more than \$945 million in contacts.

Of course, success is measured in more than dollars. We had such program successes as the approval of the draft Freeport Harbor Feasibility Report, and the establishment of the Regional Center of Expertise for Energy and Expertise in Fort Worth. Our Regulatory folks exceeded all eight National Program performance measures, and our Small Business program was first in the Corps for Small Disadvantaged Businesses. Our people won the Chief of Engineers Safe Performance Award of Honor (Little Rock District), the Corps Project Manager of Year (Viet Nguyen, Fort Worth), and the National Contracting Organization's Leadership award (Brian Brobson, Tulsa District), among other award winners.

We responded to disasters (eleven declared in our region), jump started our Science, Technology, Engineering and Math and Wounded Warrior programs, and hosted more than

75 million visits at our recreation areas.

And that's just for starters—it covers the fiscal year, but great things kept happening for the rest of the calendar year!

Here at Division, we have had some departures that have taken with them many years of experience: Morris Tanner, our Division Counsel; Ron Bell, our Water Management expert; Paul Krebs and Hazel Fernandez, with 70 years of federal experience between the two of them, retiring from Readiness and Contingency Operations and Human Resources. All of them would tell you that they are replaceable—we are all replaceable—but we will definitely miss their counsel and expertise.

Finally, as 2012 draws to a close, I want to thank each of you for your many contributions that have helped this region resolve tough challenges and overcome obstacles on the way to all these regional successes. We have much to look forward to, in both Fiscal Year and Calendar Year 2013, and numerous issues to sink our teeth into. I'm looking forward to working with you as we round the corner into 2013 and face the changes and challenges that we will deal with.

Thanks again for all your hard work, and welcome 2013!



2012, what a year!

Col. Glen Masset Commander, Little Rock District

The end of the year is a time to look back on the previous year and look forward to the next. Every year as the holidays roll around we often wonder where the year has gone, how quickly it passed and what we did or did not accomplish.

Before the ball dropped in 2012 we knew the fiscal climate was going to challenge the way we do business. Every strategic meeting involved conversations about reducing levels of service or budget cuts. This year we had to make adjustments immediately because of a \$17 million reduction in operation and maintenance funding for the fiscal year. The plan created to combat the cuts quickly set the tone for the entire year... or did it?

What I noticed this year about our district is that you have resolve. You have the ability to overcome obstacles and make things happen.

Resolve is the type of attribute that propels organizations into the future and keeps them on the cutting edge of change.

This year's financial challenges truly tested your resolve but you found a way to manage more than \$6.5 billion worth of public infrastructure. I want to personally thank all of you for working around the clock to ensure our

“What I noticed this year about our district is that you have resolve. You have the ability to overcome obstacles and make things happen.”

district operated at the highest levels.

I wish I could tell you that everything will be back to normal in the years to come. The truth is that with our constantly changing financial landscape, what we once called normal has changed and we don't know what the new normal will look like.

Our mentality in the past has been to figure out how to

do more with less. If we're not careful this kind of thinking can create delusions of grandeur. Delusions can cause us to make unrealistic projections that can be costly in the end. These types of delusions cause projects to finish behind schedule and over budget.

As we move forward towards the new normal it will most likely involve the

newly adopted saying, “do less with less.” Doing less with less is going to create some very difficult situations that will challenge our decision-making processes. It's going to be very challenging to re-

duce services that have grown to be a custom to our park, river and infrastructure users. We are going to have to adjust our attitudes and accept a more fiscally responsible role.

With just a few weeks left in 2012 I encourage you to close out as much of this past year as you can and begin preparing for a new year and the challenges that lie ahead.



Looking towards a New Year

Col. Christopher Sallese Commander, Galveston District

Fiscal year 2012 is now in the books and we had a phenomenal year. Our overall obligations were \$159 million, down from \$253 million in FY11. We executed over 95 percent in all our critical appropriations – General Investigation, Construction General, and Operations and Maintenance. This is the first time we finished in the “green” in a number of years and we were one of the few districts in the entire Corps nationwide to achieve this accomplishment. We had a plan, we created our schedules and we executed the plan just like we said we would. Thank you for your tremendous effort.

Of the \$159 million executed last year, \$117 million was executed in the O&M account. We are quickly becoming an O&M-only district as we see our major construction efforts on Sims Bayou and the Houston Ship Channel coming to a close. This is happening across the region with our sister districts, but I have to say we have plenty of opportunities for future design and construction work should the nation elect to make strategic investments into Texas’ infrastructure.

I have designated six high priority studies that we must complete in FY13 in order to posture these projects for authorization, PED or construction in FY13/14/15. The six priorities are: Addicks and Barker Dam Safety Modification Report, Freeport Harbor, Sabine to Galveston, Clear Creek, Corpus Christi Limited Reevaluation Report and Brazos Island Harbor studies. We are on track with these studies but we can’t afford to slip. We owe it to the nation to get these projects finished.

The Corps’ Civil Works Transformation process is moving along at light speed and everyone must become familiar with this effort. The Corps must modernize its study management approach to remain a relevant provider of solutions for the nation’s water challenges. Studies will have to be completed in three years, cost no more than \$3 million and undergo three levels of review. This revised process will ensure studies are funded to capability which should reduce time without jeopardizing the quality of the engineering, environmental and economic analyses. This not a planning effort only, it will touch all aspects of the organization.

Lt. Gen. Thomas Bostick has made Science, Technology, Engineering and Mathematics outreach a priority for the Corps. This program is essential to developing and shaping the engineer workforce of the future. In order to do our part, we’ve launched the Corps in the Classroom program which seeks to build relationships between Galveston District employees and underrepresented middle and high school students to encourage an interest in STEM courses and the pursuit of engineering and science career fields. Many of you have already visited local schools and interacted one on one with students, encouraging them to pursue careers in STEM-related fields and allowing students to ask questions about your respective professions. This country has always been the most innovative in the world and to remain competitive the nation must continue to foster an interest in STEM in future generations. This is a worthy program and I encourage your involvement. Stay tuned for more information on how you can engage and help us reach out to the people in our community.

On Oct. 1, our Contracting Office became a part of

the Fort Worth District and will now be known as the Galveston District Execution Branch. Its priority is executing our contracts; however, if they have extra capability, it will help execute Fort Worth District contracts as well. This is an advantageous deal for the Galveston District, as we can now take advantage of Fort Worth District's Business Oversight Branch. This will help reduce overhead rates and increase efficiency across the entire region.

Through proper planning, we've reduced our work force to ensure our affordability in FY13. Our combined efforts have helped to plan properly for the size of the work-force needed to get the mission done. It's about building the bench for the future. As 2013 draws near, know that while we have a lot more to accomplish with less resources at our disposal, we'll work through these challenges and deliver innovative and sustainable solutions to our nation's engineering challenges. I fully expect the district to go through this manpower drill again once we see the president's proposed Fiscal Year 2014 budget.

As a nation, we have so much to be grateful for. The freedoms we enjoy today, not shared around the world, have provided us with a distinctive

way of life throughout our rich and diverse history. These freedoms are a direct result of the vigilance and dedication of our military forces. I am thankful for the direct support our district has provided our war-fighters and for your dedicated commitment to strengthening our nation's security, energizing the economy and reducing risks from disaster.

To our deployed staff members, thank you for all of the support you've given not only to the U.S. Army Corps of Engineers and the Army but to

“As 2013 draws near, know that while we have a lot more to accomplish with less resources at our disposal, we'll work through these challenges and deliver innovative and sustainable solutions to our nation's engineering challenges.”

the entire nation. Your being forward deployed is helping the Army and the nation achieve its goals as we continue to fight this global war on terrorism. Know that you are in our thoughts and prayers not only during the holiday season but throughout your time deployed and that the Galveston District team at home couldn't be more proud of your achievements.

With that being said, I equally thank the employees who have picked up extra duties in their deployed coworkers absence and continued to meet rigorous deadlines with less manpower.

On a personal note, we

have some folks in the district who don't feel well and who are in need of leave donations. I ask you to keep them in your thoughts and consider participating in the Leave Donation Program. Also, remember that the holiday season is a stressful time, so please remember to take care of yourselves as well. You've heard me speak about resilience in the workforce but you need to look at ways to make yourself resilient.

As we ready transition into 2013, it continues to be my pleasure to lead and serve

alongside each one of you and I am truly appreciative of your service and sacrifice to our nation. I expect everyone to return from the holidays safe, rested

and recharged. Let's put extra emphasis on safety during the holidays.

My family and I want to wish each and every one of you and yours a very Happy Holiday and New Year. Please use this time to reconnect with family and put some much needed balance and resiliency back in your lives.

Here's to an exciting FY 13. Together we will make this another banner year!



For Tulsa District, a year of reaching out

Col. Michael Teague Commander, Tulsa District

So, this article is supposed to be about the Year in Review — a look back at the accomplishments of the Tulsa District. But the most recent accomplishment seems to overshadow the rest of the year, and that is the Superstorm Sandy response.

Just three short weeks after the end of a very successful Fiscal Year 2012, a tropical depression formed deep in the Caribbean Sea. Within days it reached hurricane size and speed as it moved north, targeting the United States' Eastern Seaboard. The storm made landfall Oct. 29 near Atlantic City, N.J. Though Sandy was no longer officially classified as a hurricane at that time, it still produced a huge storm surge that was compounded by a full moon and the timing of high tides.

Before Sandy made landfall in New Jersey, the U.S., Army Corps of Engineers Power Planning and Response Team from the Tulsa District was already on the move. Twelve members of the District were heading to Cleveland, Ohio in case the storm carried flood waters that far inland. When they were no longer needed in Ohio, they packed up and headed to New York City. The District also had two ATLS deployed as Emergency Operations Center Chief Bill Smiley went to New Jersey and Emergency Management Special-

ist Kerri Stark went to the National Response Coordination Center in Washington, D.C. The last pieces were the deployments of Maj. Don Nestor to the U.S. Army North (Fifth Army) Headquarters at Fort Sam Houston, Texas, Capt. Corey Burns to the Corps Headquarters in Washington, D.C., and me to New Jersey. Our region has certainly seen its share of natural disasters with hurricanes on the Gulf Coast and with more pointed disasters like the tornados that hit Canton Lake last year. Being on the ground in New Jersey and seeing the destruction of a storm the size of Sandy certainly puts the year-in-review in a different light.

Of course the day that Sandy made landfall on the east coast, we were in Manhattan — Manhattan, Kansas that is. We were there for the first-ever Kansas Governor's Water Conference. Southwestern Division Commander Brig. Gen. Kula gave a keynote presentation on behalf of USACE Chief of Engineers Lt. Gen. Thomas Bostick who was heavily involved with the USACE storm response. Tulsa and Kansas City Districts gave panel presentations. The focus of the conference was on water supply and the drought that has impacted our region the most in the past two years. With six lakes in Drought Level II and one in Level III, the drought has had a huge impact on the region. For the second year in a row we met with Oklahoma and Kansas state agencies as we work

together to balance the precious water that we have.

The drought this year was a little different than 2011. They call the 2011 drought an "agricultural" drought. We had record cold weather and snows in 2011, followed by spring rains that caused some areas to flood. When the drought hit in June of 2011 the crops never had a chance. The 2012 drought this year was called a "fire" drought. The warm winter allowed vegetation to grow. When the drought hit in the summer, wildfires were the threat and they hit hard in central Oklahoma. Fifteen Tulsa District employees received the Department of the Army's Civilian Award for Humanitarian Service from USACE Deputy Commanding General for Civil and Emergency Operations Maj. Gen. Walsh and Brig. Gen. Kula for their actions during the fires. The District also waived fees at campgrounds for the victims of the fires that lost their homes and helped coordinate the use of donated campers.

For families in Creek County, Oklahoma 2012 will be remembered as a year of wildfires. For farmers and ranchers across our region 2012 will be remembered as the second year of the drought. For those on the East Coast 2012 will be remembered as the year of Superstorm Sandy. But for all of those, it was the year that our Corps people reached out to help those in need.



Proudly looking back at 2012 transforming forward in 2013

Col. Charles Klinge Commander, Fort Worth District

Team Fort Worth – As we engage in the hustle and bustle that goes along with the Holiday Season, it also marks the end of another year and a time for reflection as a District.

As one of the busiest Districts in the Corps, we experienced numerous successes in 2012 but also encountered challenges along the way. We will build on our successes in 2013, and we will apply lessons learned to continue making our best even better. Although I've congratulated many of you personally for a job well done in 2012, it warrants mentioning again because, the Fort Worth District finished up FY12 awarding 100% of our actions -- which is no easy feat for any District! Your selfless service and dedicated efforts enabled us to finish strong as we awarded 389 actions valued at \$368 million in just the last month of the fiscal year, including 114 of those actions totaling \$165 million awarded in the very last weekend of the FY.

In my column last quarter I outlined the Chief of Engineers priorities, and if you take a look back at those you'll see how our FY12 successes and the continuation of several of them into FY13 directly support and align with those priorities.

Many of you may not realize it but we are one of the strongest organizations in support of numerous overseas contingency operations and are looked upon as a 'go-to' District for such support. In FY12, SWF had over 52 personnel deployed, including a seven-person Forward Engineer Support Team to Afghanistan; and a Base Development Team who remained on-call.

Last year we ramped up two new programs. These programs support The Defense Logistics Agency and Air Force Civil Engineering Center. The Engineering Construction & Support Office and Real Estate Division have the lead to establish a corporate U.S. Army Corps of Engineers business model for an Asset Management program. ECSO's Infrastructure Assessment Branch continues to successfully initiate and implement real property inventories, facility condition assessments and environmental assessments for the DLA and the Air Force. These missions will create an inventory of existing facilities that will be the basis for future projects that USACE will execute. The significance of the project delivery method is the utilization of resources throughout USACE to accomplish the task.

SWF also led the way in FY12 and continues to do so in the area of energy security and sustainability as one of the nation's Energy Centers of Expertise. Our successful project work with the Fort Polk Combined Heat and Power Modular System and our partnership with Utility Companies are positive indicators that SWF will be able to garner additional work in this area of expertise now and for years to come.

Like no other year in our history, FY12 saw a heightened and successful Science, Technology, Engineering and Math (STEM) outreach to local/area public schools and universities. These efforts are critical to motivating students to pursue STEM degrees and possibly building future engineers and scientists.

FY12 was also a very successful year for safety. Thanks to the tremendous outreach efforts by our Operations personnel to inform and educate the public, our lakes saw a marked reduction in public fatalities.

And thanks to the efforts of our Area & Resident Offices and Safety professionals, we had a successful year in terms of reduced accidents on our job sites.

Our Small Business Office led the way with over 50% of our obligations being awarded to small businesses. This is a tremendous team accomplishment, and our small business obligation rate is one of the highest, if not the highest, in all of USACE – well done!

Lastly, we have made great progress in Civil Works Transformation. I know after hearing about it several times that all the talk about Civil Works Transformation may begin to sound like rhetoric, but it isn't – it's the future of SWF and the Corps. The outstanding progress on the Westside Creeks, the Dallas Floodway and Nueces River & Tributaries projects are tangible examples of Civil Works Transformation in action. Now is the time to become a believer!

All of these successes reflect extremely well on the Fort Worth District. I challenge each of you as an integral member of Team Fort Worth to maintain and improve your working relationships, honor your commitments, and ask yourself every day what you can do to make us better. Work with your teammates to ensure we continue to move forward in transforming our processes and practices to meet the needs of the future and deliver the best possible products, services and solutions to the Nation.

Again – Happy New Year and thanks for all you do everyday to serve the Army and our Nation, "Building Strong" to put forth your best effort and keep the lines of communication open, honest and transparent.

Thanks for all you do!

POWERFUL Partnerships

By Melanie Ellis,
SWD Outreach Coordinator

For the U. S. Army Corps of Engineers the word sustainability is often used to describe infrastructure and its life span, but now it is used to describe successful partnerships – specifically the invaluable partnership between the Corps and the Southwestern Power Administration.

Established in 1943 by the Secretary of the Interior as a federal agency that today operates within the Department of Energy, SWPA's mission is to provide hydropower to six states – Arkansas, Kansas, Louisiana, Missouri, Oklahoma and Texas. To accomplish this, SWPA partners with three Corps Divisions and six Corps Districts, including the Southwestern Division, to market cost-based, wholesale power generated at 24 federal, multipurpose hydropower projects – 18 of which are located in the SWD footprint.

The importance and relevance of the partnership between SWPA and the Corps is not lost on new SWPA Administrator Chris Turner.

“I am impressed with the partnership between SWPA and the Corps and SWPA's customers,” Turner said. “At SWPA's last customer meeting in September 2012 it was reported that funding in the amount of nearly \$300 million has been committed by SWPA's customers for operation, maintenance, rehabilitation, and modernization work at Corps projects through the Jonesboro Memorandum of Agreement since its inception in 2000.”

Under the Jonesboro MOA, the Corps/SWPA/Customer team is able to focus on a variety of work

items, including turbine replacements, generator rewinds, and rehabilitation of ancillary systems such as air coolers, piping and protective relays. These repairs are crucial to the effective and efficient operation of the hydropower facilities. Effective and efficient operations are a top priority of the team.

Turner also noted that SWPA and its customers will be taking their commitment even further in coming years. “SWPA's customers have recently pledged to fund \$1.4 billion over the next 30 years in support of major equipment replacements at Corps hydropower plants in the region,” said Turner.

Turner attributes the success of the partnership to the willingness of the team to go beyond the confines of ‘business as usual’ and embrace different ways of doing things to be more efficient and effective. He noted that this applies not only to the work under the Jonesboro MOA, but also to many of the other aspects of the partnership, such as operation of the reservoir and coordination with other users of the multipurpose project.

“With our current process of meeting regularly to discuss work under the Jonesboro MOA and operations of the projects, we are able to share experiences and promote a ‘best practice’ way of thinking,” said Turner. “In the end, this has saved us money and valuable time. I am grateful to the Corps for working with us on this.”

Part of the ‘best practice’ way of thinking for the team is looking to the future to identify potential

challenges. Team members regularly work to minimize costs, which in the end helps the economy and benefits end-use electricity users.

The benefits of federal hydropower are not always visible to the end user. In an average year, this partnership saves the American public the equivalent of 8.9 million barrels of oil, 2.7 million tons of coal, or 54.6 billion cubic feet of natural gas. It also prevents the emission of greenhouse gases equivalent to 4.7 million tons of carbon dioxide, 13,900 tons of sulfur dioxide, and 6,200 tons of nitrogen dioxides.

Turner noted the one of the greatest benefits to the end user is that hydropower pays for itself. “The federal hydropower program, as supported by the Corps/SWPA/Customer partnership, repays the American taxpayers on initial construction costs, interest during construction, interest on investment, annual operations and maintenance and new replacement equipment.”

The team continues to look for ways to improve and provide reliable power, and their partnership demonstrates that working together is the key to successfully providing effective, efficient and necessary services to the public.

“If we keep in mind the big picture of minimizing annual and capital costs while having generating assets available as much as possible,” Turner said. “We can provide this clean, renewable resource to the Nation at the lowest possible cost for many years to come.”

Update on Regional Initiatives

(Editor's note, the following is a brief update on two of our regional priorities.)

Regional Planning Center (RPC) We are moving out to establish a RPC that will sustain Planning and Environmental competencies and deliver value to our Civil Works partners and our military missions customers. The business rules and implementation strategy are under development. The plans for the RPC are also synchronized with our intent to enable an infrastructure strategy that increases our major maintenance for our critical infrastructure. Mr. Pete Perez, acting Regional Business Director, is leading a team of senior leaders from the region to develop the business rules and implementation plans. Through this effort, we will remain relevant and ready to respond to the needs of our Military and our Nation.

Infrastructure Strategy The goal of a Smart Operation and Maintenance Infrastructure Strategy is to optimize limited O&M dollars through an informed decision-making process that links desired levels of service with ongoing maintenance investments to improve planning, budgeting, execution, performance and communication (stewardship) of our federal assets. We have four Project Delivery Teams in SWD: Flood Risk Management Level of Service PDT, led by John Balgavy in Little Rock District; Recreation LoS PDT, led by Brandon Mosley in Fort Worth District; Environmental Stewardship/Compliance LoS PDT, led by Kent Dunlap in Tulsa District, and O&M Cost Review PDT led by Ted Kerr in SWDO. The goal of the three LoS PDTs is to determine all work products associated with each business line and prioritize the work into three categories: mission critical actions ("must do"); non-critical actions and tasks ("nice to do"); and activities that will no longer be done. The goal of the O&M Cost Review PDT is to provide standardized guidance on which Work Category Codes should be used so that SWD can track execution of work going forward and to provide a breakdown of where O&M funding has historically been spent. This strategy presents the opportunity for each District to adjust their workload to align with a regional delivery of required O&M products and services that will allow for optimized use of O&M dollars towards true structural/high priority investments.



USACE and DLA, bringing value to the U.S. Armed Services

by Jim Frisinger
Fort Worth District Public Affairs

Across the federal government rowing fiscal restraint challenges every agency to become more effective and accountable. The U.S. Army Corps of Engineers is grappling itself with tight budgets.

But this new environment has also created a niche opportunity to serve others that USACE is rising to fill.

One initiative, the Asset Management Program, is just two years old but it has become a growth center for USACE that is drawing notice from the public sector.

DLA as customer No. 1

In September 2010 the Defense Logistics Agency approached USACE Headquarters for help. The Department of Defense agency, which supports every service at locations worldwide, had been struggling to comply with the Chief Financial Officers Act of 1990. The act requires federal agencies to have auditable financial statements including inventory records to improve accountability. The Office of Management and Budget wants the services to have these records ready for audits planned for mid-decade.

The result was the stand up of the AM Program to support DLA. But while the Fort Worth District was asked to launch the program, it quickly

evolved into a new enterprise business model that is benefitting all of USACE. While management is centralized, execution is decentralized. This model can only succeed with participation and coordination with every USACE Major Subordinate Command.

"We've evolved from a single district supporting the mission to a business entity that involves the entire USACE family," said Alain Bernier, Infrastructure Assessment Branch Chief in the Fort Worth District. "We're honest brokers here. We're moving forward to embrace the support we can get from other districts to share the wealth and share the mission."

Two years later the proof of the model is how deep the USACE-wide engagement has been: touching 35 Districts and 500 team members in those districts.

Four phases to the DLA mission:

The breadth of mission requirements for DLA was impressive – and global. Send USACE teams to assess real property inventory, environmental conditions, fuels assets inventory and perform facilities condition assessments on all assets. That means assessing DLA's more than 25,000 assets spread across some 885 locations worldwide within five years. Record it all electronically – photos, spreadsheets and documents – and provide it to the customer in a format that DLA's Enterprise Business System can inter-

pret and utilize to support their mission. That's just Phase 1

Once on site, the team generates a list of facility deficiencies that in turn creates a requirements list needed to bring the installation up to grade. The customer reviews the report, prioritizes the deficiencies then comes back to the USACE team to request work packages for the greatest needs.

In Phase 3 the USACE team develops requests for proposals, awards contracts and executes construction to bring the installation facilities up to a healthy level.

Phase 4 makes this entire cycle sustainable: Five years after Day One, USACE returns to that same site and repeats the process. Assets are validated against the initial visit inventory. In theory, the number of deficiencies should be reduced due to corrective action taken (repair and construction); but some facilities may have slipped into a deficiency status five years later.

"After a few cycles of this – 10, 15 years down the road – their facilities are going to look really good," Bernier said. "Their program requirements are going to be less, allowing the customer to utilize its funding elsewhere."

But this program is not about one customer, it's about building an organization that follows the long USACE tradition of service to others. Building this program right for the first customer is earning a reputation that is already bringing new customers in the door.

Flexibility

Bernier said consistently delivering for DLA is Job 1. Flexibility has been important to meet the customer's requirements on the fly. At one point DLA pulled back from requiring fuels condition assessment that was in its original scope of work. But DLA also turned to USACE with a sudden need. It was given responsibility for a number of assets from the last Base Realignment and Closure Program. Nine weeks later the AM Program had delivered facility condition assessment reports on 16 locations in Hawaii and across the continental U.S., all reported in the same format DLA was used to and delivered with USACE resources. That builds customer trust and loyalty, Bernier said.

A test of this flexibility was given in April when DLA asked if USACE could significantly accelerate the schedule for the first round of site visits, from five years to less than four. The team is working hard to meet that goal.

Training

Another foundation of program success for this Corps-wide enterprise model is training to build the skills sets needed for the new program.

A week-long Prospect-style course has evolved. Attendees follow classroom instruction by being immediately inserted with an experienced site-visit team in the field. That reinforces classroom instruction and refines assessment skills.

Our goal is to schedule site visits that will be spread out by leap-frogging the teams. That means being in the site visit rotation but not constantly on the road. This keeps team members' skills fresh while minimizing disruption to district duties and home life.

Each installation visit – usually several installations grouped into a week-long trip – has a site visit coordinator. Each DLA visit has a team comprising support from several subject matter expert cells – real property inventory, environmental, fuels and facilities condition assessment – all

staffed up to meet the needs of the trip. Trips are organized many months out; the district in the geographic area of responsibility is tapped first to provide the assessment talent before others districts are approached.

The program looks for energetic people who want to learn and see the value of what they're contributing to, Bernier said. Being flexible and a team player is important to make sure that all the work scheduled for the typically week-long site visits gets done.

"We look at our teams holistically," Bernier said. "Regardless if you're a facilities condition assessor, or

and Border Protection.

Unanticipated new work has been generated when DLA turned to the AM Program to support its Sustainment, Restoration and Modernization Program, which benefits the entire USACE family. Work is being generated as expected in DLA Phase 3 with contracts anticipated to be awarded by second quarter FY2013 through four districts: Mobile, Tulsa, Savannah and Sacramento.

By the close of CY2012, the AM Program will have assessed more than 90 million square feet of assets. The FY2013 DLA budget alone is forecast at \$33 million exclusive of construction contract awards generated.

The phone is ringing.

Perhaps an even greater sign of success is the buzz from phone traffic being generated by the program. In late November Bernier got a call from one armed service prospect inquiring if the AM Program could support its needs. That's not unusual: several others are in contact to see if they can also come on board.

Bernier described another phone call earlier in the year.

"The potential customer starts talking to me about asset management. We start sharing similarities between our programs; they were almost identical – his needs and what we've

accomplished.

"He said, 'We've heard about what you've been doing for DLA.

"By the end of the phone call, it got quiet.

"He says, 'Well?'

"I said, 'Well what?'

"He said, 'Can you support my program?'"

Bernier said AM Program elements such as "consistent focus," "efficiencies," "economics" and "processes" with all of the asset management elements brought together, all requirements, into one, neat package, sold the AM Program to the caller.

"When you can do something and you start noticing the growth of your program without even marketing, you've achieved something," said Bernier.



Garrett Gohlke, an intern at the Fort Worth District, folds site maps in preparation for an upcoming visit to Defense Logistics Agency facilities at Luis Muñoz Marín International Airport in Puerto Rico. The site visit teams rely on the site maps to plan and refine on-the-ground visits to all of the assets they need to assess during the trip.

real property specialist, or an environmental assessor or fuels guy, they all support the mission when they're on the ground."

Districts pay up front to enroll their personnel in the facilities condition assessment training course, which gives the district and student an ownership and accountability to the AM Program. With skin in the game, everybody benefits. Ongoing participation sends work out to the districts in lean times. Success of a growing program brings more work and success to USACE districts.

Measuring program success

How do you measure a new program's success?

The AM Program is developing a reputation and has already attracted two new customers: the Air Force Civil Engineer Center and U.S. Customs



Army Corps of Engineers Little Rock District Commander Col. Glen Masset and Augusta Mayor Rocky Tidwell sign a Project Partnership Agreement to proceed with a streambank protection project. Heavy rains in the spring of 2008 and 2009 caused serious bank erosion along the White River near Augusta's downtown area. (Photo by Little Rock District)

Town looks to Corps for help

Vy Kent Cummins

Little Rock District Chief of Public Affairs

The Army Corps of Engineers' Little Rock District and the city of Augusta, Ark., have teamed up to ensure the White River doesn't wash away a piece of the town's history, swallow up an access road, or damage the community's main sewer line. The joint venture was recently solidified when Augusta Mayor Rocky Tidwell and Army Corps of Engineers Little Rock District Commander Col. Glen Masset signed a Project Partnership Agreement to proceed with a streambank protection project. The PPA defines the obligations of the Little Rock District and the sponsor in the construction, maintenance, and cost sharing of the project.

The project was born in 2010 when city officials reached out to the Little Rock District for help.

"The Little Rock District manages a water resources infrastructure worth \$6.5 billion, oper-

ates 13 locks and dams, seven hydroelectric power plants, and we generate enough electricity each year to power up to 500,00 households," said Masset. "But, it's projects like this that I get most excited about. It's great to be able to help and serve our community neighbors in Augusta."

Heavy rains in the spring of 2008 and 2009 caused serious bank erosion along the White River near Augusta's downtown area. The city is located approximately 75 miles northeast of Little Rock and has a population of about 2,700.

"We are extremely pleased the Army Corps of Engineers is going to assist our city with fixing this problem," said Augusta Mayor Rocky Tidwell.

According to the Corps Feasibility Report and Environmental Assessment, if the embankment continues to deteriorate the city could lose a large portion of

their underground sewer main, a city road with parking lot, the historic American Legion Hut, and a historic cultural resource button factory site.

"We are able to help the community under the Continuing Authorities Program," said Nancy Haseley, Little Rock District project manager.

The unique federal and local government partnership and cost sharing agreement is possible under the Continuing Authorities Program which establishes a process by which the Corps of Engineers can respond to a variety of water resource problems without the need to obtain specific congressional authorization for each project.

The Augusta project is authorized by Section 14 the Flood Control Act of 1946, Emergency Streambank and Shore Protection.

Under the Continuing Authorities Program, the Corps is authorized to construct small projects within specific Federal funding limits. The total cost of a project is shared among the Federal government and a non-Federal sponsor. The Augusta project will cost about \$1 million with the Little Rock District covering 65 percent of the cost and the city paying the remaining 35 percent.

Haseley said another high water event in 2011 makes the project even more critical for the Augusta community.

"If the bank continues to erode and sewer main fails, the contents would drain directly into the White River and cause significant environmental damages," she said.

The project now moves to a design and implementation phase. A contract is scheduled to be awarded in the summer of 2013 and construction should begin in July 2013. The project's projected completion date is sometime in October 2013, barring there are no unforeseen delays.



Two children take a hand-led horse ride at the Outdoor Kansas for Kids event held Sept. 8 and 9 at John Redmond Reservoir in southern Kansas. National and local sponsors were encouraged to offer outdoor activities at this annual event to help children learn to appreciate that type of recreation. (Photo by Tulsa District)

Corps partners in free event to help kids appreciate outdoor activities

Vy Sara Goodeyon
Tulsa District Public Affairs

Hundreds of children and their families were treated to a weekend's worth of free outdoor activities at the Outdoor Kansas for Kids event Sept. 8 and 9 at Tulsa District U.S. Army Corps of Engineers' John Redmond Reservoir, near Burlington, Kansas.

The annual event is presented by the Kansas Wildscape Foundation and a group of national and local sponsors to offer fun and entertaining activities to help give children a better appreciation of the outdoors.

"It's all about the kids," said organizer Tasha Rogers, communications supervisor for the Coffey County Sheriff's Office. "It just seems that too much of the time the kids are

indoors not doing any physical activity. This event gets their interest up, and I've seen how involved in outdoor activities they become after this event when they've been shown what to do."

The Tulsa District provided the facilities at John Redmond Reservoir, including free camping Friday and Saturday at the Riverside West Campground. Other sponsors provided free food and supplies for the activities and entertainment. Free breakfast was provided Saturday and Sunday, and free lunch and supper were provided Saturday.

"The Corps of Engineers partnership is just amazing," said Rogers. "Just having the weekend be free is just amaz-

ing because many of these kids would not be able to attend if it wasn't free."

John Redmond Reservoir staff work to make sure the facility is in good condition for the event.

"The park rangers and the camp host are great to work with," said Rogers. "If we come up with something new, they see that it gets done. One year it was muddy down at the point where the canoeing was set up, and the rangers brought in a truck load of gravel to help keep people from falling."

Volunteers were at each activity to instruct the children on how to do it properly. Activities included a catch-and-release fishing tournament, a rope bridge, an interactive Jet Ski simulator, hand-led horse rides, a milk crate climb, canoeing, archery, pellet shooting, a paint ball trail shoot, and trap shooting.

Other activities included inflatable bouncy castle, joust, and obstacle course, visits from Smokey Bear, live music, evening haystack rides, live music and a magic show, a Boy and Girl Scout desert contest, ice cream, and a movie and popcorn to finish up the day.

"This event really makes a difference in the lives of these kids," said Rogers. "I see the kids around town or at the event the following year, and they tell me how much better they have gotten at that activity. One little boy now has his own bow, and he can practice shooting in his backyard. These are activities that kids can do with their families that don't cost a lot."

Outdoor Kansas for Kids is an annual statewide event. It has been held in Coffey County at John Redmond Reservoir for 11 years.



Putting our Wounded Warriors back to work

by Kevin Burgin

Fort Hood MEDCEN Replacement Project Office, SWF Wounded Warrior program liaison

For many wounded, ill, and injured service members and disabled veterans, physical and mental healing is only the beginning of the long journey to full recovery. In addition to facing a set of new challenges and adjusting to a “new normal,” many transitioning service members and veterans also struggle to find meaningful civilian employment.

As you walk around the Southwestern Division’s district offices today you will meet new team members participating in current Department of Defense and Veterans Administration initiatives.

For the past few decades the VA has had the Vocational Rehabilitation Program helping veterans with service connected disabilities reintegrate into the civilian work force.

The Vocational Rehabilitation and Employment’s program and Early Intervention and Outreach program assist eligible service members and veterans with employment and education opportunities. Participants work with a vocational rehabilitation counselor to determine eligibility and entitlement to VR&E services. Once entitlement is established, the counselor and the service member or veteran work together to decide which employment track is most suitable based on the participant’s individual needs. The program’s goal is to assist eligible service members and veterans in obtaining and maintaining suitable em-

ployment that will not aggravate their disabilities. This program does not replace or conflict with medical treatment or military requirements.

The DoD has also developed several new programs to reintegrate servicemembers into the workforce. Two of those initiatives are Operation Warfighter and the Army Wounded Warrior programs. These programs help transitioning Soldiers before they are totally out of the military care.

Operation Warfighter is a DoD non-paid internship program that places wounded, ill, and injured service members in supportive work settings that positively impact the recuperation process. This provides an opportunity to augment employment readiness from federal agencies as participants return to duty or separate from the military.

The initial OWF pilot program started at Walter Reed Army Medical Center in 2006 with select participating federal agencies. It was such a success in the capitol region that the DoD encouraged all Warrior Transition Units to develop a local program with all the federal agencies in their area.

The Southwestern Division has participated in the OWF program since 2009 and has helped more than 60 veterans reintegrate successfully into the civilian workforce.

Benefits to USACE:

Ability to demonstrate support for the military service and sacrifices of wounded, injured and ill service members

Access to the talent, dedication, and considerable military and non-military skills of participants

A vehicle for the permanent recruitment of transitioning service members in support of the Executive Order on the Employment of Veterans in the Federal Government (NOV 2009)

Spread awareness on the utilization of special appointing authorities available to veterans

Better familiarize federal components with the transferable skill sets and employability of transitioning wounded, injured and ill Service members

Provides our civilians exposure to working with more military members

Drives home “Why we are here”

Rural and urban locations can benefit from various programs available to use active duty, National Guard and Reserve status service members

Benefits to Wounded Warriors & Disabled Veterans:

Gain specialized experience, mentorship from federal employees, preparation for civilian career transition

Promotes healing by getting wounded service members out of hospital environment and places them in supportive work

SWD provides transitional recreational opportunities for hunting, fishing, etc. to promote faster healing

The U.S. Army Wounded Warrior Program is the official Army program serving severely wounded, ill and injured Soldiers, veterans, and their families, wherever they are located, for as long as it takes. AW2 supports the most severely wounded Soldiers since 9/11 who have, or are expected to receive, an Army disability rating of 30 percent or greater in one or more specific categories or a combined rating of 50 percent or greater for conditions that are the result of combat or are combat related.

AW2 is one element of the Army’s focus on caring for wounded Soldiers, veterans, and their families. AW2 Soldiers, veterans, and families are assigned an advocate and may be assigned to a Warrior Transition Unit to focus on healing. The advocate supports the WTU triad of



Lt. Gen. Thomas P. Bostick, Chief of Engineers, speaks with a recovering wounded warrior during a visit to the Fort Hood Warrior Transition Unit. (Photo by Fort Worth District)

care team consisting of a primary care physician, nurse case manager, and a military squad leader. The program assists more than 10,000 severely wounded Soldiers, veterans, and their families. There are more than 170 advocates located throughout the country where there are large concentrations of AW2 Soldiers at VA Polytrauma Centers, VA facilities, Military Treatment Facilities, and most military installations.

The AW2 program is confused at times with the Wounded Warrior Project non-profit agency. The AW2 is an official DoD program with a command structure connected with the Warrior Transition Command Headquarters in Washington, D.C. and has no ties to the non-profit agency.

Supporting our Wounded Soldiers and their families has become a top priority for the USACE Chief of Engineers, Lt. Gen. Thomas P. Bostick. During a recent visit to the SWD District offices, Bostick remarked how impressed he was with the support SWD is providing to these Soldiers and their families. Bostick noted that the AW2 and Operation Warfighter are truly making an impact in Soldiers quality of life and allows them to transition out of the service with their heads up knowing their families will be alright as they have to change their careers before they planned on it. As Bostick noted, “It’s the right thing to do.”



The Fort Worth District, U.S. Army Corps of Engineers, co-sponsored a "Take a Warrior Fishing" event at Canyon Lake, Texas, in October. (USACE Photo)

Our Wounded Warriors: Once a Soldier, a Soldier for Life

by Brig. Gen. Thomas Kula
Commander, SWD

The U.S. Army, which I have proudly served in for more than 30 years, has a saying: "Once a Soldier, a Soldier for Life." This concept is shared across all our military services. Those who have served, whether a soldier, sailor, airman or Marine, will always be part of that great community of men and women who have put on a uniform and served this Nation.

On a broader scale, our soldiers are also part of the noble American tradition of citizen soldiers who embody the will of the people directly because they are the people. Americans who serve in our military come from our local communities and return to their families in these local communities when their service has ended. Sadly, because of

the nature of war, some return injured. We call these our Wounded Warriors, and to these all Americans owe a special debt of gratitude—though, when you meet a Wounded Warrior, you will see that gratitude is not what they seek. They seek new beginnings and opportunities to transition to a productive and fulfilling civilian life.

The Army Corps of Engineers has long been an advocate of highlighting these Wounded Warriors and helping them in their transitions. We are involved in several programs that have helped provide employment to Wounded Warriors, as well as programs to integrate them back into American life.

In the area of employment, we support the Operation Warfighter Program, as well as the Army's Wounded Warrior Program and the Federal Government's Vocational Employment and Rehabilitation Program. We have 14 Wounded Warriors working



Brig. Gen. Thomas W. Kula, SWD commander, greets recent military recruits as the Reviewing Officer for the Veterans Day Parade in Dallas on Nov. 12. (USACE photo)

in our Fort Worth District offices alone, and aiming for a higher number. But there are many Wounded Warriors who do not come through these programs; most return to their communities and seek rehabilitation, training and employment there. We ask the communities across the Southwestern Division region to welcome these great Americans who have sacrificed so much, provide them opportunity and help them transition back to into a civilian life.

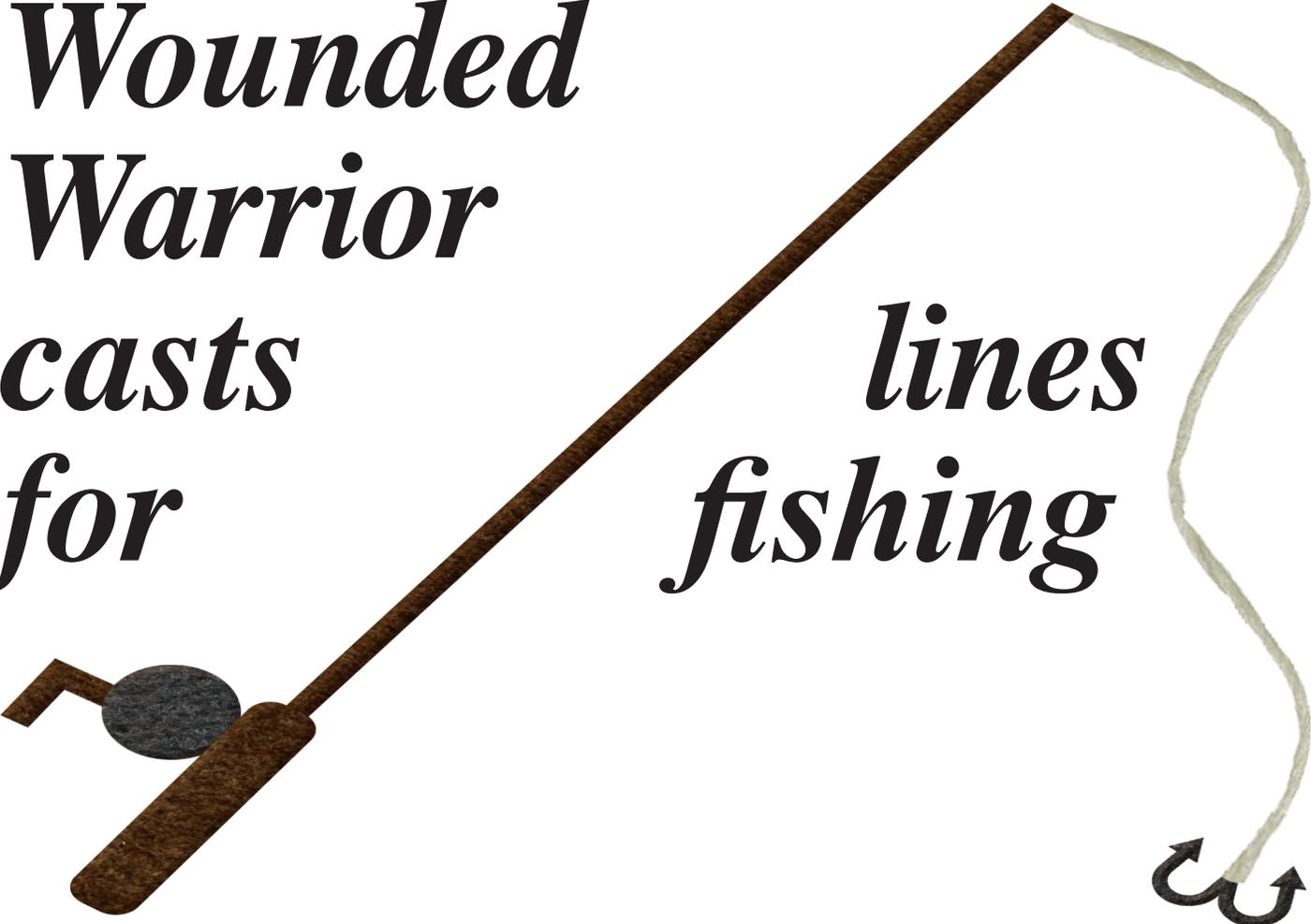
Just recently, our Fort Worth District hosted a “Take a Warrior Fishing” day at Grapevine Lake. By partnering with almost three dozen local businesses and groups who provided rods, reels, tackle bags, fishing kits and boats, this day-long event honored some of our area Wounded Warriors and their families. The “Take a Warrior Fishing” program was established in 2011 to support military personnel and their families by creating an adaptive community-based outdoor recreation experience through the sport of fishing. The main goals of this program are to restore well-being by increasing family interaction, encouraging outdoor recreation, and supporting positive, social interactions that help transitioning service members rebuild connections with the civilian world.

We have hosted other events as well, always

partnering with our local communities and businesses in our region. Recently, we worked with more than 70 members of “The Mission Continues”, a national community service organization that encourages and aids volunteerism by disabled and wounded veterans. These veterans cleaned out woods and planted trees in the Dallas Floodway System—giving back to the community, because they are an integral part of the community. This story is repeated throughout the states that make up the Southwestern Division, from Texas to Arkansas to Oklahoma and beyond!

The Army is committed to lifelong success for our Soldiers, veterans, and their families. Supporting our Soldiers and Army veterans—and veterans of all branches of service—requires a team approach by the Army, other government agencies, and the local community. If you seek opportunities to assist our Wounded Warriors or if you know of opportunities to assist them, we are ready to facilitate! You can contact us anytime at www.swd.usace.army.mil, or click on the commander icon on that website to connect directly with me. Let us all work together to ensure that those who gave so much for us are given opportunities in return.

Wounded Warrior casts for lines fishing

A fishing rod with a reel and a fishing line with a hook. The rod is dark brown and the line is light green. The hook is black and curved.

by Ed Rivera and Clayton Church
Fort Worth District Public Affairs

For most people, going fishing on a weekend morning isn't that big of a deal. After a tough work week going out on a lake with friends and family provides a nice break from being at the office or in the field. But for a wounded warrior it's a break from hospitals, doctors and rigorous physical therapy.

The U.S. Army Corps of Engineers at Grapevine and Canyon Lakes recently hosted "Take A Warrior Fishing" events providing 56 warriors and 42 family members a respite from their daily routines with a day on a lake fishing and enjoying the scenic views.

"We had great turnouts at both events. Our warriors and their families were taken out by volunteer boat captains for a fun morning of fishing, then lunch provided by our sponsors," said Cheryl Jasper, event project manager and Fort Worth District natural resource specialist.

Established in 2011, the "Take a Warrior Fishing" program is designed to support military personnel and their families, specifically tar-

getting persons assigned to Warrior Transition Commands, by creating an adaptive community-based outdoor recreation experience through the sport of fishing. The main goals of this program are to restore well-being by increasing family interaction, encouraging outdoor recreation, and supporting positive, social interactions that help transitional service members rebuild connections with the civilian world.

"Take a Warrior Fishing" was formed by The 'Catch a Special Thrill' [CAST] for Kids Foundation, a public charity formed in 1991 to join volunteers who love to fish with special needs children for a day of fishing in the outdoors. The CAST for Kids Program is designed to create an environment whereby special needs children and their caretakers could benefit, leaving their problems on shore and sharing a day of fun on the water that they may not otherwise get to experience.

"We have been involved with CAST for Kids since the early 1990s and are proud to be able to introduce kids to the joy of fishing," said Charlie Burger, chief, Operations Division, Fort



Marcus Schimank, manager, Canyon Lake checks in fishermen during a Take A Warrior Fishing event. The U.S. Army Corps of Engineers at Canyon and Grapevine Lakes recently hosted events providing 56 warriors and 42 family members a respite from their daily routines with a day on a lake fishing and enjoying the scenic views. (Photo by Fort Worth District)

Worth District. "But through this event, we are able to provide the opportunity for some of our wounded warriors and family members time to leave their stress and concerns behind, and just relax and go fishing."

Events like these not only provide opportunities for our military and their families but also are a way for local community members to show their support through sponsorship, donations and as volunteers. A combined 44 sponsors donated shirts, caps, rods, reels, tackle boxes, tackle, breakfast, sandwiches, cookies, barbecue and trimmings, drinks, boat fuel, goodie bag items, piñatas, pumpkins, candy and more to ensure the event was one to remember.

"My thanks go out to the Corps of Engineers for being the lead agency for both of the Take a Warrior Fishing event these past two weeks," said Jim Owens, executive director, CAST for Kids. Because of their support, and the caring and dedication of their employees, we were able to reach out to our wounded soldiers and give something back to these warriors who have given so much to us."

The events could not have been a success if it weren't for the many volunteers who supported the warriors and their families. The 53

boat captains were essential for getting the participants to the fishing areas and back. In addition 66 on-shore volunteers provided directions, served food and hosted activities for those not fishing.

"To all of you and your families, this is a way we can say thank you, for all you have done and continue to do for our nation," said Air Force Maj. Gen. (Dr.) Byron C. Hepburn, commander, 59th Medical Wing, Wilford Hall Ambulatory Surgical Center, Lackland Air Force Base, Texas who spoke at the Canyon Lake event after he helped serve lunch.

Canyon Lake Manager Marcus Schimank said it's not imaginable what some of the wounded warriors and their families have to go through on a daily basis. "Giving them and their families a day of relaxation, fun and camaraderie with fellow warriors that can share their understanding is a great feeling and wonderful to be a part of."

At the end of both events, some caught catfish, some caught bass, some caught some rays of sun and some caught none. But all caught something to recall. As the son of one warrior so eloquently put it, "we may not have caught any fish today, but we will take home a lot of great memories."

Galveston District promotes Warrior Care Month 2012

by Galveston District Public Affairs

For more than a decade, the U.S. Army Corps of Engineers Galveston District has supported the war efforts during Operation Restore Iraqi Oil, Operation Iraqi Freedom and Operation Enduring Freedom, contributing dedicated military and government personnel to war zones as part of the primary organization tasked with various infrastructure projects to increase the stability, security and economies of the host nations.

“The Galveston District has continued to deliver support to combat operations since 2001,” said Col. Christopher W. Sallese, Galveston District commander. “Since the war efforts began, five military and 41 civilians have deployed while assigned to the Galveston District.”

The district supports war fighting and disaster relief operations by responding to local, national and global disasters with agile, responsive technical engineering, contingency planning and contract construction support capabilities. While the nation’s war efforts are winding down in Afghanistan, there is still a demand for engineers and support staff in the region.

With 15 Galveston District staff members deployed in support of OEF in 2012, the district continues to greatly exceed the Corps’ goal of deploying 1.75 percent of the workforce annually by providing nearly a 5 percent participation rate to support overseas contingency operations.

Contract Specialist Celia Cockburn, Galveston District, served a six-month deployment in Kandahar as a contracting officer assigned to the largest NATO military base in southern Afghanistan.

“It was a great opportunity for me to support our military - our real heroes in this war effort,” said Cockburn. “I helped to execute contracts for the removal of mines to ensure the safety of our military

and contractors performing in the field.”

Cockburn says she’s thankful for the experience and to be part of an organization that shows appreciation for those who serve.

This month, as leaders across the military services celebrate Warrior Care Month to commemorate the sacred obligation and enduring mission to care for the nation’s wounded, ill and injured service

members and to support them as they transition back to the force or leave military service, the Galveston District remains committed to supporting the warfighter through actively pursuing deployments, participating in the Wounded Warrior Program as well as providing assistance with building stateside military facilities including Armed Forces Reserve Centers and



USACE Galveston District Commander Col. Christopher Sallese presents Joe Hrametz, chief of the district’s Operations Division, with a blue star flag and framed feature story of Project Manager Michelle Clark, Operations Division, as part of the district’s Blue Star Deployment Recognition Program. (Photo by Galveston District)

Warriors in Transition complexes.

In 2012, the Office of the Secretary of Defense ranked the Galveston and Fort Worth Districts’ “Warriors in Transition Complex” project number eight in the “Top 20 Showcased American Recovery and Reinvestment Act of 2009 programs/projects.” Located in Fort Bliss, Texas, the complex includes barracks for 232 wounded Soldiers, a Soldiers’ Family Assistance Center and administrative headquarters. The project was also listed in the White House Report entitled 100 Recovery Act Projects that are Changing America.

“Our staff readily volunteers to fulfill Army mission requirements and directly contributes to supporting the warfighting efforts of our nation,” said Sallese. “I ask that you keep our deployed employees and their families in your thoughts as they continue our mission abroad and especially over the holidays while they’re away from their families and loved ones.”

Operation Warfighter Soldier awarded Purple Heart in surprise ceremony

by Nate Herring, Tulsa District Public Affairs



Sgt. Jay Silk, an Operation Warfighter Soldier was awarded the Purple Heart at a surprise ceremony during his unit's Christmas party. (Courtesy photo)

When Sgt. Jay Silk, Operation Warfighter Soldier at the Tenkiller Lake office, walked into the Oklahoma National Guard's Christmas party, he expected a fun evening with his family and fellow soldiers. But things are not always as they seem, Silk and another Wounded Warrior, Cpl. Scott Harper, were surprised with a Purple Heart ceremony.

Silk, a combat engineer, was wounded in Afghanistan in 2011 while he was deployed with the Oklahoma National Guard. He and his unit were conducting route clearance while on a combat patrol and his vehicle inadvertently detonated an improvised explosive device. Silk suffered multiple injuries to his head, neck, back, shoulder, and foot. It was those injuries for which he was awarded the prestigious Purple Heart.

Silk knew something was strange when he saw the media at the Christmas party, but he never thought that it was because of a

Purple Heart ceremony.

"I had no idea that something was going on other than just a Christmas dinner with my fellow Soldiers and our families," Silk said.

Silk said he is a little shy and taken aback by all of the attention. "I wanted to leave. I felt a little freaked out," he said with a laugh. "Everything happens for a reason and hopefully everything that has happened to me will all come to make sense. Until then, I am trying to get better and get back with my unit."

Silk began his military career in 1994 and has been in and out of the military ever since fluctuating between Active Duty and Reserve, and most recently joining the Oklahoma National Guard in 2010. Since joining the military, he has been deployed in '94, '97, and his 2011 deployment with the National Guard was his most recent.

Following his recovery he hopes to return to the guard "but that will be up to the medical board."

"As civilian life goes, I would love to work for the Corps of Engineers but right now I am concentrating on attending classes and getting better," he said.

For now, he is getting a taste of working for the Corps as a Wounded Warrior in the Operation Warfighter program at the Tenkiller Lake project office. He joined the office in September 2012.

Operation Warfighter is a Department of Defense federal internship program that places Wounded Warriors in positions at federal agencies while they are completing their medical board process. It is open to wounded, injured, or ill Active Duty, National Guard, and Reserve Service Members from all branches. It is

designed to help reintegrate the Service Members into the community.

"The program allows for these Service Members to gain valuable federal work experience that will give them an edge after transitioning out of the military," said Erasmo Valles, Operation Warfighter regional coordinator in San Antonio, Tex. "While working with these agencies, the Service Member will receive training and experience that will be a great addition their resumes and work history and help them in their job search when they transition."

Federal agencies can participate in the program with no cost to the agency since the Service Member is on Military payroll, Valles said.

While the program doesn't guarantee a permanent position after transitioning out of the program, 30 percent of participants have been accepted into permanent employments after they complete the internship and transition out of the military, said Katie Spencer, acting Operation Warfighter program manager.

Silk said he heard about the program through his Warrior Transition Unit and he jumped at the opportunity to work at the Tenkiller office.

"My experience with the Tenkiller office has been wonderful," he said. "They have been very supportive."

As Silk focuses on his recovery, he says he has learned a lot from his experience and his injuries.

"I no longer worry about the things that are not in my control," he said. "I wouldn't say I believe in fate or destiny, but to an extent things follow a course and I accept that better."

Taking the Wounded Warrior recovery process a step further

By Sara Goodeyon, Tulsa District Public Affairs

Once a service member is wounded, in battle or the line of duty, they are taken to a military hospital to recover. Those hospitals are built by the U.S. Army Corps of Engineers as part of its military construction program. Now, in the USACE Southwestern Division, there are plans for that recovery process to evolve from the hospital to a special cottage at a Corps lake to allow invisible wounds to heal.

It's the Honor Cottage at Cross-Timbers on Skiatook Lake, Okla. It is made possible by a partnership between the Tulsa District USACE, the Skiatook Economic Development Authority, Cross-Timbers Marina owner, Ron Howell, and the Folds of Honor Foundation. Ground breaking for the cottage was Nov. 28 with plans for the cottage to welcome the first guests by Memorial Day 2013.

"We know our role with our military construction responsibilities; we are building numerous hospitals and other medical facilities. We are honored and privileged to be able to construct world class health care facilities, to allow the medical professionals to treat our wounded, ill, and injured," said Col. R.J. Muraski, USACE Southwestern Division deputy commander, during remarks at the ground breaking. "The unique thing about this cottage program dedicated to the wounded warrior is that now we're

able to help after the physical injuries have healed. Now there are some invisible wounds that need healing, and the outdoors is a great therapeutic place for that. We're grateful to be a part of that."

The 1,100 square foot Honor Cottage will be situated on a secluded hillside overlooking Skiatook Lake and is located

funds from the Folds of Honor Foundation, an organization that provides spouses and children of the wounded and fallen educational scholarships. The Oklahoma-based organization was founded by now retired Oklahoma Air National Guard pilot Maj. Dan Rooney.

"What a natural and positive evolution for the recipients of the Folds of Honor to have a place to come for that healing," said Rooney.

Retired Army Major Ed Pulido, senior vice president of Folds of Honor, said the cottage will be a message to the families that their country loves them and supports them and welcomes them home.

"At the end of the day, when you're recovering from a traumatic brain injury or post traumatic stress, this is a great place for recovery," said Pulido, who lost part of his leg while serving in Iraq in 2004.

Col. Muraski praised the partnerships between the Corps, Howell, and the Folds of Honor, "We need to remember that once a conflict is over, sometimes the public forgets that we've got wounded warriors who still need our support," said Col. Muraski. "We want to stand not only behind them but beside them and support them as they transition and continue to get their lives back together. It's great to be a part of it. I think the division and district have great partnerships with them."



Folds of Honor Foundation founder Maj. Dan Rooney, CrossTimbers developer Ron Howell, Southwestern Division Deputy Commander Col. Richard Muraski, retired U.S. Army Maj. Ed Pulido (brown jacket), and retired U.S. Army Sgt. Ronny Sweger and his sons, Brett, Briggs, and Brooks Sweger break ground for the Honor Cottage at Skiatook Lake, Okla., Nov. 28. The Sweger children are recipients of Folds of Honor scholarships for their future education. (Photo by Tulsa District)

within the CrossTimbers development built by Howell's firm. It will be dedicated for the exclusive and cost free use of the veterans served by Folds of Honor. Guests will have the use of nearby trails and a wheelchair-accessible pontoon boat. Howell also promised to keep the adjacent property free of development to preserve the therapeutic privacy of the cottage.

The cottage is funded by a \$250,000 investment of donated

Internship program aids in Wounded Warrior transition

by Capt. Cassidy Eaves, Fort Worth District



Sgt. 1st Class John Shull, separated different aggregate sizes during a soil test. While he recovered at the Warrior Transition Unit on Fort Hood, Texas, he joined the internship program working in the district's Central Texas Area Office Materials Testing Laboratory. (Photo by Fort Worth District)

As part of a collaborative effort the Fort Worth District has developed an internship program to help military members that have been wounded, hurt or sick to learn new skills for an easier transition to a new career field or the civilian workforce.

In January 2012 Sgt. 1st Class John Shull, while recovering at the Warrior Transition Unit on Fort Hood, Texas, joined the internship program working in the district's Central Texas Area Office Materials Testing Laboratory.

The team at the lab provides quality assurance inspection and testing services associated with soils, concrete and asphalt materials on all new military construction projects at Fort Hood. Shull was immediately immersed into the physical work regimen, including working irregular hours.

"The hot Texas summers require the major-

ity of concrete placements be performed at night to avoid rapid setting of concrete mixtures," said Shull.

Shull gained experience through hands on with quality assurance testing activities. The team trained and mentored him in all phases of construction materials testing and encouraged him to seek certification as a concrete testing technician. Shull successfully achieved certification in April 2012 as a Grade I Concrete Field Testing Technician from the American Concrete Institute.

"This certification will definitely open doors for possible employment for John," said Ron Harris, Corps of Engineers lab supervisor. "Sgt. 1st Class Shull was a willing and eager learner and ready to attempt anything asked of him. He has been a model employee and he will be a great asset to any organization that hires him," said Harris.

During his internship, Shull was able to participate in the construction of several major projects including the Darnall Army Medical Center, the Fort Hood stadium, a hangar at West Fort Hood and the expansion of facilities for the 69th Air Defense Artillery Brigade complex.

In addition to support from within the U.S. Army several organizations have reached out to assist Shull during his time of transition. The Central Texas ACI chapter provided a scholarship to cover the cost of his certification exam. Another testing laboratory, Alliance Geotechnical Group of Austin covered the cost of an exam from a nationally recognized engineering certification agency.

"Being a veteran myself, this was our way of saying thanks for his service," said Wayne Eddings, lab manager, Alliance Geotechnical.

In August, Shull successfully passed seventy percent of the exam having fallen just shy of receiving certification on his first attempt. According to Harris, that was a remarkable feat when one considers how short of a time he has been involved in materials testing.

"I'm grateful to all those who reached out to me during my internship with the U.S. Army Corps of Engineers," said Shull.

BUILDING HOSPITALS. TAKING CARE OF OUR SOLDIERS.

à Bob Wooley

Fort Worth District Chief Medical Programs Section



Fort Bliss Replacement Hospital



San Antonio Military Medical Center

Southwestern Division is at the forefront of hospital construction within the Department of Defense, providing the Army, Air Force, Navy servicemen, retirees, and their families with world class medical facilities.

The Fort Worth District Corps of Engineers has been tasked with the delivery of a \$3.5 billion medical program which requires the establishment of a new organizational structure, staffing plans and business rules for successful execution.

Integral to this program is strategic vertical and horizontal integration between HOUACE, Medical Center of Expertise, Health Affairs-Portfolio Planning & Management Division, Health Facilities Planning Agency, Health Facilities Division and SWF. The four main medical centers within this program are San Antonio Military Medical Center; the Joint Base, San Antonio, Ambulatory Care Clinic, formerly Lackland Air Force Base; the Fort Hood Replacement Medical Center; and the Fort Bliss Replacement Medical Center. All hospital projects will feature the latest concepts in evidence based design and world class medical facilities incorporating the best practices of the premier private health facilities in the country as well as collaborative input of military healthcare professionals into a design that supports the unique needs of military personnel and their families.

All projects are also being designed to meet silver Leadership Energy & Environmental certification levels. Also included within this medical program are various health and dental clinics at Joint Base San Antonio - Fort Sam Houston, Fort Bliss, Fort Sill, Tinker Air Force Base, and White Sands Missile Range.

PROJECT DESCRIPTIONS

SAN ANTONIO MILITARY MEDICAL CENTER The SAMMC Base Realignment and Closure (BRAC) incrementally funded project consists of the renovation of 305,000 square feet of the existing Brooks Army Medical Center Hospital, construction of a new 767,000 square foot medical tower, a 5,000 vehicle parking garage, and central energy plant. The medical tower was delivered for full occupancy in November 2011. The remaining areas of the BAMC renovation are expected to be completed by April 30, 2013. The facility provides new and additional locations for outpatient clinics, intensive care units, a behavioral health inpatient unit, nursing units, as well as provides 15 operating rooms and houses additional administrative space. The tower includes a unique rooftop helipad, the only one in the DOD to facilitate emergency treatment.

SAMMC will serve a large retiree population and also a large contingent of wounded warriors requiring rehabilitation services. It is the single hospital in DOD with level 1 trauma unit and the only hospital providing burn patient surgery and integrated rehabilitation.

FORT HOOD HOSPITAL REPLACEMENT The new 948,000 square-foot medical center is approximately 60 percent larger than the existing 45-year-old Carl R. Darnall Army Medical Center. It specifically addresses Fort Hood's most pressing needs in the areas of behavioral health, medical/surgical specialty clinics, and pediatric primary care.

The hospital has a level III trauma unit, in-patient and out-patient clinics, three parking structures supporting 3,380 parking spaces as well as 1,820 surface parking spaces, and a central utility plant. Other features include outside healing gardens, fitness trail and track, fitness center for staff and automatic guided vehicles for deliveries and supplies.

The project is the largest design-build medical facility project and largest ARRA project in the DOD. The anticipated construction completion date is May 2014 with the medical center being operational in August 2015.

FORT BLISS HOSPITAL REPLACEMENT The Fort Bliss Hospital Replacement project constructs a new 1,132,413 square foot medical facility that replaces the existing William Beaumont Army Medical Center. The facility consists of a main hospital, in-patient and out-patient clinics, administrative building, clinical investigation building,

central utility plant, two access control points and surface parking. The project is a DOD medical incrementally funded project.

Being such a large project, the design is divided into multiple construction packages that meets incremental funding obligations and ensures Small Business participation.

The Fort Bliss Medical Center accommodates the increased troop presence and dependent care resulting from the recent Fort Bliss Expansion Program buildup. The design effort adopts guiding principles of Evidence Based Design (EBD) and Patient/Family Centered Care concepts, which are aesthetically pleasing and in cultural harmony with Fort Bliss and El Paso communities. The new hospital is expected to open in early 2017.

JOINT BASE SAN ANTONIO AMBULATORY CARE CENTER JBSA ACC is a 2005 BRAC commission directive that replaces Wilford Hall Medical Center (WHMC) inpatient complex to a 681,684 square foot outpatient care facility. This DOD Medical project is being constructed in four phases.

The first phase consists of approximately 81,685 square feet and provides a new Primary Care Center, ancillary departments, and support spaces. The parking structure replaces existing parking that resides in the footprint of the new Primary Care Clinic. The second phase will provide a new Diagnostic, Surgical, and Therapeutic Services Center and associated support spaces consisting of 298,747 square feet of the total project. Phase three consists of 301,252 square feet and constructs a new Specialty Care and Command/Support Center. The fourth and final phase demolishes the WHMC, constructs an additional parking garage, and completes site restoration and development.

JBSA ACC will focus primarily on ambulatory care for the military and retiree population with complete beneficial occupancy expected in 2016.

The Medical Military Construction program within SWD is a major focus area for the region and continues a proud history of delivering the highest quality facilities for the Army, Air Force, and our Nation. SWD is not just building for today but for the many generations to come the will benefit from these banner facilities.



Progress on the new Carl R. Darnall Medical Center

Vy Randy Cephus, : cf hK cf h '8 jgf jWhDi V jW5 ZUJf g

The original Darnall hospital opened in 1965 to serve 17,000 Soldiers, with an addition in 1984 added to serve 39,000 troops. Today, the hospital serves roughly 45,000 Soldiers, as well as nearly 125,000 family members and retirees within a 40-mile radius. (Photo by Fort Worth District)

From U.S. Route 190, between Killeen and Copperas Cove, Texas, there are multiple cranes at work, lifting, lowering and traversing in a well choreographed manner. A cacophony of thumping, buzzing and zipping sounds pierce the air as construction crews hammer, saw and staple while working on the new medical center. Little by little, the framework of the complex rises from the earth like the crescendo of a musical passage.

The new Carl R. Darnall Medical Center is well underway with construction for its projected 947,000 square foot medical center. The new facility will be approximately 60 percent larger than the existing 45-year old medical center. The anticipated beneficial occupancy date is the summer of 2014, and the proposed final

operational date is the summer of 2015.

The beneficial occupancy date is the date that the contractor officially turns over the constructed building to the Army. Then, during the initial outfitting period, furniture and equipment will be installed. Finally, when the building is fully equipped and the facility passes final inspections, it will open to patients on the final operational date.

“Military construction requires the cooperation and coordination of many agencies such as the U.S. Army Medical Command, U.S. Army Health Facility Planning Agency, U.S. Army Corps of Engineers, Installation Management Command, and III Corps and Fort Hood,” said Col. Charles Klinge, commander of the Fort Worth District.

A \$540 million contract to

design and construct the new facility was awarded in September 2010 to Balfour Beatty/McCarthy Joint Venture of Dallas, Texas. The contract was the largest Department of Defense contract financed with American Recovery and Reinvestment Act funds.

Ongoing construction, which began in the summer of 2011, is accomplished using a design-build acquisition strategy in which a single firm coordinates the design and construction. The Fort Worth District, U.S. Army Corps of Engineers has been overseeing the progress of the project along with its Fort Hood counterparts.

To stand back and watch the on-going effort is like being at a concert and watching the conductor as he directs sections of string, brass, woodwind, and percussion instruments during the



A rendering of the Carl R. Darnall Medical Center. Construction of the medical center is scheduled to be complete in the summer of 2015.



Construction workers work on the foundation of the \$504 million Carl R. Darnall Medical Center in Fort Hood, Texas. The medical center is expected to be open for patients in late summer 2015. (Photo by Fort Worth District)

harmonious delivery of a Ludwig van Beethoven classic. This does not happen by chance, according to Capt. Cassidy W. Eaves, Operations Officer for Fort Worth District's hospital program.

"A lot of detail goes into the schedule to synchronize our efforts and involves prioritizing efforts and ensuring the pieces to the puzzle get put together in a logical order in addition to anticipating the amount of time it

takes to complete each task," added Eaves.

The new facility addresses Fort Hood's most pressing medical needs which include the areas of behavioral health, specialty clinics and pediatric primary care.

Presently, the medical center is approximately 25 percent complete, according to Richard Alexander, the Fort Hood Hospital Construction Manager.

Approximately 66,000

square feet is dedicated to behavioral health services. This area located on the third floor will include an outpatient component, a Resilience and Restoration Center, Department of Social Work and Hospital and Administrative Psychiatry. It will be connected through the concourse to the inpatient component of the psychiatric unit, which will also feature an exterior basketball court.

The fourth floor of the new medical center will be devoted to women's services. It will include nine labor-delivery-recovery rooms, two C-section units, a 12-bed neo-natal intensive care unit and a 28-bed mother baby unit.

The new pharmacy will be nearly 13,000 gross square feet, with 13 dispensing windows and a satellite pharmacy in the pediatrics clinic. It will incorporate state-of-the-art automation that decreases the potential for medication errors while increasing the efficiency of pharmacy operations.

"This facility was designed with flexibility in mind, so as health care needs change, so can Darnall," said Alexander. "The design allows flexibility and adaptability to accommodate the changing needs of clinics and departments and, in the future, there is room for lateral growth and an additional bed tower, if needed."

Just as the success of any orchestra is based on preparation, precision and presentation -- the same can be said for the medical center team. This team composed of the U.S. Army Medical Command, U.S. Army Health Facility Planning Agency, U.S. Army Corps of Engineers, Installation Management Command, and III Corps and Fort Hood is making beautiful music for our Soldiers, DA civilians and family members of Fort Hood and the surrounding communities.

No more baking soda volcanoes

By Randall Townsend
Little Rock District Public Affairs

On Nov. 16, Washington Magnet School in Little Rock held a science fair where 5th-graders were judged on their ability to formulate an experiment using the scientific method.

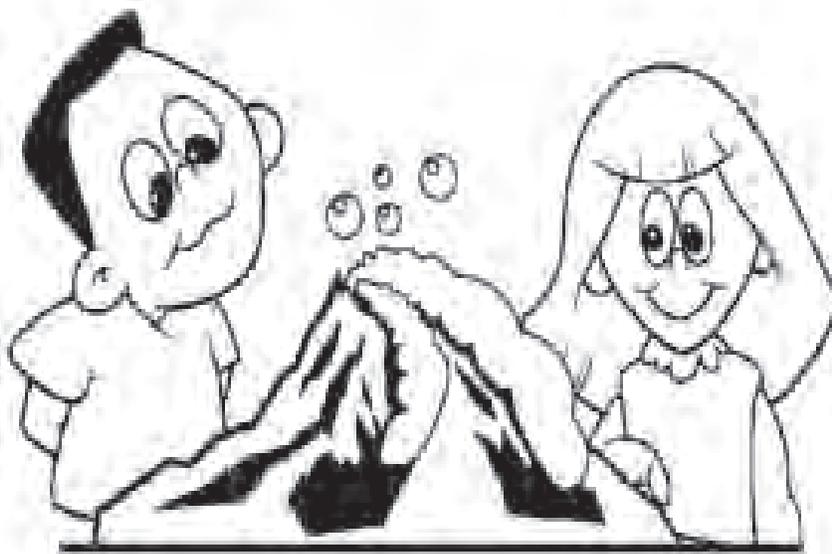
It's interesting to note that the cliché baking soda mixed with vinegar pouring out of a papier-mâché volcano was not an exhibit.

The students were challenged to create an experiment that would test their minds by Phillip Hallum, who's love of science is "contagious," said Science Fair Judge and Architect Bruce Zanca from the Little Rock District's Military Medical Support Branch.

The Little Rock District sent two ambassadors to judge the contest. Who better to critique their projects than Contract Specialist Lea Walker, who oversees multi-million dollar projects from start to finish in the district's Military Medical Support Branch and Zanca.

Both judges took a unique approach to the task.

Walker, a former science fair contestant, liked finding out how each contestant planned and developed their projects.



"I gave one girl a perfect score because she told me she had failed three times trying to figure out how to make rock candy grow on a string," said Walker. "After her third failed attempt she figured out what was wrong and accomplished her goal. The learning process of trial and error until you get something right is what every young scientist needs to experience."

Zanca's judging strategy focused more on how to develop each project and mentor the student for a possible future contest.

"I noticed a lot of basic designs that could have been developed better. I tried to focus my comments on what would prepare

them for future experiments," said Zanca.

The students were competing for a chance to take their experiment to a district competition. Only a few ideas were chosen to continue with development. The students received the teacher's and judge's input to help them shape their projects and prepare them for the next level.

"It's the first step, this gives us the opportunity to talk with and mentor them, hopefully sparking an interest in science,

mathematics or even engineering," said Zanca.

The Corps of Engineers as a whole has a common interest in four categories that will ensure its positions remained filled will qualified applicants in the future. Promoting Science, Technology, Engineering and Mathematics enables the United States to remain the economic and technological leader of the global marketplace, and enables the Department of Defense and Army in the security of our Nation.

"STEM is such a unique program that gets the kids hands on experience and puts the classroom into practice," said Walker.



Two robotics teams compete head-to-head with the autonomous LEGO® MINDSTORM® robots they programmed to perform specific functions as the judges watch. The teams were competing in the Tulsa FIRST LEGO® League qualifying event Nov. 10 at Memorial High School. (Photo by Tulsa District)

Tulsa engineers mentor youngsters at robotics competition

by Sara Goodeyon
Tulsa District Public Affairs

A group of engineers from the Tulsa District U.S. Army Corps of Engineers helped out with the Tulsa FIRST LEGO® League qualifying event Nov. 10 as part of the district's Science, Technology, Engineering and Mathematics (STEM) outreach program.

Engineers from the Dam Safety Production Center and an intern from the Tulsa Resident Office helped judge group presentations and the Design and Programming component of the competition, helped coordinate student teams during head-to-head competition, and assisted the photographer.

"STEM is promoting engineering and mathematics in schools," said Daniel Morales, Tulsa District Dam Safety Production Center, Infrastructure Section. "Speaking from experience, when I was growing up, STEM was not really in play as much. It's just trying to get kids excited about the engineering field and it's hard sometimes because teachers don't always know what engineers do, so there's a lack of communication. Career days aren't enough, so, when positive engineering role models come in to things like this competition, where they are engineer-oriented, it gets them excited about engineering earlier on and they can make that transition to engineering."

The FIRST LEGO® League is an alliance between FIRST (For Inspiration and Recognition of Science and Technology), an organization dedicated to inspiring young people to be science and technology leaders, and the Danish toy company LEGO®. It is a robotics program designed to get

children excited about science and technology while teaching them employment and life skills.

About 300 children ages 6 – 14 participated in the event at Memorial High School in Tulsa using autonomous LEGO® MINDSTORM® robots designed to perform specific functions.

"They are using an advanced set of LEGO's® that actually has a brain and is programmable, so the kids write programs and when they build their robot, it is designed to do missions on a 4 by 8 foot surface," said Lane Matheson, director of the engineering academy at Memorial and the event's coordinator. "The missions are representing activities in the life of a senior citizen that would keep them healthy, energetic, and involved in their community. As they send the robot out, it's supposed to do all these interactions."

There is an additional component to the competition that requires the children to interview a senior citizen face-to-face and decide on an issue or problem that the senior faces. The team must come up with an innovative solution for the problem. The team makes a 10 minute presentation to a panel of judges on the day of the competition about how they have done all of that with their project.

"They are learning more skills than just about the robot," said Matheson. "They learn to articulate their thoughts. They're getting experience at interviewing and talking with people and in front of people. They learn to develop a logical presentation. In some cases they've had to do a little bit of writing. Beyond being able to build and program a robot, engineers need to be able to communicate, they need to be able to write and speak. Real engineers have to have

those skills."

The push to ignite the interest of young people in the fields of science and technology is in response to a shortage of engineers throughout the United States. Of those students who enter college in the engineering program, 60 percent of them drop out, said Matheson.

The need to cultivate a new generation of engineers is so important that the USACE Chief of Engineers has STEM named as a priority. Tulsa District is very active in the STEM program. In addition to the FIRST LEGO® event, the district provides judges for the Tulsa Regional Science Fair and the Tulsa Engineering Challenge Ping-Pong Launcher competition. In conjunction with the Tulsa Society of American Military Engineers (SAME) Post, the district provides guest speakers to area middle and high schools and Boy Scout and Girl Scout organizations.

"As a professional engineer active in several local professional societies, past President of Oklahoma Structural Engineers Association, and board member of the Tulsa Society of American Military Engineers, I am keenly aware of the shortage of students moving on into the higher education fields of science and engineering," said Chris Strunk, Tulsa District USACE Dam Safety Production Center, Chief of Dam and Levee Design Section. "This directly impacts the future workforce of the Tulsa District. In order for the district to not only maintain, but increase our design capabilities, we need to insure that the future workforce is well prepared and ready to step in when due time. A common thought amongst educators is that early introduction of applied science and engineering to elementary and junior high students helps prepare them for the numerous opportunities in these fields."

Strunk and Morales worked as judges at the competition; Strunk judged the Design and Programming portion of the event while Morales judged the group presentations. Adam Smith, Levee Design Section, help coordinate student teams for the head-to-head competitions and Tulsa Resident Office intern Robert Felice helped the photographer. They also served as mentors to the participants and promoted the STEM program.

Through such outreach and community involvement, Tulsa District hopes to spur interest among young people to consider science and technology as a career choice.

"I have always been a big believer in empowering our future generations with a spark to help ignite a student's imagination in Science and Engineering," said Strunk. "The Tulsa District has been very supportive of this personal goal, and has provided me many opportunities with the different programs we're involved with. I encourage all of our employees to get involved in our local community and school programs because it is very rewarding to both students and volunteers."



USACE Galveston District Regulatory Specialist Tosin Sekoni volunteers at the Harris County Precinct One Earth Day 2012 celebration at Challenger Seven Memorial Park. Sekoni interacted with approximately 200 children and explained the importance of watershed preservation and water safety. (Photo by Galveston District.)

Corps in the Classroom Program spark students' interest in STEM

by Galveston District Public Affairs

Before entering the building, engineers Franchelle Craft and Eduardo Irigoyen turn their cell phone ringers off. They make their way to the front desk, sign in as visitors and wait to be escorted to a classroom where they will spend the next two hours interacting with middle school students enrolled in science, technology, engineering and mathematics (STEM) courses as volunteers of the U.S. Army Corps of Engineers Galveston District's "Corps in the Classroom" program.

The partnership program between the district and local schools seeks to build relationships between Corps employees and underrepresented middle and high school students to encourage an interest in STEM courses and the pursuit of engineering and science career fields.

"We all realize the critical role that science, technology, engi-

neering and mathematics education plays in enabling the U.S. to remain the economic and technological leaders of the global marketplace and enabling the Department of Defense and Army in the security of our nation," said Lt. Gen. Thomas Bostick, U.S. Army Chief of Engineers and Commanding General of the U.S. Army Corps of Engineers. "It is good to see that districts, divisions, labs and other U.S. Army Corps of Engineers' organizations are committed to teaming with others to strengthen STEM-related programs that inspire current and future generations of young people to pursue careers in STEM fields."

The district's program directly supports the Corps' STEM initiative to partner with schools to strengthen STEM outreach and motivate students to seek STEM-related occupations – a program Irigoyen wishes was around when

he was a young student.

"I would have loved to have been part of the STEM Awareness Program growing up because there is so much information out there that nobody told me about regarding possible careers," said Irigoyen. "Through this program, I get to inform kids, parents and teachers of all the possibilities that are out there by choosing a STEM field and I also get to mentor future engineers and teach them how to succeed in college."

Corps in the Classroom provides volunteers like Craft and Irigoyen the opportunity to interact one-on-one with students to answer questions about their professions and exposes students to women and minority professionals working in STEM-related occupations.

"I love it when I'm talking to students and their parents and I let them know that I have the same background that they have – a first generation Mexican-American from immigrant parents – and that I was able to accomplish my goals," said Irigoyen. "I always get asked: How did you decide to be an engineer? What do you like most about your job? And of course, the most popular question is always how much money do you make?"

The Bureau of Labor Statistics projects that STEM jobs will continue to grow faster than other occupations (17 percent between 2008-2018 compared to just 9.85 percent for non-STEM jobs) yet minorities and women are still underrepresented in STEM fields. According to the National Science Foundation, women make up 46 percent of the total workforce but hold only 24 percent of jobs in technical or STEM fields. African-Americans and Latinos each comprise 13 percent of the total workforce and only 3 percent of the technical workforce.

"I believe the reason we're so underrepresented in STEM is because of the lack of knowledge that some kids might have. I know the talent is out there, we just need to foster and motivate the students in increasing their interest in STEM," Irigoyen said.

With gaps in STEM education often beginning before students attend college and continuing to increase as students graduate



Maj. Marty Maldonado, deputy district commander for the U.S. Army Corps of Engineers Galveston District, speaks with students about science, technology, engineering and math courses during the Great Minds in STEM program Nov. 1-2, 2012, as part of its Corps in the Classroom initiative at The Rice School, a Spanish and technology magnet school in the Houston Independent School District. (Photo by Galveston District)



Civil Engineer Eddie Irigoyen, U.S. Army Corps of Engineers Galveston District, speaks with students about science, technology, engineering and math courses during the Great Minds in STEM program Nov. 1-2, 2012, as part of its Corps in the Classroom initiative at The Rice School, a Spanish and technology magnet school in the Houston Independent School District. (Photo by Galveston District)

and pursue higher education, the USACE Galveston District is working with partners to spark students' interest in STEM subjects, help counter stereotypes and increase the participation of underrepresented groups in STEM courses.

Craft, the 2011 Modern-Day Technology Leader recipient at the Black Engineer of the Year Awards

STEM Global Competitiveness Conference and 2006 Prairie View A&M University graduate, says every engagement provides her with an opportunity to positively impact a child's career choice.

"I believe the interaction with minority female engineers encourages students to think outside the box of traditional career fields

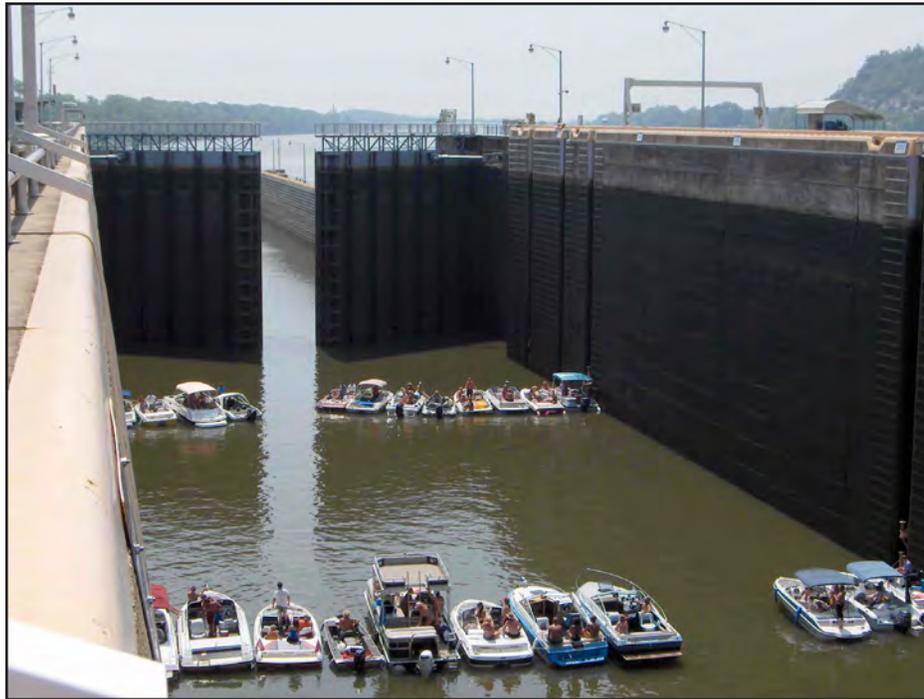
women were once known to work in," said Craft. "It allows them to see a person who looks like them succeed in a field that was once dominated by males and gives them confidence to know that they too can succeed."

Approximately 10 percent of the USACE Galveston District volunteers in more than 30 STEM-related events throughout the year ranging from judging science fairs to being guest speakers, all of which helps to promote STEM awareness and encourage today's students to pursue STEM careers. These combined outreach initiatives aim to mentor youth and attract females and minorities to work in STEM-related fields, who may one day join the USACE Galveston District and become part of a workforce that boasts a 52 percent population of women and minorities employed in STEM-related positions.

"I began my career with the Corps' Galveston District as a Department of the Army intern and progressed as a project engineer," said Craft. "I am encouraged when I see the excitement of minority females considering me as a role model and want them to realize that I am tangible proof that engineering careers are accessible to all."

The U.S. Department of Commerce's 2011 "Women in STEM: A Gender Gap to Innovation" report found only one in seven engineers is female, that women have seen no employment growth in STEM-related jobs since 2000 and that they remain vastly underrepresented in STEM jobs and among STEM degree holders despite making up nearly half of the U.S. workforce and half of the college-educated workforce.

With more work needed to be done to increase female and minority representation in STEM careers, both Craft and Irigoyen plan to continue volunteering with the Corps in the Classroom program to help close the performance gap in underrepresented students' STEM educational achievement and encourage students to secure the technical jobs of the future and keep our nation on the edge of innovation.



The Corps proposed recreation lockage changes would reduce the number of swings on lock gates at facilities with high recreational boating traffic, thus reducing the wear on the gates. Murray Lock and Dam in Little Rock, Ark., and David D. Terry Lock and Dam near Scott, Ark., fall into the higher-use category. The Corps will ensure the policy limits impact on special scheduled events such as bass tournaments, flotillas, and civic celebrations. (Photo by Little Rock District)

Corps wraps up public workshops on lockage policy

By Kent Cummins
Chief, Little Rock District Public Affairs

On Nov. 15, the Army Corps of Engineers, Little Rock District, wrapped up its Arkansas public workshops regarding proposed changes to lockage policies on the McClellan-Kerr Arkansas River Navigation System.

The Corps held eight workshops in Little Rock, Russellville, Ozark, and Pine Bluff gathering comments from more than 100 Arkansas River users including bass anglers, commercial shippers, economic developers, pleasure boaters, local politicians and more.

"The workshops have been a great opportunity for us to speak with, and listen to, the variety of boaters and commercial users of this river, and we are thankful for their many comments, concerns and suggestions," said the district's Acting Chief of Navigation and Maintenance Section James McKinnie. "This information has been helpful to us in more fully understanding how people use the river, and is very important to us as we work to finalize the policy."

The aim of the Corps efforts is to have a resilient, reliable navigation system that meets the long term needs of users by reducing the number of gate cycles and increasing maintenance.

To achieve this goal the Little Rock District is looking to shift its efforts from operations to preventive maintenance at certain times.

"It's similar to taking care of your car to ensure it lasts longer," said the district's Chief of Operations Division John Balgavy. "If you can't afford a new car then you are going to change the fluids and filters more often. It's

the same with our aging facilities. We would rather focus on maintenance a few hours each day to avoid unscheduled breakdowns."

The Corps has already implemented a new daily preventive maintenance program at James W. Trimble Lock and Dam near Fort Smith, Ark., and Ozark-Jeta Taylor Lock and Dam in Ozark, Ark. Since Oct. 1, these locks have closed for a four-hour period daily to allow personnel to perform maintenance. This is the first time the Little Rock District has instituted a daily, scheduled outage.

"We are now looking into the benefits of expanding our preventive maintenance program to the remainder of our Arkansas locks," said Balgavy. "During the daily maintenance period, operators wouldn't be locking boats or answering the phone and, as much as possible, setting the dam up so that no gate changes would be needed so that they could focus on maintenance for four hours."

The Corps proposed recreation lockage changes would also reduce the number of swings on lock gates at facilities with high recreational boating traffic, thus reducing the wear on the gates. Murray Lock and Dam in Little Rock, Ark., and David D. Terry Lock and Dam near Scott, Ark., fall into the higher-use category. The Corps will ensure the policy limits impact on special scheduled events such as bass tournaments, flotillas, and civic celebra-

tions.

"We recognize the importance of the system to both commercial and recreational traffic and want our policies to achieve the desired goal with minimal impact to users," said Balgavy.

The Little Rock District plans on re-evaluating the system annually to see if any locks have increased to the higher-use or decreased to the lower-use categories and would seek public input before implementing or eliminating scheduled lockage windows at affected locations.

According to Balgavy, District employees have done a tremendous job despite declining budgets and aging facilities. The locks and dams on the river system are more than 40-years old.

"Our personnel have done a great job of maintaining them over the years so that we've had very few unscheduled closures," said Balgavy. "But over the past few years, we have witnessed a greater number of breakdowns. This daily time would allow us to focus on needed maintenance and increase the reliability of the system for all users."

Over the next 45 days the District will examine all the feedback it received from the public. The Corps plans to finalize a policy by the end of the year and implement it in 2013.



Tulsa District USACE Park Ranger BJ Parkey helps out two girls as they fill out a water safety quiz at the U.S. Army Corps of Engineers Southwestern Division water safety event at the McConnell Air Force Base Air Show and Open House Sept. 29 & 30.

Taking water safety to the troops

by Sara Goodeyon
National Water Safety Team public affairs representative

The U.S. Army Corps of Engineers Southwestern Division water safety team held its division-wide water safety event as part of the Wings over McConnell 2012 Open House and Air Show Sept. 29 & 30 at McConnell Air Force Base in Wichita, Kansas.

More than two dozen team members from the division and its four districts (Tulsa, Little Rock, Galveston and Ft. Worth), as well as the Kansas City District and the National Water Safety Team staffed a 150 foot by 100 foot area during the two day event visited by more than 100 thousand military members and their dependents who attended the Open House and Air Show.

"For the past several years, the division has been promoting and supporting a division-wide water safety event in one of the four districts," said Louis Holstead, Southwestern Division representative to the USACE national water safety team. "The McConnell Air Show event had previously been showcased at the International Boating and Water Safety Summit through the USACE Best Management Practices forum and many people were aware of its magnitude and potential. We felt that since Tulsa District was hosting the division event this year that this event would be ideal to invite folks from throughout the division to participate."

Tulsa District's Fall River Lake Project Office began a relationship with McConnell AFB about five years ago, supplying water safety materials to Outdoor Recreation and participating in McConnell AFB's Outdoor Recreation Summer Days program. This relationship led to McConnell's Outdoor Recreation Director Jim Vause inviting the Tulsa District to present a water safety event at the biannual air show in 2010.

"We recognized that we have a lot of military coming to the lake due to the proximity to Wichita," said Natalia Pope, Tulsa District water safety team member. "That opened our eyes to them coming out to our facilities and we wanted to work toward supporting our military. It started small and then we were invited to be a part of the 2010 air show. We partnered with the Kansas City District and did it then on a smaller scale than this year and it was a big success."

The Corps area was situated in a high-traffic area, and an RV trailer was provided by Outdoor Recreation to give Corps personnel and volunteers a place to take breaks and to store supplies.

The size of the water safety event tripled when it became a division-wide effort because of the amount of resources the districts and division could provide. The Corps conducted interactive and educational activities such as a life jacket display, a low head dam display, and multiple boats on display. Corps park rangers or a water safety volunteer staffed each area to answer questions. Bobber the Water Safety Dog was there and there was a children's coloring table. The Corps also offered individuals of all ages the opportunity to take a water safety quiz with the chance to earn promotional items.

The quiz came in two versions, one for adults and another for children. Lured by the giveaways, people lined up to take the quiz. Rangers and volunteers educated participants about water safety as they took the quiz. The quiz was the brain child of Pope and Corps Park Ranger Gary Simmons. They created it about five years ago and subsequently a team was formed to come up with the questions for the quiz. The team changes the quizzes each year. Through a partnership with the Kansas Department of Wildlife and Parks and Tourism, the Corps provided the paper and the questions and the department printed them.

"The quiz makes such a difference. We had to cut our interpretive program, like going out to schools to talk about water safety," said Pope. "Our efforts of face-to-face and hands-on contact have been cut dramatically. This quiz is a great way for us to get that back at a lower cost. The face-to-face contact is so important because the participant sees that someone actually cares about them. They are more attentive to the message and they retain it and it often prompts them to ask questions."

One of the biggest draws to the Corps area was the pedal cars. Children, and even some adults, got an opportunity to navigate a course while wearing goggles that impair vision. The activity demonstrated the effects of alcohol on the body and encouraged people not to drink alcohol while boating.

For two days, while military members, their families, and the public checked out the Corps' activities and displays, the rangers and volunteers told the Corps story and shared the water safety message with them.

"I have been active in the water safety arena for most of my career and have attended or participated in a number of events. I would have to say that the McConnell AFB Open House event would be high on my list for the number of individuals contacted and the effectiveness of the Corps' involvement," said Dean Roberts, Tulsa District water safety team leader. "This active participation from the staff, in my opinion, is one of the main reasons that this event was so successful."

Water safety education has long been a top priority of the Southwestern Division, which annually hosts more than 80 million people on the lands and waters of its 88 lake projects.

Each district water safety team work events, big and small, to continually present the water safety message to the public. The McConnell event was the finale to a year-long campaign to reduce fatalities at Corps lakes and recreation areas.

"Although we did not reach our always present goal of zero fatalities, the numbers for this past year were much better than the previous one," said Holstead. "I believe this is largely in part to the dedicated efforts of our people who have a vision and a passion that all of our visitors go home safely at the end of the day."

The USACE reports that nationally, the fiscal year water-related fatality total for 2012 is 150, as compared to 188 water-related fatalities at the end of September 2011. Some of the fatalities are still under investigation and this is a preliminary view based on available data.

Pope is already thinking ahead to the 2014 McConnell AFB Open House and Air Show and said the district will try to do the event again.

Reflecting on the success of the McConnell event, Pope said, "It makes me feel like 'mission accomplished.' Like maybe a life might be saved. Maybe that parent will go buy those life jackets and put them on that child and set an example by wearing one themselves."

ROBERT

by LaDonna Davis
 SWD Public Affairs

In 2010, Bob Slockbower left Headquarters Southwestern Division to serve at Headquarters, U.S. Army Corps of Engineers in Washington, D.C. as the Director of Military Programs. In his prior assignment to Southwestern Division, he served seven years in successive positions as the Military and Technical Director and Regional Business Director. This period also included 15 months in Iraq as a senior civilian leading USACE reconstruction missions. But, as the saying goes, "home is where the heart is," and in September, Bob Slockbower returned to the Southwestern Division, this time, as the Director of Programs.

In this Q&A with Mr. Slockbower, he provides insights into the ongoing Civil Works and Military Missions transformation initiatives within Southwestern Division, future opportunities for the Division to provide unique value to the Nation, and lessons that his experiences away from the Division have taught him.



Photos from left, Robert Slockbower sits on a panel with SWD Commander, 6 f] "Gen. Thomas Kulaz during a STEM event this year. < Y reviews site plans with Michael Vonasek, Fort Bliss Construction Manager and Citali Lopez, a quality assurance representative during a site visit to Fort Bliss. Slockbower stands in front of a newly constructed Afghan National Army station during a ribbon cutting ceremony in Afghanistan. (Courtesy photos)

Tell me a little bit about how the Division looked when you first left in 2010?

When I left SWD in late 2009, we were in the midst of an unprecedented national and regional surge in workload in support of our military missions, civil works, and interagency support program customers. This workload was driven by the urgent needs of the Nation to expand our military capabilities, support the ongoing war efforts, invest in the Nation's infrastructure, and revitalize the economy. Programs that we were directly executing or supporting from within the region included Global Restationing of Forces, Army Modularity, Grow the Army, Base Realignment and Closure 2005, the American Recovery and Reinvestment Act, Strategic Border Initiative, and Overseas Contingency Operations in Iraq and Afghanistan. Execution of these missions required significant transformation within the region, which included changes in

business processes and procedures, as well the need to generate significant increases in our capacity to deliver projects far beyond historical norms, in cooperation with our industry partners.

Do you find the work here at the District more challenging than before you left?

The work we do serving the Nation is always challenging. That is what makes what we do – solving problems – so interesting and personally rewarding. As a vibrant organization we are constantly in transition, adjusting to the needs of the Nation and the public we serve. We implemented significant process and capacity development changes in adapting to the needs of the recent program surge. MILCON Transformation was essential to our success in executing the military program surge. We are now going through another

transition to a smaller program with fewer projects. During my most recent assignment at Headquarters USACE, I had the opportunity to see how USACE was highly valued by our Nation's civilian and military leaders as we adapted to the challenges faced, solved problems that many thought were unsolvable, and most importantly, delivered on our commitments. In this post-surge era, the Nation faces new and different needs which we must face with the added complexity that the federal resources available to address these challenges will be significantly less readily available. It is very important to remember that our value to the Nation is not determined by the number of projects or the dollar value of the projects. Our value to the Nation is determined by the impact and effects we achieve in providing high quality services with our customers. I look forward with full confidence, in the Pacesetter team's ability to overcome whatever challenges are presented, solving problems and delivering valued service to the Nation.

How do you think SWD can accomplish JTG goals?

There is one central concept that is essential to our relevance, both as a region and as part of the USACE enterprise going forward. That concept is "Solutioneering." If you look at the USACE Vision - "Engineering Solutions for the Nation" – the key word is Solutions. I believe that providing solutions to problems is at the core of our value. The tougher those problems are the more valuable we will be to the Nation and to the Armed Forces. To accomplish that, there are a few things that we should keep constantly in view:

1. Deliver on our promises.

We need to continue to focus on delivering on our promises, whether they are construction projects, studies, or other service commitments. For project and studies, that means a real focus on the basics in terms of scope, schedule, budget and quality. Much of this is reflected in both Civil Works and Military Missions Transformation as we help the Nation and the Armed Services solve critical infrastructure challenges through timely and sound investment decisions and project execution with the limited resources available.

2. Be good stewards of the money that has been entrusted to us by the Nation and by our customers.

Good stewardship has both a tactical and a strategic dimension. Tactically, we are expected to effectively and efficiently deliver the projects, studies, and services that we have committed to providing our customers. The basic business structure of USACE that includes project and reimbursable funding fosters the kind of business accountability that is not common in government service. This is a significant benefit to USACE and those we serve. From a broader strategic sense, stewardship also includes making sound investment decisions in the future. There have always been more requirements than available resources we can support and we can reasonably anticipate that this competition for resources will become more severe in the future. An increasing part of our value to the Nation and the Armed Forces will be our ability to support making those critical investment decisions that must be made with the limited resources available. I believe that the planning, energy and sustainability, methods of delivery, program-

ming, and asset management initiatives that are embedded in both Civil Works and Military Mission Transformation support tactical and strategic stewardship. As we anticipate increased competing demands for limited resources, our ability to help our national, regional, and local customers make sound investment decisions for those precious resources will be even more important.

3. Build SWD for the future.

Civil Works and Military Missions Transformation provide the road map for building SWD for the future. I strongly encourage all Pacesetters to familiarize themselves with the SWD Azimuth and FY13 Priorities. The Azimuth and Priorities provide the regional context for application of Transformation. Our long history of valued service to the Nation and region only reinforces the concept that change is the only constant. Building for the future will require changes in both what we do and how we do it. It will also include change driven by workload. Just as we met the challenges as we adapted to the recent workload surge, I have complete confidence that we will meet the challenges of this post-surge era. Furthermore, as we build SWD for the future I can't overemphasize the importance of our relationships to our customers, partners, and the general public that we serve. I am absolutely convinced that no matter how difficult the problems that we face are, when we have the right relationships with our team members built on trust and mutual respect, we will be successful and find a solution. But, I am also equally convinced that if you don't have the right relationships, there is no problem so small that you can't just argue over it forever and not get to a solution. This only reinforces the importance of relationships in enabling our ability to deliver now and manage the changes required to build for the future.

What are some of the biggest challenges that the Programs Directorate faces as we continue in this new phase of project execution?

Our biggest challenge will be to continue to deliver on our commitments now, while simultaneously shaping and building SWD for the future. These requirements have the potential to compete against each other. Our job will be to ensure that they complement, not compete against, each other. I also want to emphasize that the most precious Pacesetter resource we have is our people and the unique talents and passion we possess as public servants. Our legacy will be ensuring that the Pacesetter team has the skills, knowledge, and competencies required to continue our long history of valued service to the Nation and region.

Even with all these challenges, are you happy to be back?

I am very pleased to be back serving with the Pacesetter team. Even though we have challenges ahead of us, I am absolutely convinced that we will rise to these challenges as we have done in the past and we will continue to provide highly valued service to the Nation and the Armed Forces long into the future. Essayons!



Southwestern Division Command Week 2012

by Ross Adkins

Tulsa District Public Affairs

Southwestern Division Senior Leadership and staff at the SWD Command Week, held at the Tulsa District, U.S. Army Corps of Engineers, Tulsa, Okla., Oct. 9-12.

During the Southwestern Division Command Week briefings held in Tulsa District Oct. 9-12, the central theme seemed to be “change,”a word that does not seemingly come easy to the U.S. Army Corps of Engineers.

Brig. Gen. Thomas W. Kula in his opening remarks to attendees pointed out a couple of reasons why change is so hard. One reason, he said, is inertia. “When a large body is in motion, it takes considerable force to alter its course.” He also pointed out, “another reason is our lack of knowledge about change. Sometimes we just don’t know how to change.” He concluded by challenging the attendees saying, “I’ll do my part, you do your part.”

Mr. Pete Perez, Acting Regional Business Director, said one of the reasons for the emphasis on change was, “we have to recognize there is the need for change and we have to instill a sense of urgency for that change. Especially,” he said, “If we want to maintain a relevancy in today’s engineering world.”

During the three day meeting of leaders from the four districts and division headquarters, there were several topics discussed that showed just how much today’s Corps is either changing or about to change. Among the changes are the emphases on our levels of services, Civil Works Transformation and fiscal restraints that impact every aspect of the Corps.

Uncertainties of the budget are not new, but when you throw in the current political climate and looming sequestration, you can almost feel the changes that are coming and how change is driving our discussion topics.

Among the subjects of discussion were efforts

and thoughts on how do we meet customers’ expectations? How do we handle the impacts of declining workloads? How do we deal with current fiscal restraints, and how do we get to a more efficient and effective way of doing business?

One of the impressive aspects of the Command weeks was the candor of the discussions. Sometimes passionate views were expressed, but always with respect for each other’s opinion. Then during a break in the presentations, the same two ‘combatants’ could be found discussing different subjects and sharing a laugh or two.

Little in the way of determining solutions or arriving at answers to these questions was expected. Rather, this was a chance for the leaders to air their concerns and views of how to arrive at decisions. In spite of the seemingly unresolved issues discussed, there are definite changes that have or are taking place following the discussions at the SWD Command Week 2012.

An illustration of just how far the division and districts have come in the realm of change is planning as a regional asset. As Steve Nolen the SWT Chief of Planning said, “There is still quite a ways to go, but it is an indication of just how we are working to better manage our assets and be more efficient.” He went on to outline a ‘Regional Planning Center’ that for the moment is centered in the Fort Worth District. But he emphasized, “It is still a work in progress.”

The fascinating part of change is watching it develop. Change is a lot of moving parts. If the breadths of the discussions are any indication, SWD Command Week was a success.

Developing the Regional Priorities and Azimuth

by Karli Wise
SWD Strategic Planner

Our SWD regional priorities are a very important and valuable way to describe to our workforce and stakeholders which direction the Commander would like to take our organization over the next year(s). Conversations about developing the priorities begin several months before the end of the fiscal year. These conversations are had with the Commander, Senior Service Executives and other SWD top leadership to engage their thoughts on the next year's priorities. Many things can influence these discussions: the priorities of USACE top leadership and the President's administration, current organizational needs, feedback from our stakeholders, etc. Once a draft of the priorities is developed, it is briefed to the Regional Management Board and then the Regional Command Council for concurrence and approval. Several rounds of word-smithing and adjusting may happen as our leadership comes to agreement on what the exact messages should be. Once a final draft of the fiscal year priorities is composed, an azimuth is written to expound upon and compliment the priorities. All of this, azimuth and priorities, is briefed for final approval of all SWD leadership at the Command Week, usually in October. Once the priorities and azimuth are officially approved for that fiscal year, they are sent out to the workforce for their insight and awareness.

Our SWD Azimuth

Fiscal Year 2013 presents us with a unique opportunity to reconnect with our core constituency, the American people. Though this Fiscal Year ushers in a new era of decreased funding cycles and challenges, it also brings with it the opportunity to tell and show our neighbors, our communities and our Nation how the Corps of Engineers touches their lives every day. Whether through a lake or a levee, a port or a hydropower plant, the Corps is and always has been an integral part of this great Nation. We owe it to those who come after us to carry on that great tradition.

By transforming our Civil Works and Military missions, we will ensure that we resource the programs that not only provides unending and tangible value to our Nation but also serve as the Corps story that Americans can most identify with. As we position the Civil Works and Military mission transformations at the forefront of all we do, we can resource with the right talent and help deliver our programs more quickly and efficiently--a "must do" if we are to continue to be relevant to our sponsors and to our biggest stakeholder, the American people.

The current budgetary environment compels us to become more resourceful as we develop alternate means of funding our Civil Works projects; this means establishing a systems-based, watershed approach to decision making. Effective use of funding is not up to SWD alone; it will require input from and collaboration with stakeholders and other interested parties.

Our SWD Priorities for Fiscal Year 2013 underscore the significance of Civil Works and Military Missions transformation while promoting elements that reinforce the transformation: people, partnerships, energy and sustainability. These Priorities will provide the momentum to help us stay the course as we look to where we want the Southwestern Division to be, not only for sponsors, customers, and communities, but also for the next generation of Pacesetters.

Fiscal Year 2013 SWD Regional Priorities:

- Continue to recruit, develop, and retain diverse teams of great people through workforce reshaping, talent management and leadership development to meet future regional workload requirements.
- Build strong relationships that enable collaborative execution of projects through innovative and transformational approaches for Civil and Military Missions.
- Develop and implement strategies for sustainable regional systems/watersheds for water supply, the MKARNS and the Gulf Coast.
- Transform Civil Works and Military Missions to enhance our value to the Nation by: modernizing regional planning and O&M procedures; refining budget development process; sustainable infrastructure strategy; and improving methods of delivery.
- Deliver solutions for Civil Works and Military Missions to help the Army, our customers, and the Nation achieve energy and sustainability goals.



Employee Spotlight

Fort Worth District: *Kevin Burgin*

by Clayton Church, Fort Worth District Public Affairs



Wounded Warrior Project Liaison and Project Coordinator for the Fort Hood Medical Center Replacement Project Office, Kevin Burgin, left, presents U.S. Army Chief of Engineers and 1 G579 Commanding General "O"; Yb" Thomas P. Bostick a token of appreciation during a working lunch at the Fort Worth District's Fort Hood Hospital Area Office.

Q. What do you enjoy doing when you're not at work?

A. Running and spending time with my daughter who is currently attending Baylor University.

Q. When did you start your career at the Fort Worth District and what is your role?

A. August 2011 and I coordinate the construction activities of the new Darnell Hospital at Fort Hood in addition to duties as the Wounded Warrior Program Liaison.

Q. What are some projects that you are leading with your team? Why is it so important to the Corps' mission?

A. Construction of the new

Bio Stats



Position: Fort Hood MEDCEN Replacement Project Office, SWF Wounded Warrior program liaison

Years with SWF: 1 year, 4 months

Hometown: Atlanta, GA

Years in Army: 1991-2011

Family: married, two daughters, one attending Baylor University, another with a child, making me a grandfather!

\$550 million dollar hospital to care for the Fort Hood Soldiers, families and retirees in the Central Texas area.

Q. Before working for the

Fort Worth District, what was an interesting job that you had?

A. I would have to pick two, being a recruiter and a drill sergeant because I got to see applicants before they joined the Army and then as a drill sergeant I was able to be a part and see their transformation from civilians to Soldiers.

Q. How do you think your skills in the workplace help with your work giving back to the community?

A. My experience being wounded myself as well as having been deployed overseas gives me the insight to understand those Soldiers that are in transition. I also have worked with proper placement of candidates while a recruiter and can leverage that experience into placing wounded warriors into positions where they can excel.

Q. What would you like to add or what would you tell a brand new employee to SWF?

A. Using skills honed from experience wearing the uniform but now can apply while being a civilian but still to the benefit of our Soldiers, Sailors, Airmen and Marines who receive care through the efforts of the Fort Worth District.

Galveston District: *Capt. Derek Thornton*

by Galveston District Public Affairs

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

A. The steep learning curve, before I came to Galveston I had little to no experience with maritime operations. Working this project has given me the opportunity to learn about the intricacies of the GIWW and all the supporting organizations.

Q. What do you like about your current job?

A. The people, everyone has really bent over backwards to help me understand the mission of the District.

Q. What's the most interesting thing you've encountered or who's the most interesting person you've worked with during your tenure at the Corps?

A. The most interesting for me is the overall education level of the building. It has and continues to surprise me that not only is everyone highly educated but they are also focussed on continuing their education at high levels.

Q. Why did you choose Engineering as your field of choice?

A. I have always been designing/engineering from even a very young age. I have always been intrigued with engineering designs and ways to make things better.

Q. Why did you join the U.S. Army?

A. I joined the Army initially for the education benefits through ROTC. After 9/11, I stayed in the ROTC because I wanted to serve my country in wartime much like my grandfather and my father. I continue to



Capt. Derek Thornton

stay in the Army because of the camaraderie, the satisfying feeling of accomplishing a challenging mission, working in a values based organization, working in a challenging environment with a "can do" mentality.

Q. How is working with USACE

different than a regular Army unit?

A. How do you feel your work is making a difference in the district? I've always wanted to come to the Corps even before I was commissioned. I love operating in an engineering field which will translate into my desire to make a difference and be an asset to the team.

Q. Professional Certifications/licenses:

A. Currently none, in the process of enrolling in Graduate School to pursue a Masters in Engineering Management. Will also pursue Professional Engineering License and PMP while at the District.

Q. Where are you from originally?

A. My dad was in the military so the short answer is the US. I was born in Georgia, but I have lived in Texas, Arizona, Berlin, Maryland, Kansas and Colorado before I entered the service.

Bio Stats

Current Title/Position: Operations Manager, Navigation Branch
 How long have you held this position? 5 weeks
 Number of Years with USACE: 1.5 months, all in Galveston
 Past Position(s)/Title(s): Fort Jackson, S.C. Served as a Basic Training Company Commander and Operations Officer

Little Rock District:

Brooke Kervin

by Jay Woods, Little Rock District

Q. You have been really involved with the Water Safety Team. Are you involved because of your job or have you had a bad experience around the water?

A. I am very involved with the water safety team mostly because I like to give 110 percent in everything I do. My involvement with the team stems from my desire to ensure that each person who visits our lakes returns home to their families. Working at Millwood Lake, you really get to know the people that camp every year, the retired fishermen who fish every day or even the commercial fishermen who depend on the lake for their livelihood. I truly care about the individuals who visit our lake. I feel like it is my duty as a representative of the Corps of Engineers and a compassionate person to educate visitors on water safety and life jacket awareness. Some of our visitors are very difficult to reach but maybe that quick reminder to wear their life jacket before they head out on the lake or that cool water safety flying disc that they receive brings them home safely at the end of the day.

Q. What has been your most rewarding experience with the water safety team?

A. My most rewarding water safety moment occurred earlier this year. I did an interpretive program at the Ashdown Elementary School and a third grader came up to me and said "I remember when you came to my school when I was in first grade. You put a life jacket on me that was too big so I went home and told my parents that I needed a life jacket that fit." That may seem so



Brooke Kervin

small but at that moment I knew I made a difference in that little girl's life and she remembered the water safety message that I had given

Bio Stats

Official Position: Natural Resource Specialist, Millwood Lake
Years with SWL: 10 years
Hometown: Ashdown, Ark.
Education: Bachelor of Science, Biology
Hobbies: Karaoke, oil painting

her two years ago. We can speak to thousands of people but that one person's life you may save is what encourages me to keep moving forward.

Q. Do you feel the water safety team is a valuable asset to the district?

A. I think the water safety team is extremely valuable to the district but most importantly it is valuable to the millions of people who visit our lakes each year. The team is made up of water safety champions from each lake in the district that brings issues as well as amazing ideas to the table. The 2012 SWL Water Safety team used Miss Arkansas, Kristen Glover and Miss Missouri, Sydney Friar to create Water Safety Public Service Announcements that were distributed across the district. The team contracted with National CineMedia to provide public service announcements at various Cinemark theaters across Texas, Arkansas and Missouri that targeted the 18 to 35-year-old high risk age range. Together as a team we share ideas, implement district and division wide outreach programs, and I believe create a safer environment at each lake.

Tulsa District: *Kent Dunlap*

by Sara Goodeyon, Tulsa District Public Affairs



Q: You are the Chief of the Natural Resources and Recreation Branch at Tulsa District. How long have you worked for the Corps of Engineers?

A: It was 30 years last June. I started with the Corps as a summer ranger at Oologah Lake, actually a GS-4 park technician. I was seasonal for the first couple of years then I went into the ranger training program and was sent to Fall River Lake and Toronto Lake in Kansas. I was hired for a permanent duty and went to Copan Lake, then to Eufaula lake as one of the two lead rangers. Then I went to Keystone where I was the lake manager. I've been in my current position for 3 and a half years.

Q: You were recently invited to become a member of the Oklahoma State University chapter of the Rho Phi Lambda fraternity, a national honorary recreation, park and leisure services fraternity. How do you feel about such a tremendous honor from your alma mater?

Bio Stats

Current Title: Chief of the Natural Resources and Recreation Branch at Tulsa District

How long in position: 3 ½ years

Number of years with USACE: 30, all with SWT

Hobbies/Interests: Living History, sports and coaching sports

A: I have always been proud of my degree in parks administration and outdoor recreation and I'm proud of where I went to school. I'm wearing the school's color, orange, right now. I'm proud that my alma mater would remember me this way.

Q: How have you used your degree in your daily job?

A: I'm fortunate that I get to use the degree in my career. I think recreation is one of the important things that we do for people, and I'm glad I get to be a part of that. It is great to be able to help people have a meaningful experience when they visit Corps recreation areas. Recreation is rewarding because it is one mission the Corps has that is most recognized by the public. I like that we provide opportunities for kids to get outdoors and see water that you can swim in and that's not fluorescent blue. I like that kids can go to a Corps lake and that they catch their first fish. They can camp and run around get a little dirty and that's okay. We provide a place for families to go to. The Corps provides places that every American has an opportunity to visit. You don't have to be rich. I grew up going to corps lakes. We camped, fished and water skied. You don't have to have a load of money to visit a Corps lake.

Q: Your experience has also led to your appointment as a representative on the National Recreation Leadership Advisory Team. What do you do on this team?

A: The group is involved in anything the Corps does in the recreation business line. We function as a sounding board for all recreation management policies or issues that are coming up. We help the Headquarters Operations people make good decisions in terms of managing recreation.

Q: What is one thing we might be surprised to learn about you?

A: I am involved in Living History presentations for periods of history such as the Civil War. We wear period uniforms and visit schools to talk about what common life was like for both sides during the war.

Southwestern Division:

Mike Sterling

by SWD Public Affairs

Q. What will be your role as the Water Management Chief for SWD?

A. As Water Management Chief for SWD, I lead the team responsible for managing activities of 74 flood damage reduction reservoirs within SWD. These activities impact multiple project functions, including flood control; regulation of flows for water supply and hydropower; recreation, fish, and wildlife enhancement; and sediment and erosion management. To this end, the team is engaged in inter-agency coordination, public communications, and progressive improvement of reservoir performance.

Q. What makes this mission such an integral part of the Corps?

A. The large number of flood damage reduction reservoirs within SWD provides significant support to overall Corps missions. For example:

Flood Damage Reduction: More than \$85 billion of cumulative flood damages prevented at 74 flood damage reduction reservoirs.

Recreation: 75 million recreation visitors annually.

Hydropower: Second in the Corps. 87% of region's hydropower capacity producing 6.7 billion kw hours.

Water Supply: Number one in the Corps with 75% of Corps' water supply that equates to 8.4 million

acre-feet of water storage. Enough to provide annual needs for 1.8 million households.

Q. What have been some of the most interesting projects that you have been involved in?

As Galveston District's Chief of Hydrology and Hydraulics Branch, I led dam safety studies examining risks and impacts due to high reservoir pools in



Mike Sterling

Bio Stats



Position: Chief, Water Management and Infrastructure Safety Branch
Years at SWD: Arrived Oct. 22, 2012
Years with Corps: 9 years
Hometown: Waco, Texas
Certifications: Licensed Professional Engineer (Texas, Mississippi)
Hobbies: Reading, watching college football, playing with son (age 4)

Addicks and Barker dams. These dams have been rated "high risk" by the Corps Dam Safety cadre. In conjunction with these technical studies, I also participated in a number of public outreach meetings.

Q. What has been your proudest moment in the Corps?

A. As Galveston District's Chief of Hydrology and Hydraulics Branch, one of my initial goals in 2007 was to strengthen the District's coastal modeling capability. To support this initiative, I was able to "embed" an ERDC coastal modeler in the Branch as well as identify personnel for coastal modeling training. My proudest moment resulted last year when ERDC Coastal Hydraulics Lab identified and funded my team members to perform coastal modeling support work.

Q. Any other info that you would like to share?

A. I look forward to working with multiple groups within Division Headquarters as well as our Districts to accomplish Corps Water Resource missions. I'm glad to be here!

Why do we serve?

by Brig. Gen. Thomas W. Kula

SWD Commander

With the many retirements here at Division and also in our Districts, I would like to share with you some thoughts about why these great group of Americans have served this Nation and our Army so faithfully and so well. Our group of professionals are very humble...it's not about them. A review of their jobs and years of service tells a story of many years of dedicated efforts, across all disciplines. They all serve for one reason or another and excerpted here from an article by a military officer is an example of why they—and all of us—serve:

"I serve because I want to give back a small portion of what I have been given. I want my children to know what it means to live in the "land of the free" and the "home of the brave." I want others to realize the tremendous honor they have to live in a country based on the highest ideals man has ever seen. It is my constant hope and desire that others will realize what a privilege it is to be an American and take steps to serve and protect the very freedoms upon which this nation was founded...."

*"Our very existence as a great nation depends on how well we transmit these values and ideals to the following generations. This is a daunting task for every American and one we need to take seriously. The message of a shining city on a hill that we would like our children to see is being replaced with a far different and very harmful message. Just look at what we are faced with each day on the television and radio and in newspapers and magazines. These and other forms of daily contact bombard us with images that in many cases do not reflect our values. We have a responsibility to stand up for what we know to be true and right and to make sure our children inherit the same promise we have been given."**

These retirees, as well as all the others who have come before them, certainly have earned the thanks of a grateful Nation.

*Excerpt from "Why do we serve in the military?" Commentary, Air Education and Training Command, Sept. 12, 2006



The Red River Chloride Control Project Team, back row, left, Richard McCannell, Engineering Tech; Chad Rainwater, Engineering Tech; Brent Vanderpol, Engineering Tech; Dennis Duke, Project Manager; Front row, left; Peat Robinson, Conservation Specialist; Tracy Cartwright, Facility Manager; Kent Smith, Engineering Tech.

Retirement

After 33 years working for the U.S. Army Corps of Engineers, Dennis Duke, Red River Chloride Control Project Manager, will be retiring.

Mr. Duke's career has been with the RRCCP, located in Knox County, Texas, at Truscott Brine Lake, from the day he began work with the Corps' Tulsa District in 1979 during the construction of the RRCCP, and then as the Project Manager, a position he held for the remainder of his time with the Corps.

Mr. Duke developed a motto for his seven man team, "Ride the Brand," meaning to always have loyalty for your employer. Mr. Duke embodies what Riding the Brand is all about. He and his team always rise to whatever challenge they may face while living and working at one of the Division's most remote project sites; relying on their own ingenuity and skills to accomplish the mission's needs. We salute Mr. Duke for his selfless service and dedication to the Corps of Engineers and the Southwestern Division.

2012 4th Quarter Retirees

Southwestern Division Headquarters

<u>Name</u>	<u>Position</u>	<u>Years of Service</u>
Ron Bell	Chief Water Mgmt.	38
Hazel Fernandez	Human Resources Mgr.	40
Paul Krebs	Chief, Readiness Operations	33
Morris Tanner	Division Counsel	14

Fort Worth District

Clarence O. Cales	Construction Control Rep.	25
Bobbie D. Faucett	Natural Resources Manager	38
Leslie E. Guy	Supervisory Contract Specialist	35
Gloria J. Lombardi	Realty Specialist	23
James M. Smith	Civil Engineering Technician	27

Galveston District

Kenneth L. Alvey	Lock and Dam Operator	21
Patricia A. Kershaw	Program Analyst	33
Gus Marinos	Supervisory Civil Engineer	30
Betty J. Voelkel	Program Analyst	35
John Eric Wong	Biologist	21

Little Rocks District

Stephen E. Cates	Facilities Maintenance Inspector	32
Richard N. Devine	Realty Specialist	26
Lonnie J. Jarman	Power Plant Senior Mechanic	34
Anthony A. Malone	Power Plant Senior Controller	41
Dushan D. Mrdja	Architect	30
Robert H. Oberle	Civil Engineer (Structural)	36
Billy F. Sanders	Civil Engineer (Hydraulics)	31
Gary C. Young	Architect	27

Tulsa District

James P. Granwehr	Civil Engineer	30
Susan J. Haslett	Supervisory Civil Engineer	33
Margaret W. Hellwege	Equal Employment Specialist	30
Mary Beth Hudson	Public Affairs Specialist	30
Larry H. Prestein	Engineering Tech (Civil)	24
William C. Smith	Project Engineer	33
Tommy J. Sutton	Lock and Dam Operator	24

SWD Year in Review

Mission Areas

Civil Works

- Executed \$540 million in the Investigations, Construction, Operation and Maintenance, Flood Control and Coastal Emergency Accounts
- Awarded 108 contract actions for a total obligation of more than \$250 million
- Awarded the construction contract for Cell A, Dallas Floodway Extension project
- Held the Feasibility Scoping Meeting for the Dallas Floodway Feasibility Study
- Received approval of the draft Freeport Harbor Feasibility Report from the USACE Civil Works Review Board
- Awarded contracts in the amount of \$44 million for repair of projects from the 2011 Storm Damages

Top Civil Works Projects

SWF: Trinity River (Dallas)
SWG: Addicks & Barker Dam Safety Assurance Project
SWL: Clearwater Dam Major Rehabilitation
SWT: Canton Dam Safety Assurance Project

Engineering & Construction

- Established Regional Center of Expertise for Energy & Sustainability in Fort Worth District
- Obtained approval to establish Regional Vertical Design Center
- Provided construction management oversight on two mega projects, the Fort Hood and Fort Bliss hospital projects
- SWD Water Management team proactively engaged during the 2012 drought event, in collaboration other Divisions and Headquarters USACE

Regulatory

- Exceeded all 8 National Program performance measure targets
- Completed permit decisions increased by 23%
- Over 93% of all permit actions were authorized by general permits

Military Programs, Environmental & Interagency & International Services

- Awarded 36 military construction projects with a combined programmed amount of more than \$694 million
- Obligated \$81 million for the Air Force Sustainable Infrastructure Assessment project to provide real property inventory validation, energy audits, and facility condition assessments for 59 stateside and 10 overseas Air Force bases
- Completed 190 site visits, assessed over 7,700 Real Property Assets and over 85 million square feet of facilities for the Defense Logistics Agency Real Property and Asset Management Program

Environmental

- Successfully executed more than \$165 million in environmental compliance, remediation and restoration work for the Department of Defense, the Environmental Protection Agency and the Department of Homeland Security

International & Interagency Support

- Successfully executed more than \$225 million in projects for the Department of Homeland Security, the Department of Energy, and Veterans Affairs.

Planning

- Water Management & Reallocation Studies Planning Center of Expertise (PCX) managed national audit of water withdrawals from all Corps reservoirs to study use & pricing
- SWD has 2 of the 5 Pilot Studies in the Corps - Jordan Creek, Springfield, Mo., & Westside Creeks, San Antonio
- Galveston District rescoped Sabine Pass to Galveston Bay Investigations Study to fit Civil Works Transformation 3x3x3 rule (3 years, \$3 million, 3 levels of coordination)
- Galveston District successfully completed the Civil Works Review Board for Freeport Harbor Channel Improvement Project to assist Port of Freeport develop their port of the future

Recreation

Facilities

- 1,495 recreation areas
- 6,409 picnic sites
- 26,017 camping sites
- 356 playgrounds
- 235 swimming areas
- 822 trail miles
- 84 fishing docks
- 1,039 boat ramps
- 162 marinas
- 31,938 marina slips

Visits (person-trips)

- More than 75 million
- 9,446,836 picnickers
- 1,185,839 campers
- 11,560,687 swimmers
- 3,099,726 water skiers
- 14,330,607 boaters
- 24,071,146 sightseers
- 20,097,446 fishermen
- 1,698,249 hunters
- 16,283,861 other

More than 75 million visits per year resulted in:

- \$1.6 billion in visitor spending within 30 miles of the Corps lakes
- 64% of the spending was captured by local economy as direct sales effects

Real Estate

- Purchased 13,368 acres of land—at more than \$23 million-- for Fort Polk training area
- Recorded 1,928 real estate transactions, highest among the Divisions, 32% of all USACE real estate transactions
- Managed 17,857 active Outgrant contracts, most among the Divisions, 29% of all USACE Outgrants, for total annualized rent \$6.4 million
- Real property inventory & reconciliation of 16,430 individual real property assets from all programs; 25% of the total USACE asset count at total cost of assets \$3.47 billion
- Directed Lease Program at Ft. Bliss provided 494 units totaling \$1.8 million in lease cost for housing for Army families

Other Areas

People

- Science, Technology, Engineering and Math (STEM) events doubled across the Region in Fiscal Year 12
- New hires to the SWD Region totaled 391
- Region-wide Mentorship Program participation almost quadrupled in Fiscal Year 12
- 172 Leadership Development Program participants in FY12.
- Supported Wounded Warriors to include their contributing during medical transition from active duty

Safety

- Lost time government accident decreased nearly 20% from three year average rate with over 6.6 million hours of exposure
- Public Accidents decreased by 14% from three year average rate
- Awarded 2011 Chief of Engineers Safety Award of Excellence

Small Business

- Met all goals except Women-owned Small Business and Historically Black Colleges and Universities/Minority Institutions
- First in Corps of Engineers for Small, Disadvantaged Business with \$647,794,620
- Second in Corps of Engineers for Historically Underutilized Business Zone with \$312,845,960
- Third in Corps of Engineers for Small Business with \$945,769,117

Emergency Operations

- 11 disaster declarations for severe weather, winter storms, tornados, and wildfires occurred within our Civil Works boundary
- 36 SWD team members deployed to various AORs in support of Hurricane Isaac
- 2 Survey Boats deployed in support of Hurricane Isaac
- 6000 sandbags were provided in support of Hurricane Isaac
- 84 team members deployed in support of overseas contingency operations
- Two Forward Engineer Support Teams deployed (Iraq & Afghanistan)

Year in Photos



The Tulsa District Regulatory Office worked with OSU and the OCC in permitting a project to help restore the Illinois River which was washing up downstream. The project was permitted under Section 404 of the Clean Water Act. Bio-engineering methods were used to stabilize the bank. Boulders, logs, root-wads, coarse woody debris, redistribution of river gravel, sod mats, and tree plantings were designed to provide a natural look. The project will take a growing season or two to match the beauty of the river, but it will. (Photos courtesy of Oklahoma State University)



(left) Olympic swimmer, Neil Walker and former Fort Worth District Commander Col. Richard J. Muraski shake hands as they depart Lewisville Lake after an afternoon of boating and water safety patrols in May. The District conducted numerous patrols and water safety activities in an effort to reduce water and boating fatalities by 50 percent in FY12. (Photo by Fort Worth District)



(above) In May 2012, Tulsa District verified North Texas Municipal Water District's Howe-Wylie Pipeline Extension Project to treat zebra mussel (like the one pictured) invested waters in an attempt to keep the species into other raw water sources. This 96-inch diameter, 48-mile pipeline extension is expected to cost in excess of \$270 million. As designed, the project would extend from the existing outfall in the vicinity of Howe, Texas, at the West Prong of Sister Grove Creek, directly to the water treatment plant at Wylie, Texas. (Photo by Tulsa District)

(right) Westside Creeks Pilot Study lead biologist, Danny Allen inspects a turtle along Alazan Creek in San Antonio during a site visit of the project area in July. The Westside Creeks Pilot study is part of the USACE Civil Works Transformation initiative. (Photo by Fort Worth District)





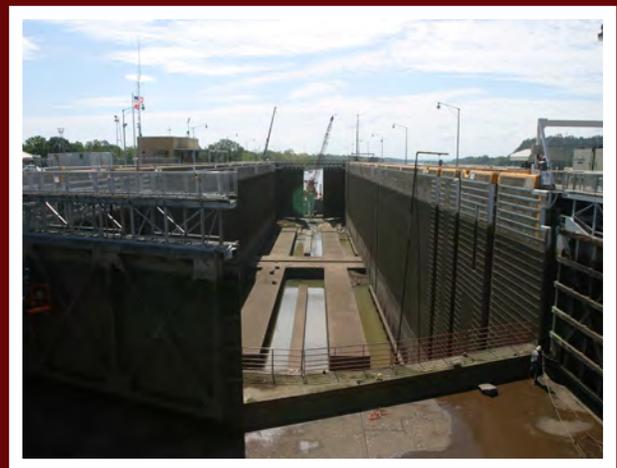
This 11-foot, 2-inch alligator appeared on the roadway about 75 to 80 yards from the Millwood Project Office in southwest Arkansas after it was hit by a car. The huge reptile was captured by Millwood Rangers and the Arkansas Game and Fish Commission. It was relocated to Bois D'Arc Creek Wildlife Management Area in Hempstead County. (Photo by Little Rock District)



Prairie View A&M University and the U.S. Army Corps of Engineers signed a partnership agreement recommmitting the two organizations to work together to enhance opportunities for minority students throughout the Corps. This partnership will assist the USACE Galveston District in recruiting a workforce comprised of a diverse pool of high-performing individuals, with valuable talents and strengths that are critical to providing excellent services to all Corps customers. (Photo by Galveston District)



A replica of a NASA space shuttle, formerly known as "Explorer," traveled through the Galveston entrance channel atop a barge on its way to Houston's Johnson Space Center May 31, 2012. Traveling from Florida's Kennedy Space Center, the shuttle is expected to arrive in Clear Lake, Texas, June 1 where it will be displayed in Space Center Houston. The U.S. Army Corps of Engineers Galveston District works with partners to maintain more than 1,000 miles of federally authorized channels, including the Galveston entrance channel, in order to keep our vital marine arteries open for waterborne traffic carrying cargo ranging from crude oil to coffee –and in this case NASA's space shuttle. (Photo courtesy Galveston District)



Dardanelle Lock was dewatered in August to inspect and make repairs to the portions of the lock that are normally submerged. The last time it was this empty was in 1995. (Photo by Jay Townsend, Little Rock District)

(right) U.S. Army Corps of Engineers Project Manager Capt. Greg Couturier was promoted to the rank of major by District Commander Col. Christopher W. Sallèse Jan. 11 at a ceremony held at the USACE Galveston District's Wallisville Lake Project Office. (Photo by Galveston District)



PACESSETTER POINTS



Congratulations

Congratulations to the **Galveston Resource Management Office** for becoming a member of the American Society of Military Comptrollers, the Alamo City Chapter. This partnership will allow members of the community to pursue certifications as defense financial managers. The ASMC promotes professional development, career opportunities, networking and job enhancement.

The **Galveston District Public Affairs Office** was recognized with a Gold Award from the 2012 MarCom Awards competition for its US-ACE Galveston District employee newsletter – Sand Castle.

Mathilda Montgomery was selected to serve as the Galveston District Federal Women's Program manager.

Alex Petty was selected as the Galveston District's new chief counsel

Congratulations to the Little Rock District employees who have completed Level 1 of the Leadership Development Program. **Shelly Argenbright, Jamie Camp, Teresa Casey, Jeremy Clemence, Russell Cooper, Steve Corbitt, Randy Crapps, Dion Cruz, Chris Davies, Chad Dulaney, Dylan Edwards, Bonnie Holmes, Jeremy Jennings, Tacy Jensen, Ryan King - Beaver, Josh Krieger, Michael Leddon, Donnie Lindsay, David Moore, Cissy Reid, LaTasha Rideout, Eric Small, Dan Smith, Paul Strack, Landon Thurman, Greg Wishard**

Congratulations to **Mark Green** on his selection as the new Deputy Operations Project Manager for the Nimrod-Blue Mountain Project Office.

Daniel Smith has been selected as the Little Rock District's next Dam Safety Program Manager upon Bob Oberle's retirement.

Congratulations to Southwestern Division's **Melea Crouse** on receiving the Small Business Advocate of the Year award during the 2012 Small Business Conference.

Congratulations to Tulsa District's **Michael Ware**, who has been promoted to Supervisory Regulatory Project Manager, Regulatory Division

Arrivals

Welcome back home to Galveston District's employees who recently redeployed: **Michelle Clark, Al Nichols, Dale Walters**. And welcome new district employees, **John Curtis and Elston Eckhardt**.

Southwestern Division Office would like to welcome the following employee's: **Loree Baldi, Michael Sterling, Leah Holly, David Freeman**.

Welcome to Tulsa District, **Carolyn Newsome**, who is the new EEO Specialist; **Matt Reinke** arrived as Department of the Army Intern for the Real Estate Division; **Steven Stealey** arrived as Department of the Army Intern for the Real Estate Division and **Joel Fuchs** who has returned to SWT as Cartographer in Real Estate

Departures

Galveston District would like to bid adieu to **Gloria Brunt (retiree) Colleen Chamberlain (deployed), Abel DeLeon (retiree), Max Malo (retiree), Paul Norman (retiree), Jack Otis (retiree), Kanu Patel (retiree), Tracy Weaver, Kathy Wolff, John Wong (retiree), Denyse Wyskup, Doug Boren, Dr. Michael Sterling, Kenneth Alvey (retired), Patricia Kershaw (retired), Gus Marinos (retired), Betty Voelkel (retired)**

Southwestern Division Office would like to bid adieu to the following retiree's: **Hazel Fernandez, Morris Tanner, and Paul Krebs**. And wishes good luck to the following departed: **Brenda Warren, Capt. Ian Minshev**.

Tulsa District wishes **Dennis Duke**, manager Red River Chloride Control Project, Operations Division, well in his retirement.



*Happy Holidays from the
Southwestern Division!*