



Winter 2014

Southwestern Division

P a c e s e t t e r

Volume 9, No. 4



*'Tis the
season
to be a
Pacesetter*

SOUTHWESTERN

DIVISION

PACESETTER

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On the cover

'Tis the season to be a Pacesetter. Happy holidays from the Southwestern Division.

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Behind every successful project stand the people of SWD

Brig. Gen. David C. Hill Southwestern Division Commander

This time of the year is often a period of retrospect, as the world around us is caught up in a year-end holiday season that calls for year-in-reviews and resolutions for the New Year. But for those of us in the Federal sector, we are already well into the first quarter of the new Fiscal Year and have our sights well set on the challenges that await us. So we operate in these dual worlds of calendar years and fiscal years, often with our personal lives focused on the holiday season and our professional lives focused on the new fiscal year with its new regional priorities for our Southwestern Division.

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As your Southwestern Division commander, it has been my great honor to lead you now for approximately half a calendar year, and one quarter of a fiscal year! That's a short time--made more abbreviated by Army General Officer requirements that caused me to be at the Army War College recently—but enough time for me to see the tremendous accomplishments that you can lay claim to. Here are a few quick examples of your work that contributed great value to our communities and our Nation's security in Fiscal Year 2014:

- You initiated the first new start studies and construction projects since FY 2010 with the Houston Ship Channel and Comprehensive Coastal Texas studies and the Lower Colorado River Basis Phase I, Onion Creek, Austin, Texas study.
- You executed the Project Partnership

Agreements for the Onion Creek Study and the Half Moon Reef Nature Conservancy.

- You completed the Dam Safety Modification Studies for the Buffalo Bayou (Addicks and Barker), Texas, and Pine Creek, Okla., Dam Safety projects.
- You focused Public/Private Partnerships on infrastructure sustainability:
 - Executed nine sub-agreements with the Southwestern Power Administration for acceptance of \$12.4 million for major capital improvements at existing hydropower projects.
 - Received \$6 million of contributed funds from the Oklahoma Department of Transportation for the replacement of the Tenkiller Spillway Bridge.
 - Held visioning Sessions with stakeholders and users associated with the McClellan-Kerr Arkansas River Navigation, Multi-purpose Reservoirs, and Texas Coastal initiatives.
- You were responsible for 11 Military Construction projects with a combined programmed amount of \$233 million.
- You continued construction on three major hospitals, valued at \$2 billion: Fort Hood Hospital, Fort Bliss Hospital, and Lackland Ambulatory Care Center.

See **Execution** on Page 5

Execution

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- You executed contract awards for over \$600 million in Sustainment, Restoration and Modernization work for installations, including runway repair at Little Rock AFB and renovations at Keller Army Community Hospital.
- You completed more than 6,600 regulatory permit actions and nearly 4,000 jurisdictional determinations.
- You awarded more than \$607 million in contracts to small disadvantaged businesses, leading the entire Army Corps of Engineers.

I deliberately started each bullet (and these are the proverbial tip of the iceberg) with “you”, because all of these mission accomplishments could not have happened without you. Execution is the key to our mission accomplishment in the Army Corps of Engineers, but behind every project are men and women of immense talent and skills who bring these projects to completion. You are a highly professional, well-educated workforce, carrying the proud history and reputation of the Army Corps of Engineers with you. Nationally, 28.8 percent of Americans hold a bachelors degree or higher. Within SWD, that number is 45 percent, and 71 percent of our Pacesetter team has some college, up to and including post doctorate work.

When the SWD leadership met in Galveston for Command Week in October, one key topic was our SWD Azimuth and FY 15 Regional Priorities, which you can read on Page 30. Always woven into our Priorities are the people of SWD, the current and future workforce. You have heard a lot about our multigenerational

workforce and the changes that must happen in our work environment in order to recruit and retain new generations of employees. What we also must do is maintain a work environment in which all of our employees feel safe and free from harassment and hostility.

There is another set of priorities I would like to draw your attention to: the Secretary of the Army Top Priorities. These priorities were published on Oct. 30, 2014, and were disseminated throughout the Army, including the Army Corps of Engineers. If you have not seen them, they are available on our website at www.swd.usace.army.mil. Secretary McHugh’s top priority for FY 15 is “Prevent Sexual Assault.” It is also one of my top priorities, and I ask you to make it yours.

As our FY 15 Azimuth and Priorities highlights, we all aim to ensure SWD is a “respected organization that develops and cares for our people.” To achieve this goal, WE cannot accept an environment that tolerates sexual harassment or sexual assault anywhere. WE must all embrace our responsibility to Intervene, Act and Motivate, consistent with our brand—a respected organization within our proud Army. I commend to you the article by our EEO staff director, Dr. Ann Bargains, on Page 6, which gives some good background information. Please read it and give some thought and consideration to this topic.

On behalf of the entire SWD leadership, thanks for a tremendous job in 2014, and a great start to Fiscal Year 2015! You can be proud of what you accomplished, and I ask you to join together to make the next year even more significant for all those we serve.

“Execution is the key to our mission accomplishment in the Army Corps of Engineers, but behind every project are men and women of immense talent and skills who bring these projects to completion.”

--Brig Gen. David C. Hill

Sexual Harassment, Assault: See It! Report It! Stop It!

By Ann Bargains, PhD
Chief, Equal Employment and Opportunity
Southwestern Division

Sexual harassment is a form of sex discrimination and a violation of Title VII of the Civil Rights Act of 1964. According to Army's policy on sexual harassment, it violates acceptable standards of integrity and conduct required of all Army personnel – military and civilian.

Sexual harassment is defined as unwelcome advances, requests for sexual favors, and any other verbal or physical conduct of a sexual nature when 1) submission to or rejection of such conduct is used as a basis of employment decisions; 2) submission to such conduct is made a term or condition of employment or, 3) such conduct unreasonably interferes with job performance or has the purpose or effect of creating a hostile, offensive, or intimidating work environment.

There are two types of sexual harassment – quid pro quo and hostile work environment. Quid pro quo is considered a “tangible action” form of sexual harassment. The demand for sexual favors is tied to a tangible benefit of the job – in return for job benefits, or this for that. Hostile environment occurs when the harassing conduct unreasonably interferes with job performance, or creates an intimidating, offensive or hostile work environment.

Sexual harassment can take any or all of these forms - physical, verbal or nonverbal. Third party sexual harassment is a collateral-effect of harassment. This means that someone other than the intended victim of the harassment is affected. Any person who suffers a harm, is offended by the harassing conduct or believes that his/her work environment has become hostile or intimidating due to the harassing conduct, can claim sexual or hostile environment harassment.

Oh, by the way – employers can be held liable for the harassing conduct, but only when based on the following standards: 1) the employer knew or should have known about the harassing behavior and took no action; and 2) the employer failed to prevent or take immediate and appropriate action to correct the conduct. You see, the employer is liable for the actions of its employees. There are actions the employer can take that can relieve it of liability: 1) ensure ALL

Army Values and the Prevention of and Response to Sexual Harassment and Sexual Assault.

LOYALTY – NO always means NO

DUTY – Set the Standard of Conduct

RESPECT – Silence doesn't mean Consent

SELFLESS SERVICE – Assess, Discern and Mitigate

HONOR – Without Consent, it is Sexual Assault

INTEGRITY – Sexual Assault is a Crime

PERSONAL COURAGE – Be a Leader, not a Passive Bystander

employees receive sexual harassment training; 2) develop and disseminate sexual harassment policies; 3) take immediate and appropriate actions when incidents occur; and 4) where the victim took no reasonable care to avoid the conduct/harm or did not take advantage of any preventive or corrective opportunities provided by the employer. Harassers can always be held liable.

Sexual assault is intentional sexual contact, characterized by the use of force, physical threat, the abuse of authority, or when the victim does not or cannot consent. It is any unwanted, forced or coerced sexual act and a violation of the law. Sexual assault is not about sex – it is a crime of violence where sex is used as a weapon, motivated by the desire to have power and control over the victim. This means that sexual assault is a criminal offense, punishable by law.

Sexual assault may take the form of rape and aggravated sexual assault, forcible sodomy, and aggravated sexual contact and wrongful sexual contact.

Rape and aggravated assault is where the victim is taken advantage of by force through fear, by being rendered unconscious, or where they have been given drugs to render them unconscious or out of control of their body. It is taking advantage of a person that is too incapacitated to provide consent.

Forcible sodomy is sodomy by force without consent.

Aggravated sexual contact and wrongful sexual contact involve non-consensual touching which may

See **Assault** on Page 7

District uses LiDAR for topography, dredge material capacity along Texas coast

By Galveston District
Public Affairs Office

The U.S. Army Corps of Engineers Galveston District will begin implementing mobile Light Detection and Ranging (LiDAR) survey data technology along the Texas coast this month to survey dredging placement areas, assist with hydrographic surveys and collect data that will help analyze beach erosion.

“The use of mobile LiDAR will aid the district’s analysis of dredged placement areas, beaches, jetties and levees and will also give the district an additional tool to help make informed decisions about our projects,” said Rick Vera, USACE Galveston District geospatial manager. “This can benefit us and others by providing newly acquired mobile LiDAR data for small areas that are too costly for aerial mounted LiDAR sensors.”

Last year, the district contracted out technical services to perform data collection at 32 dredging placement areas at various locations along the Texas portion of the Gulf Intracoastal Waterway that was used in the development of a dredged material management plan for the GIWW High Island to Brazos River Project.

“This survey data assisted us in determining the current topography and dredge material capacity of each placement area, including semi-confined and open water placement areas,” said Dennis Thomas, a project manager with the USACE Galveston District. “It also helped to ensure adequate placement area capacity exists for future dredging activities.”



Timmy Walls, U.S. Army Corps of Engineers hydro surveyor, and passenger Frank Ferber, Trimble Canada, test the district’s new mobile LiDAR collection platform along a placement area at Pelican Island. Ferber explains how to verify fixed Global Positioning System lock prior to enabling the two lasers to begin the LiDAR scanning process. Once enabled, the LiDAR unit collects 76,000 points a second in a grid of 1.5 by 1.5 feet. (Courtesy photo)

According to Thomas, LiDAR is an optical remote sensing technology that can measure the distance to, or other properties of, targets by illuminating the target with laser light and analyzing the backscattered light.

Vera added that staff tracked LiDAR data gathered at these placement areas using Geographic Information Systems (GIS) technology and provided an estimate of available yardage for future dredging contracts noting that the additional layer of information in the GIS system aided staff in improving efficiency in the district’s business processes.

“The challenge we’re faced with now is how to share this data between our computer-aided design and drafting and GIS environments without duplication,” said Vera. “To put it into perspective, we will soon have more LiDAR data than our current enterprise can store.”

While staff collects data, they will continue to work to resolve the knowledge management issue of making this data available to the public and partner agencies.

Assault

Continued from Page 6

involve force, grievous bodily harm, threats, unconsciousness, or the administering drugs.

We all have a responsibility to prevent sexual harassment and sexual assault. Individuals and the organization are at risk when there are incidents of sexual harassment/assault. In some instances, the organization can be held liable for

harassment of individuals by the supervisors.

The bottom line for sexual harassment, whether it’s hostile work environment or quid pro quo, and for sexual assault is that these actions are illegal and those who commit such acts are subject to penalties. If you see it, Stop It! Report It! Don’t be a victim and Don’t

be a perpetrator!

POCs: Sexual Harassment Complaints Manager: Ms Tonia Buxton, SWF EEO Officer at tonia.p.buxton@usace.army.mil or by telephone at 817-886-1321.

Sexual Assault Coordinator: Victor Roberts at victor.l.roberts@usace.army.mil or by telephone at 469-487-7119.

USACE Galveston District makes navigation data available online

By Galveston District
Public Affairs Office

The U.S. Army Corps of Engineers Galveston District will soon finish uploading deep-draft navigation channel data on its hydrographic surveys webpage (<http://www.swg.usace.army.mil/Missions/Navigation.aspx>) and will begin posting the same data for shallow-draft channels it maintains along the Texas coast early next year.

“The Galveston District is tasked with monitoring and maintaining the federally-authorized waterways within coastal

Texas,” said Christopher Frabotta, chief of the Navigation Branch at the USACE Galveston District. “In the current fiscal environment, the district is often not able to maintain these channels to their authorized depths or widths, therefore we need to have the ability to readily provide our navigation stakeholders

the current channel conditions. This website allows us to convey data in a standardized, user-friendly format.”

According to Frabotta, maritime pilots and shippers can now access the channel depth data for several deep-draft channels along the Texas coast online and view hydrographic surveys at the click of a mouse.

“This tool allows the channel users to load their cargo accordingly to obtain the most economic benefit per transit in the ship channel,” said Frabotta.

Staff began making this data available to the public in May 2014 using the Corps’ eHydro Navigation channel condition software to post hydrographic survey data for the channels within the Houston-Galveston-Texas City navigation complex.

“The survey maps you see online are the end product of the Corps’ enterprise eHydro software,” said

Rob Thomas, USACE Galveston District’s Hydraulics and Hydrology-Water Management Branch chief.

“The survey maps provide data including the most recent channel depths, channel boundaries, location of aids to navigation (buoys and markers), channel stationing as well as the latest aerial imagery. This tool allows us to provide consistent survey plots, channel tabulations and produce channel condition reports.”

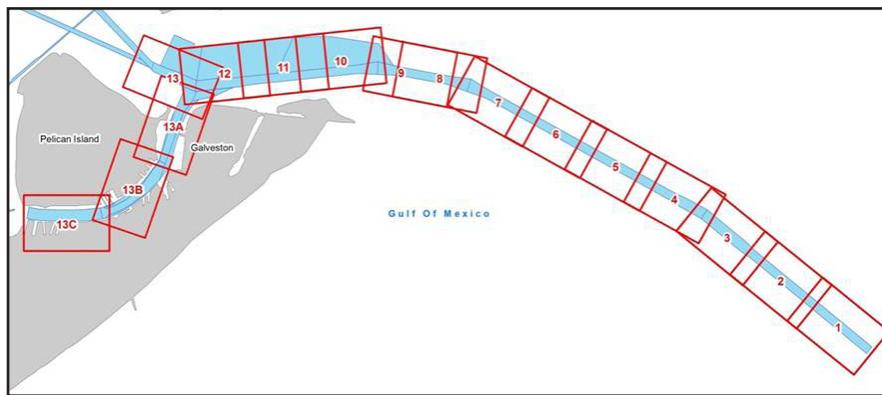
According to Thomas, the software is designed to easily integrate into the district’s normal survey data processing workflow and reduces the time and costs required to produce similar reports. He added that the

district showcased the online hydrographic surveys during the 2014 Dredging Meeting last month and received positive feedback from the navigation community.

“As a state commissioned ship pilot, I absolutely need the most up to date and accurate hydrographic survey information available to ensure

the safe movement of ships into and out of port,” said Capt. Michael Morris, presiding officer of the Houston Pilots. “The new Galveston District survey data website puts the data I need right at my finger tips and certainly will contribute to increasing navigation safety on the busiest waterway in the United States. Houston Pilots appreciates the Army Corp’s focus on customer service and looks forward to using this valuable service enhancement.”

The USACE Galveston District was established in 1880 as the first engineer district in Texas to oversee river and harbor improvements. The district is directly responsible for maintaining more than 1,000 miles of channel, including 270 miles of deep draft and 750 miles of shallow draft as well as the Colorado River Locks and Brazos River Floodgates.



A hydrographic survey map of the Houston-Galveston Channel provides data that helps channel users determine how to load their cargo accordingly to obtain the most economic benefit per transit in the ship channel. The USACE Galveston District will soon finish uploading deep-draft navigation channel data on its hydrographic surveys webpage and will begin posting the same data for shallow-draft channels it maintains along the Texas coast early next year. (Courtesy graphic)

Working through the holidays

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

The end of the year is a good time to look back and appreciate our accomplishments and to look forward at everything we hope to achieve.

This year we took on several challenges that will keep us busy through 2015. With that being said I encourage you to enjoy the holidays but to not “let-up” on your responsibilities. As a values-based organization and a force multiplier with domestic and global capabilities we simply can’t afford to skip a beat. We owe it to the Warfighters and American public to keep moving forward.

Believe me...I’m not trying to be a Grinch, I just know how busy you are year around.

As time permits I encourage you to reflect on your performance this year, how you manage the balance between work and home and how you can improve and progress next year. This type of reflection and meditation is necessary and healthy for our organization.

We are constantly striving to ensure we have the right people with the right skills to perform the high-quality work America and foreign governments expect. That expectation doesn’t slow down or stop this time of year.

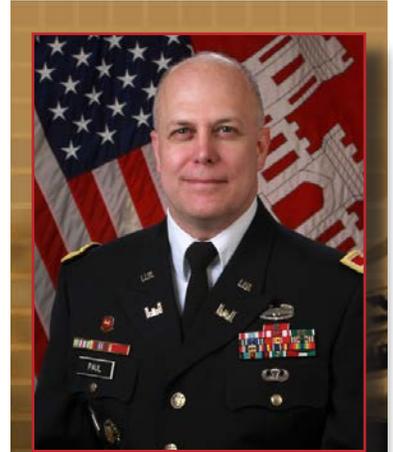
The holidays can be the best time of year as well as the most stressful. It’s very important that we don’t put things off or get behind as this can compound stress and problems through the New Year.

I’m looking forward to starting 2015 with a sense of accomplishment from last year. I want to take this opportunity to thank everyone for all their efforts throughout 2014. The success of our organization is built on the efforts of our employees and in this past year – we have enjoyed many successes. Thank you for the dedication that each one of you brings to the team.

Your dedication led to several accomplishments and milestones for the Little Rock District. This year we used lessons learned from the Table Rock Master Plan Revision to expedite the same process for Bull Shoals. We hosted the United States largest towboat, the M/V Mississippi, as well as the Mississippi River Commission. We began restructuring our hydropower and navigation business lines under new governance boards that will streamline future planning and maintenance issues.

Our Construction Branch secured projects that will keep us busy for several years to include the repair/replace of Little Rock Air Force Bases C-130 runway and the Keller Hospital Renovation Project in New York. Contracting closed out fiscal year 2014 with more than 1000 actions valued at \$416.3M. This year, Regulatory has already issued more than 700 permits to ensure protection of the district’s water resources, while allowing reasonable development through fair, flexible, and balanced permit decisions.

We’ve navigated through a year that was filled with both challenges and victories. On behalf of the Little Rock District please allow me to extend my personal and genuine appreciation to each and every one you for your valuable contributions.



“As time permits I encourage you to reflect on your performance this year, how you manage the balance between work and home and how you can improve and progress next year”

– Col. Courtney W. Paul



“Tulsa District enjoys a stellar reputation among our USACE community and stakeholders. I have to think it is because of the 75 years of outstanding professionalism and customer service of our Tulsa Team predecessors. They set the standard that we now strive to meet, or even exceed.”

-- Col. Richard A. Pratt

Tulsa District celebrates 75 years of professionalism and customer service

**By Col. Richard A. Pratt
Commander, Tulsa District**

Well, another year is almost in the books! As I look back over the past 12 months and consider all that we accomplished, it is clear to me that the credit for this success goes to you, the Tulsa District Team.

This year we celebrated our 75th anniversary, and the 50th anniversary of three of our dams, and we provided support to our warfighters through our Military Construction program and service to the nation through our Civil Works program.

Tulsa District enjoys a stellar reputation among our USACE community and stakeholders. I have to think it is because of the 75 years of outstanding professionalism and customer service of our Tulsa Team predecessors. They set the standard that we now strive to meet, or even exceed.

I mentioned that we celebrated 50 years of service to the nation of three of our district dams this year - John Redmond, Eufaula, and Keystone. Each of these celebrations was a success due to the wonderful customer relationships we have with the local community and stakeholders. The surrounding communities that benefit from the flood risk reduction, hydropower, water supply, and recreation provided by these projects led all three of these celebrations. Once again, it was the people, our team, who have these relationships with their customers, who worked together to commemorate these landmark occasions.

Speaking of partnerships and Keystone, the Tulsa Team successfully led the work to replace the Highway

151A Bridge over Keystone Dam on schedule this year. This project would not have happened without the Oklahoma Department of Transportation. The agency contributed \$6 million to the project and proved an excellent partner, supporting our inspections and participating in the design review. When we gathered to celebrate the 50th anniversary and the ribbon cutting and commemoration of the new bridge, it was indeed a special day. Our ODOT partners, local officials, and members of the community acknowledged that the new bridge was possible because of people and partnerships.

Tulsa District is proud to support our warfighters. At Fort Sill, we provided construction management for a 93,000 sq. ft. Reception Battalion Complex, which will process the initial entry of training Soldiers, a Terminal High Altitude Area Defense Training Facility, a Chapel, and a Physical Fitness Center. We also saw the KC-46a Aerial Refueling Aircraft Program bed-down announced at Altus and Tinker Air Force Bases which gives us new opportunities in military planning, design, and project and construction management.

These are just a few of the successes the Tulsa Team is responsible for this year; there are so many it's impossible to mention all of them. The important thing to note is that our district's success is the result of the dedicated people who work here. We wrapped up the year by welcoming home some of these dedicated team members Dec. 8 when the 59th FEST-A arrived in Tulsa ending a seven month deployment to

See **Service** on Page 11

In-house crews finish major Lock & Dam 14 maintenance early

By Sara Goodeyon
Tulsa District
Public Affairs Office

Using in-house crews, Tulsa District replaced the pintle balls and bushings on the upstream miter gates at W.D. Mayo Lock and Dam 14, over the period Aug. 31 – Sept. 12, and performed other needed repairs, completing the work three days ahead of schedule.

This huge undertaking, outside the normal maintenance work done along the McClellan-Kerr Arkansas River Navigation System, took two years to plan. It required procuring and getting in place the necessary equipment, parts and supplies, and then executing the work in a three-week window during which the lock was dewatered.

After close to 45 years in operation the bushings and the pintle ball, essentially the hinge that the gate swings on, were in danger of wearing out. Before the replacement, the gate was sitting flat on the pintle ball preventing grease needed to lubricate the cross-area from getting to the pintle ball.

Over time, if the needed repair can't be done, the bushing wears down, in turn causing the gates to drop, damaging the upper linkage and forcing the gates out of alignment. Should the bushing wear down to the gate or the concrete, it could result in an unscheduled



A new pintle ball is moved into place where it will function as a “hinge” for the miter gate at W. D. Mayor Lock and Dam 14. The lock was dewatered, taking just under three weeks for this major maintenance work. (Courtesy photo)

long-term shutdown. Such a closure would have a detrimental impact to the shipping industry and to local economies.

During the dewatering, repair crews used specialized equipment needed to raise the 375,000-pound miter gates 18 inches using two 200-ton jacks. They then crawled under the massive miter gates to remove and replace the pintle ball and bushings. They lined up the gates and set them back into place, flooded the chamber, and returned Lock 14 to operation.

While the lock chamber dewatered, crews performed as much maintenance to other areas of the lock as possible within the execution window. Crews did inspections

on the lower miter gates, spot painted, and sandblasted and repaired corroded areas on the miter and quoin areas of the gates.

The District undertook the entire effort using in-house marine fleet personnel, as well as several support personnel from across the District.

This is the second time Tulsa District replaced pintle balls at an MKARNS Lock and Dam. The first occurred two years ago at Lock and Dam 18.

The District coordinated with stakeholders so that the work occurred at the least disruptive time for ports and shipping interests who rely on the MKARNS to do business.

Service

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Afghanistan. Maj. Christopher Jones, Sgt 1st Class Frederick Bompuku, Dale Davidson, Steve Issacs, and Chuck Miles from the Tulsa District were on the deployment to help Afghan forces make the transition as they take over Kandahar Ari Base. Of all the great things that happened this year, having our team members come home safely was the

best.

So Tulsa Team, give yourself a pat on the back for another great year in the books. Take some time over the holidays to enjoy time with those you care about and re-charge for the year ahead.

Essayons!



"So as we close the book on 2014 and approach the Holiday Season, I just want to say thanks for all you do every day to serve the Army and our nation. Each of you makes a difference everyday; and whether you wear a uniform or not, you have earned our Nation's thanks."

-- Lt. Col. Neil Craig

SWF acting commander reflects on accomplishments from busy 2014

**By Lt. Col. Neil Craig
Acting Commander
Fort Worth District**

As we close out 2014, it is an appropriate time to reflect upon our numerous accomplishments over the past year. You successfully executed \$1.47 billion in total expenditures and 2,538 contract actions. What I find as most impressive occurred in the month of September with the year end close-out. Here alone, you executed 333 contract actions and on the last day of FY14 awarded \$85 million in Military construction. The resiliency and professionalism you demonstrated reminds me why I am proud to be a member of this great organization.

It goes without saying that SWF has some of the most complicated projects and that many of them have major Congressional and overall national interest and impacts well beyond the DFW area. Three of those projects warrant special mention – the Trinity River Corridor Project, the Medical Center Replacement at Fort Bliss, and the new Fort Hood hospital project.

What Rob Newman and his team have accomplished in conjunction with the City of Dallas is nothing less than impressive. Our work along the Trinity River continues to advance. This December construction began on the Upper Chain of Wetlands ecosystem restoration. Also, our environmental impact statement for the proposed Dallas Floodway Project's flood risk management and ecosystem restoration is being prepared for a Record of Decision signing just three months from now.

The Fort Worth District continued to serve the nation's military with new and challenging projects. The SWF team is now executing projects to deliver three new major medical centers valued at \$2.35 billion. All hospital/medical projects feature the latest concepts in Evidence Based Design and World Class Medical Facilities, incorporating the best practices of premier private health facilities in the country for service members and their families.

The Corps and partners from Travis County and the City of Austin signed a Project Partnership Agreement in Austin, Texas for the Onion Creek project. This PPA will go a long way in taking care of those who suffered in that flood prone area.

Our Operations Division continued its stellar performance this past year as you executed many water safety and outreach events in an effort to educate the public and save lives. The support you provided to our wounded warriors through numerous hunts and other outdoor activities played a major role in the road to recovery for these heroes.

SWF also led the way in FY14 and continues to do so in the area of energy security and sustainability as one of the nation's Energy Centers of Expertise. Our successful Energy Audits and Assessments program served as a positive indicator that SWF will be able to garner additional work in this area of expertise now and for years to come.

Over this past year, we also moved to greater heights with our Science, Technology, Engineering and Math outreach to local/area public schools

See **Reflects** on Page 13

USACE helps USAG-Hawaii meet new planning requirements

Program honed at Fort Hood helps Corps aid others

By Jim Frisinger
Fort Worth District
Public Affairs Office

Department of Defense installations are facing a 2018 master planning deadline under new rules promulgated in 2012 to ensure all master planning documents comply with the new DoD and Federal Real Property Master Planning directives.

The Regional Planning and Environmental Center, part of the U.S. Army Corps of Engineers Fort Worth District, is helping them get there.

RPEC planners, working with the Pacific Ocean Division, became program managers of a collaborative U.S. Army Corps of Engineers-wide master planning effort to support compliance efforts by U.S. Army Garrison-Hawaii in FY2014. The team worked with HQ-USACE and other Regional Planning Support Centers to help the garrison meet the requirement. The team also supported a knowledge-based learning effort to plan these new strategies and implement them through design and construction.



Mark Mitsunaga, center, master planner, U.S. Army Garrison-Hawaii Directorate of Public Works, with the Fort DeRussy Area Development Plan team. (Courtesy photo)

All installations must meet revised terms of Unified Facilities Criteria for Installation Master Planning, according to Rumanda Young, RPEC master planning section chief and energy development manager at the Southwestern Division. New rules require more efficient use of energy and water and reduction of waste. They enhance quality of life for those who live and grow up on DoD installations.

The new UFC standards, and the USACE-led effort to develop this Area Development Plan master planning process, was timely, according to Mark Mitsunaga, master planner at the USAG-HI Directorate of Public Works Planning Division. He said the garrison's master

plan hadn't been properly updated in 25 years.

This was an opportunity to apply the new URC in a real scenario to test its applicability and adjust as necessary.

The RPEC team finished compliant updating ADPs at Fort Hood in December 2013. USAG-HI wanted similar support, but was challenged with a compressed contractual schedule to update its ADPs in order to move toward UFC compliance.

"The good news story is this: It took us three years to finish 11 ADPs at Fort Hood," said Young. "Because of a highly motivated customer and an enterprise support solution made up of an inte

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Reflects

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and universities. These efforts are critical to motivating students to pursue STEM degrees and possibly building future engineers and scientists.

This is just a snapshot of our many accomplishments as there is not enough room in the column to mention them all. So as we close the book on 2014

and approach the Holiday Season, I just want to say thanks for all you do every day to serve the Army and our nation. Each of you makes a difference everyday; and whether you wear a uniform or not, you have earned our Nation's thanks.

Planning

Continued from Page 13

grated team of USACE planners representing not only POD and SWD but the other Regional Planning Support Centers and contractors, it took us 10 months to do 13 districts for USAG-HI.”

Varied conditions across the sprawling installation in Hawaii was a particular challenge, said Young. At Fort Hood, there was a commonality to the terrain. The ADP districts were all contiguous; streets typically marked the boundaries between them. In Hawaii, the installation sites are scattered all over Oahu and on the Big Island

(Island of Hawaii).

“Each ADP has very different stakeholders, different climate,” she said. “Some are in the mountains, some on beaches, one is in the middle of a volcano. Some are training bases, some are housing.”

Mitsunaga said there are 22 distinct sub-installations within the garrison. Each location has a specific purpose that contributes to the whole mission of USAG-HI.

“You have to orchestrate a lot of parts and not lose sight of the common goal,” he said.

Regular daily transit between lo-

cations over large distances is not uncommon. For instance, soldiers at Fort Shafter regularly travel to Schofield Barracks for training. Traffic congestion is a big issue.

Young said RPEC, backing POD installation support efforts, earned strong support from the garrison because of sustainability master planning it performed at Schofield Barracks. The installation was willing to fund the compressed schedule out of its own pocket to get the 13 ADPs completed in FY 2014. It also asked POD/RPEC to conduct sustainability and transportation master planning across all of USAG-HI in FY 2015.

A workshop for each ADP brought together local stakeholders with the USACE-led planning team. Together they cataloged site conditions, created a vision plan and wrote several planning goals. They then developed alternative master plans. It’s a lot like the National Environmental Policy Act style of participatory planning, said Young.

“We don’t go out and do the master planning for them. They roll up their shirtsleeves. We do it together with the people who live and work and go to school there,” said Young. “Then we come back, and we put together draft plans. It’s all done, fast and furiously, in one week.”

The preferred alternative development plan is then identified, along with constraints and opportunities. This is the power of the USACE efforts of establishing Regional Planning Support Centers. We have the technical expertise and capabilities to support our

*See **Planning** on Page 15*

Schofield Barracks Kolekole Area Development Plan

- ❑ Schofield Barracks, established in 1910, totals 8,863 acres with a population of 16,000 service members, civilians and family members. It is divided into two ADP districts.
- ❑ The weeklong planning charrette brought together 30 specialists and stakeholders to learn the ADP process in DoD’s Unified Facilities Criteria. Participants included USAG-HI leadership, DPW, USACE, other installation staff and tenant stakeholders.
- ❑ After learning the process, they walked the site, documented existing building conditions, building use, street and parking conditions, parking counts, manmade and natural constraints, opportunities, major trees, open spaces and storm-water retention areas.
- ❑ A vision statement was developed: “To create mission-focused walkable campuses and training quads with perimeter mission areas connected by safe streets, appropriate parking, and an accessible center that blends duty with daily life.”
- ❑ Six planning goals were written to support the vision statement.
- ❑ The workshop developed four different alternative courses of action.
- ❑ Each team briefed its alternative; a preferred alternative was developed.
- ❑ More field work verified the feasibility of the preferred plan based on site limitations. The preferred alternative showed current and proposed street sections, phased implementation plans and capacity calculations.
- ❑ The charrette briefed garrison leadership, showing how projects can be phased in over 20 years. It explained how the plan contributes to holistic growth and consolidation at USAG-HI.

Planning

Continued from Page 14

customers as a team, she said.

Under the old master planning paradigm, installations put together short-range and long-range plans. Under the new paradigm, through a collaborative

workshop with the installation stakeholders, the team develops a vision plan and framework. Each ADP is taken apart and fixed in pieces, considering second and third order effects – what needs to be done in the next 2 years, 4 years, 5 years, 10 years ... the birth of the Phased Implementation Plan. The steps are prioritized. It lays out the future of the

ADP district step by step through an Area Development Execution Plan that is formulated using existing revenue streams.

Today's master planning no longer uses traditional single-use only zoning, but mixes compatible uses in one spot to create a better functioning whole, said Young. In the old days, putting barracks above a post exchange would never have been done. But such "form-based coding" can build compact neighborhoods whose boundaries are defined by easy walking distance – not parking lots and roadways to access distant services. It provides a vibrant quality of life, reduces traffic congestion and improves healthful activities in a sustainable way. It also gives more detailed design planning parameters from which buildings are sited to ensure all facilities meet the DoD and Federal Planning principles.

At one point about eight years ago, USAG-HI sorely needed to erect new family housing to serve the soldiers, Mitsunaga said. But the family units were built at Schofield Barracks intermingled with motor pools and barracks. In hindsight, the motor pools should have been located near training areas. As a result, Schofield Barracks suffers traffic problems on a daily basis.

The UFC process allows planners to step back and

look at how a military installation should be organized for more efficient mission and non-mission activities, said Mitsunaga. ADPs should be designed so soldiers can live, work and play – within walking distance.



Schofield Barracks, established in 1910, totals 8,863 acres with a population of 16,000 servicemembers, civilians and family members. It is divided into two Area Development Plan districts. (Courtesy photo)

Nearly a dozen RPEC staff went to Hawaii to participate in the workshops. Support came from elsewhere in the district, including Operations and the Engineering and Construction Support Office in Fort Worth, as well as USACE team members from the other Regional Planning Support Centers and HQ-USACE. This effort really demonstrated how

USACE can leverage broad enterprise support solutions to meet customer needs.

A particularly rewarding benefit was the partnership between POD and SWD in providing technical planning expertise to installations. It has been outstanding in bringing our planning expertise to POD in assisting them in providing robust support to installations. We are just an extension of their capabilities, said Young.

The UFC compliance program helps USACE position itself as an accomplished player in this niche market. Working with Jerry Zekert, chief of master planning for installations at USACE-HQ, representatives from all of the eight other Regional Planning Support Centers were invited to send personnel as a practicum. This helped them bring home field experience to lead UFC master planning compliance in their areas of responsibility.

USACE master planning technical expertise and breadth of support represents some of the best of practice in DoD. This kind of master planning is attracting USACE work from other government agencies, such as the National Aeronautical and Space Administration, because the process makes economic and environmental sense to them, said Young.



"The district was established in 1880 as the first engineer district in Texas to oversee river and harbor improvements and is directly responsible for maintaining more than 1,000 miles of channel, including 270 miles of deep draft and 750 miles of shallow draft as well as the Colorado River Locks and Brazos River Floodgates."

-- Col. Richard P. Pannell

Houston Centennial Celebration highlights Port of Houston history, value to the nation

**By Col. Richard P. Pannell
Commander, Galveston District**

Though the end of the calendar year is around the corner, our productivity didn't slow down in November. We engaged in community relations outreach initiatives, focused on supporting partner engagements and STEM outreach as well as dedicated time to recognize our district's achievements. Take a moment to review this month's highlights:

We kicked off November with a Leadership Training Workshop for the district's branch chiefs. I discussed my vision and intent for the district and addressed the Command Climate Survey, the OPLAN and future priorities while Dr. Rose Caballero discussed the difference between leadership and management and emphasized ethical and trust factors, which are crucial for effective leadership.

Locally, staff participated in local outreach with sponsors, partners and stakeholders to present information about the non-federal use of placement areas, sediment testing protocols and provided closing remarks during the Dredging Your Docks 2014 annual conference.

We held our last town hall meeting of the year to recognize employees for their outstanding service and take a moment to acknowledge our deployed team members. If you are interested in deploying to Afghanistan, contact Mike DeMasi. There are several positions open and the Corps is looking for more volunteers.

We had the opportunity to take part in a big milestone in Houston's history as the port hosted the Houston

Centennial Celebration to highlight the accomplishments of the Port of Houston and the value this waterway adds to the nation. The district was established in 1880 as the first engineer district in Texas to oversee river and harbor improvements and is directly responsible for maintaining more than 1,000 miles of channel, including 270 miles of deep draft and 750 miles of shallow draft as well as the Colorado River Locks and Brazos River Floodgates. The Houston Ship Channel is just one of the many channels we maintain to keep waterways open for commerce. If you have an hour, you can see the full history online at https://www.youtube.com/watch?v=6UR_aj5DsM8.

We tested the district's new mobile LiDAR collection platform along a placement area at Pelican Island. This technology will allow us to collect 76,000 points a second in a grid of 1.5 by 1.5 feet to survey dredging placement areas, assist with hydrographic surveys and collect data that will help analyze beach erosion.

During this month we continued to engage with the public regarding our Addicks and Barker dams and reservoirs upcoming construction project, answering questions and keeping them abreast of the construction timeline; we began urgent maintenance dredging at the Freeport Harbor using the government-owned trailing suction hopper dredge WHEELER and we continued to serve as judges and subject matter experts to assist in the VEX Robotics Competition, one of the many science, technology, engineering and mathematics events that Galveston

See **Celebration** on Page 17

District launches online Addicks and Barker construction story map

By Galveston District
Public Affairs Office

Residents will soon be able to track construction schedules, detours and upcoming events related to the Addicks and Barker dams' safety modification project thanks to story map technology located online at <http://geospatial.swf.usace.army.mil/AddicksBarker2/index.html>.

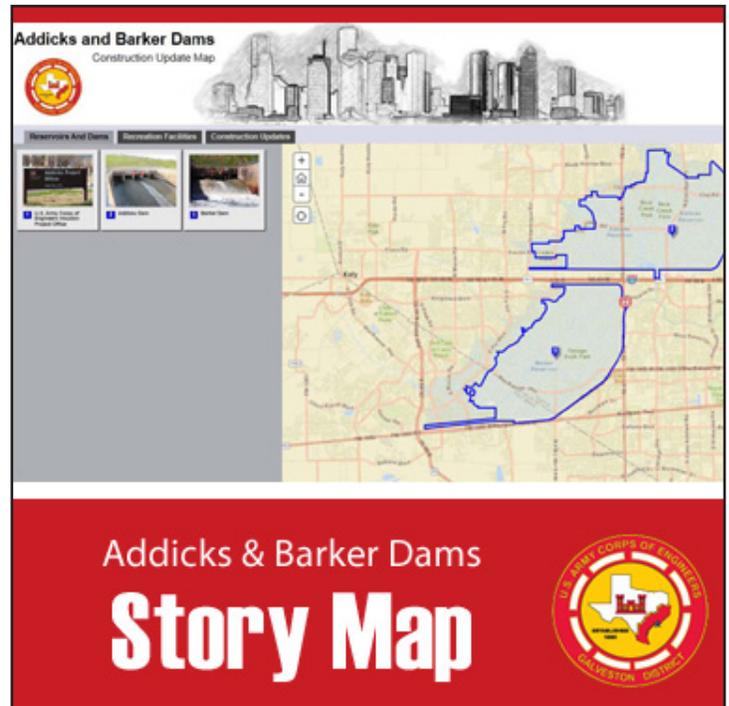
"It's the first time we've used this type of interactive web application to inform residents and recreational users about our construction plans," said Ric Vera, geospatial manager with the USACE Galveston District. "The story map combines the location of the dams and recreational facilities with multimedia content to make it easy for viewers to find information while allowing us to post updates to keep viewers apprised of our construction progress."

The nearly 70-year-old structures were designated as Dam Safety Action Classification System Class 1 in 2009 and underwent a series of interim risk reduction measures until long-term solutions could be implemented.

"The rating moved this infrastructure up to the front of the line for funding for repairs and studies," said Ricky Villagomez, civil engineer and Addicks and Barker project manager.

According to Villagomez, the public is invited to a public meeting Oct. 29 at 6:30 p.m. at Bear Creek Community Center (3055 Bear Creek Drive, Houston) to learn more about the series of measures that will be implemented over the next four years, beginning in May 2015.

"We will be working in areas within the dams that double as recreational sites such as George Bush and Bear Creek parks," said Villagomez. "Our primary objec-



ive is to maintain public safety both by ensuring that the dams we own and operate are safe and that risks to the public are minimized. Having this online story map tool is just one more way of communicating our efforts."

Vera says the story map tool allows users to quickly pinpoint the location of ongoing work and determine alternate routes as well be kept up to date about the construction timeline. The site also features links to social media sites include Twitter, Facebook and Flickr as well as a link to the district's website and a survey to enable feedback from the public (<https://www.surveymonkey.com/r/SR6QZR3>).

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Celebration

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District employees routinely participate in throughout the year to encourage students to pursue careers in STEM.

In the midst of all of these endeavors, we took time to honor our veterans during Veterans Day, we acknowledged the contributions Native Americans continue to make to strengthen the

United States during a National Native American Heritage Month celebration, we gathered with family during the Thanksgiving holiday and welcomed several new employees to the district.

November was not the quiet month I expected it to be. We accomplished a lot in a very short time and I continue to be thankful

for your dedication to this organization and am pleased with the progress we've made this year. As we near the homestretch of 2014, I ask that you incorporate safety into your daily activities and try not to get overwhelmed during the holiday season. We still have another month left to go before we can retire 2014!

Little Rock District lake plan revisions underway

By Miles Brown

Little Rock District Public Affairs Office

Little Rock District has embarked on an aggressive schedule to revise the master plans for three of the most popular recreational lakes in the district. Many of the District's projects across Arkansas and southern Missouri have had no major revisions to their respective master plans since the 1970s. A master plan is the strategic land and water use guidance document that describes how the resources of the lake will be managed in the future and provides the vision for how the lake should look in the future.

"Over the last 40 years, demands on our lakes have increased substantially and the Corps has the responsibility to gather public comment, weigh existing and future interests, and develop a master plan to maintain the sustainability of the lakes for generations to come," said Dana Coburn, Environmental Branch Chief, Little Rock District.

The master plan revision for Table Rock Lake in Branson, Mo., was completed earlier this year and the revision process for Beaver and Bull Shoals lakes are in full swing. The process from the initial planning and public scoping workshops to the release of the revised plan takes approximately 18 months. The public comment period for Bull Shoals Lake closed in early October and the public workshops and comment period for Beaver Lake will begin in February of 2015.

"The public workshops help us to capture all the public comments during the scoping process," Project Manager Tony Porter said. "The scoping report provides an analysis of the comments and we'll use this information to draft the new master plans."

The master plan revisions will classify public lands around the lake based on environmental and socioeconomic considerations, public input, and an evaluation of past, present, and future trends.

"At the heart of the master plan are the land and water classifications. These classifications could affect future recreational opportunities and natural resource management," Coburn said. "A question the team members have been asking as they go through this process is, 'should areas stay in the current classification or should they be changed to

another classification and why should that change happen?"

Classifications of public land and water around the lake are:

- ❑ Project operations - Includes land around the dam.
- ❑ High density recreation - Examples are Corps parks, other campgrounds, marinas and large scale commercial operations.
- ❑ Environmentally sensitive areas - Examples are areas around the lake aimed to preserve the scenic, historical, archeological, scientific, or ecological value.
- ❑ Low density recreation - These areas are designed for general hunting and fishing access and are the only areas where private boat docks and mowing permits might be allowed through the shoreline management plan.
- ❑ Wildlife management - These areas are managed specifically for wildlife and fisheries habitat.
- ❑ Vegetative management - These areas are where vegetative management activities can occur, such as timber management.
- ❑ Future/inactive recreation areas - Many campgrounds have been closed around the lake; some were placed in previous master plans, but were never developed.

New Water Surface Classifications

- ❑ Restricted Areas could restrict water activities near dams, spillways, or water intake structures.
- ❑ Designated No-Wake Areas could be designated near Corps swim beaches.
- ❑ Fish and Wildlife Sanctuary Areas could be areas that are considered 'sanctuary' to fish and wildlife species.
- ❑ Open Recreation Areas are the rest of the lake.

The planning process includes an analysis of potential effects on the natural and social environ-

See **Revisions** on Page 19

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The Little Rock District is actively engaging the public in its effort to update the 1970s version of the Bull Shoals Lake Master Plan. The agency recently hosted five public scoping workshops around Bull Shoals Lake to share information about the revision process and to collect public comments concerning potential development and land use management around the project. A master plan is the guidance document that describes how the resources of the lake will be managed in the future and provides the vision for how the lake should look in the future. (Courtesy photo)

Revisions

Continued from Page 18

ment, including fish and wildlife, recreation opportunities, economics, land use, cultural and historical resources, aesthetics, and public health and safety.

Once all public comments have been collected, a scoping report is made available to the public, and a preliminary draft master plan and environmental assessment are complete, the Corps will begin planning focus group meetings with stakeholders, partners, concessionaires and local interest groups.

“We’ll hold focus group meetings to see if the preliminary draft master plan captures the comments and opinions of the public, partners and stakeholders in conjunction with the missions, guidelines and regulations of the Corps,” Porter said.

The Bull Shoals draft master plan should be complete by the summer of 2015, and Beaver Lake’s draft master plan should be ready for public review in early 2016.

“Once the draft documents are complete, we’ll hold more public workshops around the lakes to again let the public provide input,” said Coburn. “We had tremendous interest from the public at Bull Shoals when we started this process and we hope that will continue throughout that lake’s revision



process and during the process at Beaver Lake.”

The master plan does not address the details of how and where shoreline use permits may be issued, however, it does set the stage for implementation of the shoreline management program. After the master plan is revised, the operational management plans and shoreline management plans will be revised to be consistent with the goals identified in the new master plans.

The team has already started the planning process for a revised shoreline management plan at Table Rock Lake. Public scoping workshops and comment period will also begin in February 2015.

“The revision of both the master plans and shoreline management plans at our recreational lakes impacts many aspects of life in the communities surrounding the projects,” added Coburn. “We want to ensure our processes are transparent and that we take the comments of all stakeholders into consideration, in conjunction with the missions, guidelines and regulations of the Corps, to develop the best way forward. Ultimately, environmental sustainability of our lakes and rivers is a guiding principle the driving force behind the much needed plan revisions.”

Army engineers pave future for the Air Force

By Jay Townsend
Little Rock District
Public Affairs Office

The U.S. Army Corps of Engineers Little Rock District and Little Rock Air Force Base are collaborating on a multiyear project to repair/replace one of the Air Force's busiest runways. Without major delays and runway shutdowns the project is expected to be concrete in April 2017 with a price tag of \$107.9 million.

The runway project is funded through the Air Force's operation and maintenance budget and managed by the Little Rock District.

"It just makes sense that when the Army needs to fly somewhere they rely on the Air Force and when the Air Force needs major engineering support they rely on the Army," said Leon Iveson, the Little Rock District Project Manager for the project.

While this is one of the largest projects the Little Rock District has managed for the air base, it's not the first. The Corps recently worked on the base's 40,000 square foot state of the art Security Forces Operations Facility and the Jacksonville-Little Rock Air Force Base University Center that serves active duty personnel, retirees, military families and citizens from the surrounding community.

The little Rock engineers are also currently managing the construction of the bases new \$26 million C-130J fuels maintenance hangar that's projected to be complete in August 2015.

"The Corps' challenge and opportunity is to provide a solution to the air base that meets mission requirements without disrupting the training schedule," said Little Rock District Chief of Programs and Project Management Division Craig Pierce.

Valued at \$107,899,999 the new runway contract is set to replace the 12,000-by-200 feet wide runway with a 12,000-by-150 feet wide runway to include lighting and communications upgrades and incidental work.

"The new runway is not as wide as the original but has the same capabilities," said Iveson.

The runway was built in the 1950's for bomber-type aircraft. Iveson said Little Rock Air Force base is now the Home of Combat Airlift, and serves as the largest C-130 training base in the world; the C-130 doesn't require the added width.

The runways' complete overhaul comes after years of small patchwork types fixes. Just as roads crack and chip away from everyday wear and tear so do

runways.

"After you fix certain sections multiple times you just have to start thinking about a complete resurfacing or replacement," said Iveson.

Engineers have also discovered that nearby creeks and wetlands are causing damage to the runway. In order to keep water away from the structure and reduce future problems the runway will be elevated and roughly an acre of wetlands will be permanently filled in.

The runway will be replaced in six phases to avoid training and real world mission delays.

"The Air Force was actively involved in the design process to ensure valuable training time isn't lost," said Iveson.

The runway is 12,000-feet long; the shortest runway length allowed for C-130 training is 3,000-feet. To avoid training delays the Corps will place 6,000-feet of the runway under construction and leave the other half in operation. These two organizations, Army

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C130 Runway at Little Rock Air Force Base. (Courtesy photo)

Industry Days help shape acquisition strategy

Laurie Driver
Little Rock District Public Affairs Office

During fiscal year 2014, the Little Rock District Contracting Division had a banner year executing more than 1,000 contracting actions totaling \$416.6 million.

“FY14 was a very successful year for us,” said Contracting Division Chief Sandra Easter. “We executed a record year in regards to obligated dollars. We held our FY15 Industry Day Nov. 17 and 18 in Little Rock to help ensure that this year is as successful.”

Conducting Industry Day helps Contracting Division personnel shape its acquisition strategy for the year.

“This is a great opportunity for us to partner with industry and understand their capabilities,” said Easter.

From the information gathered from contractors during the meetings, Contracting Division also compiles a district-wide market research report.

“The market research report streamlines the acquisition cycle time about two weeks,” said Easter.

Contractors also benefit from the meetings.

“Contractors get an advance look at our upcoming projects for the year and this lets them plan for projects for which they have the capabilities to execute if they become the successful bidder,” said Easter.

“This gives some contractors time to partner with



Little Rock District Commander Col. Courtney W. Paul answers questions at recent Industry Day hosted by the district Nov. 17 and 18. (Courtesy photo)

others to compete for our more complex projects.”

Also offered was an interactive panel discussion, lead by Little Rock District Commander Col. Courtney W. Paul, giving industry, particularly small businesses, an opportunity to ask questions that could enhance industry/government partnerships.

“Our second day was an opportunity for our industry partners to present their capability briefings to government personnel,” Said Easter. “There were about 36 firms and 48 industry representatives in attendance.”

The district is planning its next Industry Day in June 2015 and hopes to include representatives from the Little Rock Air Force Base, Pine Bluff Arsenal and the Central Arkansas Veterans Healthcare System.

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Pave

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and Air Force, work together on the battle field. It just makes sense that they would work together back home and all the time.

Sundt Construction Inc., a 100 percent employee-owned, Arizona-based construction company, out bid one other contractor to repair the existing runway.

The contractor is furnishing preconstruction submittals in preparation for phase one which is expected to begin in January 2015. Phase one includes installing a new haul road, a temporary taxiway, a new

electrical ductbank, and temporary striping.

Phase two is expected to begin in April 2015 and includes an overlay of the secondary assault strip and demolition and replacement of 6000-feet of the primary runway.

While the Corps of Engineers mission is broad, from camping to infrastructure to military engineering, they are charged with delivering vital engineering solutions, in collaboration with partners to secure our nation, energize the economy and reduce risk from disaster.

Understanding MKARNS operations

Jay Townsend
Little Rock District
Public Affairs Office

The McClellan-Kerr Arkansas River Navigation System was the largest civil works project ever undertaken by the U.S. Army Corps of Engineers at the time of its opening. Today, it is responsible for \$1 billion to \$2 billion in trade transportation in Arkansas each year and anywhere from \$100 million to \$1 billion in trade transportation in Oklahoma. Additionally, the system has numerous flood damage reduction projects, hydro power plants, and soil conservation and recreational areas.

“With that many dollar signs and business lines; it’s no wonder stakeholders, state and federal agencies want to see the MKARNS properly maintained,” said John Balgavy, MKARNS program manager.

The inland waterway is an enormous economic generator for middle America because of the combined efforts of a number of partners, including commercial shipping interests, local businesses, recreational users, and the Corps of Engineers.

At 445 miles long, from Tulsa to

the Mississippi River, the MKARNS quietly carries over 12 million tons of cargo through the region each year. Turn tonnage into dollars and you’re looking at an economic impact of \$4 billion annually.

Unfortunately a continuing trend of flat-line budgets over the past several years in the Little Rock and Tulsa Districts Civil Works Operations and Maintenance Program has led to the prioritization and subsequent reduction of services the Corps provides.

“Costs have steadily risen for supplies, utilities, fuel, contracts and other resources needed to execute the O&M program, said Balgavy. “The rise in costs is limiting the quantity and diversity of services we [the districts] can provide.

“The budget shortfalls have forced the districts to scrub all business lines and reduce spending wherever possible, even maintenance. For state and local stakeholders along the river system this raises several questions about the reliability of the system.”

For the past several years, the Corps has been reducing overall maintenance of its aging infrastructure where the risk is determined

acceptable. The district has decreased the frequency of dewaterings, inspections, and general maintenance which increases the response time to breakdowns. In fiscal year 2015, the district will be held to operating within specified (business line) funding amounts, such as navigation, hydropower, recreation, flood risk management, water supply, etc. Not being able to reprogram between business lines will reduce the Corps flexibility to respond to certain public needs. For example, anticipated funding will not allow the Corps to issue dock permits year-round or to respond to all requests for the use of government lands for recreational, commercial or municipal purposes.

“In times of flat or decreasing budgets and increasing needs for maintenance and repair, the Corps must ensure the system is managed to be as effective and efficient as possible, that strategic plans are in place, and that stakeholders are active participants in the planning and communication of system activities,” according to Col. Courtney W. Paul, Little Rock District Commander.

Historically, the two districts responsible for operation and maintenance of the navigation system, Little Rock and Tulsa, have done very well in teaming up to establish priorities and execute work that is critical to maintaining a reliable system.

To ensure both district are doing everything they can to maximize federal dollars the Corps has developed the MKARNS Board of Governance to give stakeholders a better idea of the navigation systems regional goals.

“The board will perform as one
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At 445 miles long, from Tulsa to the Mississippi River, the MKARNS quietly carries over 12 million tons of cargo through the region each year. Turn tonnage into dollars and you’re looking at an economic impact of \$4 billion annually. (Courtesy Photo)

LDP graduates ready for new challenges

Twelve Little Rock District future leaders graduated from the Level Two Leadership Development Program Nov. 20 with more than 60 employees and family members in attendance. Col. Courtney W. Paul presented diplomas and plaques to each graduate to recognize their hard work and dedication to the program. During 2014, this class learned about leading change, conflict resolution, problem solving process, relationship building, constructive feedback, effective communication, as well as self-assessment



(Back left to right) Randy Crapps, Brooke Kervin, Gwendolyn Stokes, Bruce Caldwell, Rodney Parker, Jay Townsend (Front left to right) Bill Jackson, Amber Turnage, Michael Leddon, Tacy Jensen, Lisa Yoaku and, Jeremy Thomason. (Courtesy photo)

tools such as Strengths Finders and Myers-Briggs. The program focused on providing participants with experiences designed to

increase self-awareness and understanding of their personal strengths, challenges, and potential for leadership.

MKARNS

Continued from Page 22

entity to ensure the MKARNS is reliable, resilient and relevant and promote growth for future generations,” said Balgavy.

The board will also try to combine river closers to reduce the amount of days shippers are stuck in port. If there is a foreseeable closure at one lock and another needs work, the Corps will work to simultaneously schedule the events.

The total estimated value of the rivers O&M backlog is \$120 million. The critical items are estimated at \$90M. The scheduling conflict and lack of O&M aren't the only challenges the board faces.

“There is a seven to 10 percent chance each year for a full breach between the Arkansas and White River,” estimates Gene Higginbotham, Arkansas Waterways Commission executive director. “A full breach would stop navigation for

more than 100 days at an impact of nearly \$300 million dollars and the loss of thousands of acres of wetlands and pristine hardwoods.”

The district needs a “new start” and funding of \$300,000 to initiate a feasibility study of the water resource problems in southeast Arkansas where the Arkansas, Mississippi, and White Rivers converge. The study will determine scope and provide a comprehensive and sustainable solution to changing hydro-geomorphic shifts along the navigation system and surrounding watershed. The Arkansas Waterways Commission has agreed to be the cost-share sponsor. Section 216 of the Rivers and Harbors Act of 1970 is the study authority.

A few other projects along the river to note are the Ozark Powerhouse Major Rehabilitation and the Montgomery Point Lock and

Dam repairs. While the powerhouse isn't part of the navigation system it introduces several other state and federal stakeholders to river system equation.

The river current is used to generate hydropower at three locations along the river.

At a minimum, operations on the MKARNS are complicated. However, the Corps is working diligently with state and other stakeholders to ensure the navigation system is reliable and that the river is meeting the needs of those that use it. More money might help but isn't the long term answer. The tight budgets are forcing the Corps and everyone else to develop new processes and work together.

The rivers scenic beauty might make it look simple but the operations behind one of the longest inland waterways are far from simple.

Tulsa District year in review

By Tulsa District Public Affairs

As the year-end approaches, Tulsa District can look back on an eventful and historic 2014. The district celebrated its 75th anniversary, the 50th anniversary of three dams, the complete replacement of a bridge over another dam and a visit from the Corps' largest tow boat.

The year kicked off with Lt. Gen. Tom Bostick, Commanding General of the U.S. Army Corps of Engineers, visiting Pantex January 7 for briefings and a tour of the \$65 million High Explosive Pressing Facility project.

After his tour, Bostick praised the teamwork and collaboration between the National Nuclear Security Administration, Pantex contractor B&W Pantex, the Army Corps, Kiewit Building Group, the main construction contractor, and other contractors for their work on a very complex, highly technical project.

"You can see it's been a very collaborative process," said Bostick. "I have been informed and read about the teamwork, but it's good to see it firsthand on the ground."

The facility will become operational in 2016.

In addition to all of the usual work, the district turned its attention to its upcoming 75th anniversary. Tulsa District opened its doors July 1, 1939 with \$11 million and eight engineering projects. The district obviously grew over the years and now is a full-service district with civil works, military construction,

hydropower, recreation International and Interagency Support, and disaster response missions.

Late in 2013, Keystone Bridge closed to traffic for the complete replacement of the Highway 151A bridge over the dam. Kiewit Construction did the work at a cost of \$15.6 million. The roadway was scheduled to be closed up to 13 months, and as promised, the work was completed within that period. The reopening of the roadway to traffic coincided with the 50th anniversary of the Keystone project being placed into flood control operation. Both events were celebrated with a ribbon cutting and remarks from Tulsa District Commander Col. Richard Pratt, Jay O'Meilia, the artist who painted the murals in the

powerhouse, and local officials.

Keystone has saved more than \$1.6 billion in flood damages since the creation of the impoundment; flood Damages prevented alone in 2014 totaled \$2.1 million. Every year, the project averages an annual visitation of more than one million visitors recreating over 24 public use areas, 662 campsites, 210 picnic sites, 29 boat ramps, three marinas, and more than 34 miles of trail. In 2014 the project revenues totaled

over \$175,000 for the 12 Corps operated parks. 21,592 acres leased by the Oklahoma Department of Wildlife Conservation for Wildlife Management with a yearly average of 7,000 hunting visits per year. Economic benefits include spending for recreation in Mannford, Sand Springs, Cleveland, Tulsa, and surrounding communities with visitor spending estimated at \$3.3 million annually and sustaining over 375 jobs within just 30 miles of the lake.

Eufaula Dam marked its 50th year of service to the nation Sept. 25. The celebration marked the culmination of nearly a year of planning and coordination

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Southwestern Division Commander Brig. Gen. David Hill, Lake Eufaula Association Executive Director Connie Morris, Tulsa District Commander Col. Richard Pratt, Eufaula Middle School Principal Chris Whelan, and a local resident who was at the original dedication cut the cake at the 50th Anniversary dedication ceremony for Eufaula Dam September 25. (Photo by Sara Goodeyon)

Tulsa

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between the Lake Eufaula Association, Tulsa District, and the surrounding communities.

In Kansas, the 50th anniversary celebration for John Redmond Reservoir and Dam was part of the Coffey County Outdoor Kansas Kids event Sept. 5-7. Area Manager Eugene Goff gave an overview of the 50 years of the project to the hundreds of people camping at the Riverside West campgrounds that weekend.

President Lyndon Johnson presided over the Eufaula Dam opening in 1964, only ten months after becoming president. Fifty years to the day, Eufaula native and retired U.S. Representative, J. C. Watts, delivered the keynote address honoring the historic event. Southwestern Division Commander Brig. Gen. David Hill and Col. Pratt also made remarks during the ceremony and then helped unveil an interpretive sign commemorating the anniversary.

In August the district hosted the Motor Vessel Mississippi, the largest diesel towboat operating on the Mississippi River, for three days as part of the Mississippi River Commission's low-water inspection trip.

The trip successfully captured the thoughts and insights of partners and stakeholders from both the private and public sector showing the collaborative approach taken to ensure all involved maximize the benefits associated with the water and economic resources allocated to the region.

The district once again dealt with severe drought at some of its lakes. Skiatook, Canton and Texoma recorded record low-inflow, rainfall and lake levels.

The district responded by calling Interagency Drought Committee Meetings with stakeholders and the local communities to discuss ways to best manage the lakes. A public meeting in Durant in relation to Lake Texoma's low level was held in May, with hundreds in attendance. The district worked diligently throughout the year to maintain outreach to affected communities to educate and inform them about how Corps lakes are managed.

Tulsa welcomed Major Daniel Young as the new deputy commander with the departure of previous deputy commander Lt. Col. Don Nester in May. Young is a graduate of the U.S. Military Academy. While at West Point, he studied Civil Engineering. He holds a Master of Science in Engineering Management from Missouri University of Science and Technology. An Olmsted Scholar, he attended the American University in Cairo, where he earned a Master of Arts in Middle East Studies.

Tulsa STEM outreach continued with a variety of engagements. Engineers volunteered, mentored, and judged at a host of youth-related engineering activities and competitions. The STEM committee hosted a STEM-themed "Daughters and Sons to Work Day" as well as a summer one-day camp. Tulsa District's engineers continue to be in high demand for tutoring, coaching, judging and more.

As the 75th year anniversary wraps up, Tulsa District looks forward to not only a new year, but another 75 years and more of service to the nation.

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Breaking ground

Members of the official party, including the commander of Air Education and Training Command Gen. Robin Rand and 97th Air Mobility Wing Commander Col. Bill Spangenthal, break ground for new KC-46 Pegasus construction projects during a ceremony Aug. 7, 2014. In Southwest Oklahoma fashion, the group wore cowboy construction hats for the dig. The new construction is estimated at \$56 million and will include a flight training center, a fuselage training facility, new aircraft hangars and renovations for a combined squadron operations and aircraft maintenance unit facility. (U.S. Air Force photo by Staff Sgt. Nathanael Callon/Released)

Tulsa District Civil Works wraps up a successful 2014

By Mike Abate, PPMD
Civil Works Branch

In fiscal year 2014, the Tulsa District Civil Works program continued execution of projects and studies to meet the water resources needs of our region. Our civil works projects affected the lives of the citizens in the Tulsa District in many ways including flood damage reduction, water supply, recreation, hydro-power, environmental stewardship, and more economic opportunities through improved navigation. The execution of all civil works programs was very good; Tulsa District ended the year by executing over 96 percent of our basic schedule for all accounts.

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The district's General Investigation (GI) Program included traditional GI studies, a very healthy Planning Assistance to States (PAS) Program, and the Flood Plain Management Program. Program obligation for investigations was green at 193% of our basic schedule in FY14. These programs assisted (both financially and technically) municipalities, state agencies, and tribes with flooding issues and water-related problems. Tulsa District had a very robust PAS Program in FY14. PAS studies included the Oklahoma Comprehensive Water Plan, where we partnered with Oklahoma Water Resource Board to provide Instream Flow Workgroup Assistance; including preparation of a scope of work for



Southwestern Division Commander Brig. Gen. David Hill, Southwestern Division Regional Business Director Pete Perez, and Tulsa District Commander Col. Richard Pratt in the dewatered W.D. Mayo lock chamber August 25. They are standing by the 350,000-pound miter gate, elevated 18 inches by jacks so that the crews can get under it to replace the bushing and pintle ball (the hinge) on which the gate swings. (Photo by Sara Goodeyon)

completion of an instream flow pilot study in Oklahoma. We also partnered with the Kansas Water Office to complete the El Dorado Tributary Water Quality Assessment and a Bathymetric Sedimentation Reduction Study. Activities related to our Tribal PAS efforts included the Fort Sill Apache Master Plan, sponsored by the Fort Sill Apache tribe; and the Chickasaw and Choctaw Nation Water Re-use Study through a partnership with those Nations. The Arkansas River Corridor project became compliant with the new 3x3x3 Planning Guidelines. This accomplishment was significant because it allows the district to budget this project in the FY16 budget submission.

Tulsa District's Continuing Authorities Program remained healthy in 2014, with the district executing approximately \$305,506 in CAP funding. Within the small flood control project authority, the district completed construction efforts on the Augusta Levee flood control project and completed preliminary assessment study efforts for the communi-

ties of Coweta, Oklahoma and Iola, Kansas. In the ecosystem restoration program, the district completed construction efforts on the Joe Creek Ecosystem Restoration project and continued Feasibility study efforts on Crow Creek within the City of Tulsa. Finally, within the stream bank protection authority, the district executed the project partnership agreement with Oklahoma County, OK and completed design efforts on the Luther Road project.

The Construction General (CG) program was very busy in 2014. The district's FY14 program obligations for construction were green at 99 percent of our basic schedule. On the Canton Lake Dam Safety project, Tulsa District continued construction of the weir and hydraulic structures construction contract and awarded the Phase 2 Excavation Contract. Phase 2 contract was awarded for \$26,977,306 to Kiewit Infrastructure South Company. This amount was lower than the government estimate, which resulted in a lowering of the

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Tulsa District proud of 2014 military program

By Ashley Allinder, P.E., PMP
Chief, Military PPMD Branch

The Tulsa District Military Program had another great year in fiscal year 2014 proudly serving customers with a full range of engineering, construction, project management, acquisition, real estate, and environmental management products and services. Tulsa District military partners within our geographic area of responsibility include Altus, Sheppard, Tinker and Vance Air Force Bases, Fort Sill, and the McAlester Army Ammunition Plant. Our interagency partners include the Department of Energy/National Nuclear Security Agency at Pantex Plant and a new partnership with the Veteran Affairs National Cemetery Administration.

Although the sequestration has brought tough budget challenges for the Department of Defense, the size of the reimbursable program to include the overall contract obligation amounts exceeded all initial SWT FY14 forecasts. Across the USACE Southwestern Division, there was an increase this fiscal year in the number of contract actions associated with the execution reimbursable work.

Further, the KC-46a Aerial Refueling Aircraft Program bed-down announced at Altus and Tinker AFBs has presented the SWT with new opportunities in military planning, design, and project and construction management.

The district's FY14 Military Construction Program included approximately \$30 million in support for the KC-46a Aircraft Program at Altus AFB. Altus will be the formal Training Unit for the KC-46a, set to be operational by 2023 training approximately 475 aircrews annually. The total KC-46a support construction estimate at Altus is \$63 million, to include a flight trainer simulator facility, a fuselage training facility, new aircraft hangars, and renovations to a combined squadron operations and aircraft maintenance unit facility.

Tulsa District's FY15 MILCON Program includes projects located at Tinker AFB. Tinker will support the future KC-46a depot maintenance program, with a total fleet size of 179 aircraft with four arriving in 2018 and 91 aircraft added each year thereafter. Tulsa District is scheduled to award approximately \$111 million in MILCON work to include a two-bay hangar and the infrastructure to support the new KC-46a campus. The district also supported the United States Air Force with the contract award, execution, and preparation of the Environmental Assessment addressing all environmental impacts as-



U.S. Army Corps of Engineers Chief of Engineers Lt. Gen. Thomas Bostick listens to a briefing during his visit to Pantex last January. (Courtesy photo)

sociated with the new KC-46a mission. Other associated MILCON work at Tinker AFB will include \$36 million for the replacement of a fuel distribution system in support of the Defense Logistics Agency. Overall, MILCON work at Tinker AFB in support of the KC-46a Program is estimated at \$500 million through FY26.

At the McAlester Army Ammunition Plant, the district is performing an in-house A-E design for the construction of a stand-alone Employee Changing Facility. This unspecified minor-MILCON project will serve as a break area and provide access to showers for decontamination from the production of munitions.

The FY14 reimbursable program went from \$77 million in FY13 to \$130 million in FY14. The Tinker AFB program experienced another extraordinary year with approximately \$60 million in obligations. The district is fortunate to have many customers at Tinker AFB to include the 72nd Air Base Wing, Defense Information Security Agency, DLA, Air Force Civil Engineer Center, and the Propulsion Maintenance Group. Tinker AFB is home to six major DoD, Air Force and Navy activities serving as the largest employer in the State of Oklahoma.

Altus AFB had approximately \$13 million in contract obligations with a large majority of the work funding airfield pavement work. Airfield pavement work at Vance AFB included the FY14 award of an A-E contract (\$2 million) to design the repair and replacement for a FY15 construction award. The Ft. Sill reimbursable program exceeded all forecasts with approximately \$57 million in contract obligations. A notable project at Fort Sill included

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Military

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ect with a programmed amount of \$37 million.

Tulsa District continues to perform project management and construction management for a large on-going MILCON Program. Construction management support at Fort Sill includes seven active MILCON projects totaling more than \$140 million. A few projects to highlight include a Reception Battalion Complex project which is a facility to process the initial entry of training soldiers (93,000 sq ft, including covered areas), a Terminal High Altitude Area Defense Training Facility, Chapel, and Physical Fitness Center.

The district also supports the National Nuclear Security Administration at the Pantex Plant with the construction of the High Explosive and Pressing Facility. The 43,000 square foot HEPF facility consolidates high explosives operations from numerous outdated buildings into one state-of-the art facility. The new HEPF will combine explosive pressing, staging, inspection, and high explosive radiography using heavy reinforced concrete common walls. Construction of the \$65 million facility began in August 2011 with the Beneficial Occupancy date being reached for this amazing facility on September 17, 2014. Tulsa District is very proud that the USACE Chief of Engineers Lt. Gen. Thomas Bostick toured the HEPF project in January of 2014.

This year saw the stand-up of the Regional Planning and Environmental Center. The district's Environmental Engineering Branch (Engineering & Construction Division) which performs project management, technical

management, and acquisition support for the environmental reimbursable program is now part of the RPEC, managed by the Fort Worth District. This combines 105 employees from the Fort Worth, Tulsa and Galveston Districts in support of the USACE Civil Works and Military Program mission areas. The creation of the RPEC supports two goals:

- ❑ To consistently deliver high-quality products regionally to all the local sponsors and military services that the three districts serve.
- ❑ To maintain a high level of competencies in planning and environmental fields.

This fiscal year has been one of transition as the Environmental Engineering Branch moved to the RPEC. Although the management and staff of the former Environmental Engineering Branch are now organizationally aligned with Fort Worth District, all personnel remain located in Tulsa District. The RPEC has provided extensive FY14 support including more than \$100 million in FY14 obligations on more than 150 contracting actions including a single award exceeding a total value of \$82 million (approximately \$15 million obligated this FY) for a 10-year performance-based environmental remediation project for the Joint Base McGuire-Dix-Lakehurst, NJ.

Tulsa District remains committed to being a good partner in support of installations to include capitalizing on core competencies of contract administration, quality assurance, safety, construction management, and overall technical and project management.

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Success

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entire project cost estimate from \$191.1 million to \$183.84 million. On the Pine Creek Dam Safety project, the district completed the design and started contract procurement. Tulsa District also received funding through the FY14 work plan for the Yukon, Oklahoma Water Infrastructure Improvement project, which allows us to work with the City of Yukon who is working on completing Plans and Specification for an award in third quarter of FY15.

In 2013, Tulsa District assisted

about 15 tribes in a variety of technical support roles for construction and studies.

Support for the HUD Indian Community Development Block Grant, was again very active. The district supported 17 tribes for their HUD. FEMA, Department of Justice and other grant applications. The district received notification that nine of the grants applications were successful with no negative replies at this time. Construction support continues to be the most highly requested

service from the district. The district also completed a two year drought vulnerability study.

The O&M program was again very successful in FY14, despite numerous challenges. The biggest accomplishment was continuing the plan to address the backlog of critical maintenance. The district executed approximately \$27million in FY14 regular O&M on non-routine maintenance projects. Our FY14 program obligations for regular O&M were green at 95.5 percent of our basic

Little Rock celebrates retirees

By Jay Townsend
Little Rock District
Public Affairs Office

The Little Rock District hosted Retiree Day at the Dewey Short Visitor Center on Table Rock Lake in Branson, Mo. Nov. 14, 2014. The annual event provides district leadership and retirees the opportunity to renew acquaintances, get district updates from the commander and preserve/share the institutional knowledge of our past.

Forty-five retirees and guest attended the event.

In recent years Retiree Day has been hosted on the M/V Shorty Baird Inspection Barge. The District no longer owns the inspection barge so the visitor center was chosen as the new venue.

The visitor center

opened in April 2012 and is called the “crown jewel” of Table Rock Lake. Exhibits at the visitor center include a state-of-the-art interactive map of Table Rock Lake, beautiful artistic wall murals, and a replica of an Ozarks bluff complete with local flora and fauna. A Native American artifact exhibit and Ozarks dioramas are fascinating features of the interpretive center. An interactive water safety exhibit demonstrates the importance of wearing a life jacket, and an expansive cut-away model reveals the inner workings of a hydroelectric dam. The fascinating history of the Corps of Engineers rounds out the exhibits. More than 100,000 visitors enjoy the Dewey Short every year.



Little Rock District Chief of Public Affairs, Miles Brown and Park Ranger Leah Deeds welcome retirees from the district to their annual “get together.” The annual event provides district leadership and retirees the opportunity to renew acquaintances, get district updates from the commander and preserve/share the institutional knowledge of our past.



Little Rock District Retirees met at the Dewey Short Visitor Center in Branson, Mo. on Nov. 14, 2014 for Retiree Day. The Event offers retirees a glimpse at the district’s current accomplishments but more importantly a chance to catch up with one another.

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schedule. Some of our significant awards were repair of the Short Guide Wall at Lock & Dam 18 awarded to PCiRoads for \$4.4 million; repair 10 Tainter Gates at Tenkiller Lake awarded for \$1.7 million; install ground source heat pumps at Hugo, Kaw, Sardis and Skiatook lakes for a total award of \$960,000; repair hatch and hoist covers at Fort Gibson Lake awarded for \$1.1 million; replace the pintle ball at WD Mayo Lock & Dam.

In our hydropower program, we continued construction of the Webbers Falls major rehabilitation project with unit one being complete and available for power generation and unit two currently 95 percent complete. With regard to the Denison Dam turbine replacement project, this project was awarded August 14 to Voith Hydro Inc. The

base award is \$21.9 million and the base plus all options is \$23.6 million. The following miscellaneous hydropower projects were also awarded in FY 14: governor retrofits at Kerr, Tenkiller, Denison and Eufaula - \$3.30 million; exciter replacement at Eufaula - \$1.32 million, un-watering system replacement at Tenkiller and Broken Bow - \$1.67 million; Ft. Gibson intake hatch cover repairs \$1.1 million; Broken Bow penstock repairs - \$1.04 million; replacement of the 480 volt switchgear and breakers at Eufaula - \$464,000; replacement of the 129 volt battery set and chargers at Denison - \$142,000 and NERC modeling is underway at all plants in the district.

SWD FY15 Azimuth

The Southwestern Division is facing unique challenges and opportunities in Fiscal Year

2015 which have created new levels of stakeholder involvement in our business practices, new focus on knowledge management and increased awareness of the generational diversity of our workforce. “Delivering Value Now and Shaping the Future” is our theme for the next year... Our strategies focus on delivering on our priorities, meeting our commitments and building a respected organization well into the future.

Ends

- Continuous delivery of the full benefits from our water resources infrastructure enabling economic growth and stewardship of the environment.

- An Army organization that develops and cares for our people,

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Sandy Gore, deputy Chief, Southwestern Division Regional Integration Team at Headquarters USACE, signs the SWD Fiscal Year 15 Azimuth and Regional Priorities at the SWD Command Week in Galveston Oct. 21. (USACE photo)



Southwestern Division leadership, joined by partners and Headquarters USACE staff, met in Galveston for SWD Command Week in October to discuss regional priorities, current issues, and the way ahead. (USACE photo)

executing disciplined processes, and effectively managing our institutional knowledge.

Ways

- Operate as a regional business center, sharing resources, talent, and ideas freely.

- Improve acquisition processes, competencies, and methods to enable efficient project delivery.

Means

- Employ decisive and smart business cases ... efficient use of federal funds, alternative financing, and divestiture of assets, as necessary.

- Through the savvy use of new technologies and collaborative tools, effectively develop the workforce of the future while managing our institutional knowledge.

Regional Priorities

The SWD Priorities for FY15 underscore the significance of Civil Works and Military Missions while promoting elements that enable effective project execution. The six priority actions will specifically posture SWD for success in FY15 and the future:

1. Implement sustainable infrastructure systems and strategies for the Texas Gulf Coast through

innovative solutions. (IPLAN Action 2d2)

2. Collaborate with partners to develop and implement infrastructure strategies to sustain existing USACE multipurpose reservoirs, and aid in the development and implementation of State Water planning initiatives. (IPLAN Action 2d4)

3. Partner with industry and users of the MKARNS to develop a model system to ensure its long-term reliability and sustainability. (IPLAN Action 2d3)

4. Assist military and IIS partners in making informed investment decisions to meet their project needs. (IPLAN Actions 1b2, 3d1)

5. Grow, cultivate and maintain the targeted competencies necessary to meet the future requirements of the nation, while focusing on human capital management principles and strategies to maintain a relevant and ready workforce aligned for future missions. (IPLAN Action 4d1)

6. Integrate knowledge management, new technologies and enterprise tools to

modernize practices and deliver high-value solutions. (IPLAN Actions 4a2, 4d1)

Employee Spotlight: Southwestern Division

Q & A

Edwin Jimenez
Captain, U.S. Army



Capt. Edwin Jimenez, Aide-de-camp to the Commanding General has been in the U.S. Army for four and a half years, and seven months with USACE. He is a certified Engineer in Training from White Plains, N.Y. and a graduate of the United States Military Academy, West Point N.Y. with a Bachelors of Science in Civil Engineering. (Photo by Edward Rivera)

Q. What is your role as an aide de camp?

A. *As the aide, my role is to coordinate internal and external actions requiring the Commanding General's personal attention, to include liaison with District and USACE Headquarters Staff, Congressional staff, and other federal agencies. I also assist in planning and executing the Commander's short and long range calendars.*

Q. How does this position contribute to the SWD mission and how does it broaden your perspective as an Army officer and engineer?

A. *This is a unique assignment, and I am taking every opportunity to learn about USACE and the importance of its mission to the Nation. Prior to this position, I served as a Battalion Plans Officer in Afghanistan. My responsibilities included the force posturing of Route Clearance platoons across the Regional Command in support of retrograde operations (closing down Camps and Bases and preparing equipment for return to the States), and also ensuring that these units had dedicated coverage from the combat enablers across the battlefield. (i.e. Artillery and Aviation assets for protection). The most challenging, yet most rewarding, part of this*

job was securing these Division level resources to provide proper overwatch and to deter enemy forces from attacking our engineer soldiers on the ground. This assignment taught me the importance of communicating effectively to upper echelons and building professional relationships.

Q. What has been the most interesting task you have undertaken? The most challenging?

A. *The most exciting part about my job is the opportunity to shadow the CG during his site visits and briefings. I have had the privilege of meeting local and national leaders who are very knowledgeable and passionate about supporting their communities. After spending three and a half years in a tactical unit, this assignment has given me a unique perspective of our senior military leaders making strategic level decisions. The decisions at this level leave an everlasting impact on the region and require much more scrutiny than I had anticipated. The senior leader mentorship that I have received, both military and civilian, has*

helped me fine-tune my leadership skills for future assignments.

Q. As someone new to the Corps, what has been the biggest surprise to you about the Army Corps of Engineers?

A. *As a junior engineer officer, I had very little understanding about the Army Corps of Engineers. My only exposure to USACE was at my first duty, Fort Hood, Texas, where I would see the safety board with the Engineer Castle posted on the curb at construction sites. Based on these sightings I assumed that USACE was responsible for the management of construction sites on military installations. Now, in my 7 months here at SWD, I am still learning about the numerous regional and enterprise mission sets that were once unknown to me. As a new member to the Corps, I am very interested in researching opportunities to serve at a project office after my command time and also coming up with unique ways to inform other junior officers who were in my shoes and want to learn more about the Corps.*

Employee Spotlight: Galveston



Q & A
Al Meyer
Project Engineer

Al Meyer, Galveston District Project Engineer has been with the U.S. Army Corps of Engineers 31 years and with the District for 29 years. He earned his B.S. in Mechanical Engineering in 1982 from Texas A & M University. He has been married for 25 years has a son, daughter in law and a grandson. He enjoys weekend sailing. (Courtesy photo)

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Q. What do you do in your current position?

A. *I administer dredging contracts on the Houston Ship Channel.*

Q. What was your past position and title?

A. *previously I worked in General Engineering Section.*

Q. What project(s)/tasks are you currently working on?

A. *I currently work on the HSC Dredged Material Management Plan.*

Q. What is your role with the U.S. Army Corps of Engineers?

A. *I execute construction contracts to maintain navigation on HSC and other side channels above Redfish Island.*

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

A. *Any time I can get out onto the job site.*

Q. What do you like about your current job?

A. *The work is tangible – you can see the results on the nautical charts or GoogleEarth.*

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

A. *Surveying the levee alignment on Wallisville Non-Overflow Dam, Spending the better part of the night on a barge in Galveston Bay witnessing a recovery operation, having Thanksgiving dinner on a dredge, bird abatement at Mid Bay Island and taking headquarters visitors on a helicopter ride over Galveston Bay.*

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

A. *Every time I look out of a window on the north side of the building, I can see the difference we're making.*

Employee Spotlight: Fort Worth

Q & A Edward Citzler Architect



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

A. *I am an Architect, Team Lead Engineering and Construction Support Office Architect and architecture subject matter expert.*

Q. What are some key initiatives that you are working? Why is it so important to the Corps' mission?

A. *I am the instructor for our office's Field Force Engineering Program: Base Camp Development Planning Course. This class teaches civilians, active, and reserve components and directly improves their readiness and skills. As "keeper of the Customs and Border Protection standards" I help integrate lessons learned and best practices into the CBP standards and help support their effort in securing our nation. I also support multiple new non-Army customers.*

Q. What are some of your day-to-day duties in the office?

A. *I manage changes to the CBP Standards, complete Requests For Proposal's, write white papers, answer questions from clients, and review submittals of all kinds.*

Edward Citzler, Architect, has been with the Fort Worth District for 11 years. He earned his B.S. in Environmental Design from Texas A & M University. He enjoys hunting, fishing, architecture and operating construction equipment. (Courtesy photo)

Q. You recently won the Architect of Year Award for the Fort Worth District, Southwestern Division and HQ USACE, how did you feel about this recognition?

A. *Amazed, shocked, proud.*

Q. What is your most rewarding experience, your proudest moment, since joining the District.

A. *A Brigadier General recently thanked me for the excellent job I was doing in preparing his troops for their mission and that I need to come back soon. I was proud to receive those words of praise when many people tease me I go to Fort Shafter for vacation.*

Q. Before working for the Corps of Engineers Fort Worth District, what was the most interesting job you've ever had?

A. *A&M cartographer: I surveyed Kyle Field, and drew a map of all ways in and out; I create FAA maps for Easterwood airport for the pilots to use, and mapped and traveled through the dangerous steam tunnels below the A&M campus.*

Q. What motivates you most?

A. *The Warfighter, if I can create a better building and environment for that 19 year old specialist about to deploy overseas, I can call the day a success.*

Q. What goal or mission do you most want to accomplish in your lifetime?

A. *My main goal is to send my kids to college, maybe become a developer.*

Employee Spotlight: Little Rock



Q & A

Brack Perser Park Ranger

Brack Perser has been a park ranger with the U.S. Army Corps of Engineers Little Rock District for 22 years, 20 years at Bull Shoals Lake. The Hot Springs, Ark. native has a University of Arkansas Business Degree in Computer Information Systems/Quantitative Analysis and Henderson State Bachelor's degree in Parks and Recreation. (Courtesy Photo)

34 Q. You've been a ranger at Bull Shoals Lake for 20 years, how much has the lake and the atmosphere changed over time?

A. *Everything around the lake has gotten older but it still looks the same. Twenty years ago folks came to the lake with tents and days worth of food. Today they drive up with \$100,000 RVs pulling a car. Back then a few of our sites had 20 amp services. Now most of our sites have been rehabilitated to fit 50 amp services plus water. The overall lake use and camping experience has changed a lot more than the lake itself.*

Q. What do you do to instill your veteran knowledge to new rangers?

A. *I answer questions all day long. I've worked on each program at Bull Shoals from dock permits to shoreline management to geospatial information systems. I try to teach them where the data is and how to use it. I like to quiz them on history of encroachments and other things. I just give them a step in the right direction and only intervene when they ask for advice.*

Q. What is best part about being a ranger?

A. *You actually come to work every day and do something different. You could be in a boat one day and on a tractor the next. It never gets boring. I love going to the lake as much as the visitors do; I just made it a lifestyle instead of a vacation.*

Q. In your opinion where is the most beautiful place on the Bull Shoals Project?

A. *Wow, I've been all over and there are so many. Perhaps Bee Creek or Music Creek, it just seems like they're untouched. They are just so big and almost unknown.*

Q. Are you working on anything now that will have impacts on the lake's future?

A. *We are revising the Bull Shoals Master Plan. The last time it was updated was in 1975. The master plan provides guidance and vision for the lake. It affects the future management of natural resources and recreational opportunities to ensure the sustainability of the lake. Right now we're collecting public comments to help us shape the vision for Bull Shoals in the future.*

Q. How important is it to manage the natural resources around Bull Shoals?

A. *Folks love Bull Shoals because it's scenic and the water is clear. If we didn't manage the natural resources it wouldn't take long for the water quality and natural beauty of the lake to deteriorate. There are places around the lake that look untouched by modern man.*

Q. Is there anything else you'd like to add?

A. *I'm just lucky to be here. My parents brought me fishing here when I was a kid. I always knew this is where I wanted to be.*

Galveston District

Congratulations:

❑ Congratulations Trina Ruse for being selected as the new budget analyst in the Engineering and Construction Division.

❑ More than 22 district employees donated blood last week to help save up to 66 lives.

❑ Congratulations Debby Jones on her promotion to a supervisory program analyst position. Her hard work and dedication to the mission made it possible for her career path to rise to a new level. Her leadership, training and mentoring abilities will be a great asset to the organization and a great contribution to the success of the Programs Management Branch mission.

Welcome:

Darell Johnson
David Mackintosh
David McIntosh
Frederick McGee
Kevin Mannie
Marcos Garcia
Michael Garske
Michael Prymula
Mike O'Sullivan (redeployed)
Paulette Murphy Higgins
Robert Koch
Stanley Young

Farewell:

Wes Prater
David Torrez

Condolence:

❑ Randy Batiste, longtime Construction and Engineering technician at the Port Arthur Resident Office, passed away Oct. 16, 2014. Randy retired last May.

❑ Buddy Deckard, husband of Legal Assistant Tencha Deckard, passed away Nov. 2.

Little Rock District

Congratulations:

❑ Congratulations to Joel Epperson on his selection as the acting deputy chief of operations for the Little Rock District. Joel brings a wealth of information and experience regarding the operations and maintenance program and the Little Rock District.

❑ Congratulations to Nick Mitchell on his temporary promotion to the McClellan-Kerr operations manager position on the river. Nick brings with him a wealth of knowledge and experience on the river system and will be a great asset to the team.

❑ Congratulations to Robert Ahlert on his selection as the acting natural resources manager at the Pine Bluff Project Office. Robert was chosen because of his natural resource management expertise.

❑ Congratulations to Miles Johnson on his selection as the acting site manager at the Pine

Bluff Project Office. Miles brings a wealth of knowledge in operations and maintenance and natural resource management to the position and will be a great asset to the team.

❑ Congratulations to Terri Farmer on her temporary promotion to the Critical Infrastructure Cyber Security Center of Expertise administration officer position.

❑ Congratulations to Jay Morgan, Beaver Power Plant senior electrician, on his selection to fill the 120 day temporary position as Beaver Power Plant Superintendent. Jay brings a wealth of knowledge and experience to this position. The Beaver Project Office is very pleased to have the opportunity to work with Jay in the management and operation of Beaver Dam and powerhouse.

❑ Congratulations to Mark Green on his selection as the acting operations manager at the Nimrod Blue Mountain Project Office.

❑ Congratulations to Phillip Renfro on his selection as the acting deputy operations manager at the Nimrod Blue Mountain Project Office.

❑ Congratulations to Telia Mahomes for her selection to the legal instrument examiner position within Real Estate Division. Her responsibilities include the handling and auditing of all dis-

Pacesetter Points

strict real estate documents within the district boundaries.

❑ Congratulations to Jeremy Thomason for his selection to replace Ellyce Best as the senior realty specialist. Of the six applicants, Jeremy was unanimously selected. Jeremy brings a wealth of knowledge and experience to this position.

❑ Congratulations to Michael Leddon on his selection for the Public Affairs Office developmental assignment. He will be filling-in for Jay "JT" Townsend starting Dec. 1, 2014, through the middle of March 2015. JT is headed out on a short Army tour followed by an advanced PA school. Michael will be a valuable addition to our PA team while JT is out and Jay Woods finishes his deployment.

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Southwestern Division Office

Congratulations:

❑ Congratulations: Brian Kamisato, the Chief of the Military Integration Division for SWD, has been selection to be the Deputy for Program Management for the Fort Worth District, beginning mid-January 2015. Congratulations to Mr. Kamisato!

Welcome:

Rustom Contractor
Readiness and Contingency
Operations
Return from OCO

Jim Fields
Readiness and Contingency
Operations
Return from OCO

Debra Jones
Civil Works Integration Division
From Galveston District (120 days)

Paul Komoroske
Business Technical Division
From Fort Worth District

Tonya Lippe
Civil Works Integration Division
From Fort Worth District

Cherilyn Plaxco
Planning Division
From Little Rock Division (120 days)

Edward Rivera
Public Affairs Office
From Fort Worth District (120 days)

Bonnie Shepherd
Business Resources Division
Return from OCO

Farewell:

Beverly Martin
Business Resources Division
End of Assignment

LTC Richard Kaiser
Readiness and Contingency
Operations Nuclear Regulatory
Commission

Michael Jordan
Business Technical Division
Retirement

