



Southwestern Division

Pacesetter

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TEXAS GULF COAST RESTORATION

protecting what we have, restoring what we lost

SOUTHWESTERN DIVISION PACESETTER

Brig. Gen. Thomas W. Kula
Commander
Southwestern Division

Martie Cencki
Chief, Public Affairs
Southwestern Division

Editor
LaDonna Davis
Deputy Public Affairs Chief
Southwestern Division

Associate Editors
Edward Rivera
Fort Worth District

Sara Goodeyon
Tulsa District

Jay Woods
Little Rock District

Isidro Reyna
Galveston District

Nate Herring
Tulsa District

on the cover



A home is left standing among debris from Hurricane Ike Sept. 14, 2008 in Gilchrist, Texas. Floodwaters from Hurricane Ike reportedly rose as high as eight feet in some areas causing widespread damage across the coast of Texas. Also in this issue, how the Southwestern Division is doing their part to help reduce their carbon foot print with energy sustainable projects and products. Photo by David J. Phillip-Pool/Getty Images)



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Looking back at a productive summer, forward to new priorities and challenges!

Brig. Gen. Thomas Kula Southwestern Division Commander

It was a quite a productive summer for the Southwestern Division. Among the high points were an extremely valuable Strategic Leader Conference held in Little Rock, and a Water Safety season that was considerably safer than last year's. So, some kudos up front.

First to all of you who have worked so hard to improve our water safety record and bring down the number of public fatalities, you have done an amazing job. Your creativity in coming up with innovative ways to reach the public and our key focus groups, as well as your perseverance in spreading the water safety message, has really paid off this year. Public fatalities at our recreation areas dropped from 84 in Fiscal Year 11 to 56 thus far in Fiscal Year 12. That is a 26 percent decrease in fatalities. So to our Park Rangers, our ops, safety, and public affairs folks, thank you for the lives you have saved. I also want to commend Alan Bland in the Little Rock District for his work that put in motion the agreement to place water safety decals on literally hundreds of tractor-trailers that travel our Nation's highways. I was pleased to join the president of National Carriers, Inc., to place that first decal on a tractor-trailer at their facility outside of Dallas. Keep up the good work and the good ideas!

The Strategic Leader Conference, held in Little Rock last month, was another great success. Our Little Rock District hosted the event, and they did an absolutely superb job and made us all proud. The PDT that pulled it all together, made up of folks from Little Rock and

SWD, did a really commendable job in setting up all aspects of the conference, and I thank each of them for their efforts. The SLC was an opportunity for USACE senior leaders to get together to discuss the USACE Campaign Plan and ensure that it is nested with the Army Campaign Plan, as we established our strategic direction for the next five years and look at long term goals. I have shared the Chief's Priorities with all of you; these will be tied in with the Campaign Plan, and lay the groundwork for our own SWD I-Plan and the District O-Plans. In October, we will hold a Command Week in Tulsa, and the SWD senior leaders will finalize our SWD Priorities for FY 13, and we will share that with you also.

Part of the SLC focused on our relationship with sponsors and stakeholders, and we were very fortunate to have several join us for part of the conference. Their perspective is critical as we work with smaller budgets and older infrastructure to continue to provide value to our Nation. Another outstanding example of partnering is what our Tulsa and Little Rock Districts are doing with stakeholders on the MKARNS. By working together, they are developing a way of shifting resources to maintenance while still meeting the needs of the users.

We are also focused on improving communications within SWD, and we have some new products and procedures to help that along. First, check out our new SWD website at www.swd.usace.army.mil. It migrated to a new platform and design in August, and it is full of much more news and information, as well as multimedia products. All of the Corps websites are going through

this migration, and we are more than half way through, with new websites for SWD, Galveston District and Tulsa District, with Fort Worth and Little Rock not far behind. These new sites are a great communications tool, and I hope that you will visit often, along with our social media sites. I have also established a "Connect with the SWD Commander" mailbox and invite you to send me your thoughts, ideas, and comments. You can reach me through swdcdr@usace.army.mil.

Our Commanding General and Chief of Engineers visited our AOR this month, and he saw some great projects, primarily supporting our military customers in Fort Hood and San Antonio. This was his first visit to SWD projects, and there will be much more for him to see in the future. We are defining our support to his Emerging Priorities, which are as follows:

Military Focus: Defend and Protect our Nation

Civil Works Focus: Transform Civil Works

Strategic Focus: Prepare USACE for the Future

(Please see page 4 for more details on the Commanding General's Emerging Priorities.)

I shared with Division staff and District leaders recently the Chief's assessment of his first 90 days, in which he talked about the Corps and "a culture of delivery and execution; full transparency; honest and open communication with all partners, stakeholders and teammates..." He could have been describing SWD, for you share all of those attributes as you work to bring value to our Nation and our warfighters. I'm sure that you will bring continued success to this Division. Thanks for all you do!

THE COMMANDING GENERAL'S EMERGING PRIORITIES

MILITARY FOCUS: DEFEND AND PROTECT OUR NATION

- Supporting the CENTCOM Commander and Ambassador in winning the current fight and supporting the COCOM Commander's security activities around the globe in support of the Chairman's Strategic Direction.
- Supporting the Army and the Nation in achieving our energy security and sustainability goals – reducing energy dependence, increasing energy efficiency, and adopting renewable and alternative energy sources.
- Developing a USACE 2020 Vision and Implementation Plan by the end of CY 2012 that nests with (or complements) Army 2020.
- Strengthening and improving teamwork in the Joint Engineer Force to achieve Joint Force 2020.

CIVIL WORKS FOCUS: TRANSFORM CIVIL WORKS

Deliver the best possible products and services to the Nation by:

- Modernizing the project planning process (Feasibility Studies – 3 years x \$3 million x 3 levels of review AND less than 3" binder)
- Working with the Administration, Congress, and our internal team to enhance and refine the budget development process through a systems-oriented watershed approach, collaboration, and innovative financing.
- Evaluating the current and required portfolio of water resources projects through a smart infrastructure strategy.
- Improving methods of delivery to produce and deliver critical products and services on schedule.
- Engaging other governmental and non-governmental partners in working toward National, Regional and Local priorities.

STRATEGIC FOCUS: PREPARE USACE FOR THE FUTURE

- Building strong people and teams through leader development and talent management.
- Streamlining USACE Business and Governance processes.
- Partnering with the Installation Management Community at all echelons to deliver and maintain enduring installations and contingency basing.
- Improving strategic engagement to build and maintain trust and understanding with customers and teammates.
- Supporting the Engineer Regiment to ensure: 1) the Army learns the proper lessons from war; and 2) the Army properly designs, shapes, prepares, and organizes the Engineer Regiment to meet future requirements.
- Enhancing interagency disaster response and recovery capability.
- Ensuring we can maintain and advance DoD and Army critical enabling technologies.
- Improving Interagency and International Support.



Water safety, ops changes mark summer successes

Col. Glen Masset Commander, Little Rock District

The summer is winding down and it has been a very eventful time for us in the District. I want to thank everyone for their hard work this summer in ensuring the recreation season passed as smoothly as possible.

We started the season by implementing the Recreation Adjustment Plan which affects most

of the project offices in the District. The RAP gave us the opportunity to review our business lines

to determine the impacts of an anticipated \$17 million reduction in operations and maintenance funding in fiscal year 2012.

Among the tough choices we considered was adjusting operations at 29 of our 178 parks and access areas. We also considered making the recreation season shorter at many additional parks and reducing the frequency of trash pick-up, cleaning and mowing at many parks.

We held a series of public workshops at five locations around the District. These workshops proved to be very helpful

by making sure our park visitors knew our plan before we implemented it.

I really want to thank our project office staffs for their efforts to ensure as many parks and access ramps as possible stayed open. Through their partnership initiatives and leasing actions, some parks that were scheduled to close were able to stay open through local partner's willingness to take over respon-

Missouri, developed ads that have played at Cinemark Movie Theaters, conducted an interview on a Spanish language radio station in northwest Arkansas, we had morning show sit downs with local television stations and numerous posts on Facebook and Twitter.

However, we still had 16 deaths on our lakes and rivers this year. I ask all of you to continue to talk water safety within

"We have had many ups and downs this summer dealing with water safety. Our project offices and water safety team have worked very hard to ensure we are publishing and distributing relevant water safety messages."

your community.

To close out the summer we were asked to host the USACE Strategic Leader's

sibility of the administration and maintenance of selected areas. These actions led to the leasing of nine recreation areas. Well done folks!

We have had many ups and downs this summer dealing with water safety. Our project offices and water safety team has worked very hard to ensure we are publishing and distributing relevant water safety messages.

We have creatively gotten our message out by distributing water safety messages recorded by Miss Arkansas and Miss

Conference. This event gave us the opportunity to show USACE senior leaders what the Little Rock District is all about. I want to personally thank everyone in the District who was involved. Several USACE leaders made comments about how this was the best conference they've attended yet.

Once again I want to thank everyone for their hard work this summer and ask you to continue driving on through the rest of the year.



Squeezing the most out of every drop of water, every dollar in the budget

Col. Michael J. Teague Commander, Tulsa District

In the last Pacesetter there were several articles about Civil Works Transformation. Transformation is about doing things differently in order to get better. As we continue with the drought, every drop of water becomes more and more precious. We have to look for ways to conserve water and to use that same drop several times. Throughout the system of reservoirs and rivers people can enjoy the water in the lake, we can make electricity with it as we pass it into the river system, and then it will carry goods and materials to and from our ports on the navigation system. It is a complicated system that requires a lot of tweaking to keep the balance. Our energy use is one area that we can make big improvements with just some small tweaking.

Last year the Tulsa District spent just more than \$2.4 million on energy and utilities at our civil works projects. That is a significant chunk of our civil Operation and Maintenance budget. We need to squeeze every drop out of that budget so we need to make some changes. As you travel across our region there are huge wind farms popping up all over. We are going to start a little smaller. The Oklahoma Department of

Transportation has several smaller turbines at the rest stops along the turnpikes. These are more like the size of a street light instead of the massive turbines in the big farms. We are starting with a couple of the smaller wind turbines at our lakes in Kansas. Depending on how they perform, we will see where we go from there.

When we can afford it we have been including geothermal as part of our military construction projects for the past several years.

“Last year the Tulsa District spent just more than \$2.4 million on energy and utilities at our civil works projects.”

At our last Society of American Military Engineers Tulsa Post Program meeting, the presentation was on sustainable energy solutions. The speaker’s take was that geothermal projects were the best long term investment in energy sustainability. We recently awarded contracts to install geothermal packages at Canton, El Dorado, Fort Supply, John Redmond, Marion, Waurika, and Wister; applying lessons learned in our military program to our civil works program.

The other major sustainability project that we recently awarded was variable speed pumps at the Red River Chloride Control Project. Chloride Control is the single biggest energy “hog” in the Tulsa District. Variable speed pumps are

more efficient and should reduce our energy costs. So maybe there is some truth in doing more with less! This is on top of the long term initiative to build salinity gradient solar ponds. These solar ponds would take advantage of the heavily brined water of Truscott Lake to generate electricity. We are currently working with Sheppard Air Force Base to see if this could be a future energy source for the base.

And speaking of Sheppard AFB, they are our most forward thinking military installation when it comes to energy

sustainability. Last week was the ribbon cutting on the 80th Operations Group Facility which conducts the European-NATO Joint Jet Pilot Training. The new facility is rated Silver by the Leadership in Energy and Environmental Design (LEED) Green Building Rating System based on the use of insulated concrete forms in the construction to not only increase the energy efficiency of the facility, but also to make the construction easier. The Base Civil Engineer is always on the lookout for ways to be more energy efficient and sustainable. His current project is using a paint additive that contains ceramic chips that form a radiant heat barrier against that slightly warm west Texas sun.



Maintaining our pace, tracking priorities

**Col. Christopher Sallese
Commander, Galveston District**

With the closing of fiscal year 2012, we need to maintain our pace and be ready to execute the FY13 plan. We've had a lot of success getting this done early last year and I know we can work together to transition smoothly into FY13.

While we continue to focus on executing what we said we would do, I want you to keep tracking the following priorities:

***TEXAS GULF COAST RESTORATION:** The Texas coast is a priceless resource, generating trillions of dollars in energy, fishing, shipping and tourism annually. We're doing our part as a district to ensure the environmental health of the Gulf region with our robust ecosystem restoration program, which includes the creation of wetlands, marshes and barrier islands; an ongoing comprehensive study of the upper Texas coast from Sabine Pass to the west end of Galveston Island in collaboration with the TGLO; the establishment of a Gulf Coast Inter-divisional Team; initiatives to bring back the Texas oyster reefs and our beneficial use program. There is more that needs to be done and we will continue

to work through these challenges with our partners.

***WATER SAFETY:** A fisherman drowned near Roll-over Pass July 31 after being carried about 300 yards off shore by strong currents. This tragedy most likely could have been avoided had he worn a life jacket. Ensure you and your family remains safe when recreating on the water and help pass this safety message along to fellow water enthusiasts.

***TELLING OUR STORY:**

“Ensure you and your family remain safe when recreating on the water and help pass this safety message along to fellow water enthusiasts.”

We are doing a great job of engaging with our stakeholders, fulfilling public requests for speaking engagements, supporting our Corps in the Classroom program with our local schools and supplying the media with information about our mission along the Texas coast. I challenge you to keep this momentum as we plan for level of service reductions; transition tidal datum from Mean Low Tide to Mean Lower Low Water; and communicate our Civil Works Program transformation.

On a personal note, I sincerely thank you for the condolences I received regarding my brother-in-law Jeff Matthews passing. This unexpected loss has created a hole in my family and we are all greatly saddened

by his death. He died at the age of 50 from a massive heart attack while working in his yard, leaving my sister and four children behind. An autopsy revealed that he had an enlarged heart, which makes me wonder if his death may have been prevented had he conducted routine physicals.

His loss is a sobering reminder of the necessity for annual checkups. I implore you to take a moment to schedule a routine annual physical this month. As the loss of my brother-in-law

has created a hole in my family, the loss of any one of you would create a huge void in our Corps family.

Lastly, I ask you to please continue to pray for our fellow Coastal Custodians who are battling illnesses. The generosity of this district never ceases to amaze me and I personally thank those who donated leave to our Corps coworkers. You truly made and continue to make a difference in their families' well-being.

Again, thank you for all you continue to do each and every day. As the nature of the way we do business continues to change, I ask that you remain flexible and technically proficient to fully support our mission, continue to execute on time, within budget, and deliver sustained superior products to our valued customers.



Serving Fort Worth: A rewarding challenge & privilege

Col. Charles Klinge Commander, Fort Worth District

Team Fort Worth – this is my first column since assuming command of our great District three months ago. I want to first thank each of you for making my transition from Deputy Commander of the Southwestern Division to that of your Commander such a smooth one.

As many of you have probably figured out, I'm a huge football fan (just like most of the State of Texas), and I like to use football analogies. When asked to summarize how the transition has been, the first thing that came to mind is that it isn't like assuming command of an unfamiliar team or district; it has been quite the opposite.

As the Deputy Commander of SWD, I was like the assistant coach of a large team comprised of four subordinate teams – the Southwestern Division Districts. As your Fort Worth District Commander, I'm blessed to be the head coach of one of those teams, and it's great to be calling the plays for one of the best teams in the Army Corps of Engineers.

Over the initial three months of my command, I've had the opportunity to visit and receive feedback from all facets of our team – from the people in our District Headquarters in Fort Worth to those manning our numerous lake and project offices.

Your candid feedback has been great and is the cornerstone to how I plan to lead our SWF team. It is not about doing our

best; it is about making our best even better! And we will do that with open and transparent communication internally and with our customers, partners and stakeholders.

During my initial visits with your respective divisions and field offices and sites, I was very impressed to learn about all the great things that you've accomplished. Even more critical to our future as a district were your candid ideas on how we can improve and how you plan to accomplish that.

Key to implementing those plans and incorporating our lessons learned into our mission is ensuring their linkage to the priorities set by our new Commanding General and Chief of Engineers – Lt. Gen. Thomas P. Bostick.

Having just returned from hosting the Chief at site visits to several of our projects in San Antonio and Fort Hood, I was very pleased to see how our current and future mission set is already aligned with his vision for the Corps. That alignment is critical to how we as a District will remain viable and the premier “go-to” organization in the Corps.

The Chief's priorities are so critical to our current and future mission that I want to highlight them below:

- Support the COCOM and CENTCOM Commander in Winning the Current Fight
- Support the Army and Nation in Achieving Energy Security and Sustainability Goals
- Develop USACE 2020
- Streamline USACE Business and Governance Processes

- Transform Civil Works to Deliver the Best Possible Products & Services to the Nation

- Build Strong... People and Teams Through Leader Development and Talent Management

- Enhance Our Interagency Disaster Response and Recovery Capability

- Ensure Critical Enabling Technologies

- Strengthen and Further Teamwork in the Joint Engineer Force in Support of Joint Force 2020

- Partner with IMCOM at all Echelons to Deliver and Maintain Enduring Installations and Contingency Basing

- Build Strategic Engagements with all Customers and Teammates

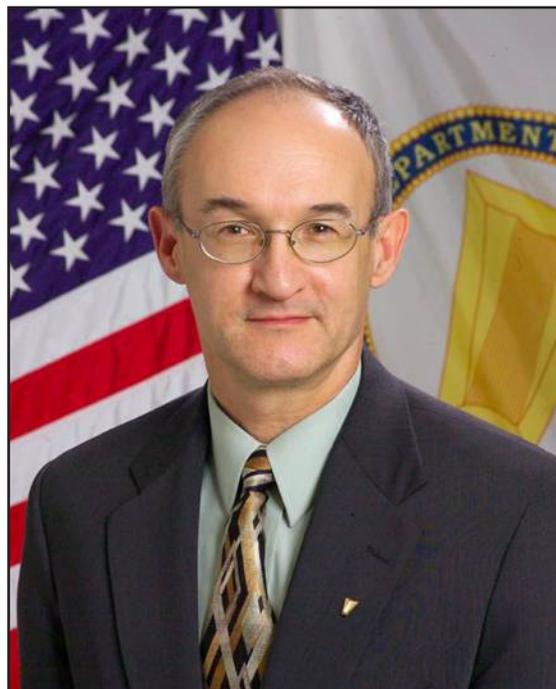
- Support the Engineer Regiment

As we begin our second quarter together and start a New Fiscal Year, I want to again thank you for all of the tremendous work you have done. I am very excited and honored to serve as your District Commander. I know that together we will continue to make our best even better and provide unparalleled support to our Nation.

In closing, I'd like to leave you with some “food for thought.” Always remember that you are the “face” of our District – whether you are dealing with other USACE organizations or working with one of our many great stakeholders and partners. I ask that you continue to put forth your best effort and keep the lines of communication open, honest and transparent.

Thanks for all you do!

Slockbower takes reins as new SWD Director of Programs



Robert E. Slockbower has arrived as the new Director of Programs for the Southwestern Division, U.S. Army Corps of Engineers, according to Corps officials. In this position, he will be responsible for the development and execution of Civil Works, Military, Hazardous, Toxic and Radiological Waste, and Support for Others Programs within the Division. He provides leadership and supervision for the SWD Programs Directorate and has staff oversight for programs, planning, and project management activities in the division's four district offices.

Slockbower, a member of the Senior Executive Service, returns to the Southwestern Division after an assignment at Headquarters, U.S. Army Corps of Engineers, Washington, D.C., where he was the Director of Military Programs from January 2010 to September 2012.

"We are very fortunate to have Mr. Bob Slockbower return to our regional leadership team," said Brig. Gen. Thomas W. Kula, SWD commander. "His wealth of experience in the Army Corps of Engineers—in addition to his previous stint in SWD—makes him a valued asset to our Division as we carry out our work to provide value to our Nation and to our warfighters. We are looking forward to his expertise and leadership."

Slockbower's first assignment as a member of the Senior Executive

Service was in April 2003 as the Director, Military and Technical Directorate, for SWD. In October 2004, he assumed the position of Director, Regional Business. Additionally, from April 2004 through January 2005, he was deployed for Operation Iraqi Freedom in successive positions as Director of Construction and Director of Programs for the Project and Contracting Office (PCO) in support of Iraq reconstruction. Following these positions, he returned to Iraq to serve as the Deputy Director for PCO from April through September 2005.

Slockbower, who also completed 28 years of service in the U.S. Army, looks forward to his return to SWD:

"I'm very pleased to be returning to the Southwestern Division," he said. "It's an organization with a great reputation for providing outstanding engineering services to our nation and to America's warfighters, and I'm proud to be part of it!"

Slockbower was commissioned into the U.S. Army Corps of Engineers in May 1975 with a Bachelors degree in Civil Engineering from Lehigh University.

He has held numerous command and staff assignments in both the United States and overseas. These include Director of Public Works, Fort Campbell, Ky.; Commander, U.S. Army Corps of Engineers Louisville District; Gulf Regional Engineer, Transatlan-

tic Programs Center; Commander, Chicago District; Deputy Commander, Great Lakes Division; Chief, Real Estate Division and Deputy Chief, Projects Branch, New Orleans District; Deputy Director of Public Works in the NATO command, Allied Land Forces Southeastern Europe, Izmir Turkey; Operations Officer, 52nd Engineer Battalion (Combat Heavy), Fort Carson, Colo.; Project Engineer, Riyadh District, Saudi Arabia; assistant professor of military science, University of Illinois at Urbana-Champaign; Commander, Company A, 237th Engineer Battalion, Heilbronn, Germany; and various other staff assignments in the United States and Germany.

He holds a Master's degree in Civil Engineering from Lehigh University and is a registered professional engineer in the Commonwealth of Virginia. He is also a graduate of the U.S. Army War College, the Army Command and General Staff College and the Armed Forces Staff College.

Slockbower's decorations include the Legion of Merit, Defense Meritorious Service Medal, Meritorious Service Medal, Army Commendation Medal, Southwest Asia Service Medal, Presidential Rank Meritorious Senior Executive Award, Exceptional Civilian Service Medal, and Meritorious Civilian Service Medal. He is a native of Pittsburgh, Pa.

Perez named Acting Director of SWD Regional Business



The Southwestern Division, U.S. Army Corps of Engineers, has named Mr. Pete G. Perez as the Acting Director of the Regional Business Directorate at the Division headquarters here beginning Sept. 9. Perez will manage the operations of the Regional Business Center and oversee three divisions:

the Business Technical Division, Business Management Division, and Business Resources Division. He will be the lead liaison on efforts between regional boards and functional boards synchronizing activities with a particular focus on regional issues.

"We are very pleased to have Pete Perez join our regional leadership team," said Brig. Gen. Thomas W. Kula, SWD commander. "In addition to his Corps experience state-side and overseas, Perez brings a great perspective of the Texas Coast and the significant value to our Nation that the Corps and the Texas port team brings. He also supported our warfighters while deployed to Afghanistan. He brings much talent and expertise to our region."

Prior to his appointment to this position, Perez served as the Deputy District Engineer for Programs and Project Management for the U.S. Army Corps of Engineers Galveston District, which he assumed July 2011. Perez previously served as the chief of the Galveston District's Engineering and Construc-

tion Division. While chief, Perez served an eight-month tour in Afghanistan Engineer District-South.

tion Division. While chief, Perez served an eight-month tour in Afghanistan Engineer District-South.

"I am looking forward to leading the Regional Business Directorate," Perez said. "Its people and activities have a great reputation, and I know that we will play a big part in helping SWD develop our way ahead, as well as resolve issues having a regional impact."

Perez was also the former chief of Construction Operations at the Alaska District and was an engineer in the USACE Far East District in Korea. He began his career with

the Corps as a project engineer in the Fort Worth District's San Antonio Area Office.

A registered professional engineer in the State of Texas, Perez earned a Bachelor of Science in civil engineering in 1985 from Texas A&M University, a Master of Science in 1997 from the University of Texas at San Antonio in Environmental Management-

"Perez brings a great perspective of the Texas Coast and the significant value to our Nation that the Corps and the Texas port team brings." - Brig. Gen. Thomas Kula

ment, and is Defense Acquisition Workforce Improvement Act Level II certified. He is also Facilities Engineering Level III certified.

In 2002, Perez was recognized with the Hispanic Engineer National Achievement Award, earned a 2002 Professional Achievement Award from Hispanic Engineer National Achievement Awards Conference, received a Department of the Army Superior Civilian Award in 2008 and 2010, and earned the prestigious Bronze de Fleury Medal in 2008.

Galveston District collaborates with educational institutions to enhance opportunities for minorities



left to right, Dr. Kendall T. Harris, dean of the Roy G. Perry College of Engineering, Prairie View A&M University; Commander Col. Christopher Sallesse, U.S. Army Corps of Engineers Galveston District and USACE Southwestern Division Commander, Brig. Gen. Thomas Kula display the university's flag following the signing of a partnership agreement recommitting the two organizations to work together to enhance opportunities for minority students throughout the Corps. This partnership will assist the 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. (Courtesy photo)

by Galveston District Public Affairs

What do you get when you partner the world's largest public engineering design and construction management agency with one the top university's engineering technology programs in Texas? – An invaluable relationship between the U. S. Army Corps of Engineers Galveston District and Prairie View A&M University, committed to working together to enhance opportunities for minority students throughout the Corps.

Achieving diversity in the workplace is one goal most employers work toward but often find challenging to accomplish. In an effort to create a workplace that is reflective of the communities in which the Galveston District staff serves, this partnering agreement encourages engineering students to consider a career with the Corps upon graduation.

"This partnership will assist the Galveston District in recruiting a work-

force 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," said Dr. Rose Caballero, Equal Employment Opportunity officer and coordinator of the Advanced Minorities' Interest in Engineering Program for the Galveston District.

Renewed June 21, 2012, the partnership agreement outlines opportunities to assist in preparing engineering students for responsible positions in an engineering environment to include environmental engineering and civil programs as well as to enlighten engineering students about the Corps, its missions, unique capabilities and opportunities through student career experience programs, internships and career development programs.

"A diverse workplace requires a commitment from leadership to promote fairness and opportunity at every level within the Corps," said Commander Col. Christopher Sallesse, Galveston District.

"We promote an inclusive environment and pride ourselves on recruiting the most talented candidates to join our team."

Part of the AMIE Program, the over arching partnering relationship that USACE has with 14 historically black colleges and universities across the nation, the district's model partnership helps prepare students for leadership positions in the engineering field after graduation.

"This program exposes students to professional and innovative opportunities through a world-class training experience which puts them in position to be some of the most sought after engineers available for employment," said Commander Lt. Col. Antoinette R. Gant, USACE Albuquerque District. "Prairie View A&M University has always been about producing graduates who are well rounded and prepared for life after graduation. This partnership is an exemplary example of two great teams working together to empower our lead-

ers of tomorrow.”

Gant, who graduated from PVAMU in 1994 as a Distinguished Military Graduate with a Bachelor's of Science in Civil Engineering and a commission in the USACE, was recognized by Lt. Gen. (ret.) Julius Becton, president of the university, as the “Ideal Woman of the Year” and received the President's Award for her outstanding leadership, academic and community service at the university and within the local community. In 1993, she was featured in the Fall '93 Edition of the U.S.

mental and military arenas.

“The partnership that PVAMU has with the Army Corps of Engineers is doubly rewarding,” said Dr. Kendall T. Harris, dean of the Roy G. Perry College of Engineering. “Not only are our students able to gain real world experience through lectures and internships but the staff of the Corps is able to hear from faculty and staff as we identify research opportunities that may result in expanded engineering capabilities. Partnerships like this highlight the continued efforts to enhance opportunities

efforts to eliminate barriers that hinder equal opportunity for African Americans in the Corps are working and we'll continue to focus on enhancing and promoting programs that result in equal employment opportunities.”

Now in its 16th year, the Galveston District's partnering agreement remains a driving force in the district's ability to attract and retain a diverse pool of engineering talent and continues to serve as a model program for other districts to follow.

“This partnering agreement can



left to right, Commander Col. Christopher Sallese, U.S. Army Corps of Engineers Galveston District; Dr. Kendall T. Harris, dean of the Roy G. Perry College of Engineering, Prairie View A&M University; and USACE Southwestern Division Commander, Brig. Gen. Thomas Kula, sign a partnership agreement recommitting the two organizations to work together to enhance opportunities for minority students throughout the Corps. This partnership will assist the 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. (Courtesy photo)

Black Engineer Magazine regarding her views on the value of participating in an internship before graduation.

PVAMU is one of 105 HBCUs that represent only three percent of the nation's institutions of higher learning and graduate nearly 20 percent of African American students with baccalaureate degrees, according to the Thurgood Marshall College Fund. Moreover, the institutions graduate more than 50 percent of African American professionals and public school teachers and continue to demonstrate the most effective ability to graduate African American students poised to be competitive in the corporate, research, academic, govern-

for minority students who are interested in the STEM (science, technology, engineering and math) fields.”

Currently, Galveston District has five PVAMU graduates employed to include civil engineers Franchelle Craft, Clark Colquitt, Earnestine Brown-Roach, Brenda Hayden and Contract Specialist Jackie Adekanbi.

“The Galveston District's internship and partnership programs with PVAMU have directly contributed to the recruitment, mentorship, development, advancement and retention of African Americans in the U.S. Army Corps of Engineers and other federal agencies,” said Sallese. “We're proud that our

become a benchmark that helps set the standard for other agreements across the U.S. Army Corps of Engineers,” said Brig. Gen. Thomas Kula, commander of the USACE Southwestern Division. “It promotes a passion that both organizations share for Science, Technology, Engineering, and Math initiatives and for diversity in our workforce. A workforce comprised of diverse individuals, bringing many skills and backgrounds to the table, makes us not only a stronger organization but also one more capable of bringing innovative and enduring value to our nation.”

Bass Pro Shop, Corps sign Memorandum of Understanding

by Melanie Ellis, Southwestern Division Outreach Coordinator



Brig. Gen. Thomas W. Kula, left, Southwestern Division commander, is joined by Mr. Johnny Morris, Bass Pro Shops founder and CEO; Col. Anthony C. Funkhouser, Northwestern Division Commander; and Maj. Gen. John W. Peabody, Mississippi Valley Division Commander, for the signing of a Memorandum of Understanding between the U.S. Army Corps of Engineers and Bass Pro Shops. The ceremony was held in Little Rock during the Corps' Strategic Leader Conference. The MOU formalizes a partnership with Bass Pro Shops and the Corps to provide the opportunity to reach millions of recreation enthusiasts to spread the message of safety and increase the public's knowledge about all the great opportunities the Corps offers for recreation. (Photo by Capt. Ian Minshew)

A pen, a piece of paper and four signatures captured years of service to environmental causes, months of planning and the beginning of a partnership a life time in the making on Aug. 7, 2012, at the Strategic Leadership Conference in Little Rock, Ark.

John Morris, owner and founder of Bass Pro Shops, joined Maj. Gen. John W. Peabody, commander, Mississippi Valley Division, Brig. Gen. Thomas W. Kula, commander, Southwestern Division, and Col. Anthony C. Funkhouser, commander, Northwestern Division, in Little Rock to sign a Memorandum of Understanding covering a large portion of the south central states including Arkansas, Missouri, Oklahoma and Texas.

"Partnerships are key to successful mission execution for the Corps of Engineers," said

Brig. Gen. Kula. "More importantly innovative partnerships, like this one with Bass Pro Shops, are key to telling the Corps story to the public."

This partnership has been a lifetime in the making and finally joining two organizations together that have devoted millions of hours educating the public on environmental stewardship, conservation efforts, outdoor recreation activities and water safety initiatives. Morris, a native of Arkansas, grew up in the Ozarks Mountains fishing on Corps lakes and camping in Corps parks. He credits his early introduction to the great outdoors for his passion to preserve the natural environment for generations to come – something this partnership is geared toward.

Corps parks and lakes serve over 350 million visitors every year and with Bass Pro Shops serving

over 75 million customers a year, many of whom recreate on Corps lakes, this partnership provides a great opportunity for a line of communication to the public.

Maj. Gen. Peabody noted that many of the Bass Pro customers fall into a target audience for the Corps and it's important that the Corps take opportunities like this to reach out to those people, tell them about outdoor recreation opportunities, how to protect the environment and how to be safe while on the water.

The benefits of this partnership are multi-faceted and the opportunities it provides excite many Corps team members.

"This partnership will help us build broad based support to improve fisheries habitat, develop new outdoor opportunities for veterans and people with disabilities, raise public awareness about invasive species, and save lives through expanded water and boating safety outreach efforts," said Heather Burke, National Partnership Program Manager, Corps of Engineers.

Before the ink on the MOU had time to dry the District's covered under the agreement were off and running.

"We're working with our natural resource managers at the lake projects and the Districts within the MOU area, along with Bass Pro to develop a list of potential projects that can be accomplished in the near term and in the future as part of this partnership," said Burke. "High priority projects will include those that improve fish habitat and focus on water and boater safety education."

In the future, the Corps hopes to expand this agreement to other District's and Divisions so that an even greater audience can be reached and provide even more benefits when it comes to the promotion of recreation activities, environmental stewardship and water safety. "But, until then, as they say in the movies, this is the start of a wonderful friendship," said Brig. Gen. Kula.

Corps of Engineers, National Carriers take Water Safety message on the road

by Martie Cencki,

Southwestern Division Public Affairs

The U.S. Army Corps of Engineers, in partnership with National Carriers Truck Lines, Inc., took their water safety message on the road last month—literally. In an Aug. 15 meeting at the company's Irving, Texas, facility, Brig. Gen. Thomas W. Kula, commander of the Corps' Southwestern Division, joined with Mr. Jim Franck, National Carriers, Inc., president, to place a water safety decal on the first of the company's 600 tractor-trailer trucks that will carry the message nationwide as well as into Canada and Mexico.

The decal, which depicts a young child wearing a life jacket with the caption "Keep them smiling. Keep them safe," is a strong reminder to safeguard children around the water.

"Life jackets make a difference, especially for kids," said Kula. "As the Nation's largest provider of federal recreation, with more than 370 million visitors at Corps projects annually, the Corps provides great value to the Nation through these many facilities. In the Southwestern Division alone, we are the second largest provider of recreation in the Corps, hosting 68 million visitors at our 88 lakes with hundreds of recreation areas in a six-state region.

"We want folks to enjoy our lakes and do it safely," he added. "We are working with partners such as National Carriers to spread the word about water safety, with a goal of reducing public fatalities on Corps lakes by 50 percent. With the help of Jim Franck and his company, that message will travel every one of the millions of miles per year that his trucks put on our Nation's roads."



That's a big 10-4: Brig. Gen. Thomas W. Kula, SWD commander, center, joins with Mr. Jim Franck, right, president of National Carriers, Inc., and Johnny Branstine, maintenance director, to place a water safety sign on one of the 900 tractor trailer trucks owned by the company. (SWD photo)

National Carriers is a diversified motor carrier servicing all 48 states in the continental United States with transportation offerings which include refrigerated, livestock, and logistics services. The National Carriers Refrigerated fleet consists of nearly 500 power units and over 1000 trailers and these units alone average 800,000 driving miles per week.

Franck agreed to not only have the decals placed on 600 tractor trailers but also to incur all costs to apply the decals to their trailers as an undertaking in the public interest.

"I remember boating on Corps lakes in Iowa even as a child and I know the many hours of relaxation and recreation they provide our communities. If we can help in this way to spread the word about water safety, it is a winning situation for all of us."

The movement from concept to completion is an example of the power of partnerships, according to Corps Park Ranger Alan Bland from Beaver Lake in the Corps' Little Rock District, who came up with the idea. He discussed the idea with Michael Boyce from the Northwestern Arkansas U. S. Coast Guard Auxiliary, with whom Bland frequently works water safety initiatives. Using Boyce's relationships with the trucking industry, Bland linked up with National Carriers, Inc., and worked the details of the partnership for more than a year.

"I'm happy to see this project come to completion," said Bland. "One life saved is worth all the work we put in to our water safety programs many times over. I'm glad to have had a part in this undertaking."

Building an energy sustainable Corps

By LaDonna Davis, Southwestern Division Public Affairs

In the 80s “Reuse, Renew, Recycle” was the way ahead for conquering the earth’s energy and pollution problems. Today, energy and environmental sustainability has become so much more vast and complicated, that those three verbs don’t cut it anymore.

The Department of Defense is looking at new ways to tackle our nation’s ever growing energy crisis and ways to become a more sustainable, efficient and environmentally responsible agency. Today, DoD is looking towards its own organizations to take on the challenge within its own installations.

The U.S. Army Corps of Engineers strives to protect, sustain and improve our natural and man-made environment. A series of public laws and Executive Orders since 2005 have reinforced the Corps’ commitment to energy conservation and environmental sustainability.

In October 2009, the Corps’ efforts were focused by Executive Order 13514, titled “Federal Leadership in Environmental, Energy, and Economic Performance.” It stated sustainability means “to create and maintain conditions, under which humans and nature can exist in productive harmony, that permit fulfilling the social, economic and other requirements of present and future generations.” The EO emphasizes that sustainability should not only be a natural part of all USACE decision processes, but should also be part of our organizational culture.

“Buildings as well as recreation parks are our major sources of energy, water and waste usage within the SWD Civil Works program,” said John Morris, SWD energy sustainability manager.

“Recycling waste, conservation, and improving energy, water efficiency with added renewable energy sources will help SWD meet federal sustainability energy, potable water and waste reduction goals.



The Southwestern Division U.S. Army Corps of Engineers compliance with the sustainability executive environmental order is three-fold. 1.) The military projects that SWD designs and constructs

must meet Leadership in Energy and Environmental Design criteria. 2.) SWD will work toward energy independence and environmental sustainability and 3.) The buildings and infrastructure that SWD owns and operates need to become more energy efficient and reduce greenhouse house gas emissions.

SWD has established a Regional Energy Center of Expertise to lead the energy, water and waste, sustainability engagements and solutions within the SWD region.

To achieve building certification, the projects that SWD design and constructs must meet Leadership in Energy and Environmental Design criteria. The LEED certification program provides independent, third-party verification that a building, home or community was designed and built using strategies aimed at achieving high performance in key areas of human and environmental health: sustainable site development, water savings, energy efficiency, materials selection and indoor environmental quality. There are four LEED certification levels: certified, silver, gold and platinum.

SWD’s Fort Worth District manages the military construction projects at Fort Bliss and Fort Hood in Texas and Fort Polk in Louisiana. As part of USACE’s commitment to energy sustainability, each MILCON project must meet a minimum of LEED silver.

“To achieve LEED Silver ratings for our military facilities, we need to work closely with the installation to assure that we can receive these points on a project,” said Morris. “It is necessary to have the contractor maintain LEED documentation throughout the life of the project

to assure that the proper validation or certification can be processed at the completion of the work.”

Earning LEED silver or higher certification doesn't just apply to SWD MILCON projects, the goals also apply to SWDs civil works projects. In April 2012, Little Rock District completed construction and opened the LEED Gold certified Dewey Short Visitor Center at Table Rock.

The building includes thermal glass, geothermal heating and air conditioning, and outlets for electric vehicles. Additionally, landscaping for the center also meets all LEED criteria for low-maintenance sustainable xeriscapes.

By the end of fiscal year 2012 SWD will have awarded 22 sustainability contracts totaling more than \$2.3 million and by FY 2013 the number of

awarded sustainability contracts is projected to also total \$2.3 million.

The Army has also initiated a “net zero” pilot study to reduce the amount of energy, water and waste consumed at our Nation's military installations. Net zero installations will consume only as much energy or water as they produce and eliminate solid waste to landfills.

Katherine Hammack, Assistant Secretary of the Army for Installations Energy and Environment announced the net zero pilot study as a first step to attain energy independence and environmental sustainability at our Nation's military installations. Net zero installations will consume only as much energy

or water as they produce and eliminate solid waste to landfills.

Six net zero pilot installations were identified to achieve success in one of the energy, water, and waste categories and two integrated installations are striving to achieve all three net zero categories by 2020.

“This is a significant step in addressing the Army's sustainability

landfill over the course of a year.

Three military installations within SWD have been identified as part of the pilot study. Fort Bliss has been designated a net zero base for energy, waste and water while Fort Hood and Fort Polk have been designated a net zero base for waste.

All new civil works construction and major renovations must meet net-zero energy usage by 2020 as well.

The reduction of greenhouse gases is the third major way SWD is involved in environmental sustainability. SWD is reducing its carbon footprint by reducing the amount of greenhouse gas emissions in the buildings and infrastructures that SWD owns and operates. This includes SWDs locks and dams, project buildings and park and recreation areas.

SWDs civil works energy goals mirror those of the Army



Solar lights keep this parking lot bright and saves the government money at the White Sands Missile Range located in southern New Mexico. (SWD photo)

and energy security challenges,” said Hammack. “Striving for net zero is operationally necessary, financially prudent, and critical to our mission.”

A net zero energy installation produces as much energy on site as it uses, over the course of a year. A net zero water installation limits the consumption of freshwater resources and returns water back to the same watershed so as not to deplete the groundwater and surface water resources of that region in quantity and quality over the course of a year; and a net zero waste installation reduces, reuses, and recovers waste streams, converting them to resource values with zero

and are as follows:

1. Reduce Energy Consumption
2. Increase Energy Efficiency Across Facilities
3. Increase Use of Renewable/ Alternative Energy
4. Assure Access to Sufficient Energy Supplies
5. Reduce Adverse Impacts on the Environment

Over the next three years, \$7.5 million has been appropriated to SWD to reduce greenhouse gas emissions in all of their civil works projects. As part of that mission, by 2012 SWD will pursue a goal of reducing SWD operations electricity bills by 12.8 percent through en-



This carport at Fort Hood Army base not only helps keep cars cool from the scorching Texas sun, it also generates solar power to keep the buildings cool on the inside and reduce the energy bills throughout the military facility. (SWD photo)

ergy sustainability projects such as converting old HVAC systems with more energy efficient, geothermal systems, replacing incandescent light bulbs with more efficient LED lights, and by replacing inefficient windows and roofs with more energy efficient products.

“Districts have accomplished many energy savings building related projects and are continuing to upgrade insulation, air-conditioning, heating, ventilation systems and more efficient lighting systems,” said Morris. “However, with each upgraded system additional energy savings will become more and more expensive. At some point additional energy savings will require renewable on site energy production in the form of solar PV panels or wind energy production in order to meet existing Federal energy reduction goals. SWT is installing a small wind generating pole mounted turbine (220 watt capacity) at their Council Grove Lake, Kansas project office in order to supplement commercial power usage.”

While accomplishing all of these energy sustainability goals will take a lot of time and effort, The SWD Regional Energy Center of Expertise, located in Fort Worth District provides the tools, research and support to ensure that SWD

meets and exceeds all federal energy mandates.

“The SWD Center of Expertise provides the focus for energy sustainability and renewable energy technologies assisting customers to maximize limited resources,” said Robert Vineski, Fort Worth District Regional Energy Manager. “Based on military construction funding going down, we need to focus more on what federal agencies can do to maximize sustainability, restoration and modernization money.”

The Center of Expertise goals are to provide energy sustainability and conservation measures, program management actions, technical support, and finance and contract vehicles for the SWD area of responsibility.

The Center of Expertise program provides services to customers in the following areas:

- Planning, Environmental and Regulatory energy services and programming support for master planning in civil works and military projects throughout SWD districts and USACE wide.
- Design support for engineering and construction services for all energy related programs and activities.
- Energy Audits permitting installations to perform detailed

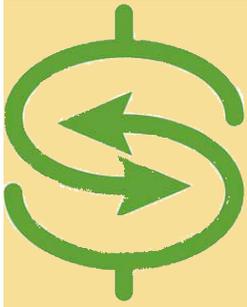
in house programming actions or request SWD to provide complete project programming documentation.

- Comprehensive Army Master Planning System to meet federal energy policies through the metering of building energy consumption data to establish baseline use and reduction goals, and

- Energy master planning to include life cycle cost analysis, economic cost-benefit studies and the monitoring of energy activities at installations.

In the future, SWD hopes to be able to grow the sustainability program through projects like the Tulsa District Red River Basin Chloride Control project; which seeks to transition the Truscott Brine Lake, located about 50 miles northwest of Wichita Falls, Texas, into solar ponds to generate renewable energy and execute electric vehicle charging stations on some of their military installations.

Complying with the new sustainability requirements isn't an easy task, especially in these constrained fiscal times. But, it is an important goal that the DoD is determined to make work. The end result will be a more efficient, less wasteful and more environmentally friendly and fiscally responsible organization.



WF ENERGY INITIATIVES BRINGS SAVINGS TO CUSTOMERS

by Jim Frisinger,
Fort Worth District Public Affairs

The federal push for energy efficiency is widespread, affecting the buildings in which we work and live, transportation, and the equipment our society uses every day.

This has opened an entrepreneurial opportunity for the U.S. Army Corps of Engineers to meet the challenges facing all federal agencies – requirements to improve efficiency, reduce energy consumption, improve air quality and generate energy independence.

The Fort Worth District is working with the Department of Defense and Department of Homeland Security to meet these new goals. The district's sustainable energy projects are diverse and include: replacing 4,000 aging motors in barracks air-conditioning units at Fort Hood; utilizing a waste treatment plant and bio-mass system to produce electric power and thermal energy at Fort Polk; and providing energy analysis at Border Patrol Stations.

The U.S. Army Corps of Engineers, in support of the Air Force Civil Engineer Support Agency, will perform Sustainable Infrastructure Assessments for Air Force installations worldwide. This newly established program is led by the Infrastructure Assessment Branch within the Fort Worth District's Engineering and Construction Support Office. The work will be accomplished by the respective geographic districts/regions within the Corps of Engineers and will be executed primarily through the use of Architect-Engineer firms. The assessment will analyze facilities' energy to include Energy Audit Level II, High Performance Sustainable Building and Real Property Installed Equipment.

Greg Scheurich, the Fort Worth District's sustainability program manager, said the surveys of AFCESA facilities are expected to begin in

December and are considered to be a very significant effort. About 112 million square feet will be surveyed for Energy Audit Level II and HPSB and 235 million square feet for Real Property Installed Equipment.

Scheurich said most energy sustainability work does not include renewable power generating facilities: the towering wind farms or vast arrays of solar panels. The financial paybacks are likely to come from initiatives on the energy conservation side of the ledger. Savings can add up: \$100,000 energy savings each year for 10 years is \$1 million in savings.

"It's mostly finding out what we can do to lower energy costs in a building and still support the mission," he said. This can also be achieved by merging the functionality of buildings or working out less conflicting schedules. For instance, if 10 buildings are 90 percent occupied, there is significant energy consumption savings by reducing the footprint to nine buildings that are 100 percent occupied.

"It's not exotic, but the first thing we do in an energy program is minimize energy consumption by intelligently using the customer's funds" he said.

The two-year Sustainable Infrastructure Assessment will provide the Air Force with budgetary, operations and maintenance, and investment plans that should yield a positive return on future capital investments.

Consistent program performance is critical to AFCESA. The USACE Enterprise strategy is to conduct the assessments systematically across district boundaries and deliver a standard, accurate and quality product to our customer. USACE is fortunate to have the opportunity to perform these services to enable the Air Force to use the data collected to support decision making, financial management and reporting requirements on future capital

investments. The AFCESA Program follows the successful launch of the Infrastructure Assessment Branch work for the Defense Logistics Agency – a five-year assessment of the agency's global footprint.

The DLA Program utilizes USACE's capabilities across all regions, in addition to personnel within the IAB. The DLA effort involves significant support from the USACE Real Estate Community of Practice, Environmental Community of Practice and engineers from all regions who perform facility conditions assessments that are loaded into the BUILDER software tool. BUILDER is a Sustainment Management System created by the USACE Engineering Research and Development Center that provides a tool for DLA to effectively and efficiently manage their facility repair and maintenance funding.

The federal government has the largest building inventory in the world – occupying nearly 500,000 buildings worldwide. USACE is building a team nationwide to support our customers in the future for energy, water and space utilization endeavors. Our nationwide team will use these opportunities to enhance our expertise in the area of sustainable infrastructure assessments.

Our economic climate requires USACE to maximize sustainability, restoration and modernization project funding, said Bob Vineski, the Fort Worth District's regional energy manager.

The U.S. Army Corps of Engineers and the Fort Worth District will continue to be "solutioneers" for our customers, particularly in the areas of energy, sustainability and facility/asset management. Through our USACE efforts, we are making a difference for the Department of Defense, the Department of Homeland Security and our nation.

Dewey Short *LEEDing* the way

by George E. Stringham, St. Louis District

When the new visitor center at Table Rock Lake in southwestern Missouri opened in April, it wasn't just another Corps of Engineers visitor center, but one that would have a significant, positive impact on the entire White River Watershed and the Ozark Mountain region in both Missouri and Arkansas.

Completed in 1974 the original visitor center was constructed from concrete and the design did not lend itself to remodeling. To reconfigure the space would have taken \$6.5 million and it would have been difficult to make the space use able for outreach and education purposes.

Given the constraints a plan was proposed to develop a new visitor center from the ground up. In 2004 Table Rock Lake was authorized to upgrade from a Type-B visitor center to a Type-A regional visitor center. Obtaining the authorization to upgrade was only half the battle. Finding the funds to build it was the real chal-

lenge. It wasn't until 2009 that funding became available under the American Recovery and Reinvestment Act of 2009.

After completing the initial analysis internally, the Little Rock District hired the Benham Group to verify the assessment findings that a new facility was needed in order to have a Type-A regional visitor center. The Benham Group confirmed that a new building was more cost effective than rehabbing the existing facility.

The American Recovery and Reinvestment Act's intent was to stimulate the economy and get people working. The Dewey Short project did just that. All total there were 70 local contractors used in design and

construction of the new visitor center. Another requirement was that all new federal facilities be built using Leadership Energy and Environmental Design standards which requires the majority of the materials and products used in the construction to be regionally produced.

After 18 months of construction, the new center was ready to open its doors to the public. The \$12.4 million facility, perched on a bluff overlooking

experience. They accomplish this by providing educational programs, volunteer opportunities, stewardship efforts, land and lake access improvements and research. In addition to the visitor center operations ORHF also jointly operates eight of the 13 recreation areas on Table Rock Lake. "It is a great partnership that began three years ago and with the joint management of the recreation areas that began last year and I believe it will be a model for

the rest of the Corps of Engineers," Table Rock Lake Deputy Operations Project Manager Greg Oller said.

The response from the community and visiting public has been overwhelming. Summer camp groups have put the visitor center as one of their stops and it's not uncommon to have several school buses arrive early in the morning and spend the day. Businesses, chamber of commerce's and civic organizations have utilized the variety of meeting space that is available in the new center. A month

after it opened, the center hosted a reception for "Water Watch Week" that was held in Branson, Missouri in which nearly 100 water quality groups throughout Missouri were represented to discuss a variety of subjects related to water quality and quantity topics.

Only six miles from Branson, Oller is confident they'll have a least one-half million visitors in five years. With the close proximity to Branson and the amount of recreation activity that occurs on Table Rock Lake it is expected that visitation in the new visitor center will remain high. The public and community are really excited about the new center. It is being marketed by the ORHF and the area chambers of commerce as a destination site for visitors



The Dewey Short Visitor Center in Table Rock Lake, Mo. opened in April 2012 and is one of the Corps shining examples of an energy efficient, sustainable projects. (Photo By Bob Dahms)

the 43,000 acre lake, is built to Leadership Energy and Environmental Design Gold standards. LEED promotes a whole-building approach to sustainability focusing on five key areas of human and environmental health: sustainable site development, water savings, energy efficiency, materials selection and indoor environmental quality.

The visitor center is managed jointly with the Table Rock Project Office and the Ozarks Rivers Heritage Foundation, a 501(c) 3 non-profit organization. The purpose of this organization is to support the Corps of Engineers in all business lines to include providing support with capital improvement projects, education and outreach and to enhance the visitor's

to the Branson area. The new visitor center is open seven days per week, 9 a.m. to 5 p.m.

Moreover, an organization's participation in the voluntary and technically rigorous LEED process demonstrates leadership, innovation, environmental stewardship and social responsibility.

Source: <http://www.usgbc.org/DisplayPage.aspx?CMSPageID=1990>

LEED promotes a whole-building approach to sustainability by recognizing performance in five key areas:

Sustainable Sites

Site selection and development are important components of a building's sustainability. The Sustainable Sites category discourages development on previously undeveloped land; seeks to minimize a building's impact on ecosystems and waterways; encourages regionally appropriate landscaping; rewards smart transportation

choices; controls storm water runoff; and promotes reduction of erosion, light pollution, heat island effect and construction-related pollution.

Water Efficiency

Buildings are major users of our potable water supply. The goal of the Water Efficiency category is to encourage smarter use of water, inside and out. Water reduction is typically achieved through more efficient appliances, fixtures and fittings inside and water-conscious landscaping outside

Energy & Atmosphere

According to the U.S. Department of Energy, buildings use 39 percent of the energy and 74 percent of the electricity produced each year in the United States. The Energy and Atmosphere category encourages a wide variety of energy-wise strategies: commissioning; energy use monitoring; efficient design and construction; efficient appliances, systems and lighting; the use of renewable and clean sources of energy, generated on-site or off-site;

and other innovative measures.

Materials & Resources

During both the construction and operations phases, buildings generate a lot of waste and use large quantities of materials and resources. The Materials and Resources category encourages the selection of sustainably grown, harvested, produced and transported products and materials. It promotes waste reduction as well as reuse and recycling, and it particularly rewards the reduction of waste at a product's source.

Indoor Environmental Quality

The U.S. Environmental Protection Agency estimates that Americans spend about 90 percent of their day indoors, where the air quality can be significantly worse than outside. The Indoor Environmental Quality category promotes strategies that improve indoor air as well as those that provide access to natural daylight and views and improve acoustics.

FYI...

3 Types of Visitor Centers

Type-A Regional Visitor Center

Exhibits and displays that depict more than just the local project. Only a handful of regional visitor centers exist across the nation.

Type B Project Visitor Center

They're more locally focused and tell that project's story. Most common type found at many projects.

Type C Visitor Information Center

The smallest of the three and typically feature a reception area only.

LEED-certified buildings are designed to:

- Lower operating costs and increase asset value
- Reduce waste sent to landfills
- Conserve energy and water
- Be healthier and safer for occupants
- Reduce harmful greenhouse gas emissions
- Qualify for tax rebates, zoning allowances and other incentives in hundreds of cities

SWD logistics: Saving the command and government thousands of dollars



Southwestern Division logistics offices save the government big money by palletizing and recycling unused or excess equipment and donating surplus computers to local schools (SWD photos)

by Ronald E Richards, SWD Regional Logistics Manager and David Cameron Miller, Logistics Specialist.

In May 2011, the Southwestern Division Commander, Brig. Gen. Thomas Kula, tasked the Division Logistics Office with improving property accountability and reducing the environmental impact of Corps-related activities throughout SWD. To accomplish this task, Kula highlighted the need to achieve property accountability throughout the Division; reduce operating costs and environmental impacts associated with the current vehicle fleet; and improve the efficiency of Corps-owned facilities.

After receiving this mission, the SWD logistics manager formed a team to explore the challenges and courses of action that would be necessary to accomplish the commander's requirements concerning property accountability. The team initially conducted a mission analysis and received input from SWD deputy commanders

before the commencement of operations. This analysis identified the need to conduct a 100 percent property inventory within the Division, establish a baseline for accountability purposes, and conduct retrograde operations for the removal of excess and scrap material. To facilitate direction and standardization in property accountability operations, the Division logistics office also drafted an operations order to guide upcoming actions within the Division.

In January 2012, after the operations order had been staffed and released, the logistics office commenced property accountability operations. Division and District logistics personnel began inventorying hand receipt accounts at project sites and coordinating excess turn-in operations for hand receipt holders. These operations required extensive travel, many hours of overtime and compensatory time, and facilitated close interaction between customers and logistics

personnel.

The property accountability operation, dubbed "Operation Spearhead," has resulted in the addition of nearly 13,000 items to the property book valued at over \$35 million and an inventory completion rate of 90 percent for fiscal year 2012.

The Division logistics offices have recycled 95,630 pounds of metal frames, 105,000 pounds of motor generators, 726,725 pounds of assorted scrap, 18,000 pounds of copper and tubing, and a 400,000 pound boat ramp. This recycled material has a combined value of over \$134,500.

Additionally, SWD logistics in conjunction with the El Paso Project Site saved an Army Reserve unit and other military organizations an estimated \$35,000 in furniture, petitions, office desks, chairs and file cabinets. SWD logistics also recycled over 25,000 pounds of shredded paper, equal to over 15.5 tons that would have gone to a

landfill. Statistically, for every ton of high quality paper recycled, seven trees are saved. This project alone saved the equivalent of 108.5 trees that would have been used to produce the same amount of finished paper.

Furthermore, throughout Operation Spearhead, SWD logistics has streamlined the transfer of excess and surplus fed-

fore FY12. Logistics office personnel have also become familiar with customer requirements, and have developed interest and concern in property accountability across the Division.

With property accountability operations ongoing, SWD logistics turned its focus towards its second objective: improving the rental vehicle fleet. To

to identify under utilized vehicles, and have reduced operating costs to the customer by eliminating vehicles that are not required to sustain operations. Furthermore, SWD logistics has reduced the environmental footprint left by Corps of Engineers operations within SWD by reducing the size of the vehicle fleet.

In addition to vehicle efficiency, the Logistics Office also went about improving the efficiency of the Jadwin Building in Galveston- the only Corps owned building within the Division's area of operation. The facility manager from the Galveston District has implemented numerous programs to improve efficiency and reduce the environmental impacts associated with building operations and maintenance.

SWD logistics identified savings in building electricity costs for the Jadwin Building, which will save \$69,000 annually. The facility manager also initiated the replacement of boilers within the building with energy efficient units; replaced elevator lobby lighting with compact fluorescent lighting; and installed motion sensor upgrades to light switches to reduce energy consumption. Furthermore, the facility manager upgraded each restroom to Architectural Barrier Act/ American Disability Act standard by installing automatic flow/ flush toilets, urinals, and sinks which will reduce water consumption.

Throughout FY12, SWD logistics office has taken steps to improve property accountability and reduce the environmental impact of Corps-related activities throughout the Division. Efforts of Logistics personnel in property accountability, fleet management and facility efficiency have directly supported the Division and have accomplished the requirements of the SWD Commander.

“The Division logistics offices have recycled 95,630 pounds of metal frames, 105,000 pounds of motor generators, 726,725 pounds of assorted scrap, 18,000 pounds of copper and tubing, and a 400,000 pound boat ramp. This recycled material has a combined value of over \$134,500.”

eral computer equipment to our nation's classrooms. Throughout the last two years, SWD logistics has coordinated the donation of an estimated 1,945 computers and printers to schools, civil groups, and Native American Tribes throughout the SWD area of operation.

Though Operation Spearhead is still ongoing, it has successfully achieved a level of property accountability that was unprecedented in the SWD be-

achieve this objective, fleet managers in Fort Worth and Little Rock District offices went about identifying under utilized vehicles. After identification, fleet managers reassigned or turned-in these vehicles to save the customer money in rental fees. Fort Worth alone has transferred more than 170 rented vehicles to other customers, which otherwise would have cost the District \$2.3 million.

Fleet managers continue

Changing our environment with CRAFT

by Denisha Braxton,
Fort Worth District Public Affairs

In support of efforts to implement energy reduction measures at 25 lakes the Fort Worth District has been tracking energy such as electricity, natural gas, fuel oils and water consumption since 2008.

This tracking effort was in response to several Executive Orders dating back to the Clinton Administration for a long-term plan to require the federal government to reduce energy, greenhouse gas emissions and water use by developing baseline data for setting and tracking sustainability goals, and annual reporting of results to the Council on Environmental Quality and the Office of Management and Budget. Initially the Army Corps of Engineers had no data source readily available to support these requirements.

“To help with the many requirements of this executive order, U.S. Army Corps of Engineers Headquarters contacted William Goran, Director of the Center for the Advancement of Sustainability Innovations. Goran put together a team that helped in writing the initial sustainability plan, developing input for the benchmarks, progress reporting, and characterizing the Corps of Engineers energy use and Greenhouse Gas Emissions,” said Dr. Richard Detsch, Analyst, Engineer Research and Development Center’s Laboratory.

For fiscal year 2014, Grapevine, Lewisville, and Ray Roberts Lakes submitted budget packages totaling \$28,800 to purchase and install LED light fixtures for the dam and outlet structure control towers which will produce a total estimated annual savings of \$9,000. Currently the Corps has a special emphasis in performing a comprehensive data cleanup for fiscal years 2008, 2010, 2011, and 2012. Once this is complete, a new baseline will be established with a target timeline of early September 2012.

In order to provide energy and cost effective solutions the ERDC



Federal agencies in Fort Worth, Texas are using innovative energy solutions like these solar energy collection panels, which was once part of the Fort Worth Federal Center, a 75-acre parcel of land with four large warehouses totaling more than 1 million square-feet. (Photo by Clayton Church, Fort Worth District)

team has developed the Federal Energy Management Program tool which is an enterprise reporting solution that each agency could provide input for tracking data. Expanding on the use of the FEMP tool created the need for a real-time reporting database to support their sustainability goals. Through this visualization the team created the Corps of Engineers Reduced and Abridged FEMP Tool. The CRAFT team at the Fort Worth District as well 350 Corps’ employees are responsible for this tool to input energy, fuel and water usage data for data analysis and performing data quality control.

From its inception, the CRAFT has integrated leading-edge technologies, innovative design, and a customer-focused approach to provide direct and timely support to both Headquarters and District staff directly responsible for maintaining the sustainability initiative. Each district lake office plays a major part in the reduction process where a designated person enters the monthly electric and water bills into the CRAFT. At every district level there is also an Environmental Compliance Coordinator who tracks energy usage and cost estimates to generate data with the CRAFT database to imple-

ment reduction goals and improvements.

“Once a month, I check to be sure the data is current and if not send a reminder to the designated person at each lake office. This accountability is very similar to a performance measure in that monthly data must be entered as soon as possible to keep the data current,” said Chris Byrd, Fort Worth District Natural Resources Manager and CRAFT POC.

Supporting the sustainability initiative, the Fort Worth team diligently works on finding the most effective solutions to reduce day-to-day operating costs and then implementing change to serve the Army and Nation. The CRAFT tool allows the District to accurately track energy and water costs and compare those costs with similar facilities around the country.

“One of the Corps’ primary civil missions is to manage the nation’s waterways and wetlands. By effectively tracking and managing our energy use at the lake level, we can contribute to the overall goal of reducing greenhouse gas emissions,” Byrd added.

Southwestern Division hosts 2012 Strategic Leaders Conference

by Melanie Ellis,

Southwestern Division Outreach Coordinator



Brig. Gen. Thomas W. Kula, commander, Southwestern Division, discusses the importance of strategic partnerships at the Stakeholder BBQ dinner held during the Strategic Leaders Conference in Little Rock, Ark., August 6-10, 2012. Stakeholders and partners from across the Corps were invited to attend and participate in the SLC and provide feedback on their experience working with the Corps. (SWD photo)

Top brass from across the U.S. Army Corps of Engineers joined Corps stakeholders and members of the Emerging Leader Program in Little Rock, Ark., Aug. 6-10, at the Strategic Leaders Conference to discuss current issues, look at future challenges and map out the road to success for the organization.

"I'm very pleased that the Southwestern Division hosted the Strategic Leaders Conference this year," said Brig. Gen. Thomas W. Kula, Southwestern Division Commander. "As a region we contribute so much to the overall USACE mission and it is exciting to host this conference in Little Rock where our leadership will get the opportunity to see how what we do directly impacts the American public."

During the conference, division commanders or representatives provide updates on their support to the USACE mission and

goals and provide recommendations for future efforts. This year all noted the changing environment that the Corps is currently operating in and the need to revisit the USACE goals to ensure that the organization is supporting the Nation efficiently and effectively.

"There are a lot of things changing for the Corps of Engineers," said Tom Hudspeth, chief, Business Management Division, Southwestern Division. "As we look at our past and current workload projections and out another five years or so we need to look for opportunities and potential challenges to ensure that we remain relevant and responsive to the needs of the Nation."

The conference theme "Vident Futura; Carpe Diem," meaning see the future; seize the day, framed the discussion for the conference. Participants were encouraged to discuss current successes and share lessons learned as well

as look to the future and identify potential challenges facing the Corps through breakout sessions. This year the invited stakeholders were asked to participate in the breakout session discussions.

"It is helpful to hear what the Corps sees as challenges," said Bob Portiss, director, Port of Catoosa. "Shared challenges lead to shared solutions. None of us can do this alone and I'm grateful that the Corps is bringing stakeholders to the table for the discussion."

Each year the conference serves as an opportunity for those involved in the Emerging Leader Program to shadow and ask questions of the Corps leadership. It provides opportunities for them to gain a better understanding of the successes and challenges the organization faces.

"It was eye-opening to observe the broad/macro issues that the senior leaders are grappling with that require, not only a significant amount of coordination, but also immediate attention," noted Jonathan Nadig, contracting specialist, Tulsa District and Emerging Leader. "I enjoyed the breakout sessions that fostered dialogue among a smaller group with the goal of developing recommended solutions."

Traci Robicheaux, contracting specialist, Galveston District and Emerging Leader felt the conference presented a valuable experience for those in the Emerging Leader Program.

"I liked the opportunity to participate along side our senior leaders and be included in the conversations. Hearing their information was very valuable," she said.

As the conference came to a close Brig. Gen. Kula reflected on the progress made during the conference and current SWD efforts.

"We are doing great work here in SWD and our contributions to the Nation are invaluable," he said. "We are right on track with our support and I couldn't be prouder than I am right now to be an SWD Pacesetter."

LDP leading the way!

Where are they now...

The Southwestern Division Regional Leadership Development Program builds our bank of future leaders by providing a way to develop leadership skills to meet the needs of the U.S. Army Corps of Engineers and the region. Participants learn how to improve their performance through training and on-the-job experience.

This four-level program has more than its share of success stories, some of which are highlighted in this article. Level 1 focuses on institutional awareness and the strategic direction of our organization and is self-paced; while Level 2 focuses on teamwork, self-awareness and exposure to leadership styles and is a two-year program.

The former Emerging Leaders Program (ELP), now Level 3 of the RLDP, is a regional program. The purpose of Level 3 is to provide individuals who have exhibited leadership potential the opportunity to further develop and refine their leadership skills. Additionally, Level 3 participants will have the opportunity to observe the leadership styles of their peers and the USACE Senior Leadership while participating in various conferences, workshops and meetings. Each year two, or more, people from each District and SWDO are selected for the Level 3 program and these individuals, along with the current Level 3 participants, participate in Southwestern Division's Annual Senior Leader/Leadership Development Conference.

The new Level 3 participants also have a chance to be selected to represent SWD at the USACE Annual Emerging/Senior Leaders Conference. Level 4, which is still under development, will ultimately be administered by Headquarters USACE.

The successes of the program are evident, both for the individual and for the organization. As a measure of that success, following are where some of the participants are now.

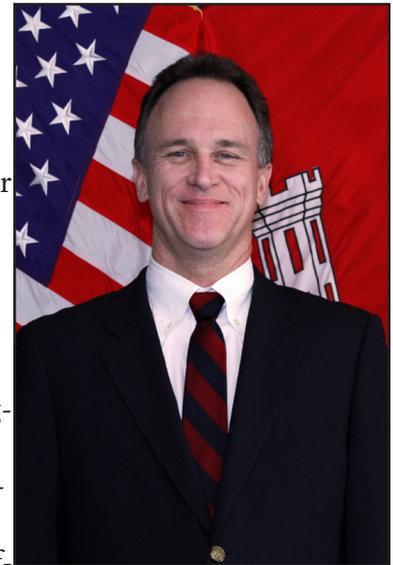
Louis Vogele- Tulsa District

Where is he now: Programs and Project Management Division, SWT

Job Title: Chief Civil Works Program Manager

Years with Corps: 13

LDP Graduation Date: March 2007



Louis Vogele

Participating in the original LDP and Emerging Leaders Program in SWD was a very rewarding experience for me. I was exposed to many different leaders and leadership styles during my time in these programs, which provided me with some good perspectives on effective (and not so effective) situational leadership. I got to meet and work with some really great people, many of which have gone on to middle and upper management positions within USACE and other agencies.

Kristi McMillan- Galveston District

Job Title: Regulatory Project Manager

Years with the Corps: 10

Graduation from LDP Level III: April 4, 2012



Kristi McMillan

What you liked most about the program: I enjoyed the opportunity to participate on a regional level.

How has this program assisted you with your career progression: The program has better prepared me for future opportunities within the Corps.

Traci Robicheaux- Galveston District

Job Title: Procuring Contracting Officer

Years with the Corps: 11

Graduation from LDP Level II: 2007

What did you like most about the program: I enjoyed the opportunity to work with our customers, stakeholders and partners.

Benefits you have identified with completing this course: The program provides the chance to learn from others throughout the Corps.



Traci Robicheaux

Patrick Beard- Tulsa District

Where is he now? Seoul, South Korea

Job Title: Chief, Korea Programs Relocation Office

Years with Corps 16

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.



Patrick Beard

Karyn Adams- Little Rock District

Job Title: Project Manager for Military Programs

Graduation from LDP: 2010

How did the LDP help you get where you are or accomplish your goals? It’s shown me that you can do anything you put your mind to and the importance of being a well rounded person. Some of the skills I’ve picked up from the program have been instrumental in volunteer programs and in personal challenges and goals.

What has the experience been like? I’ve had a great time, I enjoy the friends I’ve made and the opportunity to learn from senior leadership at the district and division levels.



Karyn Adams



Employee Spotlight

Fort Worth District:

Dennis Akins



Dennis Akins

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

A. I have been the Unit Commander for the Civil Air Patrol Mineral Wells Composite Squadron since February 2012 after being appointed Acting Commander in October 2011. I am also an Assistant Scoutmaster for Boy Scout Troop 1136. Being a part of these organizations take up a lot of my time, my boys have been involved starting as cub scouts. My oldest received his Eagle rank last fall, a big step in his life and a proud moment for me.

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

A. Originally I came on board with the Corps as a physical scientist and then moved to the Hydrology and Hydraulics Branch working as a hydraulic engineer. I am now a GIS analyst and some of my day-to-day responsibilities are geospatial data management and web site development for projects ranging from supporting Operations Division, Emergency Management, Water Management and even providing some programmatic support for projects like the border fence and at present, the Sustainable Infrastructure Assessment we are working on for the Air Force.

Q. What are some projects that you

are leading your GIS team on? Why is it so important to the Corps' mission?

A. At present, the projects I work on are the Sustainable Infrastructure Assessment and a little now on the Facility assessment for the Defense Logistics Agency. We seem to be moving now from a huge push on construction to a push toward operational efficiency and better facility management. These projects are proving that this organization can be flexible enough to make the change.

Q. Before working for the Fort Worth District, what was an interesting job that you had?

A. The first job I had was a research assistant in the Agricultural Engineering

for the USDA-ARS full time developing methods and algorithms to incorporate population dynamics model into a physiological cotton crop model. These were fascinating days because we were showing that models developed using vastly different strategies could be made to function together. My job was to find a way to use the insect population models to estimate, and then distribute insect damage to the cotton model and see how the model itself would respond. I was later transferred to the USDA-ARS lab at Mississippi State University where we worked on expert system development that used artificial intelligence methods along with the computer simulations to help producers make more efficient management decisions. The program development there led us to more efficient field sampling methods and using remote sensing techniques as an indicator of plant health. It was these later developments that lead me to an interest in Geographical Information Systems and eventually to my present job.

Q. How do you think your skills in the workplace help with the Boy Scouts and the Civil Air Patrol Cadet Program?

A. It's not so much of what I get out of it but more of what I can put into it. Both of these organizations stress leadership development skills. It wasn't until I started working for the Army that leadership skills were taught before you actually needed to have them. That's why I think Boy Scouts and Civil Air Patrol Cadet Program are important programs for youth. Both teach leadership principles, and both organizations are run by the youth. Very early in these programs, the youth are given responsibilities and duties to be completed. In many cases, they work with peers and subordinates to whom they have to give instruction and guidance. That gives our young people a chance to develop and actually use those skills in an environment where adult leadership is available for guidance and mentorship.

Bio Stats



Position: GIS Analyst

Years with SWF: 12 years

Hometown: Killeen, Texas

Education: Bachelor & Masters in Agriculture Engineering, Texas A&M University

Certifications: Certified Geographic Information Systems Professional

Hobbies: Woodworking, building furniture, and anything to do with general aviation

Department at Texas A&M University. I went from there to working as a Coop student with the U.S. Department of Agriculture Research Service where we were in the early phase of using biological systems simulation models as management tools in the cotton industry. After graduate school I worked

Galveston District: *Rashid Sheikh-ali*

Q. Where are you originally from?

A. I am originally from Somalia, East Africa. I came to the US in 1983

Q. What brought you to attend school in the United States?

A. After high school in Mogadishu, Somalia, I was an adventurer, traveling the world from Aden to Damascus to Baghdad and to Istanbul, then onto Europe from Belgrade to Rome. My sole purpose of coming to the US was for school. I started at a Community College in Alexandria, Va. and worked evenings at odd jobs as a dishwasher, security guard, cab driver, substitute teacher and so on for sustenance and tuition payment until graduation when I landed my first professional job as Construction Engineer in 1990.

Q. What do you do in your current position:?

A. Perform design and analysis of hydraulic structures including intake structures, culverts, outlets and other engineering structures such as bridges, buildings and deep pile systems for flood control projects. I also conduct technical review of the work of other engineers to comply with Corp's standards and accepted principles of engineering. Duties also include field visits to inspect on-going projects and assess the condition of existing ones.

Q. Discuss your role as the civil engineer

A. A civil engineer's contribution to society is immense – stretching from design and construction of bridges, buildings, dams and public water treatment. It is a very fulfilling profession.

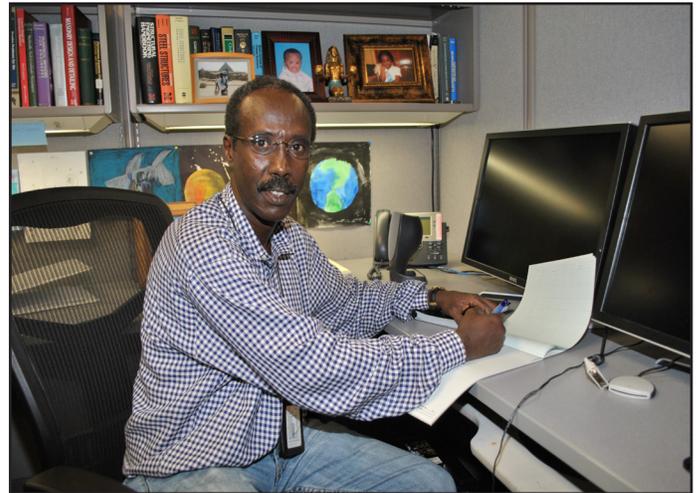
Q. What do you enjoy most about working on your particular project(s)/ tasks?

A. The challenge and the satisfaction of completing a project. This involves starting from a blank sheet of paper with some conceptual idea, a rough sketch and the application of an engineering equation. Slowly working your way towards a solution, a clear picture appears

and solution emerges. Nothing is as fulfilling as seeing one's engineering design concept turn into real life, from paper to reality.

Q. What do you like about your current job?

A. The natural challenge of engineering tasks and the vast, readily available sources of references, not to mention the spirit of cooperation



Rashid Sheikh-ali

knowledge of the nature of forces and stresses subjected to structures by wave action and hurricane winds of 140 mph velocities.

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

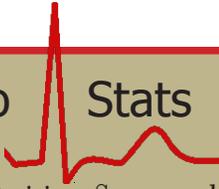
A. I have no clue! All I know is that I was always fascinated by the sight of suspension bridges such as the Golden Gate Bridge and Sky Scrappers.

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

A. It has to be the generosity and kindness shown by coworkers and specially Ms. Lori Thomas in my first month with the Corps of Engineers. My family (nine month pregnant wife with 4 young kids) evacuated Egypt, fleeing the violent uprising and demonstrations in Cairo in the early part of 2011. Ms. Thomas gave us mattresses, blankets, pillows and many other offers of help if we needed. The level of kindness and help we received overwhelmed my family.

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

A. Ensuring the integrity of structures for public safety, engineering and specifying cost effective materials and assuring the quality and workmanship of projects under construction and conducting field inspections to assess condition of existing ones contributes to achieving the mission and goals of the District

Bio  Stats

Current Title/Position: Structural Engineer

How long have you held this position? 18 months

Number of Years with the U.S. Army Corps of Engineers: 1 yr and 6 months

Number of Years with the Galveston District: 1 yr and 6 months

Hobbies/Interests: Soccer, jogging, watching nature programs and being a good father

and support environment GD offers.

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 nature of Galveston District's Engineering responsibilities deal with hurricanes and flood risk mitigation projects. This demands more than the common and ordinary engineering skills elsewhere. It demands more in-depth

Little Rock District:

Patricia Anslow

Q. On June 6, 2012 you became the Arkansas National Guard's first female general officer. How do you balance your demanding job with the Corps and your military career?

A. It's not a simple task and juggling two blackberries is not fun. I have great staffs in both places that make my job easier. I've always called the National Guard my weekend and evening job, and this new position as the deputy adjutant general means a few more weekends and more hours in the evenings.

Q. Has your position with SWL helped in your military career or vice versa?

A. Most definitely, by having both positions it has helped me grow and become more effective. My opportunity to attend the US Army War College as a member of the National Guard improved my strategic thinking and understanding of our national security which helps me as a planner in the Little Rock District. That is an opportunity not available to many USACE civilians. My work with local, state, and federal agencies within the Corps of Engineers has improved my negotiation and strategic communication skills. These are critical skills for senior military leaders that are not often taught in military education or gained directly through military exercises. Supervising military and civilian employees is often very different. I have learned much over the years through both experiences that improves my ability to lead. I feel very fortunate to have both careers and experiences.

Q. So you outrank your boss at SWL. Has that been awkward or caused issues?

A. No, because I do not out rank my District Engineer. He will always be Sir (or maybe Ma'am someday) to me. I only wear the rank (literally or figuratively) while at the National Guard. It is highly unlikely we would be in a military

situation together. The only exception is a state emergency where I get called into service. However, if there are opportunities for me to foster the dialogue between the National Guard and Corps of Engineers I always look for ways to do so. Throughout my career with the Corps I've learned a lot from the great examples set by District Engineers and military officers throughout the organization. This is another one of the advantages of working for the Corps and being in the National Guard. Every day I am able to witness and embrace great military leaders, and that has improved my military leadership skills.



Patricia Anslow

Bio Stats

Official Position: Chief of Planning & Environmental Division

Years with SWL: 18 years

Hometown: Troy, New York

Education: BS Geography, West Point; BS Biology, University at Little Rock; MS Water Resource Planning, Johns Hopkins University; Master of Strategic Studies at the US Army War College

Certifications: PMP

Hobbies: Anything that involves sunshine and water!

Q. What are your short and long term goals for each of your positions?

A. There are currently many challenges with both employers. Budget constraints will continue to be a focus as we try to maintain and build competency. At the National Guard we have transitioned from a strategic reserve to an operational force. In the short-term we still need to reset after 10 years of war, while working to maintain a relevant

force. For the long-term it means returning to our standards of strength and training management. We do that by empowering our junior leaders, pushing them to be adaptive and creative. Concurrently, the senior leadership must keep an eye on the next threat in order to prioritize constrained resources. This is no easy task as we prepare for any contingency large or small; domestic or abroad. The Planning Community of Practice at the Corps of Engineers is also undergoing a transition. Our ability to implement SMART (Specific Measurable Attainable Risk-informed Timely) planning is critical to the overall success of the civil works transformation strategy. In the short-term, for Little Rock planners, that means we will improve our ability to be a regional asset. We will also empower our planners (and all members of planning teams) to be critical and creative thinkers. We have to strengthen our ability to make tough decisions, under constraints, and communicate risk. We must do this to achieve our long-term goal of completing most planning studies in a three year time period under three million dollars. And we do this to regain the confidence of the public and congress in our ability to provide relevant water resource solutions to the nation.

Tulsa District: Wyna Grippanado

by Shawna Blake, Tulsa District Public Affairs student intern

Q: Mrs. Grippando, you and your husband have been gate attendants at Applegate Cove for three years now. What is your favorite part about your job?

A: I don't know if I have a favorite thing, I like it all. I really like dealing with the people. I like to meet people. I like to do things for people they appreciate. We stay here year-round and we like to keep things clean and nice. We get lots of compliments on how clean the park is, and that makes us feel good. That is what we like about working here.

Q: That's nice. Did you grow up around here?

A: I'm from Wesley, in Atoka County, Okla. That was home, and then I spent 20 years in Alaska.

Q: Wow, that's quite a change from Oklahoma. What led you to Alaska?

A: My husband was a highway engineer, and we got a contract to go work in Alaska. That was in 1959. It was really the last frontier. There were reindeer downtown. There is no way to describe it; it was just so beautiful there.

Q: What kind of work have you done before coming here?

A: I graduated from high school when I was 15. I went to work at a country store running a posting machine. You probably don't even know what that is, do you? They sold everything at this store, a lot of it on credit. I took everything down and posted what they owed. It is like putting it into a computer, but it wasn't a computer back then. I was an environmental specialist, working at an Army base. I took care of all the toxic waste. That was an interesting job. I worked it for 13 years. We had a bunch of Agent Orange that had been there for years and years and years. I finally got rid of that. That was a feather in my hat to get rid of that. I've done all kinds of things. I've lived kind of a ferried life.

Q: Sounds like it. What has been the most interesting thing that has happened to you at work?

A: I worked for a Certified Public Accounting firm for a while in Alaska and they conducted elections for the native people. They were having a big election, and so we flew to the very western side of Alaska. We worked all day and night tallying up votes,



Wyna Grippanado

Bio Stats



Position: Gate Attendant at Cowlington Campground
 Years with Corps: 3rd year as gate attendant, one year volunteering prior to that
 Hometown: Wesley, Okla.
 Children: 4
 Hero: Her dad
 Craziest thing ever ate: Raw salmon with a glass of scotch

and finished about seven in the morning. We went to the airport, which was just a small room; it did not open until nine a.m., so this native guy said he'd take us to his house. His wife cooked us all breakfast. They brought us all a glass of scotch and some raw salmon. I said, "I can't eat that." My boss told me that I'd upset them if I didn't. He said, "Swallow it and take a big drink". So I ate it. Every time I think of that I almost get sick. I swallowed it though, and I didn't get sick.

Q: It sounds like you're a committed worker.

A: I used to work out at the base 4 days a week, 10 hours a day. Then on Friday, Saturday and Sunday I would get up at 2:30 in the morning and drive 40 miles to open up a restaurant and work there until two a.m. One summer I then got off there and worked until 10:30 at night.

Q: And you're still working today. Where did you get your work ethic?

A: My dad was the biggest influence in my life. He came over from Arkansas in a covered wagon. He was one of 13 children and was more self-taught than anything. I never, ever had a question that my daddy couldn't answer. I'm just an old country girl; I grew up in a country school. I graduated Valedictorian, and could have gone to college but felt I was too young. My brother was Salutatorian so I gave the scholarship to him. I sometimes felt I should have gone, but I like the way my life has turned out.

Q: Well I'm glad it has led you to a job with the Corps today.

A: We are happy when we're working. There is just something built in us. We want it to look good; we want people to have a good experience. It's good exercise for us old people. We enjoy it.

SWG's Maj. Greg Couturier: Army officer, project manager, ocean engineer



By Isidro Reyna,
Galveston District Public Affairs

Maj. Greg Couturier is no stranger to the U.S. Army, having spent 14 years in uniform as both an enlisted Soldier and Army officer. With nearly two years of experience with the U.S. Army Corps of Engineers Galveston District, Couturier brings a wealth of knowledge and leadership to his current position as a project manager, currently managing four projects for the Port Isabel Detention Center in South Texas.

"Initially, I enlisted in the Army because I needed a challenge in my life and I also needed college money," said Couturier, "but, the Army became so much more than that."

Couturier credits the Army with providing him an opportunity to work as a team and to experience esprit de corps throughout his first four years while enlisted, which he says left a lasting impression on him.

"As much as I enjoyed the Army, I promised my mother I would go to college," said Couturier. "While I was in college, I saw cadets from the Reserve Officers' Training Corps and again wanted that feeling of brotherhood."

Couturier earned a Bachelor of Science in ocean engineering, a Bachelor of Arts in German and a Master of Business Administration at the University of Rhode Island, in addition to becoming commissioned as an Army officer.

"I chose ocean engineering because I grew up on the water and wanted to stay near it somehow," said Couturier. "The German degree was more out of curiosity and both degrees were offered together in a program called the International Engineering Program."

Couturier says he chose to earn an MBA as more of a career-building decision.

"The Army offered me the opportunity to obtain a master's degree and raise my first child around the vicinity of my parents and in-laws – typically not an easy feat," said Couturier.

In 2011, Couturier deployed to Joplin, Mo., as the deputy commander for the Joplin Recovery Field Office to assist with the recovery efforts in the aftermath of the devastating tornado disaster.

"As the deputy, I was responsible for making sure staff had everything they needed to operate as a team to accomplish the recovery mission," said Couturier. "In the case of Joplin, the recovery field office staff supported three planning and response teams; debris removal, critical public facilities and temporary housing."

The debris removal team worked to help remove an estimated more than two million cubic yards of debris caused by the tornado. Additionally, the team had established two temporary fire stations, eight temporary schools, and set up a temporary hospital as the tornado had destroyed St. John's Regional Medical Center.

"A career as an officer isn't quite the same experience as that of an enlisted Soldier," said Couturier, "the responsibilities and rewards are much greater."

Prior to joining the Galveston District, Couturier served as the company commander for the 40th Engineering Battalion.

Couturier has been awarded three Bronze Stars, three Army Commendation Medals, two Army Achievement Medals, the Gulf War on Terrorism Expeditionary Medal with Arrow Head, in addition to the Iraq and Afghanistan campaign medals.

Couturier enjoys spending time with his wife Laura, son John and daughter Emily, in addition to riding his motorcycle.

Resources and Risks: Texas Coastal Study to focus on our vital and vibrant coast



A hurricane protection structure in Texas City protected the petrochemical complex during Hurricane Ike. (courtesy photo)

by Southwestern Division Public Affairs

From the natural beaches of Sabine Pass near Port Arthur to the rich diversity of bird and marine wildlife along the Laguna Madre near Port Isabel, the sweep of the Texas coast contains varied and fragile ecosystems juxtaposed with highly industrialized areas that host a national economic powerhouse. The U. S. Army Corps of Engineers Southwestern Division, through its Galveston District, is involved in virtually every mile of the 367-mile coastline, and plays an integral role in both the preservation of Nature's treasures that are a living part of the Texas coastal region as well as serving and preserving the industries that fuel commerce and power our nation.

The Corps has been an active player in the development of the Texas coast for many years, but a milestone was the establishment of the Galveston District in 1880 to oversee river and harbor improvements along the entire Texas coast. Twenty years later, after the Great Storm of 1900, the Corps helped Galveston recover from the deadliest hurricane in American history and build protection against future hurricanes. That protection, the iconic Galveston Seawall, helped

protect Galveston during Hurricane Ike in 2008. Over the years, the Corps' involvement with the Texas coast has seen the construction and maintenance of 1,000 miles of channel with sixteen major deep draft ports along the Texas coast that generate over \$9 billion in federal tax revenue through the handling of more than 500 million tons of cargo annually.

Today the Corps and the Galveston District are looking ahead as they work with the Texas General Land Office in anticipation of a comprehensive study that will bring more than 10 Federal and four state agencies together to identify opportunities to address the growing issues along the Texas Coast. This study, called the Coastal Texas Ecosystem Protection & Restoration Study, will identify a complete body of data and recommend a comprehensive strategy for reducing flood risk through structural and nonstructural measures that take advantage of natural features like barrier islands and storm surge storage in wetlands. The first step in this anticipated study is the Sabine Pass to Galveston Bay Feasibility Study, which will address opportunities to reduce risk and damages to public safety, property, and environmental resources from storms and erosion within the region

of Orange, Jefferson, Harris, Galveston, Chambers, and Brazoria Counties. (See accompanying story on page 37).

Three major elements drive the need for a comprehensive plan: waterborne commerce (Texas ports), the petroleum and chemical industry, and wetlands and coastal ecosystems.

Waterborne Commerce: Texas is the number one state in the nation for waterborne commerce, with four of America's top 10 ports (Port of Houston, Port of Corpus Christi, Port of Beaumont, and Port of Texas City). The Port of Houston is the country's busiest port in foreign tonnage, second in overall tonnage, and tenth worldwide in tonnage. Transiting Texas ports are a vast variety of goods, such as agricultural products grown on Texas farms, petrochemical products, industrial and agricultural machinery, containerized shipments carrying goods for major retailers, Gulf Coast seafood, and foreign manufactured automobiles. Corps construction and maintenance of these ship channels enable the ports to "deliver the goods."

The Corps is responsible for keeping waterways open for navigation and commerce, and the Galveston District maintains 13 shallow draft ports

and 15 deep draft ports, as well as the 423 miles long Texas portion of the Gulf Intercoastal Waterway, for a total of 760 miles of shallow draft and 240 miles of deep draft.

Petroleum and chemical: Texas leads the nation in petroleum refining and chemical products production, and is a global leader in the closely related petrochemical industry. Long known as the petroleum-rich state, Texas' 26 refineries lead the nation in both crude oil production and refining. With a refining capacity of more than 4.7 million barrels of crude oil a day, Texas accounts for 27 percent of the nation's total capacity. Houston is known as the energy capitol of the nation and is home to more than 3,700 energy-related companies, including 16 of the nation's top 20 oil pipelines.

The Gulf Coast chemical plant and refinery complex is the largest petrochemical complex in the world and home to over 400 chemical plants, which employ approximately 33,000 Texans. The complex provides for the convenient and cost-effective transfer of the fuel and chemical products shared among plants, storage terminals, and transportation facilities by way of an extensive pipeline network. Houston alone accounts for over 40 percent of the nation's base petrochemical manufacturing capacity.

Wetlands and coastal ecosystems. The Texas Gulf Coast has some of the most abundant and diverse wetlands in the world, including critical coastal ecosystems of 3.9 million acres of wetlands, 235,000 acres of sea grass, 367 miles of sea turtle nesting habitat, 380,000 acres of piping plover critical habitat, and 328 square miles of whooping crane critical habitat, as well as 21 state and Federal wildlife refuges. Aransas National Wildlife Refuge in Texas is the migration ground of most of the world's whooping cranes in the wild. Padre Island National Seashore

in Texas is the nation's longest stretch of undeveloped beach. An estimated 4.1 million acres of wetlands existed on the Texas coast in the mid-1950s. By the early 1990s, wetlands had decreased to less than 3.9 million acres including 3.3 million acres of freshwater wetlands and 567,000 acres of saltwater wetlands.

All of these components of our productive and prosperous Texas coast are increasingly vulnerable to storm surge, flooding, wind damage, and the effects of sea level rise. These very vulnerabilities are the impetus for planning and investing in a comprehensive plan to make communities, ecosystems, and



An aerial shot of the Port of Houston, one of the Nation's top ten ports (courtesy photo, Port of Houston)

industries along the Texas coastline more resilient and sustainable.

In addition to the coastal mission of maintaining the waterways for navigation, the Corps also plays a role in two major areas: hurricane and storm protection, and shoreline erosion.

Hurricane and Storm Protection: Galveston District maintains three Hurricane Protection Structures, located in Port Arthur, Texas City, and Freeport. These structures have prevented more than \$36 billion in cumulative damages. Though some damage was reported after Hurricane Ike, these structures—particularly the Texas City Hurricane Protection Structure—were all that stood between Hurricane Ike and such valuable assets as the petrochemical complex in Texas

City in 2008. Ike was the third most destructive hurricane ever to hit the U.S. If it had hit 30 miles further south, the storm surge would have been between 20-25 feet in the Houston Ship Channel—a disastrous impact. The U. S. Coast Guard has estimated that a one-month closure of a major port like Houston would cost the national economy approximately \$60 billion

Shoreline Erosion: Of the 367 miles of shoreline, more than 60 percent has been identified by the Texas General Land Office as subject to high rates of erosion, some of the highest rates in the Nation. The Corps has estimated that

60 percent of the Texas shore is eroding, 33 percent stable and seven percent is advancing. The Texas coast suffers up to 10 feet of shoreline loss per year, and the GLO estimates that 225 acres of topsoil wash into the Gulf each year.

All of these elements and Corps missions intersect with the interests of state agencies like the Texas General Land Office as well as

other Federal agencies and underscore the need for a comprehensive assessment of the entire Texas coast.

What depends on it? Forty percent of the Nation's petrochemical industry, 25 percent of national petroleum-refining capacity, deep and shallow draft ports, critical transportation infrastructure and delicate ecosystems. All will continue to be at risk without a comprehensive plan to restore and maintain a robust coastal ecosystem aimed at reducing storm damage to communities, industries, and the environment. The future depends on it too. A strong economy and a healthy coastal ecosystem are no small gifts to pass on to our children and grandchildren.

Galveston District multi-agency partnership keeps commerce moving along the Texas coast

by Galveston District Public Affairs

A network of 31 tidal data collection stations located between South Padre Island and the Sabine and Neches rivers, known as the Texas Coastal Ocean Observation Network (TCOON), aids the U.S. Army Corps of Engineers Galveston District in keeping federal waterways open for navigation.

Entrusted with maintaining 1,000 miles of channels along the Gulf of Mexico, the Galveston District partnered with the Conrad Blucher Institute for Surveying and Science at Texas A&M University Corpus Christi – manager of TCOON– to gather data necessary to convert its tidal datum from Mean Low Tide to Mean Lower Low Water, a uniform chart datum widely accepted by mariners and used to calculate vessel-under-keel clearance when transiting ship channels and other navigable waterways.

“Tidal data collected and disseminated by the TCOON (a cooperative agreement among the Galveston District, National Oceanic and Atmospheric Administration, Texas General Land Office and Texas Water Board) will be used in the conversion to MLLW slated for spring 2013,” said Galveston District Chief of Navigation Chris Frabotta. “The conversion to MLLW is guided by updates in legislation and Corps regulation, to allow for nationwide consistency with NOAA charts as required by the Water Resources Development Act of 1992.”

An annual multi-agency meeting will be held at the Galveston District’s headquarters July 19, 2012, to discuss ongoing operations and maintenance of TCOON and other initiatives including the Corps’ conversion to MLLW.

“The Corps implements consistent methodologies using state-of-the-art technology to ensure the most accurate information is used

in coordination with its navigation projects,” said Michael Sterling, Ph.D., chief of the Galveston District’s Hydraulics and Hydrology Branch. “With sea level change and high historical rates of subsidence along the Texas coast, providing water level relative to MLLW will provide a consistent reference to the changing water surface.”

According to Sterling, tidal data gathered to establish the MLLW standard is crucial to the Corps’ operations and maintenance program on the Texas coast.

“This is an elite system of platforms collecting tidal data records using MLLW datum. However, additional tidal gauges are needed to determine MLLW in unmonitored areas, particularly along the Gulf Intracoastal Waterway,” said Sterling. “To relate MLLW to the currently used MLT datum, each tidal gauge needs to be referenced to surveyed land benchmarks.”

With the nation facing a series of budget reductions, the Galveston District actively seeks to strengthen partnerships to more efficiently provide vital public engineering services to the nation.

“Established as an entity of the State of Texas in 1991, TCOON data collection began in support of the Natural Resources Act to collect water level and meteorological data along the coast of Texas,” said James Rizzo, Assistant Director of Operations, Division of Nearshore Research at Texas A&M University Corpus Christi. “Realizing the data collected by the network followed all NOAA standards, the Corps became a major partner with TCOON as the information supported surveying and dredge maintenance projects.”

According to Rizzo, the partnership of all TCOON sponsors is invaluable, as not one agency in the network could create the data

on its own without the technical knowledge and financial support of each respective organization, saving taxpayers upwards of \$1 million annually in maintenance costs each year.

“Each agency supports the network with financial contributions, reducing the amount each agency must commit while still having the data from all stations available for use on their respective projects,” said Rizzo. “As the network has evolved over the past 25 years, it’s difficult to place a cost on TCOON; however, it’s estimated that replacing the network would be in the millions.”

“With Texas ports ranking first in the nation in waterborne commerce and handling nearly 17 percent of all of the nation’s port tonnage, it’s imperative the Corps execute its mission of keeping waterways open for navigation,” said Frabotta. “The information supplied by the network provides invaluable navigation-related data that enables the Corps and our stakeholders to keep cargo moving along the Texas coast and supply commodities to the nation.”

According to Frabotta, the Galveston District is responsible for maintaining federal navigation channels for four of the top 10 ranked ports in the United States with respect to tonnage.

“We understand the national, regional and local significance that waterborne commerce has on the nation and the State of Texas and we work diligently to ensure safe and reliable channel availability,” said Frabotta. “The Galveston District monitors and maintains the federally-authorized navigation channels along the coast of Texas, removing approximately 30-40 million cubic yards of shoaled sediment at a cost of approximately \$100 million per year.”



Galveston District's partnership with Trinity River Authority saves time, money

Lake Livingston Dam (Galveston District photo)

by Galveston District Public Affairs

With a rich history of water management, the Trinity River Authority is known for providing services to more than 60 cities in the Trinity River basin and for supplying approximately 70 percent of the water for the City of Houston. But what you might not be aware of is that the TRA partnered with the U.S. Army Corps of Engineers Galveston District in 1977 to issue permits at the Lake Livingston Project, saving permit applicants a substantial amount of time and taxpayers thousands of dollars each year.

"We have empowered TRA with the authority to issue general permits and make decisions that are compliant with both of our regulations," said Compliance Section Chief Kenny Jaynes, Galveston District. "Our mutually beneficial relationship enables us to minimize the bureaucratic involvement and expedite the permitting process."

In addition to streamlining the permitting process, TRA's partnership alleviates Corps' regulators from spending hundreds of hours each year on the road and enables 15 permit evaluators to spend more time evaluating approximately 1,500 permit applications that cross their desks each year.

"It's obviously inefficient for the Corps' staff to drive two to four hours up here every time someone wants to build a houseboat," said Area Administrator Richard Gerard, Lake Livingston Project. "The Corps

relies on TRA to be its eyes and ears on Lake Livingston and we are happy to be of service."

Encompassing 83,000 surface acres with 463 miles of shoreline, the Lake Livingston Project boasts 3,873 permitted structures (as of May 2012). Additionally, last year was one of TRA's busiest for issuing permits.

"There are structures being built and modified all the time on Lake Livingston," said Jaynes. "On average, a couple hundred permits are issued each year on Lake Livingston. That's a lot of traveling and as a result, TRA's assistance saves us a tremendous amount of time and money."

For the residents and businesses along the shoreline, TRA's involvement in the permitting process results in a quicker turnaround time.

"The general permit certainly saves time for applicants," said Gerard. "If there are no outstanding issues, we usually approve the application in three to five business days."

With more than 700 miles of coastline, rivers, channels and lakes to oversee, the Galveston District's Regulatory Branch staff is thankful for TRA's continued commitment in going the extra mile to combine resources and assure maximum value added to the nation and to the Corps' biggest stakeholders – the American public.

"TRA is a very valuable partner," said Jaynes. "The Corps' relationship with TRA is phenomenal and this partnership is very much a success story."



THROUGH THE STORM: How SWD IS REDUCING FLOOD IMPACT IN FINANCIALLY CHALLENGING TIMES

by Ken Conley and Rob Newman, Southwestern Division, Planning Division

In 2008, the aftermath of Hurricane Ike left the city of Galveston in disarray and the Southwestern Division Sabine Pass study at a standstill. Today, with less money to work with, the Corps is looking at new ways to carry on the study within the confines of the Civil Works transformation guidelines. (courtesy photo)

The Sabine Pass to Galveston is one of a number of Texas Coastal Studies that are focusing on flood risk reduction, hurricane and storm damage reduction, and aquatic ecosystem restoration. The focus of the study is wide in scope and is a feasibility study focusing on ways to reduce impacts from storm surge with measures that encompass the shore protection and ecosystem degradation problems along the upper southeast Texas coast.

In August, the U.S. Army Corps of Engineers Galveston District hosted a week long charrette which was attended by representatives of the Galveston District, Southwestern Division, USACE Headquarters, the Coastal Storm Damage Planning Center of Expertise, the Engineer Research and Development Center, Institute for Water Resources, Office of Water Project Review, General Land Office (local sponsor) and numerous other USACE representatives from across the nation.

The purpose of the charrette

is to come up with a new study approach that falls in line with the new civil works transformation guidelines which state that all feasibility studies should be completed within a target of 18 months - but no more than three years, at a cost no more than \$3 million, utilizing three levels of vertical team coordination, and of a reasonable report size.

After Hurricane Ike in the fall of 2008, the Sabine Pass project study cost escalated from about \$3.7 million to \$6.8 million, but the study was discontinued at that time due to the sponsors need to focus on recovery efforts.

The originally Sabine Pass study purpose was to evaluate the storm damage effects due to hurricane and tropical storms on the Gulf shoreline of Galveston and Jefferson counties in southeast Texas and the original scope only evaluated projects on the coast.

The end result of the week long charrette was twofold. First, all of the attendees received a better

understanding of the organizations intent under the new SMART Planning process and the changes that will be necessary to realize success. Second, numerous plans were identified that, once a cost sharing agreement is reached with the sponsor, have the potential for successful storm damage reduction. Data collection efforts will begin and an initial evaluation will be performed in the first couple of months after study initiation. These results will then be coordinated with the vertical team and efforts necessary to identify the tentatively selected plan will be further developed.

The study will provide recommendations for future actions and programs to reduce storm damage, improve the information available to coastal planners and engineers, and be used by various agencies to help preclude further structural and ecosystem degradation. Additionally, the scope of the study has now been expanded under the new effort to evaluate surge reduction measures in the six coastal counties in the same

region including Orange, Jefferson, Chambers, Galveston, Brazoria and Harris Counties.

Civil Works Transformation and Planning Modernization

The Southwestern Division is right in the midst of implementing Civil Works Transformation through planning modernization efforts. In addition to having the two pilot studies that were discussed in the Summer 2012 Pacesetter edition, the Galveston District and SWD staff completed the Sabine Pass to Galveston Bay Rescoping Charrette in August 2012 utilizing SMART Planning. To meet current and future challenges and address water resources needs for the nation, the U.S. Army Corps of Engineers has initiated an effort to transform its Civil Works program to improve performance and responsiveness, increase customer satisfaction, public trust and confidence, improve readiness, and maintain a competitive edge.

Transformation will promote enhanced capabilities and greater involvement, ownership, concurrence and commitment among internal USACE team members, local sponsors and partners. The four pillars of the civil works transformation encompasses modernizing the project planning process; enhancing the budget development process through a system-oriented watershed approach, collaboration and innovative financing; evaluating current and required portfolio of water resources project through a smart infrastructure strategy to deliver solutions to water resources problems; improving method of delivery to produce and deliver critical products and services through water infrastructure and other water resources studies.

Modernizing the Corps Feasibility Study Process:

Planning modernization is a central component of the Civil Works Transformation efforts. The role of planning modernization in the transformation effort is to complete high

quality feasibility studies with shorter timeframes and lower costs. The planning modernization process will emphasize execution, instill accountability, and improve the organizational and operational model regionally and nationally to ensure consistent quality. The effort will improve planner knowledge and experience through additional mandatory training, professional certification, and an update of planning processes and planning guidance. This new approach for development of projects will result in improved management, performance, execution, and timely delivery of solutions to water resources needs.

Measures under the modernization process for 3x3x3 include the following rules: All feasibility studies will be scoped with a target date not to exceed three years; the target cost for a feasibility studies isn't expected to exceed \$3 million; the study team will use all three levels of the vertical team (RIT, MSC, HQ); when appropriate the main report of the feasibility report should be 100 pages or less and any projected schedules or budget that exceed these proposed guideline will have to be approved by HQ, USACE.

Path Forward -- "Where are we going?"

SWD continues to move forward with the overarching concept of Civil Work Transformation on most

of our Feasibility Studies to enhance the project planning process to inform Congress as it makes decisions for authorizing and funding water resources investments for the Nation. We are working towards continual improvement of the processes and products that support timely and sound decisions regarding our Nation's water resources needs.

In addition to the new planning modernization process for civil works, SWD will also continue to utilize the watershed/systems approach when developing water resources projects. In accordance with EC 1105-2-411, USACE will conduct watershed planning and prepare watershed plans under Section 729 of WRDA 1986, as amended and other specifically authorized watershed planning authorities.

By utilizing a watershed approached for planning, developing, and budgeting for water resources it allows the flexibility of moving from project-specific projects to a range of projects that can provide benefits to entire systems, encompassing a host of aquatic and terrestrial eco-zones and habitats. The Texas Coastal Studies are a great example of a variety of projects enhancing inland watersheds that lead to and are vital components of the Texas Coastal tidal and coastal region that provide vital resources to the national from a natural resources and economic perspective.



The Sabine Pass to Galveston Bay Project study area

Montgomery Point Lock and Dam ensures system available during low-water conditions



Montgomery Point Lock and Dam control tower in the water during the flood of 2008. The control tower is built to withstand large fluctuations in the water surface elevation. (Little Rock District photo)

by Little Rock District Public Affairs

Montgomery Point Lock and Dam Ensures System Available During Low-Water Conditions

During this year's unseasonably dry summer the McClellan-Kerr Arkansas River Navigation System functioned as designed ensuring a 9-foot channel for barge traffic moving through the system.

Because water levels on the Mississippi River dropped so low the crest gates at Montgomery Point Lock were used this summer for the first time since 2008.

Located on the lower section of the MKARNS near Tichnor, Ark. Montgomery Point Lock and Dam was put into service in 2004, solving the low-water problem in the area by eliminating the recurrent navigation restrictions and reducing dredging needs by more than 90 percent.

When the Mississippi River water levels start getting low the White River, which flow into the Mississippi, drops too.

Montgomery Point Lock and Dam features "first of its kind" hydraulically operated gates. When the tail water is at elevation 115 and rising, the dam gates are flat on the bottom of the river and barge traffic passes over the gates in the navigation pass spillway to minimize lockages saving time and money.

When the tail water is at elevation 115 and pro-

jected to fall, the 10 dam gates are raised to ensure a 9-foot pool behind the dam which forces barge traffic through the lock instead of over the gates.

It took many years of planning and construction to complete Montgomery Point Lock and Dam. However, if it had not been built, millions of dollars would have been spent on dredging the lower end of MKARNS to ensure the channel stayed open during dry weather years.

The design of Montgomery Point makes positioning the gates less labor-intensive for the lock operations crews, because all gate changes can be completed with the push of a button. The design also has most of the operating equipment housed in the gallery to keep it dry which cuts down on the damage due to weathering.

Another noteworthy design feature is that the entire lock and dam, except for the control tower is completely below the top banks of the channel. During very high water conditions, the structure is submerged, except for the control tower. Because of its location, the project was designed to withstand large fluctuations in the water surface elevation. The water surface at Montgomery Point has fluctuated from elevation 104 to 172.

Although the design is rarely used it paid off this summer by keeping the MKARNS flowing and the economy going. The same cannot be said for many of the Midwestern state's river and streams.

A first for MKARNS lock: Chouteau Lock gets new pintal ball



A Tulsa District crew member moves the custom-made pintal ball into place under the dam gate. It is the first time such work has been performed on a lock and dam along the McClellan-Kerr Arkansas River Navigation System. There were no existing replacement parts available for this work at Chouteau Lock and Dam 17 in Chouteau, Okla., so crews were forced to wait until the actual placement of the part to know if it would fit, which it did. (Photo by Rodney Beard)



Southwestern Division U.S. Army Corps of Engineers Commander Brig. Gen. Thomas Kula, center, and Tulsa District USACE senior leaders and workers stand in the dewatered Chouteau Lock 17 in Chouteau, Okla. August 28, 2012. The Tulsa District team replaced the pintal ball on the gate to the lock's dam, completing the work ahead of schedule and with minimal disruption to navigation traffic along the McClellan-Kerr Navigation System. (Photo by Capt. Ian Minshew)

by Sara Goodeyon,
Tulsa District Public Affairs

Work involving the repair of a major component of a lock along the McClellan-Kerr Arkansas River Navigation System was recently completed ahead of schedule by the Tulsa District U.S. Army Corps of Engineers.

The work involved the removal and replacement of a pintal ball at Lock 17 at Chouteau, Okla., This was the first time such a repair has been performed to a lock on the MKARNS. The entire lock was emptied of water, an operation referred to as "dewatering," so that the dam gate could be lifted for the removal of the pintal.

Impact to commercial operations along the navigation system was kept to a minimum through extensive planning, spanning several months, in an effort to close the lock for three weeks or less. The lock closed August 27 and reopened to river traffic Sept. 6, with crews scheduled to continue any other required work between traffic.

"The completion of the repair

work and the reopening of Lock 17 to river traffic ahead of the scheduled three-week closure was an absolutely amazing effort by an incredible crew," said Col. Michael Teague, commander, Tulsa District USACE.

The need for the repair was discovered during a routine dewatering of Lock 17 in 2009. Since such work had never been done in the district, engineers had no plans or drawings to follow. Tulsa District crews used a process known as "reverse engineering" to develop five different scenarios and contingencies for the removal of the damaged pintal.

Obtaining replacement parts also proved to be a challenge. There were no existing replacement parts available "off the shelf," thus requiring the team to design the parts and have them built to order. This raised the possibility that the custom parts might not be an exact fit, something the team might have to learn the hard way during the scheduled three-week dewatering. As evidenced by the early completion of the work, the pintal did

fit, and it proved to be a success in civil engineering and planning for the Tulsa District team.

"Crews finished all below-water level work late Wednesday evening, Sept. 5. We pulled all pumps, bulkheads, and stop logs, and watered the chamber back up Thursday, Sept. 6," said Kenneth Todd, MKARNS navigation operations manager.

Lessons learned from this repair project will be put to use for other repairs to locks along the MKARNS; it is an aging system, and all locks in the system have symptoms of wear and tear, such as the grinding and vibrations created by metal-against-metal when the gates are opened and closed.

The MKARNS is a 440-mile waterway that links Oklahoma and the surrounding five-state area with ports along the nation's 25,000 mile inland waterway system all the way to New Orleans and the Gulf Intracoastal Waterway. About 13 million tons of cargo is transported annually along the system. automatic returns

PACESSETTER POINTS



Congratulations

Fort Worth's Rebecca Ward, Project Engineer, Lackland AFB Resident Office was selected to represent Southwestern Division at the 24th annual HENAAC/Great Minds STEM conference in October.

Congratulations to the following Fort Worth District team members who completed the Department of the Army Lean Six Sigma Green Belt training: **Santiago Rosales, Benoit Palmer, Norman Lewis, Curtis Bass, Jonathan Celone, John Cade McCloud, Lauren Fagerholm, Dorie Murphy**

Congratulations to **Galveston District** for being recognized July 31 with the Galveston Island Nature Tourism Council's Nature Service Award for its ecosystem restoration initiatives at the Corps Woods and the East End Lagoon Project in Galveston, Texas.

Deputy Commander Maj. (P) Marty Maldonado, Galveston District, for his selection to lieutenant colonel.

Brandon Smolinsky on his promotion to a supervisory civil engineer in the Galveston District's Resident Office, Northern Area Office.

Lynn Vera on her selection as an operations manager for the Inspection of Completed Work Program in the Project Operations Branch.

Dwayne Johnson on his selection as Southwestern Division Regulator of the Year.

Pete Perez for his recent selection to serve as the acting regional business chief for the USACE Southwestern Division.

The Chief Counsel's 2012 Honorary Awards were announced September 9. Tulsa District's Office of Counsel attorney **Stephanie Darr** won an E. Manning Seltzer Award, which recognizes an attorney who has made one or more special contributions to the Corps Legal Services Mission.

Raye Thornton, Tulsa District's Office of Counsel Paralegal, won the Keystone Award, which recognizes the professionalism and indispensable role of non-attorneys who perform in the successful accomplishment of the Corps Legal Services Mission.

Linda Morris, Deputy for Small Business at Tulsa District, was presented the 2012 Advocate of the Year award by the Oklahoma Native American Business Enterprise Center Aug. 23 during the Minority Education Development Week held at the Hyatt Regency in Tulsa. The award

is presented annually to an individual who represents and works on the behalf of Native American Businesses to gain government contracts.

We have a winner...or three! Congratulations to Little Rock's **Mark Harris, Jackie Ethridge, and Kathy Jones** for submitting designs that were combined to create this year's Civilian Recreation Association T-shirt.

Congratulations to Little Rock District's **Jim Sandberg** who has been selected as this year's Operations Project Manager Community of Practice Advisory Board Chair.

Congratulations to Little Rock District's Greers Ferry Park Ranger **David Moore** for receiving the 2011 Belinda Byrns Interpretive Water Safety Award for his enthusiastic approach to boat patrols and water safety.

Arrivals

Welcome to the US Army Corps of Engineers **Cadre of Continuous Process Improvement practitioners**. You are joining an elite team of experts, uniquely qualified and trained to Army standards to lead and facilitate customer focused improvements for the Corps. Essayons!!

Welcome to Galveston District **Capt. Derek A. Thornton, Joshua Adekanbi (redeployed), Leslie Olson, Suetta Jackson-Smith and Terry Baustita**

Southwestern Division Office would like to welcome the following employee's: **Gene Embry, Lynn Ray, Henry Gan, Jeffrey Watts, Constance Williams, Paris Embry, Pete Perez, Robert Slockbower, Brett Ulekowski, John (Tony) Jettinghoff and Travis Cooley.**

Departures

Galveston District would like to bid adieu to **Carlos Tate, (deployed), Carolyn Anthony, Eric Wilmore (retired), Frank Jordan (retire), Gary Owens (retired), Harley Rowe (retired), Jim Stamford (transferred), John Eugino (retire), John Plymale (deployed), Joshua Stover, Lee Coe (retire), Linda Fredendall (retire) and Louis Esqueda (deployed).**

Southwestern Division Office would like to bid adieu to the following retiree's: **Virginia Satarino, Elizabeth Beat, Maureen Weller and Gloria Pena.** And would like to say good luck to the following departee's: **Maggie Rivera, Steven Caparco, Trayce Nelson, Cameron Miller, Charlotte Waldron and James Hannon.**

Photo



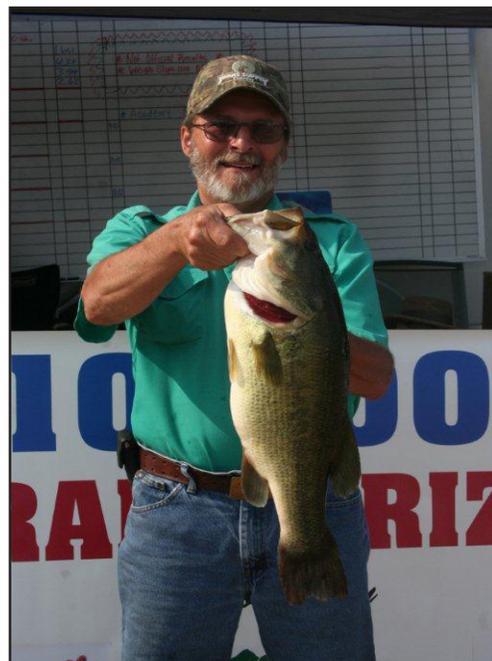
Review



Bryan Kotalik, Quality Assurance Representative, briefs Lt. Gen. Thomas P. Bostick, Chief of Engineers and Col. Charles H. Klinge, commander, Fort Worth District, during the Chief's two-day visit to the district. Bostick met district team members, toured current and recently completed projects on Fort Hood and Joint Base San Antonio - Fort Sam Houston. The 53rd Chief of Engineers recognized team members and held a town hall meeting at the San Antonio Area Office. "Thanks for the hard work, dedication and how you represent the Army values and professionalism," said Bostick. "This is where the work really happens, at the districts. When you look at all you do and have done, you should be proud."



Southwestern Division, Tulsa District and Galveston District all recently launched newly designed websites that provide more information in a multimedia, easily navigable format. The new website redesign is part of a Corps-wide web migration in an effort to communicate more transparently. The Districts and Division redesigned sites' home page web addresses remain the same, though many sub-pages web addresses have changed. You can access all the District web pages from the Division website at: <http://www.swd.usace.army.mil>



The Arkansas Big Bass Bonanza is the states' largest amateur bass tournament. The bonanza takes place on the McClellan-Kerr Navigation System from the states western border with Oklahoma to the eastern edge where the Arkansas River runs into the Mississippi River. The tournament generates protection, conservation and preservation awareness for the Arkansas River. During the event, fisheries biologists hand out oxygenated bags containing largemouth bass fingerlings at each of the five weigh-in sites for anglers to release along the river. Up to 500,000 largemouth fingerlings have been released since the tournament started in 2006.