



Southwestern Division

# Pacesetter

Spring 2012

Volume 7, No. 1



***"If We Are Together, Nothing  
Is Impossible.  
If We Are Divided, All Will Fail."***  
*Sir Winston Churchill*

**March 5th, 2012**

*In Celebration of the Groundbreaking of  
CrossTimbers Harbor and the  
Public/Private Partnership That Has Led to More  
and Better Keystone Lake Recreational Enjoyment  
and Socio-Economic Benefits to the Region!*

**Special Thanks to:**

*Senator James M. Inhofe - United States Senate  
United States Army Corps of Engineers - Tulsa District  
Mayor Johnnie Bozarth - City of Mannford  
And the Public/Private Keystone Lake Team of the  
Corps of Engineers, City of Mannford and CrossTimbers*

**Breaking ground in strategic  
customer relationships**

# SOUTHWESTERN DIVISION PACESETTER

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## Table of Contents

Commander's Columns .....	3-10
Water Safety .....	11-14
Partnering:	
Partnerships: The Key to our Success ..	15-17
Partnership Powers Up. ....	18
White River Minimum Flows .....	19-20
Arkansas Silver Jackets. ....	21
Around the Division .....	22
People: Employee Spotlights	
Bill Krampe. ....	23
Barry Osborn .....	24
Patrick Beard .....	25
Ray Russo. ....	26
Pacesetter Points .....	27

## On the cover



Col. Michael Teague, Tulsa District commander, and U.S. Senator Jim Inhofe unveil the monument March 5 for the new marina at Keystone Lake as Tulsa mayor Dewey Bartlett, Mannford Mayor Johnnie Bozarth and developer Ron Howell watch. The marina is a public-private partnership between the City of Mannford, the Corps of Engineers, and CrossTimbers marina. (Photo by Tulsa District Public Affairs)



*Great people + great partners  
means enduring value  
to our Nation*

## **Brig. Gen. Thomas Kula Southwestern Division Commander**

**S**everal significant events converge in the March time frame to make it a truly noteworthy time for the Southwestern Division.

First, late February/early March is the occasion for our annual Congressional visits, an opportunity for the Districts and the Division to meet with our Congressional representatives and their staffs, update them on our projects and activities, and receive feedback from them on our efforts and our way ahead. The visits are always a great civics lesson for all of us who make that journey, and serves to remind us of the great system of government set up by our Founding Fathers. This year's visits were a huge success, thanks in large part to the arduous efforts of Mr. Ray Russo and his Civil Works Integration staff, as well as all of those in the Districts who provided information for prep and briefing books. These great resources ensured that I was well prepared to deliver the right messages during the office calls with our Congressional leaders.

The earlier visits by the District Commanders and their DPMs

really smoothed the way for me. All in all, it was a highly successful endeavor, and I give my sincere appreciation to all those involved. You have really made a difference for our team. Ray has been practicing and perfecting the art of Congressional visits for some time now, and the success of this year's visits is a testament to his and his staff's expertise. You can read more about Ray in this issue of the Pacesetter Magazine.

The Congressional visits were also an example of great execution of our top regional priority for

in the spotlight.

If you haven't notice already, we have an enhanced emphasis on partnerships and strategic relationships in the social media arena. I recently contacted all our stakeholders on our strategic engagement matrix, as well as those I have met on my many visits, and invited them to like us on Facebook and follow us on Twitter. I hope that you are doing the same at <http://facebook.com/swdusace> and [http://twitter.com/usace\\_sw\\_d](http://twitter.com/usace_sw_d). I also invite you to follow me on Twitter at [www.twitter.com/BG\\_TomKula](http://www.twitter.com/BG_TomKula). Melanie Ellis, our

new regional outreach coordinator and a critical player in strategic partnering, is following me—I hope

### ***FY 12 Commander's Priorities:***

***Strengthen the regional strategic customer relations plan by fully utilizing the concepts of communication, collaboration and cooperation. (Obj 4b)***

Fiscal Year 12: strengthening relationships and engagement. The Congressional delegations are a huge part of our stakeholder engagement matrix, and these visits by the Districts and the Division underscored their importance.

This issue of the Pacesetter Magazine takes a look at that top priority of strengthening relationships. I encourage you to read the interview with Mr. Jim Hannon, Regional Business Director and a great driving force for strategic engagement, as well as stories from across the Division that put our relationships and partnerships

that you are too!

On our social media sites--not just Division, but Districts as well--you will notice that we are following and are followed by some of our key partners in the recreation and water activities arena. That's because partnerships are also a key part of SWD's water safety efforts, which brings us to another March event: the kick-off of our Water Safety Program. Though some of you also have winter water safety issues, for most of this Division, Spring and Summer are the seasons that impact us the most, and we choose March to

kick off our water safety program because it is the start of Spring Break and some of the first water activities of the year.

Last year was a very difficult and tragic one at our lakes and recreation areas across the Division. Several factors combined to produce an unfortunate spike in our water-related fatalities, in spite of the huge undertaking by our safety officials, park rangers, and Public Affairs information campaigns. We made many contacts though in local communities and agencies, developed relationships, and attracted a large number of Social Media followers. For Fiscal Year 2012, our goal is to sustain those contacts to "Educate, Inform and Save Lives!" As we nurture these key partnerships, they will enable us to meet our program goals in FY12 and provide a platform to grow our program in

the future, despite potentially flat budgets and reduced manpower.

Civil Works Transformation has come to the forefront this year also, and we are pushing it across the region. This is demonstrated with our two Pilot Studies in SWL and SWT (Planning Modernization), comprehensive relook of all studies, and looking for ways to shorten study time lines like SWF is doing for the Dallas Floodway Feasibility Study. Each District needs to find ways to implement the transformation initiatives in all our studies. We have provided several updates on CW Transformation. Understand the initiatives and look for ways to be change enablers. Know the other CW Transformation disciplines (Budget, Infrastructure, and Methods of Delivery) and discuss within your teams, branches, and divisions. We have exciting initiatives in our

Military Programs and International and Interagency Service as well.

Finally, on March 16, 1802, Congress permanently established the Corps of Engineers as a separate, permanent branch of the Army, giving the engineers responsibility for founding and operating West Point, our U.S. Military Academy. We celebrate our official birthday on June 16, 1775, when George Washington appointed the first engineer officers of the U.S. Army during the American Revolution. Engineers have served, and are still serving, in combat in all subsequent American wars.

It's an exceptional time to be with SWD and USACE. Help us lead our way forward to sharpen and improve our support to the Nation!



Southwestern Division Commander, Brig. Gen. Thomas Kula, center, met with CEO of Bass Pro Shops John Morris, third left, at Big Cedar Lodge located in Table Rock Lake, Mo. Kula and Morris' team discussed ways that SWD and Bass Pro Shops could partner for this upcoming recreational season to help increase awareness of water safety and ways to decrease the number of water fatalities and incidents at USACE SWD managed recreational parks, lakes and rivers.



## Effort recognized in halls of Congress

### Col. Glen Masset Commander, Little Rock District

**W**e are in the final stages of implementing our Recreation Adjustment Plan that will impact many of our parks in various ways. While no one likes closing facilities or reducing levels of service, we have been able to gain understanding and acceptance through sound planning and candid communication with elected officials, partners, stakeholders and the public.

Beyond that, the number of volunteer groups offering to take on maintenance responsibilities is terrific! And our efforts have been recognized all the way up the chain of command and by Rep. Steve Womack of Arkansas' 3<sup>rd</sup> Congressional District.

In a nutshell, today's budget realities required us to change the way we deliver

recreation opportunities to the public, but not our role as a recreation provider.

In Little Rock, spring flood damage to our parks and navigation infrastructure totaled \$33.5 million. Operations and maintenance funding was reduced \$17 million, and the maintenance backlog on our top 15 needs is \$72 million and growing.

***“By adjusting 8 percent of our park facilities that are less efficient, we are able to emphasize the remaining 92 percent.”***

Among tough choices were adjusting operations at 29 of our 178 parks and access areas, to include closing 13 campgrounds, four partial campgrounds, four day use areas, one partial day use area and 10 boat ramps. We sought to make the recreation season shorter at other parks and reduce trash pick-up, cleaning and mowing. We would hire fewer temporary rangers and park attendants, and further cut costs by reducing shoreline management activity and boundary maintenance. These changes would reduce costs by

about \$1.9 million.

Our Operations team did an expert job balancing cost savings with the need to continue a quality recreation program. In essence, by adjusting 8 percent of our park facilities that are less efficient, we are able to emphasize the remaining 92 percent.

This would help enable us to provide the best levels of service within the available

budget. And many of these changes would make good business sense even if they weren't budget driven.

But having a good recreation adjustment plan was only half the battle. We had to communicate with our partners, elected officials, stakeholders and the public so they would understand what we were doing and why we were doing it.

The Public Affairs Office was part of the PDT, and assisted in developing a detailed communication road map and information materials. The

timing and sequence of who we briefed was critical to our communications strategy. We briefed the delegation and state agency heads one-on-one. We used news releases, media interviews, the Internet, and social media to reach more diverse publics. In February, we held a series of public workshops.

There was significant public interest in keeping facilities open through initiatives where partners take over administration and maintenance. We are working several offers and this will likely keep several facilities open.

Brig. Gen. Thomas Kula, SWD Commander, told me

just the other day that we “were singled out” by Rep. Womack, who is the vice chair of the House Subcommittee on Energy and Water Development, when the congressman publicly praised our RAP efforts during a March 7 subcommittee hearing.

Rep. Steve Womack (R) gave us kudos for how the plan was developed, coordinated, and executed. He said we did the right things communicating, coordinating with the public and implementing the plan during this period of constrained funding. He said it was a model for others in the Corps to use. It is possible his remarks will be published in the

Congressional Register.

While we still have work ahead of us to finalize the recreation adjustments and partnership agreements, and we could still hit a few bumps in the road, I am very proud of how much and how well Little Rock has done. This effort has in fact enabled us to gain understanding and acceptance from stakeholders and the public.

But beyond that, it has enabled us to form new partnerships in the communities we serve, and it has earned us recognition across the Corps and literally into the halls of Congress!



A Greers Ferry park ranger discusses the 2012 recreation adjustment plan with a Heber Springs, Ark. resident. Congressman Steve Womack praised Little Rock District for the development, coordination and execution of the plan. (USACE photo by Laurie Driver)



## Current and future partnerships: key and essential to mission success

### Col. Richard Muraski Commander, Fort Worth District

**A**s we enter the third quarter of FY 2012, Fort Worth District continues to move forward sustaining and utilizing past successful processes and strategies while simultaneously improving upon others.

Looking at current and future organizational challenges, we recognize that one of the most critical challenges will be workload decreases as we transition to future mission requirements. We are working as a district to address this major challenge by finding a balance between workload and workforce to ensure that the Fort Worth District remains a viable organization.

We know that sound strategic planning and effective external and internal communications, collaboration and cooperation are essential to that viability. Just as important is an element that I often talk about but want to re-emphasize just how important it is to our mission success – our strategic partnerships.

At no time in the recent history of our district has fostering,

maintaining, and sustaining those partnerships been so important. As a unique organization, the Corps relies on the public's support and Congressional funding to viably exist and a key component to that buy-in is how we work with and support our numerous strategic partnerships throughout the district's area of responsibility.

The Fort Worth District has numerous partnerships that repre-

Extension (TRCP/DFE) project with our partners the City of Dallas; the Central City/Trinity River Vision Project/ and our partners Trinity River Vision Authority in Fort Worth; and the Pilot Study for Westside Creeks and the Mission Reach project with the San Antonio River Authority (SARA).

On any given day, if you ask our Division or District leaders and subject matter experts which SWF project is at the top of the priority list for projects/partnerships, that answer is consistently the TRCP/DFE project.

The partnership between the Fort Worth District and the City of Dallas has been ongoing in some capacity since the construction of the Dallas Floodway levees in the 1950s. That partnership has matured just a few short years ago with the establishment of the TRCP project office located in Dallas City Hall. With SWF members of that project office co-located there with the City of Dallas City key project officials and experts, working side by side, the project continues to progress towards mission success.

There have been inevitable challenges due to the magnitude and complexity of the project, but all have eventually been overcome because of the commitment between the City of Dallas and SWF to ensure the integrity of the levees and most important, life



Members of the Fort Worth District and the City of Dallas discuss the status of the Pavaho Pump Station during a site visit in February. The Pavaho Pump Station is one of six vital floodwater pumping stations along the Trinity River. (Photo by Fort Worth District)

sent a plethora of varied projects and initiatives. Three key projects involving three of the top 15 cities in the United States by population thrive or wither based on our relationships with our partners. Relationships are the driving force behind the success of the project, public perception along with impact on future work are the Trinity River Corridor/Dallas Floodway

safety for the citizens of Dallas.

The Central City Project, part of the Trinity River Vision Project (TRVP) represents another very strong partnership between SWF and a major partner – the Trinity River Vision Project Authority. With TRVP's primary offices located only a short distance from SWF in downtown Fort Worth, the collaboration and coordination has been one that can be recognized as a model for solid strategic partnering.

The TRVP will preserve and enhance the river corridor so it remains essential greenways for open space, trails, neighborhood focal points, wildlife and special recreation areas. One of the most well-known of the many areas of the project is the Central City

portion. The Central City project, part of the larger Trinity River Vision project in Fort Worth, Texas, includes construction of a 1.6-mile bypass channel, various hydraulic valley storage sites, and two closure gates to control flood flows along the Clear and West Forks of the Trinity River adjacent to the downtown business district. When completed, there will be a new urban waterfront community to the north of downtown Fort Worth that will be a strong testament to how cooperation and collaboration between two strong partners can result in outcomes that strengthen a community – Fort Worth.

While not in the immediate Dallas-Fort Worth area, SWF's standing solid partnership with the San Antonio River Authority (SARA) on two major projects – Mission Reach and the Westside Creeks Pilot Study is a keen example of how the reach of a

partnership that extends well beyond SWF Headquarters is resulting in positive changes for another Texas community.

The Mission Reach Project is an aquatic ecosystem restoration project along an 8-mile reach of the previously channelized San Antonio River. The project also includes a multi-purpose trail, which allows the general public to experience and enjoy the greenbelt within the heart of urban San Antonio. The project has been so successful that the San Antonio River Authority and the Corps have partnered to study similar transformation of the Westside Creeks portion of the San Antonio Channel Improvement Project.

The San Antonio River Authority's (SARA) Westside Creeks

study examines ecosystem restoration options in 14 miles of San Antonio's Westside Creeks (Martinez, Alazan, Apache and San Pedro Creeks) which were previously channelized by the Corps for flood mitigation purposes.

In addition to SARA, our partnership with Bexar County's federal delegation was instrumental in the Westside Creeks Restoration Project being selected for the National Pilot Program.

This pilot program is expected to allow the Westside Creeks to provide an important study on restoring native function to the area while maintaining or improving flood protection levels in the area; a win-win for the Corps, our partners and the San Antonio community. This project will also be a key

enabler for Civil Works Transformation.

Although I've only mentioned a few of the larger partnerships, I want to also stress that it's the day to day partnerships, relationships with our customers and stakeholders as well as our internal ones that are just as critical to our relevance and organizational success.

I challenge each of you as you carry out the day to day business of SWF, to always, no matter how challenging it may be some days, remember our success and reputation was built on and will be sustained

by existing partnerships and fostering of new ones.

Let's move our partnerships whether in-house or external and understand they all have strategic importance for the Fort Worth district, the state of Texas and even the nation

Thanks for all you do everyday to serve the Army and our Nation. Building Strong!



Col. Richard J. Muraski, Jr. addresses the audience during the June 2011 grand opening celebration of Mission Reach phase II.

Restoration Project was chosen in summer 2011 from projects across the nation to be part of the U.S. Army Corps of Engineers' (Corps) National Pilot Program for the Expedited Feasibility Studies. This pilot program aims to make the feasibility study planning phase of project development more predictable and efficient thus accelerating the federal funding decision making process. The feasibility

# USACE Galveston celebrates 132 years of Building Strong

## Col. Christopher Sallese Commander, Galveston District



**M**y Coastal Custodians, February marked a significant month for our District. While staff prepared reports for our annual congressional visit in Washington, D.C., to support the value our district brings to our nation, it was this very body of individuals who met 132 years ago and decided that establishing the Army Corps of Engineers Galveston District to facilitate navigation along the Texas coastline was in the nation's best interest.

In true USACE fashion, the district quickly went to work, carrying out Congress's mission of deepening the Houston-Galveston Channel and the Sabine-Neches Waterway, and building breakwaters - known as jetties - to successfully protect harbor and inlet entrances.

More than a century later, faced with new challenges and a considerably expanded mission, we ask ourselves if the Galveston District successfully accomplished its mission. The answer is yes.

Four of the ten busiest ports in the U.S. are in Texas; Houston at number two, Beaumont at four, Corpus Christi at six and Texas City at 10. When you factor in other ports along the coastline, such as Galveston and Brownsville, Texas is the number one state in the country for maritime commerce.

While navigation remains to be the core of what we do here in the District, our responsibilities have expanded to include ecosystem restoration; emergency management; flood risk management; regulatory and support for others.

A mission of this magnitude requires a continued commitment to developing and growing lasting partnerships in order to provide the best service to our customers.

Prime examples of our successful partnerships include the construction of the iconic Galveston Seawall in 1904, constructed in

coordination with Galveston County following the Great Storm of 1900; our flood risk management partners in Harris County; our partnership with the Trinity River Authority for water supply, salinity control and recreation; as well as our close working relationship with federal and non-federal environmental agencies.

As we continue to meet milestones and execute our mission in fiscal year 2012, I encourage you to seek innovative and cost efficient ways to incorporate the following actions in all the district's projects:

- Collaborate with partners to provide the best projects and services possible
- Maintain and improve infrastructure to ensure public safety
- Maintain the highest use of navigation channels
- Add value to the nation

Though the scope of work may have changed throughout the years, the USACE Galveston District team's commitment to delivering critical services to our citizens remains steadfast. Happy Birthday USACE Galveston District and thank you for the hard work you do!



SWD leadership meet with Port of Victoria management and employees in Victoria, Texas during a site visit to the port. From L-R, Maj. Marty Maldonado, incoming Deputy Commander Galveston District; Pete Perez, Deputy Program Manager, Galveston District; Joe Hrametz, chief of Operations, Galveston District; Brig. Gen. Thomas Kula, commander, Southwestern Division; Jennifer Stastay, director, Port of Victoria; Col. Christopher Sallese, Commander, Galveston District; and employees of Port of Victoria. (SWD photo)

# Great teams are founded on great relationships

## Col. Michael J. Teague Commander, Tulsa District



Management Division, and the Office of Counsel. The results were a completed lease expansion within six months, including a public scoping period and an Environmental Assessment. The real results will show up this summer with the first new marina at Keystone Lake since 1975.

Great teams come from great relationships and the best way to build those relationships is by meeting our commitments every day.

meeting was a combined team of Southwestern and Northwestern Divisions and the Kansas City, Fort Worth, Galveston, and Tulsa Districts. This was the second “annual” meeting and it built on the great results and relationships from last year. The three states are committed more than ever to the changes they propose in order to work closer with the Corps. The Corps members are equally committed to continuing to support the states.

The summit was also an opportunity for us to recognize three key structural engineers from the Kansas City District who had helped us out on the Canton Dam Safety project PDT last year. Even small commitments can have lasting impacts

Last week the District held the Base Civil Engineer-Directorate of Public Works Workshop (and yes, we got SWD approval for the conference). This workshop brought together all six military installations so that we share ideas and find solutions to common problems.

Whether it is getting Military Construction project schedules correct or sharing information about Insulated Concrete Forms, it was one room with a common purpose. It was a team.

The day the workshop ended, we were invited to a meeting of the Oklahoma agencies to discuss Blue Green Algae. A completely different topic and a completely different set of teammates, but it was still one room with a common purpose. It was a team.

**Y**ou have probably all heard the phrase “there is no “I” in TEAM. “ The Tulsa District Leadership Development Program class and several others from the District recently attended a business seminar. The speakers fell roughly into two categories: sales people and leaders. When the LDP class got together to discuss the seminar they realized that the sales people talked about “I”; ‘I did this and I did that.’ However, when the leaders talked they talked about “we” and “us”; ‘we did this and our team did that.’ It was noticeable. Our emerging leaders preferred “we.”

The teammates that we have the privilege to work with across the Tulsa District are simply phenomenal. Several weeks ago we participated in the ground breaking ceremony at the City of Mannford’s park expansion on Keystone Lake. A commemorative sign has a quote from Winston Churchill that begins “If we are together nothing is impossible...”

That simple ground breaking was only possible through the combined work of the City of Mannford, their developer – Cross-Timbers, and a fantastic Project Delivery Team from the District. That PDT brought together Operations, Real Estate, Planning & Environmental, Programs & Project



Col. Michael Teague, Tulsa District commander, takes a look at a new monument at Keystone Lake. The monument commemorates the March 5 dedication and groundbreaking for a new marina that is a public-private partnership between the City of Mannford, the Corps of Engineers, and CrossTimbers marina.

We work hard with all of our partners. Last month at the Tri-State Water Summit, we had the opportunity to meet with the Kansas Water Office, the Oklahoma Water Resources Board, and the Texas Water Development Board. The “we” of that

# Water Safety 2012

by LaDonna Davis, Southwestern Division Public Affairs and Larry Bogue, Natural Resources Program Manager, Southwestern Division



A wakeboarder wears his water safety vest while catching some air at Blue Spring Lake in Blue Springs, Mo. (photo by Michael Watkins, Kansas City District Corps of Engineers)

The 2011 recreation season in the Southwestern Division was met with record high temperatures, low lake levels, and an unfortunately high number of water related deaths and accidents. To help prevent a repeat during the 2012 recreation season, SWD held a water safety conference at the Division headquarters located in Dallas with Corps leadership within the Division's four Districts from operations, public affairs and safety offices along with regional partners and stakeholders, Jan. 18-19.

This year's conference focused on lessons learned from last year's difficult water season, and the way ahead for this year's water season.

"We need to make sure we spend all our efforts in all our regions to make a difference by partnering with others," said SWD Commander, Brigadier Gen. Thomas Kula during the conference.

"Last year was the hottest summer on record and the second driest. Our lakes were down and people were looking for relief from the heat. We need to look at the things we did last year and ask ourselves what we can do to improve on those practices."

Last year's water related deaths and accidents increased by 60 percent over the previous year's recreation seasons. There were 72 million visitors to Corps lakes in 2011 and 85 public fatalities. The consensus made during the conference for why the

sharp increase in accidents occurred is because recreation goers were looking for relief from the heat and turned to local lakes and reservoirs without knowing how to swim well or wearing required life jackets. Additionally, low lake levels resulted in people feeling a false sense of security while playing in the water only to be met with an unexpected drop-off. A drop-off is a natural drop in the depth of a lake.

"Lakes are not like swimming pools; their natural terrain is still out there," said Charlie Burger, chief of operations division, Fort Worth District. "In the past, the water would get deep 3 feet from the beach line, now a person can go 5 feet from the beach and then there's a drop-off that's unexpected. So, a lot of our drowning's are "macho men" overestimating their swimming abilities or people that just aren't very strong swimmers and find themselves in unexpected deep water."

In order to overcome the environmental effects that have plagued Corps' lakes, SWD has turned to advertising and partnering with civic, military and other organizations to ensure key messages about the importance of water safety are getting out to the public.

One of SWD's regional goals is to ensure partners at SWD lakes with outgrant concessions are engaged in water safety. Gilbert Welch, vice



president of Planning and Operations of Marinas International, a marina management company located in Dallas, attended the conference with a renewed commitment to water safety and to providing a safe setting to the millions of visitors that visit their marinas.

Also in attendance was Tom Burrell, president and CEO of Our Lands and Waters Foundation. Burrell was recognized by Kula for his partnership and great efforts in increasing awareness of water safety last summer. Last year, OLWF created unique water safety communication materials and methods of distribution with only three weeks' notice to include a water safety blitz in both English and Spanish for the Dallas-Fort Worth Metroplex that was executed throughout Labor Day week. They also created the "Just Wear It" campaign aimed at getting the public to wear their life jacket and utilized public service announcements, radio broadcasts, newspaper advertising, creative Dallas Area Rapid Transit bus advertising, and hosted water safety postings and special events in Corps parks. OLWF efforts supporting the Corps resulted in over four million contacts at a cost of less than 1.3 cents each. Their 2011 campaign will serve as the prototype for the 2012 Water Safety effort across the north Texas region.

Additional partners at the conference includ-

ed Army Maj. Rex D. Vehrs, an active duty Soldier with the Wounder Warrior program who is recovering from his injuries. Vehrs works with the Fort Worth District, Lewisville Lake Office as a Corps volunteer under a park ranger aid whose primary responsibility is water safety. Vehrs provides water safety outreach to a targeted audience of 17-35 year olds. Last year Vehrs came up with the idea for visitors to dress their dogs in a life jacket during the OLWF Labor Day water safety blitz which helped spread the Corps message about the importance of life jackets and brought awareness to young children and adults about the importance of water safety.

Many of the 2011 key messages about water safety will be repeated during this year's water safety campaign, such as the importance of wearing life jackets and the importance of boating safety. But, the 2012 campaign will also bring a new focus on learning how to swim well.

"Ninety-three percent of the people who go swimming every summer can't swim more than 40 yards at a stretch, if at all," said safety profession Richard Hawk.

It is not just enough that a person knows how to swim okay; they need to learn how to swim well, said Brian Westfall, a natural resource specialist with the Vicksburg District Corps of Engineers. Ac-

## Water Safety

According to Safe Kids, 60 percent of urban children cannot swim. Broken down by race, 56 percent of Hispanic, 58 percent of African American, 58 percent Native Americans and 30 percent of Caucasian children cannot swim. Additionally, 50 percent of adults cannot swim in deep water pools. "It is imperative that we teach children and families the importance of learning to swim well," Westfall said. "With our changing demographics there are more and more folks who come to our lakes who cannot swim."

The learning how to swim well initiative will also open new partnering opportunities with the Red Cross, YMCA, Natatoriums and pools. It will also support improved health and physical fitness of youth with direct ties to Michelle Obama's "Let's Move," campaign. Concluding the conference, Westfall raised the question, "what would you rather do, search for drowning victims, or prevent visitors from drowning?"

The SWD 2012 water safety campaign program will begin in March to coincide with college and high school Spring Break and will run through the end of the recreation season. "We have to keep pushing the importance of water safety and I know all of our Corps offices will make a difference," said Kula. "I want you to believe you are making a difference, it is too important not to."

## **Who's Message is it anyways?**

by Edward Rivera

Fort Worth District Public Affairs

Last summer at 3:52 p.m., Fourth of July, 2011 I got an email while I was in the middle of celebrating our nation's day of independence with my family and friends. After reading the email, my daughter looked at me and asked me what was wrong. As I looked at the children around me enjoying their summer fun, I was trying to figure out as a public affairs specialist, how to communicate that a two-to-four year old little girl drowned at one of our lakes.

The day before I took part in a Water Safety Day at Lewisville Lake where five news stations covered the event and took our message of safe fun to the public. For a public affairs practitioner, I could not have asked for better coverage.

At Lewisville Lake I got to meet two families enjoying the lake early in the weekend to avoid the crowds that would come on the Fourth. A little boy and three little girls with properly fitted personal

flotation devices on jumped off the boat they were on near the shore and were closely supervised by their parents.

When the parents and the children were interviewed by local reporters and the children were quizzed by the park rangers, their knowledge of water safety was apparent and they put it into practice without hesitation.

I do not want this to turn into a lecture on parenting, every parent knows children can be quick to



**U.S. Army Corps of Engineers**

Elite pro angler in the Bassmaster fishing tournament series, Edwin Evers and U.S. Army Corps of Engineers water safety dog Bobber, promote wearing life vest in a USACE water safety poster.

get themselves into trouble and it only takes 30 seconds for a child to drown. But I am at a loss at how one family got the message and put it into practice and the other family did not.

I can only imagine the heartache and devastation the loss of a child can bring to a parent, brothers, sisters, other family members and friends. But, who's to blame for this tragic loss? The one thing I can say for sure is that the message did not reach or resonate far enough for someone, anyone to stop and put a PFD on this child.

Recently we here at the Fort Worth District were trying to come up with catchy phrases and

video ideas to get message that life jackets save lives across. We considered spoofing a car insurance commercial... "Would 5 minutes to put on a life jacket save you from drowning 95 percent of the time?" Yes!

The Corps of Engineers, U.S. Coast Guard, schools, day cares, after school programs and various community groups and organizations all talk water safety in one form or another. We do it in several languages, online, on signs, in magazines, books and hand outs. Where is the message getting lost?

Is the sign that warns of the dangers of cliff diving not clear enough? Is the notion that operating a watercraft while drinking alcohol is dangerous not simple enough to comprehend? Is trying to swim across a lake without a life jacket to impress the girls so much more important than making sure you go home alive?

The message is simple, the messengers are plenty and the audience is out there. We must show and tell them more often, more directly and not relent. We must inform them where to buy PFDs, where they can get them for free or at a reduced cost. We must show them where loaner life jackets are and how to wear them. We must continue to applaud those that follow safety practices and harass those that do not. We must deliver the message in a manner that people embrace and pass it on. We must inspire thoughts of safety and provoke action.

There will always be those that for whatever reason decide to tempt fate, either because they are intoxicated, easily succumb to peer pressure or just plain stupid. But collectively it should never be because they did not see, hear or know the message... A life jacket can't save your life if you don't wear it!

## **Corps to encourage Learning to Swim Well**

By Sara Goodeyon

Tulsa District Public Affairs

Can you swim? Can you swim to survive? Park rangers at Tulsa District U.S. Army Corps of Engineers lakes will soon be asking that question of visitors in an effort to encourage them to learn to swim well.

Swimming to survive is defined by the Canadian Lifesaving Society, a Corps water safety partner, as the ability to enter into deep water, tread water for one minute, and swim 55 yards.

Swimming well, swimming to live, is important

because most people who drown never intended to go in the water. When a non-swimmer unexpectedly falls into deep water there is a gasp reflex that causes the victim to ingest water and that in turn causes panic; the victim can quickly, and quietly, go under.

Safety professional Richard Hawk estimates that 93 percent of the people who go swimming every summer can't swim more than 40 yards at a stretch, if at all. Safe Kids reports that more than half of minority children are poor or non-swimmers, while 60 percent of urban children cannot swim. The Center for Disease Control reports that participation in formal swimming lessons can reduce the risk of drowning by 88 percent among children aged 1 to 4 years.



Coweta High School students model the water safety backpacks designed by National Water Safety Congress Certificate of Recognition award winner Natalia Pope. The backpacks featured water safety messages in texting slang. (Photo by Tulsa District Public Affairs)

Lack of swimming ability doesn't prevent people from visiting Corps lakes and that is why Tulsa District will begin working with water safety partners such as the Oklahoma Highway Patrol, Safe Kids and the Red Cross to encourage lake visitors to learn to swim well. This summer park rangers will be able to provide lake visitors with information about local swimming instruction locations, phone numbers and the dates and time of those lessons.

The Corps' goal is to reduce the number of public fatalities at Corps lakes by as much as possible by working with safety partners to encourage life jacket wear and good swimming abilities. The Corps wants the public to have a safe and enjoyable time while recreating at their lakes.

# Partnerships:



*the key  
to our  
success*

by LaDonna Davis  
SWD Public Affairs

In the fall of 2011, Southwestern Division Commander Brig. Gen. Thomas W. Kula presented a set of priorities for SWD outlining his goals for all the Districts as they entered the new Fiscal Year. These priorities, along with the SWD Azimuth, marked the way ahead to where we want to be for our sponsors, customers, communities, and next generation of Pacesetters. First on the list of priorities is to “strengthen the regional strategic customer relations plan by fully utilizing the concepts of communication, collaboration and cooperation.” SWD Regional Business Director Mr. Jim Hannon further explains why partnering with our customers and stakeholders is so critical, gives some examples of successes accomplished through partnering, and the way ahead to ensure that SWD continues successfully down this road.

**Pacesetter: Why is there an increase emphasis on partnerships and customers?**

**Jim Hannon:** We are really examining how we work with our customers and partners because our business environment is constantly changing based on the needs of our customers. In order for us to continue to work with them and serve them – and we are a public service organization and have a direct impact on peoples’ lives - we must adapt to their needs. I see it as our duty. Regardless of what business line our customers fall under, we will work to address their needs. We have an opportunity now that BRAC [Base Realignment and Closure] is drawing down, the hospitals are well under way and changes in the Civil Works side of the house enable us to really collaborate even more with our customers and partners, see how they like working with us, find out how we can improve and look to the future.

The Corps of Engineers as a whole has great capabilities, a great workforce and a large portion of the overall talent sits right here within the Southwestern Division. By having our team members regularly meet with the customer and discuss what their needs are and what they see for their organization down the road we will not only fulfill our mission and meet the needs of the public at large, but will also lay a foundation for our customers to want to continue working with us now and in the future.

**P: How do we ensure our partnerships remain strong?**

**JH:** We can ensure that our partnerships will grow and in turn remain strong by giving them the attention they deserve and ensuring that they realize we feel they are valued partners. To do that, we have drafted and are currently in the process of implementing the Strategic Customer Engagement Plan (SCRPE). As we get that plan in place, our team will see that the goal and focus of the plan is to build lasting, strong relationships through effective and timely communications, collaboration and cooperation. We call it the C3, and it truly starts with communicating with our partners and customers. By focusing on effective communications we can begin to shape, identify and scope any challenges that we as a team might face and work together toward the right solution. The key here is that this plan emphasizes our C3 from the ground up. We have great people who are passionate about the Corps and the work we do. I truly believe that, by focusing on effective and timely communications, the collaboration and cooperation will fall into place as our partners realize they are equal, valued team members.

We have great people in the field working at local projects, military installations, our lakes—many

locations—and they work daily with our partners and our stakeholders, so that day-to-day communication is where we really begin to understand what their problems are. Working together, we begin to shape, identify, and scope what the challenge is and get a good definition of the problem. Our partners then become a part of that solution from the beginning, throughout the process, and to the end. They can also bring resources to the table that we may not have. We may find during discussions that we don't have all the capabilities. Certainly we're working with them to communicate our capabilities and we would address that, but they can bring additional resources, such as people that have capabilities and skill sets. In these days of budget constraints, they can also bring to the table folks who are willing to bring other resources for public/private partnerships or bring resources for other contributed funds, where that's allowable under the authorities that we have now, of course. So their role is key in all that because as we are working with them from the lowest

**JH:** While we have many great partnership success stories, I'm really pleased with our relationship with our hydropower partners at Southwestern Power Association. Forth Worth, Tulsa and Little Rock Districts have an excellent relationship with SWPA. Through this partnership we've worked together in addressing backlog maintenance issues on our hydropower projects. We have also been developing, through our Memorandum of Agreement, a mechanism by which SWPA prioritizes regionally those areas that need the most work done. By doing this we can develop a way forward in which they provide some contributed funds for us to be able to address those high priority maintenance needs within the entire footprint. So we would not be looking at just one District and prioritizing those needs, but looking across the whole region and determining what those highest priority areas are and working to provide some contributed funding from SWPA to help meet those needs. It's a great example of two public service organizations working together to meet the needs of the public.

Another good example is with Federal Emergency Management Agency. There is no doubt the relationship Paul Krebs, his team here, and the Districts have with FEMA have allowed for a better, more efficient response to the public during emergencies. It's evident when we have hurricanes or other emergency situations in our footprint, the response is spot on and the amount of time, dedication and commitment to public service is visible at all levels. Through this partnership we have set up very deliberate hurricane drills in which we have FEMA, all the Districts, and other partners come in and work with us to walk through the time lines of what could happen, who has what responsibilities and who has what authorities. In the event that we get into an emergency response situation we know what one others' roles are, and we are ready to launch immediately into the recovery effort. This partnership didn't happen overnight and has taken a very deliberate focus and effort into establishing and maintaining it. It is now at a place where we can continue to collaborate and figure out how to provide even better response to the public.

**P: How does partnership tie into our Water Safety program?**

**JH:** Partnerships are the key to our success in effectively implementing our Water Safety Program. I do feel that we have made great progress in our Water Safety Program over the last several years but feel it is still one of our biggest challenges because the target market continues to change. We need to find new, creative ways to influence improvements in water safety. One of those ways is to partner with an



L-R Mannford mayor Johnnie Bozarth, U.S. Senator Jim Inhofe, Tulsa District commander Col. Michael Teague, and Tulsa mayor Dewey Bartlett break ground on a new marina at Keystone Lake. The marina is a public-private partnership between the City of Mannford, the Corps of Engineers, and CrossTimbers marina. (photo by Tulsa District)

levels at the project sites to the district senior staff to the Division staff, and they also can bring to the table very important resources whether people or possible funding and help us reach the best solution.

**P: What are some success stories of partnerships within SWD?**

## Partnering

agency, organization or business that is also targeting that same audience. SWD leads the Corps in number of visitors to our parks and lakes and the more folks we have sharing our safety message the better.

Our folks have done an outstanding job communicating to children and their parents, ethnic groups, and other demographics by utilizing effective partnerships with local schools, communities, organizations and water safety coalitions. Through these partnerships our team has been able to set up safety fairs, give safety presentations, and educate so many people. In addition, our folks have gotten outside the box and partnered with groups like Our Lands and Waters Foundation to get our water safety message out to an even broader market. Now it's time that we look to some partnerships we haven't considered before like our team in Little Rock is doing by partnering with the folks at Bass Pro Shops. They have an even broader, national level, messaging distribution and have been working with our folks on safety messaging.



The U.S. Army Corps of Engineers, together with the City of Texas City, held a ribbon-cutting ceremony to mark the opening of the 400-foot-wide channel (which was deepened from 40 to 45 feet in a dredging project that began in 2009). Sen. Kay Bailey Hutchison was the honored guest speaker. The \$75 million project originally slated to take five years to complete, was finished in less than two years.

We simply can't do it alone. One life lost is too many and I'm proud that our team is constantly looking for ways to do more. So we will continue to challenge ALL of our folks to think of new ways to partner and communicate about safety. You never know if you'll be the one to save a life by reminding someone to be safe.

**P: What can we do to communicate to help strengthen these relationships with our customers, communities and stakeholders?**

**JH:** I really believe that it starts by ensuring that we recognize who our customers are and what capabilities SWD brings to the table and we work regularly, transparently and timely to communicate with our customers because that builds the trust and builds relationships. Our people are number one in our organization and everyone in our organization plays a vital role in providing a service to our Nation. The other part is everyone in our organization understanding our roles and missions.

From our USACE vision, our USACE mission, to our campaign plan to our regional implementation or I-PLAN, to the District's Operations plan and ultimately down to each individual's "my-plan" if you will; so we know what our role is and how we fit within the USACE organization and that road map helps us to work then with our customers and stakeholders. Strengthening relationships is General Kula's number one FY12 priority. We've synced our relationship efforts with the OPlans and IPLans to ensure that we are all focused on strengthening the relationships with our partners and customers, and that starts with communication.

**P: What does the future hold for SWD in improving customer relationships?**

**JH:** As we continue to implement the SCRIP, folks will continue to hear about the C3, communication, collaboration and cooperation, and how we're looking to applying these three concepts to improve our relationships. This regional plan is to augment what the Districts are doing and through that plan we'll be seeking to develop account managers that will be working with folks to target some areas where we see a future mission set or some areas where we see a few gaps working with customers. There are training opportunities for how to develop an account plan and we've got our first round of folks going at the end of March.

As we socialize this more, our team members should be continually thinking about, 'who are our customers, what are their needs, concerns and expectations and what are we doing to address it?' Our folks do a good job of working with our customers and we want to ensure that if there's anything that we can do to make doing business with us better, we've done it. Deliberately focusing on listening and improving the relationships with our customers and stakeholders and seeking to get to those best solutions by working together is a key component of where we are going to improve and enhance the great work the Districts and we as a Division have been doing. It will help move us closer toward "great" as we say in, 'going from good to GREAT!'

# Partnership POWERS UP



by Ross Adkins  
Tulsa District Public Affairs

The U.S. Army Corps of Engineers and partner Southwestern Power Administration have worked closely over the past 13 years to solve a critical need for maintaining a reliable, continuous source of vital electrical power. Southwestern Power Administration is one of four power marketing administrations in the United States. SWPA markets hydroelectric power in Arkansas, Kansas, Louisiana, Missouri, Oklahoma, and Texas from 24 U.S. Army Corps of Engineers multipurpose dams.

Due to the ongoing problem of constrained budgets, when a piece of critical generating equipment breaks down, it sometimes takes months or even years to obtain monies for repairs. The broken equipment, not being able to generate electricity, costs the SWPA customers huge losses of revenue, as they have to purchase alternative, high priced energy from other sources.

As a means of solving the lengthy and costly problems of unscheduled outages, SWPA and the

Corps of Engineers Tulsa and Little Rock Districts formed a unique partnership called the 'Jonesboro Agreement.' The 1999 agreement authorizes the acceptance of monies from non-federal sources for repair and, in a later modification of the agreement, rehabilitation and capital replacement of aging equipment from the sale of power to electrical coops in the SWPA region. The money is repaid to them based on the sale of generated power.

According to John Roberts, Tulsa District's Deputy District Engineer and Chief of Program Management, "this is an innovative way to provide service to all of our customers in this age of constrained appropriations. With our SWPA partner, we are continuing to find ways to make our hydro-power plants a reliable source of low-cost energy within our limited appropriations we have for maintenance. "That's not a criticism, but a fact. We have aging equipment and reduced budgets that constrain our ability to do critical maintenance,"

Marshall Boyken, director, division of customer service for the Southwestern Power Admin-

istration said, "as proven over the last decade, Southwestern and its customers support the Corps' need to keep its power plants running. To this end, Southwestern and its customers have presented the Corps with the Southwestern Customer Funding Initiative. SCFI is a plan to recapitalize the existing Corps generating assets in Southwestern's region over a 30-year period using the existing funding mechanism under the Jonesboro Agreement. Our customers have committed to funding \$1.3 billion over the next 30 years to implement the SCFI plan. This 30-year customer funded plan does not require Congressional appropriations, will assure that the Corps has a reliable funding stream for major replacement work, will minimize planned outages and rate impacts, and will keep hydropower reliable and available in our marketing area."

The most recent example of capital improvement in the Tulsa District is the recent work being done to totally rehabilitate the number 3 turbine at Webbers Falls at no cost to the government. And, according to John Roberts, there is more to come.

# White River Minimum flows = More water, more trout, more money

By Jay Townsend,  
Little Rock District

Modifications underway at Bull Shoals and Norfolk lakes as part of the White River Minimum Flows project are creating enthusiasm among the project's stakeholders. The work will help protect and enhance the trout fishing industry in Arkansas' White and North Fork rivers.

The value of trout fishing in Arkansas mostly below Corps dams exceeds \$130 million, with about half the anglers coming from outside the state.

Outfitters and business owners have pitched the benefits of minimum flows since the hydro-power plants at these two dams first came on line in the 1940s and 50s and began releasing cold water from deep within the lakes.

Indigenous warm water species such as bass and crappie could no longer survive, so hatcheries were built and trout were stocked to mitigate the loss.

These cold water sport fish thrived beyond expectations, and began producing state and world record catches.

However, power generation is intermittent because demand for electricity rises and wanes during the course of any given day. This leaves periods of time when no cold water is being released. The streams shrink to disconnected pools of water that begin to warm in the summer sun. This

can threaten trout survival. Also, the shrunken 'wetted perimeter' decreases available habitat. Minimum flows will ensure a slow but steady stream of cold water.

"When they're not generating in the summer months, the water temps get lethal," said Ben Levin, owner and operator of Ben Levin Fly Fishing Guide Service. "I've seen a few fish kills. The problem is down below the confluence with

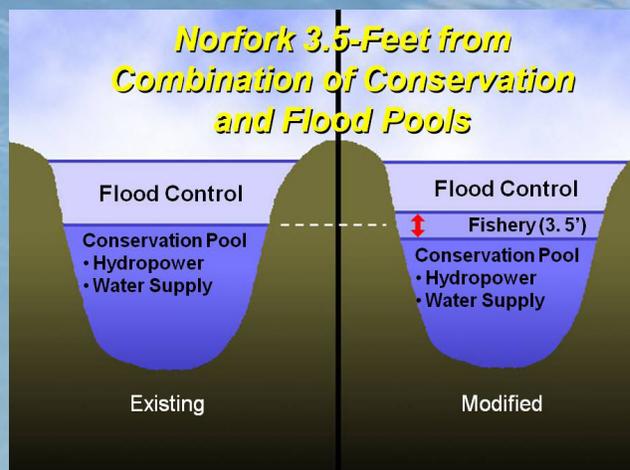
keeping a steady minimal release of cold water flowing during non-generation times will improve the downstream trout population and benefit the local recreation industry by \$5 million annually.

The effort also produced a partnership between the Corps and the Arkansas Game and Fish Commission, the non-federal sponsor funding portions of the work. On Jan. 19 this year, Little Rock District and AGFC signed a Project Partnership Agreement that outlined responsibilities for each agency to implement at Bull Shoals. The two agencies signed a similar agreement in 2010 for Norfolk.

"It's a huge bonus for the area," Levin said. "The fishing industry is the life blood of the area. Anything to improve the fishing will help the economy. One of the secondary effects is that fisherman will be able to reach more remote locations on the river."

The minimum flows project began with the Water Resources Development Acts of 1999 and 2000. In 2004 legislation directed the Corps to conduct studies on Bull Shoals, Norfolk, Beaver, Table Rock, and Greers Ferry for downstream trout fisheries. The Energy and Water Bill of 2006 focused the project on Bull Shoals and Norfolk and removed the other lakes from consideration.

For the project to become a reality, the Corps needed to determine if the powerhouses could maintain a slow flow of water with existing equipment. Impacts also had to be identified on flood risk, hydroelectricity, water supply, water quality, recreation, and fish



At Norfolk Lake, 3.5 feet of storage has been reallocated to accommodate minimum flows. Equal portions are being taken from the conservation and flood control pools. Water intended for minimum flows usage will be released from deep in the lake to ensure the temperature is cold enough for downstream trout.

the Buffalo and then again way below the confluence with the North Fork."

The effort required stakeholders to secure legislation from Congress that authorized and funded Little Rock District to perform the necessary detailed engineering and environmental studies and prepare the plans that led to where the project is today. The studies found that

and wildlife. The complex mathematics of how much water to release from the dams separately to ensure the trout have ample water, feeding and spawning grounds had to be tested as well.

“The goal is to create a rich habitat for the trout downstream and help the fishing industry around it grow,” said Glenn Proffitt, Little Rock’s minimum flows project manager.

“The projects are implemented independently at each of the two lakes, and each lake has a separate Project Partnership Agreement with AGFC,” Proffitt said.

Among required changes, the Corps needed to obtain authority to reallocate storage space in each lake to ensure enough water is available for trout under most circumstances when electricity is not being generated. Also, project modifications were required, as were modifications to some lakeside facilities. There was also the matter of compensation for hydropower losses.

Five feet of flood control storage will be reallocated at Bull Shoals to accommodate minimum releases of 800 cubic feet per second. The Arkansas Game and Fish Commission will provide modifications to lakeside facilities to allow for the storage adjustments.

Project modifications include some changes at the dams, storage allocations, water management plans, and actually making minimum flow releases. The Corps will fund these.

One modification at Norfolk Dam required design and construction of a siphon system because the powerhouse cannot release the small amounts of water associated with minimum flows. The siphon’s main feature is a 42-inch diameter steel pipe that will run through and down the face of the dam. When power is not being generated, cold water will be released through the siphon. Software upgrades are necessary to synchronize the

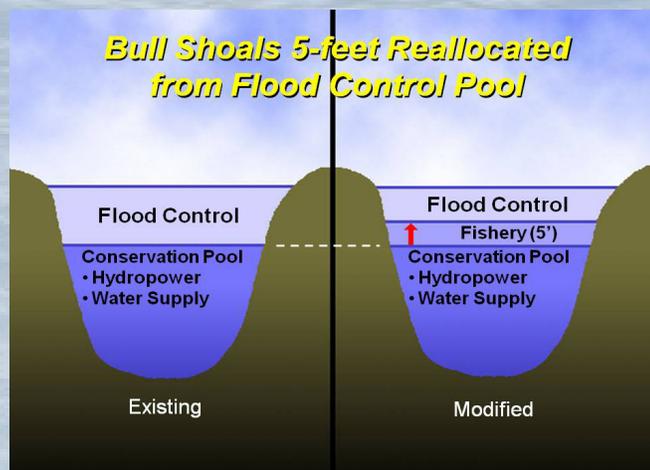
dam’s normal operations to the siphon and add remote capabilities.

Also, because the lake level will be a bit higher at times, water will be on the spillway gates more often. Therefore, a modification called a ‘monorail bulkhead’ is being installed to enable workers to remove the water from each gate one at a time to perform routine maintenance.

Bull Shoals required modification to computer software that operates the main turbines because the existing computer language is written for sizable releases, not smaller amounts

Unlike Norfolk Powerhouse, small amounts of power can be generated from Bull Shoals Powerhouse while making minimum flow releases so the water will be released through the turbines not through a siphon.

Changes to lakeside facilities



Five feet of flood control storage will be reallocated at Bull Shoals to accommodate minimum releases of 800 cubic feet per second. The Arkansas Game and Fish Commission will provide modifications to lakeside facilities to allow for the storage adjustments.

ties are being funded by AGFC. Relocations or modifications are necessary in some cases to allow for their continued use when the lake levels change to accommodate minimum flow water storage.

The storage reallocations to accommodate minimum flows will cause a reduction in the amount of hydropower that is generated in the future. As a result compensation for hydropower losses had to be worked out.

At Norfolk Lake, 3.5 feet of storage has been reallocated to accommodate minimum flows. Equal portions are being taken from the conservation and flood control pools. Water intended for minimum flows usage will be released from deep in the lake to ensure the temperature is cold enough for downstream trout.

Legislation was passed to reduce Southwestern Power Administration’s debt to the U.S. Treasury. SWPA sells power generated at these federal dams, and the money goes to the Treasury to repay the taxpayer investment in the power plants with interest. Also, the project at Bull Shoals Lake includes compensation to Empire District Electric Company because hydropower capacity at Lake Taneycomo upstream will be reduced some when the conservation pool at Bull Shoals Lake is raised.

One other tradeoff caused by the storage reallocations is a small reduction in the ability to capture storm water and reduce downstream flooding. Bull Shoals will lose slightly more than 1 percent of its flood storage capacity, and Norfolk Lake will lose less than a percent of its capacity. Therefore, amendments to operating plans are required.

Proffitt also pointed to one additional cost.

“The modifications will lead to some additional maintenance cost in the future,” Proffitt said. “The dams were not designed for minimum flow.”

Nonetheless, when the costs are compared to the benefits of the White River Minimum Flows project, the benefits win. Minimum flows might begin by late this year. When they do the fisheries below these dams will be better and more secure than ever. This is what is creating all the enthusiasm among the project’s stakeholders.



Arkansas Silver Jackets Charter Signatories - (from left) Randy Young, Arkansas Natural Resources Commission; David Maxwell, Arkansas Department of Emergency Management; Col. Glen Masset, Little Rock District; Tony Robinson, Federal Emergency Management Agency; and Lt. Col. Daniel Hamilton, Memphis District. Col. Jeffrey Eckstein, Vicksburg District, (not pictured), also signed. (Photo by Little Rock District)

Dulaney represents Little Rock District with both Arkansas and Missouri teams. Missouri refers to its team as the State Risk Management Team and operates without a charter. The program in both states serves as the mechanism for developing and maintaining interagency partnerships and collectively moving towards solutions to high priority issues.

“A large part of what we try to do through our Arkansas Silver Jackets Program is to communicate and educate people of the risk involved with natural disasters and measures that can be taken to mitigate that risk whenever possible,” Dulaney said. “Tony Hill, chief of emergency management, and Elmo Webb, our levee safety program manager, have been vital in helping our Arkansas Silver Jackets Team in this mission.”

## Arkansas Silver Jackets chartered to reduce flood risk

by Little Rock District Public Affairs

Arkansas is one of a growing number of states to charter a ‘Silver Jackets’ program that is bringing together state and federal agencies to address and reduce flood risk, and Little Rock District Commander Col. Glenn Masset was on hand Jan. 24 as one of the agency heads who signed the formal charter.

Other signatory agencies included Memphis District, Vicksburg District, Arkansas Natural Resources Commission, Arkansas Department of Emergency Management, and Federal Emergency Management Agency.

Silver Jacket teams are continuously operating, state-led, interagency offices working together to reduce flood risk at the state level. Nationally, there are about 29 states with active teams, 14 of which have a formal charter. The remaining states have ongoing efforts to develop similar teams.

“We at the Army Corps of Engineers are able to contribute to this concept by participating in all phases of risk management: planning, preparation, response, recovery, and mitigation,” Chad Dulaney, Little Rock District’s Silver Jacket team leader, said.

This program will also provide opportunities to identify barriers to collaboration between agencies, such as conflicting agency policies or authorities, and to elevate recommendations to the next level.

The Arkansas Silver Jackets primary goals are to:

- Find ways to leverage available resources and information between agencies, especially with national programs such as FEMA’s Map Modernization Program and USACE’s Levee Inventory and Assessment Initiative
- Provide hazard mitigation assistance to high priority communities targeted by the states’ mitigation plans
- Define a process for interagency communication
- Increase and improve public outreach in the area of risk management with the establishment of a united federal effort
- Gain familiarity of each agency’s processes and programs to better advise the public
- Create a mechanism to collaboratively solve issues and implement activities.

Even though the charter was only recently signed, the Arkansas Silver Jacket team has been working together for more than a year and a

half.

“This team is a great group of professionals who are very dedicated to reducing risk for the people of Arkansas,” Dulaney said.

### What’s in a name?



The name, Silver

Jackets was chosen because traditionally, different agencies wear different colored jackets when responding to emergencies. For example, FEMA personnel wear blue and Corps personnel wear red. The name Silver Jackets is used to underscore the common mission of the diverse agencies involved.

More information about the National Silver Jackets program can be found at <http://www.nfrmp.us/state/index.cfm>

# Around the Division

## Galveston Public Affairs wins top honors

The U.S. Army Corps of Engineers Galveston District's Public Affairs Office captured one first place award, a second place award and a third place award in the 2011 US-ACE Herbert A. Kassner and first place in the Army's Keith L. Ware Public Affairs Competition.



Public affairs staff earned a first-place unit award for outstanding achievements in the realm of community relations for its water safety campaign, in both the Kassner and Keith L. Ware. Other Kassner awards include a second-place individual honor awarded to Deputy Public Affairs Officer Isidro Reyna for outstanding print journalism among Corps public affairs civilians, and a third place community relations unit award for its Texas City Ship Channel Deepening Project and Celebration special event.

## Little Rock presents Water Safety award

Little Rock District's Chris Smith (center), accompanied by Amy Shultz (left) of the Vicksburg District, presents Alyse Eady a National Water Safety Congress Award of Merit. Eady is a newscaster at KTHV-TV (CBS) in Little Rock and was Miss Arkansas 2010. Her radio and television public service announcements are helping change public perception about wearing life jackets, learning to swim and knowing one's limits. Just before the award was presented on live television March 12, the trio demonstrated five tips on how to choose the right life jacket.



(Photo by Jay Woods, Little Rock District Public Affairs Office)

## Little Rock recognizes Peer Award winner

Greg Yada, a project manager in PPMD, Military Programs Branch, was selected by his peers as Little Rock District's February Peer Award winner.



This award was established to allow employees to publicly express appreciation for their peers' contributions in building teamwork and positively impacting morale across the organization.

His peers noted that Yada "frequently prepares complete breakfasts for us. He has brought in pancakes, casseroles, breakfast meats, etc., along with orange juice, and paper goods and utensils."

When he's not preparing food, he often purchases treats at a local bakery to share with co-workers. Yada has even been known to get his hands dirty by cleaning and defrosting office refrigerators to make things better for his coworkers.

His efforts have been cited for increasing morale, building team camaraderie and making PPMD a better place to work.

These contributions to his fellow teammates have earned Yada their respect and their formal recognition with Little Rock District's February Peer Award.

## USACE Galveston reopens

### J.J. Mayes Wildlife Trace

The U.S. Army Corps of Engineers, Galveston District, reopened the J.J. Mayes Wildlife Trace at the Wallisville Lake Project Feb. 1, 2012, in Chambers County, Texas.

"Initially closed to the public following damage from Hurricane Ike, the J.J. Mayes Wildlife Trace remained closed due to the replacement of the Interstate 10 bridge over the Trinity River," said Richard Long, USACE Galveston supervisory natural resources manager. "With the completion of IH-10 construction, we are pleased to reopen the wildlife trace once again for the community."

# Employee

## USACE Galveston District:

### *Bill Krampe*



by Stephen Sheedy  
Galveston District Public Affairs

**W**hen Engineer Equipment Operator Bill Krampe of the U.S. Army Corps of Engineers' Houston Project Office arrives to work in the morning, he can never be too sure what he will be doing that day.

In addition to operating heavy engineering equipment at Addicks and Barker dams and reservoirs, Krampe is responsible for a myriad of other duties at the USACE Houston Project Office that keeps his days both occupied and varied.

"I act as a liaison between my supervisor and other offices, agencies, visitors and small contractors," said Krampe. "I keep up with maintenance at the field office and the dams and I'm responsible for some of the clerical duties as well. I'm also responsible for work that falls under the heading,

"other duties as assigned."

According to Natural Resource Manager Richard Long, USACE Houston Project Office, Krampe was hired precisely because of his ability to juggle so many different tasks.

"I needed a Jack of all trades, and with Bill, I certainly got one," said Long.

Krampe's knowledge of engineering equipment is vast enough to keep him busy on any construction site.

"I know how to operate forklifts, farm tractors, overhead cranes, trenchers, dozers, wheeled and tracked loaders, scrappers, trucks and old fabrication equipment," said Krampe. "I used to build stuff for the oilfield in fabrication shops and I still enjoy building and fixing things."

Currently, Krampe is working on a rehabilitation project on the Addicks and Barker outlet structures. As part of that project, Krampe is

also participating with the renovations of some of the maintenance and access roads on top of the dams.

As part of his versatility, Krampe accepted another Corps responsibility this past year - a job that has nothing to do with operating heavy equipment or working on a construction site. He became the Corps' best known advocate for water safety.

"Last year I was chosen to play Bobber, the Water Safety Dog, and that role is a lot of fun," said Krampe. "I remember last year wearing the suit and walking through the Jadwin Building greeting a lot of the fine folks that work with the Galveston District. I still look at those pictures from time to time. What a job!"

A USACE Galveston District employee for 23 years, Krampe says his decision to remain with the district for so long is a testament to the dedication of his co-workers.

"For years, I always took an offer for more money or a position I believed was better because I felt the grass was always greener on the other side," said Krampe.

"Here I've been with the same folks for a long time and I feel like they're family. I'm amazed and thankful for the quality of folks I work with everyday."

Krampe is a husband, father of three and grandfather of four children. In his spare time he enjoys building shelves and cabinets for family and friends and also dabbles in amateur radio.

# Spotlight!

## Fort Worth District: *An elite fish story, Barry Osborn*

by Clay Church  
Fort Worth Public Affairs

**F**ishing in Texas is big business. In fact, some of the very first bass tournaments were held in Texas. Others have followed and there are even some states that may have more or bigger tournaments today but the Fort Worth District is proud to have one of the few elite anglers in the state as a team member. Barry Osborn is a project manager in the regulator branch of the Planning, Environmental and Regulatory Division at the District Office. He was able to capture a title earlier this year that only one other person has accomplished.

Osborn has received the Texas Parks and Wildlife Elite Angler Award in both freshwater and saltwater categories under the state's Angler Recognition Program. The crowning moment happened this past January on Lewisville Lake, a Corps of Engineers operated multipurpose lake. The 26.25 pound and 37.25 inch long Blue Catfish was the last big fish needed for him to be awarded the Freshwater Elite Angler Award. The other Big Fish Awards he had caught previously were Common Carp, Largemouth Bass, White Bass, Palmetto Bass, Jack Crevalle, Spanish Mackerel, Little Tunny,

Ladyfish, Red Snapper, King Mackerel, and Dolphin. His was not the only record for the day. His wife Karen was able to catch her second fish toward her Freshwater Elite Angler Award with the catch of a 39 inch long and 28.75 pound Blue Catfish that also was certified



Karen Osborn with help of husband Barry Osborn proudly shows off her record 39 inch long and 28.75 pound Blue Catfish caught and then released at Lewisville Lake in January.



Barry Osborn pauses before releasing back into Lewisville Lake this past January with a 26.25 pound and 37.25 inch long Blue Catfish which allowed him to be the second person in Texas to be an Elite Angler in both freshwater and saltwater categories.

by Texas Parks and Wildlife as the Lake Lewisville Catch and Release Record for a Blue Catfish. Osborn said, "It is nice to have a spouse that likes to fish. Since we are both interested in fishing for a variety of fish it has allowed me to catch the 10 different big fish species needed to accomplish both Elite Angler Awards and I am sure you will be seeing Karen's name on the elite angler list in the near future."

The Osborn's hold several state and water body records under the Angler Recognition Program. For the Texas Parks and Wildlife Department list of all the elite anglers and for information on how to participate in the program visit their website at:

[http://www.tpwd.state.tx.us/fishboat/fish/programs/fishrecords/elite\\_angler.phtml](http://www.tpwd.state.tx.us/fishboat/fish/programs/fishrecords/elite_angler.phtml)

<http://www.tpwd.state.tx.us/fishboat/fish/action/staterecords.php?env=SW&agegroup=all&list=4&browse=Submit>

[http://www.tpwd.state.tx.us/fishboat/fish/action/staterecords.php?env=SW&age\\_group=all&list=CR&browse=Submit](http://www.tpwd.state.tx.us/fishboat/fish/action/staterecords.php?env=SW&age_group=all&list=CR&browse=Submit)

## Tulsa District: Project Manager Patrick Beard heading to Korea

by Tulsa District Public Affairs

**T**he face of the U.S. Army is about to change in Korea, and a native of Skiatook, Oklahoma, is heading there to ensure it gets done on time.

Having wrapped up the challenge of helping the Tulsa District U.S. Army Corps of Engineers bring in the BRAC projects on time, Project Manager Patrick Beard has accepted the challenge of overseeing the Korea Relocation Program in Seoul, South Korea.

"I'm ready for the challenge," said Beard. "I had taught a couple of classes in Korea and folks had talked to me about the job. I toured the site, and after seeing it and staying there a little bit, and talking to my wife about it, we thought we'd just give moving to Korea a try."

The \$11 billion project involves moving the 2<sup>nd</sup> and 8<sup>th</sup> Armies from Seoul to a site purchased by the Korean Government in exchange for the current location.

"The U.S. Army Garrison Yongsan is right in the middle of downtown Seoul, obviously a very coveted piece of property. The issues are that it is bordered on all sides by a massive city and you've got soldiers moving armored vehicles in traffic," said Beard. "The Korean Government said, 'look you give us this and we'll give you 2,800 acres.'"

The entire project is funded by the Korean Government. It will include the construction of required garrison facilities such as Company Operations and Headquarters buildings, an

18 hole golf course, command housing, and family housing. The project will turn what was an unaccompanied one-year hardship tour into an accompanied three-year tour of duty in Korea.

The challenge for Beard will be to maintain the schedule.

"That's how it's been explained to me," said Beard. "It's very important that we maintain the schedule. It's important to the Korean Government that we



Patrick Beard

hit the marks that they've given. Some of the setbacks have included funding; the Korean Government didn't have the money exactly when they needed it, so there have been some issues that have slowed things down."

Beard grew up on a farm in Skiatook, just north of Tulsa. His career in Tulsa began 16 years ago when he came on as a student hire while attending the University of Tulsa as a mechanical engineering major. He converted to the co-op program, worked

in the environmental program and moved into military design for a while. He also worked as a secretary at one point and takes pride in the fact that he knows how to do administrative functions such as timekeeping and preparing travel orders. After graduation, Beard went to the field, working at the construction offices at Altus Air Force Base and then Tinker AFB; he moved to the Tulsa Resident Office where he worked on civil construction including the Tenkiller Dam project. In 2005, at the end of his time at the Tulsa Resident Office, he reluctantly transferred to Plans and Project Management Division at the District Headquarters.

"I wasn't sure I wanted the PPMD job. I said I'm a construction guy; that's all I ever want to do, and they informed me that they were closing down the office where I worked and that if I wanted gainful employment, I better switch over to PPMD," said Beard. "So I was persuaded to come to PPMD fairly easily."

Beard started out as project manager for the McAlester Ammunition Plant, and then took over as PM for Tinker AFB, followed by acting as PM for Shepherd, Altus and Vance Air Force Bases.

Beard credits the "folks who pushed, prodded and poked" him along throughout his career at Tulsa District for helping him get where he is today. He specifically credits the Corps' Leadership Development Program as being beneficial for his career by getting him out and introducing him to people all the way up to headquarters.

# Southwestern Division: **Q & A with Civil Works Integration Chief Ray Russo**

By LaDonna Davis  
 SWD Public Affairs

**You recently completed your annual congressional visit, what makes those visits so important?**

We tie these visits to the annual release of the President's Budget. So, the purpose of the visits is to go to support the President's budget by providing additional information to the delegation. The way it works is a tiered approach. The Districts go and talk about it from the perspective of the projects. Our role is more to provide policy discussions with the Congressional folks as well as reinforce the position of the Districts because there may have been some things in some years have been controversial. Our goal here is to work through those so the Congressional representatives hear the same message. We also go to help prepare the Secretary and the Chief of Engineers for their testimony for the House and Senate Appropriations and Authorizations Committees that deal with civil works. So we try to do some intel to find out what are the key issues that may be brought up in our areas of responsibility.

**How has Division changed over the years?**

The Division has changed dramatically since I started working here. When I started working in '91, we had more than 350 people in the Division office and we were the technical arm of the Corps of Engineers. We reviewed everything, and everything came through here. We were part of the ongoing execution of projects. We've now morphed into more of a policy role. So it's been dramatic changes since '91.

**What makes the Civil Works mission such an integral part of the Corps?**

When you look at the total dollars, civil works doesn't stand up to the military program. Usually, in the past few years the military program has been \$3-4 billion and civil works, in its biggest has always been \$1 billion. But, and people say I'm biased, really the Civil Works mission is what keeps the Corps of Engineers relevant to the country.

**Bio Stats**

*Position: Chief of Civil Works Integration*

*Years at SWD: 22 years*

*Years with Corps: 32 years*

*Hometown: Albuquerque; raised in Fort Worth*

*Education: BS, Civil Engineering, Texas Tech*

*Certifications: Professional Engineer, State of Texas*

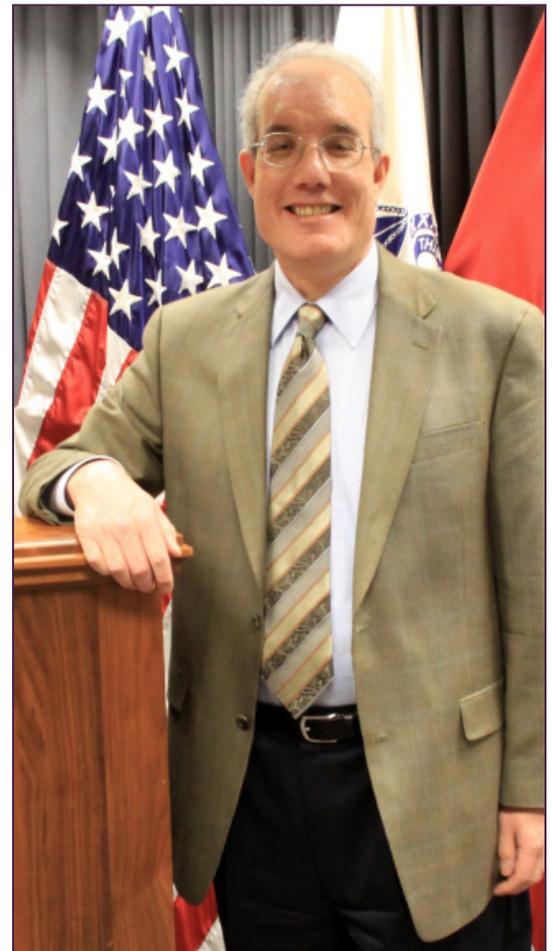
*Hobbies: Cooking, gardening and family*

Military is important, don't get me wrong, but it's always Civil Works.

**And what is your role?**

My role is to work with the other functional chiefs in the districts to see how we prioritize, whether it's for the budget or how we look at our policies and procedures. Things like that, how we keep this on the visibility level for the leadership here within Southwestern Division. And with Brig. Gen. Kula it's very easy because he is very attune and sees how important

the Civil Works program is to the Nation. It has been tougher in past years because of the huge military program we've had. It was hard to get the senior leaderships focused on Civil Works. And that's something that this role is responsible for. As I see it, to keep the senior leadership focused and to make



Ray Russo

sure there's the right leadership emphasis placed when the District teams need that assistance.

**How do you unwind at the end of the day?**

I talk to my wife. That's the most relaxing thing I can think of, because she puts things in perspective.

# PACESETTER POINTS



## Arrivals

**Michael W. Southern** arrived at the Southwestern Division office Regional Business Technical Division as a dam safety program manager, Jan. 1.

**Janet R. Welch** arrived at Southwestern Division office Environmental Division as a chemist, Jan. 15

**Erwin Douglas** arrived at Southwestern Division's Small Business Division as a contract specialist, Jan. 30

**Kristi L. Thornton** joined the Southwestern Division Executive Office, Feb. 12

**Heather Robinson** joined Southwestern Division as an acquisition business specialist, Jan. 15

**Louis Esqueda**, Galveston District, redeployed from Afghanistan in January

**Stephen Sheedy** joined the Galveston District Public Affairs office in February.

**Amanda Moore** joins Little Rock District as the new administrative support assistant in the Management Support Branch of Operations Division. Moore comes to us from the US Forest Service's Ouachita National Forest. She has 10 years of administrative experience with the federal government. Moore will report to duty April 9.

Welcome **Robert Derrane** and **Maj. Marty Maldonado** who arrived to the Galveston District in January and **Trudy Vinger** who arrived in February

## Departures

Galveston District would like to bid farewell to **Ron Atkins**, **John Hander** and **Luis Saenz**

**Leroy Arnold**, a geotechnical engineer in Design Branch, is retiring after nearly 34 years of service in Little Rock District. His retirement ceremony will be on at 1:30 p.m. March 29 in the District. Please join us in celebrating Arnold's remarkable career

Good luck to **Michelle Clark** of Galveston District who deployed to Afghanistan in March

**Jorge Gutierrez** is retiring from the Southwestern Division after more than 36 years in federal service. Gutierrez has worked for the Corps of Engineers for 24 years and served 12 years in the U.S. Army. Gutierrez retires from the Southwestern Division as the Operations Program Coordination Manager.

**Michael P. Fallon**, leaves his position as director of Programs for the Southwestern Division in April. Fallon began his career with the Corps in 1975 as a civil engi-

neer for the Kansas City District. He is taking a position with the Halff Associates, Inc. in Richardson, Texas as a Vice-President engaging in business development, client services, project/program management and strategic planning.

## Congratulations

Congratulations to **Natalia Pope** and **Sara Goodeyon** of Tulsa District for receiving individual awards at the 16th Annual International Boating and Water Safety Summit in San Diego, March 4-7 by the Nationals Water Safety Congress for their contributions to water safety. Tulsa District Public Affairs Office received a group award.

Congratulations to **Tiffany Smith** on her selection as the new chief of natural resources management at Little Rock's Millwood Tri-Lakes Project. Smith brings a wealth of information and will be an excellent asset in this position.

**Bobby Van Cleave** has earned Little Rock District's 2012 Engineer of the Year Award. His extensive work and leadership with Clearwater Dam, regional dam safety projects such as Addicks and Barker Reservoirs in Galveston District, and international projects all contribute to his growing reputation in local, regional and national circles as a technical expert and leader.

**Brook S. Kervin**, a park ranger at Little Rock's Millwood Lake Project Office completed a six-month professional development assignment in Operations Division. From Oct. 24, 2011 to March 24, 2012, she was actively involved with all operations project managers and their natural resources management staffs on an array of programs and activities. Kervin's performance was exceptional, and she consistently displayed the team spirit of a Little Rock District champion.

Congratulations to **Sharon Tirpak** for her dedicated service in coordinating the Texas City Deepening Project and celebration. Her efforts directly contributed to the district earning 3rd-place award in the USACE Herbert A. Kassner Public Affairs Competition for a one-day community relations special event.

Congratulations to **Maj. Greg Couturier** of Galveston District who was promoted from the rank of Captain during a ceremony on air boat Wallisville, Texas Jan. 11. Couturier is a project manager in charge of four projects in South Texas.

**Paul Hathorn**, retired former Chief of the SWF Environmental Resource Branch, Planning Division was inducted March 22 into the Distinguished Civilian Gallery as the 58th inductee. Over 43 people attended the event held at the Petroleum Club, downtown Fort Worth.