

PACESSETTER

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Pacesetter

Serving the men and women of the U.S. Army Corps of Engineers, Southwestern Division

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On the cover:

Little Rock District's new crane barge is 260 feet long by 84 feet wide and has a 12-foot hull depth. The pedestal-mounted Manitowoc 18,000 crane has a 200-foot boom and a capacity of lifting up to 285 tons. It is SWD's largest crane and the second-largest in the Corps. It was constructed to conduct routine maintenance and repairs on Montgomery Point Lock and Dam on the lower White River near its confluence with the Mississippi River in southeast Arkansas.



Pacesetters: Partnering for progress

Col. Thomas W. Kula
Commander, Southwestern Division

Not long ago, I sent out a division-wide email assessment on my first 90 days as your Southwestern Division commander. As a great example of how time flies, I have quickly surpassed that and reached another milestone of 120 days! I can still say that I am amazed at all that our Pacesetter team is accomplishing, and I do feel blessed to have joined such a great team.

As I travel around to the districts, I continually emphasize our SWD priorities, which have remained constant since I came on board in July. Those priorities are execution, focus on the Campaign Plan, and open and transparent communications.

Let me touch on each of them briefly as a refresher.

Execute, execute, execute! We must deliver the programs and projects as we promised!

The U.S. Army Corps of Engineers Campaign Plan. Remember the importance of nesting the plans, as in USACE Campaign Plan → I-Plan → O-Plan → My Plan. We will refresh our I-Plan in December. Through disciplined thought and action, we will focus on meeting campaign plan goals and moving closer to GREAT.

Open and transparent communications — within USACE and with our customers and partners. Relationships are the key to our success, and we will track engagements with partners and customers with the Strategic Engagement Matrix and through visits by me and our senior leaders.

Through my travels around the division and attendance at various conferences, I have gathered some thoughts on areas that nest within our I-Plan and your O-Plans that I would like for us to pursue. You may have heard me talk about these during my visits, but here is a recap. I solicit your feedback on them:

Regional strategic partnerships. I am interested in hearing from our districts and Southwestern Division Office about summits that we support, and if there's a regional summit that we are not yet doing that should be one of our initiatives that helps us achieve a particular campaign and I-Plan goal. Are there huge challenges that we should pursue, because "we should and can" in order to achieve a USACE Campaign Goal(s)? We also refer to these as BHAGs or Big Hairy Audacious Goals from "Good to Great." I want to help focus our region on those strategic partnerships within our region that can have the greatest impact. For example:

- Water resource management in Oklahoma and Texas — look for untried or innovative ways to support initiatives within the region;
- Environmental summits that bring together the level of collaboration needed to make a difference for our greatest regional challenges;
- Focus on the Texas Gulf Coast communities that sit below the 100 year surge — what are we and can we do to communicate risks and support community needs?

I have asked Jim Hannon to assemble your feedback and make a

recommendation on the strategic partnerships we should strengthen and continue to pursue and new ones we should all support.

The need to continually show progress. Attached to my earlier email was the document "USACE 2012: Aligning USACE for success in the 21st Century." If you have never read it, it's a must. Review it again if it's been awhile. Much of our Campaign Plan and improvements in our processes are based on initiatives cited in this report. We still have some work to do in some areas, and we will get there with commitment from across our region. USACE 2012 was the vehicle to improve our responsiveness to the nation. Some things still ring true that we need to continue to improve. I've often heard the chief say that "We have pockets of greatness, but some areas we need to continue to improve." Our USACE Campaign Plan highlights areas to improve, also defined "what Great is."

Other Partnerships: Our partners said, "We are your partners; treat us that way!" We need to be more inclusive. Don't think it's possible to overcommunicate in our business with our partners and each other (up, down, horizontal). We need to consider the problem from the customer's point of view. That doesn't mean that we change from doing what's right or in accordance with policy, but it demonstrates to our partners that we understand the big picture — and it may cause us to collaborate better towards a solution or use an innovative approach to reduce project cost and delivery time. Strong relationships are key to success. When there's bad news, you must tell the partner, customer or congressional.

The month of November has been a very fruitful one for our division as well as a time that highlights so much that defines America.

We held a very productive Command Week at Branson, Mo., the first week of November. Expect to hear more from your district commanders and leadership, but let me share with you some key take-aways from the meetings:

- Scheduling and continuous process improvement: We must continue to improve our scheduling, data quality, and use of P2 in the region with a continued focus on execution and product delivery. We must ensure our best practices and lessons learned are captured and incorporated.
- Fiscal Years 12-13 workload forecasting: We must ensure that we have adequately captured our out-year workload and related that to our full-time employee requirements.
- Small Business: We must continue to emphasize small business goals and have increased our regional goals and will adjust our acquisition planning to ensure compliance.

see **"Partnering"** page 17

At Oologah, passing on the knowledge

By Nate Herring, Tulsa District Public Affairs

Tom Miles, civil engineer tech, has worked at Tulsa District's Oologah Lake for the past 26 years and continues to be a valuable asset to the project.

Miles knew of others who worked for the U.S. Army Corps of Engineers and he thought he would "give it a shot" after one of them retired.

In his role, his responsibilities include important maintenance of the gate tower, outlet works, dam structures, and the auxiliary spillway. He's a mainstay in performing daily operations and maintenance activities for all structures and facilities at the project. He ensures that when there are malfunctions that they are dealt with properly and efficiently.

"On countless occasions over the years, there have been breakdowns or immediate critical repairs necessary where Tom, along with others, fashioned successful and timely

resolutions at little cost to the government," said Allen Ryan, Oologah Lake manager.

Sometimes trying to keep things operational can be tricky, and Miles must be prepared for anything. Willingness to work outdoors in all types of weather conditions has never been an issue.

"You got to roll with the punches, but I wouldn't have it any other way," said Miles. "I'd rather be playing in grease than inside an office somewhere else."

Through years of experience Miles gained the ability to recognize problems with the structures by just hearing the sounds they made.

"I recognize it right off," said Miles. "I've seen it so many times. You just have to pay attention."

Miles' experiences and knowledge have made him a great resource to other employees

at the lake office and throughout the district.

"Tom is one of the most respected employees within the Tulsa District," said Ryan. "His institutional knowledge relative to critical infrastructure and selfless service is unmatched."

It is that institutional knowledge that Joe Repschlaeger, civil engineering tech student-trainee, hopes to gain from Miles.

Repschlaeger began working for the Corps in summer 2009 as a volunteer after he drove by the lake and saw some people cleaning up a nature trail. He stopped and asked if he could help, and he continued to volunteer at special events until eventually securing a paid position.

"Joe's talent and work ethic was quickly recognized by everyone here," said Ryan. "He was ultimately converted to a student-trainee working here while attending college. Upon successful graduation in 2011, he will be converted to full time/permanent status and will eventually succeed Tom upon his retirement."

Repschlaeger has learned a lot from Miles and hopes to continue learning as he gains experience.

"There's so much to learn about the Corps and this job specifically, and you can't learn it overnight," he said. "Tom is teaching me a little bit about everything. He's a good teacher."

Miles and Repschlaeger work as a team on critical maintenance challenges, and this allows Repschlaeger to learn from Miles.

"I follow his lead," Repschlaeger said. "One way of learning is jump right in, but we work as a team. Tom knows what to do to keep us operational, and I look forward to gaining more knowledge from him and the rest of the team here at Oologah."

Miles will continue to share the vast experience he has amassed over the years in order to prepare Repschlaeger to eventually step in upon his retirement, which is something Ryan says is "hopefully, still awhile away." 



Oologah Lake civil engineer tech Tom Miles (left) and student trainee Joe Repschlaeger

Southwestern Division's largest crane barge christened into full service

By Cheri Dragos-Pritchard and Laurie Driver,
Little Rock District Public Affairs

The U.S. Army Corps of Engineers Little Rock District christened Southwestern Division's largest crane at North Little Rock's Riverfront Park in October.

The barge-mounted crane is named after the late Mike Hendricks, who worked more than 30 years for the Corps until his death in 2008.

The crane barge is 260 feet long by 84 feet wide and has a 12 foot hull depth. The pedestal-mounted Manitowoc 18,000 crane has a 200-foot boom and a capacity of lifting up to 285 tons.

"This gigantic crane is the largest in the Southwestern Division and the second largest in the Army Corps of Engineers' inventory," said Little Rock District Commander Col. Glen Masset. "If you put that big honking crane on dry ground, it could probably pick up twice the amount of weight. But because it's floating, it's rated at only 285 tons."

The lower deck houses a locker room, office, briefing room, showers, toilets, machinery room, work shop and storage. The main deck houses a restroom, generator room and the anchor control system room.

Masset noted that he did not get to meet Hendricks, but said it was obvious to him that this dedication is a worthy memorial to an intelligent, dedicated and respected Corps employee.

The crane was constructed to conduct routine maintenance and repairs on Montgomery Point Lock and Dam on the lower White River near its confluence with the Mississippi River in Southeast Arkansas.

During the ceremony, several people spoke about their experiences working with Hendricks.

"Mike Hendricks was instrumental in the early design process," said Tim Keyser of the Marine Design Center. "Working on this vessel has by far been the most exciting and most rewarding in my career."

Chief of Hydraulics and Technical Services Branch Henry Himstedt had worked with and for Hendricks in some capacity since the late '70s. Himstedt talked about how easy it was to work with Hendricks over the years. "Mike got the job done and had fun doing it," said Himstedt. "This is something he instilled in all of us. He was as good with people as he was at engineering. We are proud to have worked with and for him. This is a great legacy to a great man."

Hendricks, a central Arkansas native, first took a summer job with the Corps in 1974 as a civil engineering aide when he was a student at the University of Arkansas. He continued summer employment with the Corps each year until he graduated in December 1978 and joined the district's permanent staff as a hydraulic engineer.

Hendricks was selected as chief of the Reservoir Control Branch in September 1991, where he served until 2001. He served temporary assignments at the Russellville and Pine Bluff project offices from January 2001 until his selection as the Operations Project Manager of the Pine Bluff Project Office in August 2003. Hendricks served in

that position until his death in December 2008.

He was a graduate of the University of Arkansas at Fayetteville with a Bachelor of Science Degree in Civil Engineering, and he was a registered professional engineer in Arkansas.

Mike Hutchison, a former co-worker of Hendricks while at the Pine Bluff Project Office and a Corps retiree, shared several stories about Hendricks at work and at play, drawing a picture for the crowd of a man who was obviously admired by many people.

"His favorite saying was 'we work to live, we do not live to work – enjoy doing what you do.' Mike had an open door policy. If you needed him or just wanted to go by and talk to him, his door was always open. But he told you, don't waste his time or you wouldn't like the consequences. He took his job seriously," said Hutchison. "He had a lasting effect on all of our lives. I'll never forget him. This huge crane barge is the perfect legacy for a man such as him."

His widow, Linda Hendricks of Benton, and other family members were on hand as his son Josh, who now works in the district's Hydrology Branch, broke the champagne bottle and put the giant floating crane into full service. 



Little Rock District's new barge-mounted crane is named after the late Mike Hendricks, who worked more than 30 years for the Corps until his death in 2008. Hendricks' widow, Linda Hendricks of Benton, and other family members were on hand as his son, Josh, broke the champagne bottle and put the giant floating crane into full service. The crane is Southwestern Division's largest, and it is the second-largest of its kind in the entire U.S. Army Corps of Engineers.

Southwestern Division Ops chief: 'it's one of the best jobs in the Corps'

By **Martie Cencki**,
Southwestern Division Public Affairs

Angie Premo's 32 years with the U.S. Army Corps of Engineers have included work in Construction, Operations, Engineering, Programs and Project Management, Civil Works and Military, at the field, in the district, division, and headquarters offices. But the Southwestern Division chief of Operations and Regulatory believes that she currently has one of the best jobs in the Corps.

"The day-to-day diversity of issues is great," she said. "I deal with everything from turtles to submersible pumps, golf carts in our parks, dam safety and oil spills — truly a fascinating variety."

As the chief, she must ensure that the role of Operations and Regulatory is fully carried out. That role in the division is to support the districts and be their advocate in the overall management and execution of the various programs. In the division, Operations includes the Regulatory Program in addition to Navigation, Hydropower, Flood Risk Management, Recreation, Environmental Stewardship and Water Supply, which is different from the four districts.

"Within the Operations and Regulatory Community there is a very strong sense of family with very strong communication vertically and horizontally," Premo said. "We strive to work more as a region."

In addition to the diversity of issues, another great thing about Operations is its ability to react and get things done.

"All of this is due to our employees, who have great pride in their projects and the work they perform. They are the first to respond to others needs such as serving in overseas contingency operations or emergencies," she added.

Some of Premo's duties since coming on board at division have underscored partnering or working together.

"We have been working with Planning on studies such as the Sabine Neches Wa-



Southwestern Division Chief of Operations and Regulatory, Angie Premo, enjoys the day-to-day diversity of issues presented by the position.

terway, Real Estate on encroachment issues, Civil Works Integration on budget, Business Management and Contracting with the P2 templates, and getting out to the districts for a variety of activities," she said. "Some of these have included park area dedications, dewatering of our locks, rehabilitation of our hydropower plants, and flyovers of our Texas coastline to get a bird's eye view of our deep draft and shallow draft ports. We also partner with state and federal agencies, such as the Texas Water Board, National Marine Fisheries Services, the Environmental Protection Agency, as well as the dredging industry and many of our local sponsors, all necessary to our success as a division."

Like all elements of the division, Operations and Regulatory faces several challenges. A top issue is an aging workforce, along with an

aging infrastructure — an "across the board" challenge in the federal government.

"In the next five years, there will be a great turnover as many baby boomers will be retiring. But we are very optimistic about the strength of our next leaders in Operations and Regulatory," said Premo. "You can begin to see the transition in our field and district offices, with many bright young people moving into leadership roles.

"Also, many of our projects are nearing the end of their design life, and recapitalization of all our assets with declining budgets is a tremendous challenge.

In the regulatory arena, the challenges are compounded because it is an inherently governmental function and the work must be completed by in-house government staff — very little work can be contracted out.

Counterbalancing the challenges are success stories and innovative approaches. "All of our districts and project offices have great success stories," Premo said. "I am very proud and energized when I visit any project in the division and meet the staff and see the great work they are doing. Our partnerships and volunteer efforts have been successful, and I see this continuing to grow."

Additionally, in the area of water safety, division project personnel have undertaken very successful public education and outreach, especially with Bobber the Water Safety Dog and by using the social media forum of YouTube to disseminate water safety messages.

In the regulatory arena, division worked rapidly in the wake of the Deepwater Horizon incident to develop blanket emergency permit procedures to expedite review of work related to oil spill cleanup actions, and also was one of the first divisions to fully implement the Regulatory Avatar, a new tool that improves transparency and public understanding of the permit process.

In spite of all the potential challenges, Premo has a clear vision of where she would like division Operations and Regulatory to be in the near future.

"With the aging workforce, just within

See "Ops" page 14

Pockets of greatness in Southwestern Division

Spotlight on Galveston District's Richard Long

Richard Long, supervisory natural resources manager for the Galveston District's Houston Project Office, is no stranger to the Corps. With more than 34 years of federal service, 30 of which have been with the Galveston District, Long has made a career of telling the district's story while managing the day-to-day operations and maintenance of Addicks and Barker Dams and Reservoirs and the Wallisville Lake Project. The Pacesetter presents a spotlight on Long.

Q. *What do you enjoy about your career?*

A. Being able to come to work with a group of people where I feel the knowledge and abilities I have acquired through the years is appreciated and respected. I never dreamed a young man with a degree in park administration from a small college in Arkansas would have the responsibilities that I have today.

Q. *What are some of your responsibilities?*

A. They include, but are not limited to, the operations of Addicks and Barker Dams, which reduce flood damages to Houston and the operations of the Wallisville Lake Project navigation lock and saltwater barrier, which prevents saltwater intrusion up the Trinity River and protects freshwater intakes.

This includes the management of the natural, cultural and recreation resources associated with the 26,000 acres of Addicks and Barker Reservoirs, all located within the city of Houston, and the 20,000 acres of land and water including coastal marshes, bottomland hardwood swamps and cypress swamps of the Wallisville Lake Project.

Q. *What is a normal day like for you?*

A. That's what makes this job so interesting and appealing. There is not a normal day! Every day is different; every day has something new, and every day I learn something new.

Q. *What is the most interesting thing you've encountered at Addicks and Barker Reservoirs and Dams?*

A. Some of the more interesting things have been the rescue and relocating of wildlife, including owls and alligators. I also find interest in interacting with unique people on a day-to-day basis.

Q. *How important is community outreach to you?*

A. Community outreach is extremely important, second only to the sound operations and maintenance of the physical project.

Q. *What types of outreach activities do you do?*

A. Outreach is not a single activity, it is an ongoing process, a part of your day-to-day activities. Sure, a big part of outreach is preparing and presenting speeches to various schools, community, civic and professional groups, but it is much more than that. Outreach takes place with every customer that I come in contact with, both on the job and off the job. I like my job, and since I like my job, I talk about my job – probably sometimes too much, just ask my wife and family.

Q. *When giving tours of Addicks and Barker Dams and Reservoirs, what do you want the public to understand about the project?*



Richard Long

A. Tours of the projects are a very important part of the outreach process both for members of the Corps family and the public. Usually, a briefing will take place before a tour. You can speak all day about homes or schools being located behind the dams, but when you drive over the dam and you are looking at an apartment complex, the impact comes home.

Q. *How important is it to communicate about the Addicks and Barker Dam Safety Program?*

A. The importance of communicating about the Addicks and Barker Dam Safety Program cannot be emphasized enough. This allows us the opportunity to meet and greet the public – our customers – in a way that we had not done before. In February and November 2010, the public came to our outreach meeting for various reasons. Some came because they were curious, some because they had questions, some because they wanted to learn and still others just to express concerns. If the public left our meetings with a better understanding of the projects, then we succeeded.

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

A. I pride myself in knowing a lot about the Corps and what the Corps does across the nation. I believe this knowledge helps me to be that face for the Corps on the local and national level.

I'd like to add that Addicks and Barker Dams and Reservoirs belong to the public, and we are the stewards of these projects for them. They have a right to know what is going on with these projects, and it is our responsibility to fulfill this right to the best of our ability. 

Galveston District completes jetty construction in Matagorda, Texas

By *Isidro Reyna*
Galveston District Public Affairs

The U.S. Army Corps of Engineers, Galveston District, completed the construction of a new east jetty at the mouth of the Colorado River Oct. 1, 2010, in Matagorda County, Texas.

The newly-built jetty, which is parallel to the existing west jetty, is 2,700 feet, of which 1,140 feet projects into the water.

"The Army Corps of Engineers plays a key role in America's well-being by keeping our waterways open for navigation," said Karl Brown, an operations manager with the Corps' Galveston District. "The new jetty will help reduce dredging frequency and channel maintenance costs at the mouth of the Colorado River."

The Galveston District is currently dredging the mouth of the Colorado River, which will also help improve navigation safety, said

Photo below left, Col. Christopher W. Sallèse, Galveston District commander, looks over jetty plans with a team of Galveston District engineers. Photo below right, workers place stones at a new east jetty constructed by the Galveston District.



Brown.

"The two parallel jetties are 400 feet apart with an authorized navigational channel 150 feet wide and 12 feet deep," said Brown. "The channel will be at an adequate depth for recreational boats, commercial fishing and shrimp boats when the entire project is completed in January 2011."



A \$20.4 million contract was awarded Sept. 2, 2009, for the completion of this project and was funded by the American Recovery and Reinvestment Act.

The project is one of 20 ARRA projects across the Galveston District totaling \$298 million. 

Houstonians updated on Addicks and Barker Dam Safety Program

By *Isidro Reyna*
Galveston District Public Affairs

The U.S. Army Corps of Engineers, Galveston District, provided an update on the Addicks and Barker Dam Safety Program to West Houston residents and business owners at a public meeting Nov. 9, 2010, at Wolfe Elementary School.

The meeting was part of a continued communication initiative following the Addicks and Barker Dam Safety Program kickoff in February 2010.

"The primary objective of the Dam Safety Program is to maintain public safety by ensuring that dams we own and operate are safe and that risks to the

public are minimized," said Col. Christopher W. Sallèse, Galveston District commander. "We feel it is important to keep those who live and work around Addicks and Barker dams and reservoirs informed."

The Galveston District provided a video presentation and briefing which explained the interim risk reduction measures implemented to reduce risks and increase safety of the dams.

Attendees also learned about the Corps' dam safety modification study, which will take a comprehensive look at the concerns associated with the dams.

"Addicks and Barker dams, which were constructed in the 1940s to protect downtown Houston from flooding in response to devastating floods that hit Houston earlier in the century, have been protecting the Houston metropolitan

area for more than 60 years," said Sallèse. "And the Corps of Engineers is working with our local Flood Control and Emergency Management partners to ensure that they continue to do so." 



Col. Christopher W. Sallèse, Galveston District commander, listens to the concerns of a West Houston resident after the Addicks and Barker Dam Safety Program meeting Nov. 9

Tribal consultation: partnering for understanding

By Nate Herring, Tulsa District Public Affairs

Working with stakeholders is a major part of U.S. Army Corps of Engineers projects and often key partners on many projects are Native American nations.

Although tribal consultation is a part of project coordination throughout USACE, in the Southwestern Division, especially Tulsa District, it is essential because of the high number of tribes that fall within its area of responsibility.

Nationally, there are more than 560 federally recognized tribes, 39 of which are in Oklahoma. Many of these tribes were relocated to Oklahoma as Americans moved west in the 1800s and 1900s but their reach extends far beyond the state. Artifacts and burial locations have been found in locations where the tribes were present before coming to Oklahoma so it's important to consult with tribes even if a project is taking place in a location outside a tribe's current jurisdiction.

The Corps as a whole is taking steps to strengthen the tribal consultation program. Recently, a tribal liaison or point of contact for tribal consultation was established at every district and division and a tribal programs community of practice was started. This will allow for the sharing of resources and information throughout the Corps.

Tribal programs differ throughout the Corps depending on the tribes that fall within a district or division's area of responsibility as well as ongoing projects. Tulsa District's tribal program has two parts. The first, the cultural resource program, covers more than 1.1 million acres of Corps-managed lands at 33 multipurpose lakes and five locks and dams on the McClellan-Kerr Arkansas River Navigation System. At these projects, more than 4,500 archeological sites have been found. At times, tribes may have sacred sites on public land that are known only to tribal members, so consultation is important in the early stages of planning to ensure that both the project needs and the tribe's needs are met. The cultural resource program works with tribes on reburials. If a gravesite is discovered, the Corps helps tribes find a suitable reburial location on public lands. This program is designed to preserve the tribe's interests while collectively ensuring the Corps accomplishes its critical missions.

The second part of Tulsa District's tribal program is its tribal construction program, the only one of its kind in USACE. This initiative is part of the district's Interagency and International Support program. The district has successfully helped several Native American tribes with a variety of projects and provides engineering and environmental services, water resource solutions, master planning, real estate support, project management, grant application support, and inspection services to the tribes.

Since tribes are considered independent sovereign nations, it is required by law that they be consulted with on projects that may have



Terry Lyons, environmental specialist at John Redmond Lake and Native American Perspectives and Corps Missions course instructor, presents Leonard Maker a ceremonial blanket to thank him for speaking to the class.

an impact on their interests, which are often deeply rooted in their connection with nature and their views on land.

"We authorize people to build things," said Chip Smith, special assistant for regulatory, tribal, and environmental issues, Office of the Assistant Secretary of the Army for Civil Works. "When we do that, we disturb the dirt, change water quality, change the landscape, and change animal migration, all things that are important to tribal nations."

Tribal consultation is challenging because of the uniqueness of each tribe, and a one-size-fits-all approach to consultation will not work, Smith said.

Many times people do not understand the history, culture, and traditions of tribes, and it can create tension in consultation meetings.

"It is time for us to stop pointing fingers and start moving forward," said Glenna Wallace, chief, Eastern Shawnee. "I have two legs and must keep one leg rooted in the past. So in a sense, I'm a historian and in another, I must look to the future."

One way to build a greater understanding for tribal customs as well

see "Tribal" page 22



White Oak Bayou project manager Sarah Chitwood (left) of Little Rock District's Regulatory Division works with members of the White Oak Bayou Technical Review Team. The team is reviewing Hydrogeomorphic assessment field sampling methodology at Burns Park.

Partnerships help manage local wetlands

By Cheri Dragos-Pritchard, Little Rock District Public Affairs

As population growth and urbanization continue in the North Little Rock and Maumelle areas of Pulaski County, Ark., Little Rock's Regulatory Division is working with community leaders and citizens to help protect the environmentally important White Oak Bayou.

The district and the stakeholders have a common goal to develop a successful wetland management plan that balances environmental, economic and social values that follow the Environmental Protection Agency's standards.

"White Oak Bayou is a large bottomland forest and a backwater cypress and tupelo swamp along the upper Arkansas River ecosystem," said Project Manager Tim Scott of Little Rock District's Regulatory Division. "The headwaters of the bayou originate within the Ouachita and Fourche Mountain ecoregion and flow southwest into the Arkansas River Valley eco-region, where the bayou

eventually empties into the Arkansas River."

More than 10 miles of the bayou are in the Maumelle and North Little Rock areas and comprise an estimated 1,450 acres of prime wetlands, said Scott.

"The wetland complex contributes to groundwater recharge, flood flow alteration, sediment and pollutant retention and nutrient removal, and it supports diverse wildlife and aquatic species," said Scott. "Current and future growth within Maumelle, North Little Rock and Pulaski County has and will continue to place significant developmental pressure on the bayou."

Development, if not properly regulated, could decrease total acreage of wetlands and upland habitat in the watershed and degrade water quality and wildlife and fish habitat.

See **"Wetlands"** page 22

Partnerships help accomplish the mission

Little Rock teams up successfully with highway division

By Cheri Dragos-Pritchard
Little Rock District Public Affairs

Like many relationships, Little Rock District's relationship with the Federal Lands Highway Division of the Federal Highway Administration is complicated. But it enabled timely repairs on many roads at district lakes that were damaged or destroyed by floods in 2008 and 2009.

This relationship featured lengthy processes, paperwork and rules that govern the highway division's Emergency Repairs to Federally Owned Roads program. The division noted that this 33-year-old program helps a federal agency when a disaster damages its roads to the extent that it would incur "uncommonly heavy expenses associated with the repair and reconstruction."

"It's a very formal process, starting with who can even declare a disaster," said Bill Qualls, Little Rock District Operations Division. "Every step is documented. We had to send a written request for emergency relief funds. Then they responded in writing, letting us know they assigned someone to come inspect the areas and document the damage."

When the first floods occurred in March 2008, many project roads were flooded in Arkansas and southern Missouri. It wasn't until mid-July when lake levels finally receded enough to allow the highway division to assess and eventually issue a 'positive finding,' meaning they agreed the roads they assessed qualified for federal funding.

"Some of the reconstruction projects from the 2008 and 2009 floods are still ongoing," Qualls said. "Due to the nature of our flood-risk reduction lakes, the

See **"Mission"** page 23

\$534 million contract awarded for Fort Hood replacement hospital

By **Denisha Braxton**
Fort Worth District Public Affairs

Artists rendering of a northeast aerial view of the Fort Hood replacement hospital.

The largest design-build medical facility project and the largest American Recovery and Reinvestment Act of 2009 project in the Department of Defense to date was awarded Sept. 10.

After a yearlong process that resulted in an 8,000 page request for proposal, the \$534 million contract, which includes \$30 million for medical equipment, was awarded to Balfour-Beatty/McCarthy for the design and construction of the Fort Hood replacement hospital.

In a “design-build” acquisition strategy, a single firm coordinates the design and construction. To accomplish this, a joint field office has been established with the U.S. Army Corps of Engineers and the Health Facilities Planning Agency to provide construction for the new Carl R. Darnall Army Medical Center. Construction is scheduled to begin in spring of 2011 and conclude in spring 2014.

“It is an honor to be a part of a project that will have such an impact on our military community,” said Anjna O’Connor, director of Fort Hood Medical Center Replacement Project. “This new medical center will touch the lives of our service members in many ways — from the birth of their first child to their care after retirement. The new medical center will help care providers deliver the high quality healthcare that our service members and their families deserve.

“It will be a truly rewarding experience to be able to support those who have sacrificed so much for us,” said O’Connor.

The contract was based on a two-step acquisition process using a design-build, best value approach. Phase one is used to pre-qualify all interested bidders by narrowing down the field to three teams. Those three teams were then provided the technical requirements of the replacement hospital and competed for the final award.

The 944,000 square-foot structure, which is approximately 70 percent larger than the existing 45-year-old Carl R. Darnall Army Medical Center, will provide a new state-of-the-art healthcare facility for service members and their families.

Today, Darnall supports 45,000 active duty soldiers, 42,000 family members and 13,000 retiree family members. The new facility will be called upon to serve an even greater population, more than 178,000 service members, their families and retirees.

A new and larger facility offers better access to care for the patients, which increases patient satisfaction said Jeri Chappelle, public rela-

tions officer at Carl R. Darnall Army Medical Center. “The new surroundings and added space certainly improve job satisfaction and performance,” said Chappelle. “First impressions count, and I hope when patients and staff come to the new hospital they will be proud and think, ‘This is my hospital.’”

The project will include a hospital, outpatient clinics, logistics building, a central utility plant and complete interstitial mechanical flooring. Three parking garages will provide 5,200 spaces. Other features include large behavioral health services, a fitness center, and a trail and healing gardens. This project is the only DoD medical facility pursuing a Gold Certification in Leadership Energy and Environmental Design.

“A dream is a vision of what we imagine the future could and should be — the future as we want it to be, a world-class facility for our service members and their families,” said Omar Chavez, Fort Hood Hospital senior project manager.

Several options have been discussed about the use for the existing Darnall Army Medical Center once the project has been completed, but none have been confirmed yet.

“I was born and raised in the Fort Hood

See **“Contract”** page 18



Paid by the hour

Col. Glen A. Masset
Commander, Little Rock District

Given that this edition of the *Pacesetter* will be published in the midst of the holiday season, I thought it fitting to reflect upon some of those “things” we have in our lives to be thankful for.

Some of these things are obviously people, such as family and friends. Some are physical objects, such as owning a great pickup truck. It is basic human nature to migrate toward or surround ourselves with as many of these people and things as possible. In doing so, we believe it makes our lives more rewarding, fulfilling and secure.

An obvious thing we have to be thankful for is the fact that we who work within the ranks of the U.S. Army Corps of Engineers, have great jobs. We get to do fun and exciting stuff, we get to serve our public, we get to work with some of the greatest people we’ve ever known, and we get paid for doing it! For this, I know I am truly thankful.

But if we break it down, we quickly realize we are being compensated with much more than just an hourly wage. There is more to it than the money deposited into our bank accounts each payday. Our employment also pays non-monetary dividends that definitely have worth. These dividends are also something we can all be thankful for.

What do I mean by non-monetary dividends? Well, has anyone ever asked you what you do for a living? And when you answered, did they respond with something like, “Wow, that’s cool!”? For rangers who wear uniforms and badges, have you ever noticed you get a little more

respect from the general public than the average Joe? Has someone ever asked, “You get to do what?” Have any of you project managers and engineers ever placed your hands on your hips and proudly declared, “I designed (or built) that!”? Have your parents or loved ones ever told you they are proud of what you do?

If you placed a dollar value on some of these statements of “coolness” or expressions of respect, or any other type of non-monetary compensation you get from your job, how much would it be worth to you? If you hypothetically added this to your salary, how much would you really make per hour?

Consider this. If this non-monetary compensation, for whatever reason, was stripped from your life, would it leave a hole in your self worth? As for me, the hole would be gaping.

I am extremely thankful I get to work with you — all magnificent people. I am honored I get to wear a Soldier’s uniform and am further honored for the respect shown toward the uniform. It is impossible to place a dollar value on all the things I get to do and see, but the amount would be huge.

The holiday season is upon us, so let’s all take the time to reflect on all of those “things” we are thankful for. And every now and then stop and ask yourself, how much do I really make per hour? 

Tulsa District celebrates National Native American Indian Month



Dr. Hugh Foley, a Native American studies professor at Rogers State University was guest speaker for the program at Tulsa District.

By Nate Herring
Tulsa District Public Affairs

The Tulsa District held its annual National Native American Indian Month program Nov. 30 at the district headquarters in Tulsa.

The program, which featured guest speaker Dr. Hugh Foley, a Native American studies professor at Rogers State University, featured the theme “Life is Sacred — Celebrating Healthy Native Communities.”

Lt. Col. Gene Snyman, Tulsa District deputy commander, welcomed the

employees and told of his experiences with Native Americans while living in Oklahoma.

“One of the things I’ve found is there is a great awareness of the land,” he said. “It’s amazing to look at the piece of property you live on with a different perspective.”

During Foley’s presentation, he told of the history of the different tribes in Oklahoma and his experiences studying and observing their culture.

“I’ve had the pleasure of observing and participating in Native American ceremonies and events,” he said. “It’s a different world.”

Foley encouraged district employees to attend events and learn about the different tribes in the area. 

Task force unites, regulates natural gas drilling

By Cheri Dragos-Pritchard, Little Rock District Public Affairs

An interagency task force is easing the environmental regulation process for natural gas drilling in the Fayetteville Shale Play area of Arkansas.

The Fayetteville Shale Task Force was formed when it became evident that the existing process, involving multiple agencies, was too unwieldy to effectively manage the explosive growth in drilling in that area.

The U.S. Army Corps of Engineers, Little Rock District Regulatory Division, formed the group from among state and federal agencies with a hand in regulating natural gas drilling, and it includes three Corps districts. This task force now collectively addresses environmental issues.

Its work has resulted in expedited methods that speed up the permit process and at the same time better address environmental concerns. Members routinely examine such issues as sedimentation, best management practices, cumulative impacts, noise, safety, water withdrawals, interstate gas lines, dam safety and endangered species. The gas industry and the public are also involved.

“Little Rock’s Regulatory Division is dedicated to protecting the chemical, physical and biological integrity of the waters of the United States in the Fayetteville Shale Play while balancing the economic benefits,” said Regulatory Division chief Joyce Perser. “To do this, we have to have a stable working relationship with state and federal agencies and other Corps districts.”

The Shale Play geologic formation is located in 33 counties in Arkansas. It covers areas in Little Rock, Memphis and Vicksburg districts.

Work regulated under the Clean Water Act for gas exploration includes constructing well pads, pipelines, access roads and dams on streams to catch water for use in fracturing shale to get it to release its natural gas content – these are known as ‘frac’ ponds.

“It’s estimated that more than 500 frac ponds will be constructed in this region,” said Perser. “These frac ponds average three to five acres in size. So this is not a small task. It involves and impacts many small streams



A map of the Fayetteville Shale Play area of Arkansas, which is located in 33 counties in the state and covers areas in the Little Rock, Memphis and Vicksburg Districts.

on privately owned lands.”

Little Rock district, in coordination with Memphis and Vicksburg districts, issued a “regional condition” earlier this year to ensure further protections. It requires the submittal of permit applications in the Fayetteville Shale Play Area for verification under Nationwide Permits No. 6, 12, 14 and 18.

“This regional condition was added to the current nationwide permits to ensure protection of threatened and endangered species, establish a baseline to address cumulative impacts related to regulated activities in the region and to ensure verification and compliance of activities with the appropriate permit,” said Perser.

The three Corps districts also issued a Regional General Permit in June for the state of Arkansas that authorizes the construction of exploration and production wells for oil and gas and their supporting fills and structures.

“The RGP provides a thorough environmental review while expediting the Corps permitting process,” said Perser. “The workload for evaluating Nationwide Permits in this area has increased from 920 finalized permit actions in fiscal year 2009 to 1,923 finalized permit actions in FY10. With a workload like this, we had to find a way to make the process faster, yet still efficient. Developing this task force, the new regional condition and the RGP was the answer.”

Quality Management System in action

By Franklin C. Orego III
chief, Quality Management Section, Fort Worth District

In an effort to accelerate the transformation from “Good to Great,” the U.S. Army Corps of Engineers, Fort Worth District has taken extreme measures to improve implementation of a substantial and sustainable Quality Management System.

To drive and motivate the entire district, the leadership team mandated that they do what they do best; lead the way. So, a leadership council was established with the sole focus of continuous improvement of and discipline to the QMS process.

The leadership team established the Executive Quality Council to ensure accountability and focus on the implementation of QMS, especially continuous improvement. The EQC meets monthly and includes senior team members from functional divisions, support staff, the DPM and district and deputy commander. The usual agenda includes status updates of ongoing/recently completed improvement projects, review of charters for upcoming improvement ideas and a

review of the overall improvement portfolio.

With the structure in place, ideas were needed about where to start improvement efforts. The EQC was determined to invest the time and energy to re-examine where the district should be; in other words what does “Great” look like for Fort Worth.

Drawing from a number of sources including the USACE Campaign plan, Southwestern Division I-Plan and the district O-Plan, the team conducted a long overdue strategic planning session. August 24th and 25th the team used some Lean Six Sigma tools and the Theory of Constraints methodology to develop a roadmap of where to be and the conditions that must exist in order to reach the stated goal.

The team developed a list of more than 30 key improvement ideas, paying particular attention to indentifying the top four most important ideas to execute immediately.

The team reports that the top four improvement ideas have been kicked off. The ideas are to improve the development of project management plans, improve the deployment of project delivery teams, improve the delivery and structure for the new employee orientation program, and improve the implementation of a formal mentorship program.

Fort Worth District has taken a decisive step in the right direction and is moving closer to “Great” and hopes to share its experiences to help the rest of the division continue along its journey from “Good to Great.”

“Ops” continued from page 6



Southwestern Division Operations Chiefs gathered in Dallas to discuss ops issues with the divisin staff. From left, Tulsa Assistant Chief of Ops, John Marnell; Charles L. Burger, Fort Worth Chief of Operations; Little Rock Chief of Operations Andrea L. Murdock-McDaniel; Jim Hannon, Southwestern Division Director of Regional Business; Angie Premo, Southwestern Division Chief of Operations and Regulatory; and Joe Hrametz, Galveston acting chief of Operations.

our division office I can see pretty much a new staff. I hope that, with this new staff, we will be able to transfer some of the years of experience and knowledge of the current staff, and that they will be a completely transparent, efficient and collaborative team working regionally with the districts in support of executing the program,” said Premo.

“Our roles in hydropower, navigation, recreation, flood risk management, water supply, regulatory and environmental stewardship will continue to be important,” said Premo. “We have millions of acres of land and water and infrastructure that we manage which will increasingly become more valuable to the people we serve.”



Thanks to you for Tulsa District success

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

November has two significant American holidays; Veterans Day and Thanksgiving, that center on offering thanks to those that allow us to live in this great country as we do.

On Veterans Day we give our thanks to current and past service members for their willingness to sacrifice for this country. It was humbling as we celebrated Veterans Day. It seemed that every place I went in uniform, from Kansas to Oklahoma to Texas, caring people would stop me and thank me for my service. And while I truly appreciate their kindness, the real thank you goes out to all of the people who don't wear the uniform but who make great contributions to our district and across the U. S. Army Corps of Engineers every day.

Thanks to those that are or have deployed in the past in support of our nation. The Tulsa Veterans Day program focused on the 12 team members from the district who are currently deployed and on the 107 teammates who have deployed in the past. The Emergency Management Office did a great job of putting together a big collage of photos from previous deployments that stood in the front lobby on Veterans Day. They also put together pictures of each of our currently deployed colleagues to hang in the district conference room to remind us every day of their continued service and sacrifice.

Thanks to those that give of their time to help others. Debbie Overstreet and Micheal Diggs led the district's Combined Federal Campaign this year and their energy was infectious. They organized a stream of events with everything from ice cream sundaes and pot-lucks to pinewood derby races and pie tosses. With lots of help from across the team, the district raised \$63,556.73 for CFC.

We also must recognize all of our volunteers across the district. Folks like David and Judy Rawson at Lake Texoma. They have been with us for six years now, starting in 2005 as seasonal volunteers and then staying full-time after the flooding in 2007. They mow, paint, trim trees, and do office work. They have even been spotted helping out with a recent fish fry. They are an important part of the team and we thank them for their service.

Thanks to our Pacesetter teammates across the division. As we continue to work together across the region two things are obvious: 1) Southwestern Division has gotten regionalization about right and 2) we are much better for our collaboration and support. The

Northern Alliance is incredibly important and we could not maintain the McClellan-Kerr Arkansas River Navigation System without the teamwork between Tulsa and Little Rock. At the recent Command Week you could see the cooperation between all of the Deputies for Project Management, the Engineering and Construction chiefs, the Resource Management chiefs, and the Contracting Officers. The Real Estate chiefs met the week before. I think it is simply part of the Midwest personality of our Districts; we take care of ourselves and our jobs first, but if someone asks for help then we do everything we can to help them out. Whether it is sharing safety officers or dam safety experts, we are part of a bigger team and other districts and divisions are taking notice.

Thanks to our Stakeholders. Whether we are talking with the Kansas Water Office, the Lake Texoma Advisory Committee, or the Ft Sill Garrison Staff, our stakeholders appreciate what we do to support them. Recently at the Oklahoma Governors Water Conference, I can't tell you the number of people that stopped us to say thank you. More importantly, they also stopped to discuss ways that we have worked together in the past and how we should continue to work together in the future. My response is normally, "Thanks for the partnership." We could never accomplish all of the work that we do without our great stakeholders. Tulsa District was very successful in working with the Tulsa County Commissioners on a cost share agreement for the implementation of the Arkansas River Corridor Development. While we sometimes struggle to find a cost a share partner for a large project like this, we could not ask for a better partner and stakeholder.

Thanks for your professionalism. What an incredible team of professionals. Recently spending time with the crews at the Red River Chloride Control project, at Fort Supply and Canton Lakes, and at Ft Sill show the amazing level of talent that we have. People who are passionate about their position on the team and who go above and beyond to make sure things are done right.

So as we close the book on November and continue into the Holiday Season, all focused on the act of giving thanks, I just want to say thanks for everything that you do. Each of you makes a difference every day. It is a great team and whether you wear a uniform or not, you have earned our Nation's thanks.



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Serving the public interest: compliance inspections

By Kimberly Jackson, realty specialist, Tulsa District

Within each U.S. Army Corps of Engineers district's civil and/or military boundaries the Real Estate Division is responsible for negotiating, issuing, administering, and managing all federally owned and Army controlled real property that is conveyed to others for various uses.

The Department of Defense refers to these conveyances of property use as "outgrants". Outgrant documents are written in the form of a real estate lease, license, permit, easement, or consent to easement. In these documents, the United States is referred to as the "grantor," and the people or private/public entities to which the property is granted are the "grantees." These documents are executed on behalf of the U.S. under the authority of the secretary of the Army by appropriately warranted realty contracting officers.

Within Tulsa District's Civil Works boundaries, the Real Estate and Operations Divisions manage more than 1.2 million acres of land across 39 projects. More than 835,000 acres are outgranted to non-federal entities. Civil Works outgrants include: recreation leases with non-profit organizations and owners of commercial concessions, for example, lake marina operators; agricultural and grazing leases with farmers and ranchers; fish and wildlife leases with other federal agencies or state and local governments; public park leases with state and local governments; utility and facility easements with utility companies; cell tower leases with communication companies; and port and industrial leases with port authorities and companies who use the ports for purposes such as loading and transporting grain and coal.

Real Estate Division issues and administers outgrants at five military installations in Oklahoma: Fort Sill Army Installation; McAlester Army Ammunition Plant; Altus, Tinker and Vance Air Force Bases; and Camp Gruber, an Oklahoma Army National Guard Training Center. Military outgrants include leases for banks, schools, Veterans Affairs facilities, cell towers, agricultural and grazing land, military support organizations, and easements for roads, utilities, and other facilities, such as sewage lagoons.

In accordance with federal laws and Army regulations, Corps of Engineers districts are required to inspect outgranted lands and facilities to determine if grantees are complying with the terms of outgrant documents. These inspections are referred to as compliance inspections. Compliance inspections are also tools for the Corps to enforce the grantees' obligations. Compliance inspections of land and facilities outgranted to others for public use are particularly important to ensure health and safety and to ensure the grantee is utilizing the land appropriately for the outgranted purpose.

Tulsa's Real Estate Division coordinates with military customers to conduct 106 annual compliance inspections over 95,000 acres of outgranted land and facilities located on military installations. Examples of military outgrant deficiencies may include electrical hazards, incomplete agricultural services, such as not installing fencing in lieu of paying rental, or inappropriate land usage, such as allowing livestock



Realty assistant, Jason Northern, checking a ground fault circuit interrupter during an annual compliance inspection.

to over graze land or using the land for other than the outgranted stated purpose.

Tulsa's Real Estate Division completes approximately 250 compliance inspections on outgrants across the district's Civil Operations and Maintenance projects each year. These annual compliance inspections are conducted over 522,000 acres of land. Real Estate personnel, with the support of Operations Division's rangers and environmental specialists, cover the Civil Works boundary over a five-month period.

Recreation commercial concession leased areas are a high priority in the Compliance Inspection Program due to the general public's heavy visitation. Tulsa District has 50 commercial concession leases, not including subleased commercial development in many of the 44 public park leased areas. Approximately 25 restaurants, 50 ship stores, and more than 11,000 individual boat slips are inspected each year in the district's outgranted areas.

In addition to the compliance inspections completed by Real Estate each year, each Civil Works O&M lake project office is required to complete compliance inspections for certain types of minor outgranted areas. Those outgrants include basic right-of-way easements, consents, licenses, or written permission to oil and gas companies to drill on government-owned land, and basic licenses granted to individuals for boat dock usage at Corps lakes.

Compliance inspections at Civil O&M projects are a team effort including team members from Real Estate, Operations Divisions, the

See **"Compliance"** page 24

Fort Worth District engages the public to discuss submersible pumps

Story by Randy Cephus
Fort Worth District Public Affairs

Representatives from the U.S. Army Corps of Engineers, Fort Worth District met with members of Morgan's Point Resort, near Temple, Texas, Oct. 20 to discuss alternatives to submersible pumps which were banned by the district in January 2010.

Twelve alternatives to the banned pumps were introduced at the public meeting, to include multi-jet, centrifugal and air driven pumps such as bubble pumps and simplex pumps.

The district had delayed enforcement of the policy requiring immediate removal of submersible pumps and electrical components to allow properly licensed and permitted homeowners time to seek suitable alternatives.

"We are here tonight to discuss why we made the decision to ban the electrical submersible pumps, restate our policy and position, provide you with possible alternatives, and to field your questions reference the ban on these pumps at our Corps lakes," said Col. Richard J. Muraski, Jr., commander, Fort

Worth District.

Electrical submersible pumps are designed to be placed in water wells or other systems inaccessible to human contact and warnings on improper use are visible on the pumps. Some pump owners challenged the seriousness of the shock hazard warning citing a lack of confirmed cases of electrocutions at Fort Worth District Lakes.

"We do not have a smoking gun, but what we do have is that Underwriters Laboratory, who sets the industry standards, says they are not safe or suitable for this type of use," said Charlie Burger, Fort Worth Operations chief.

Based on the Corps' waterline license application, requests for private water line installation have historically stipulated that pumps must be UL approved, be installed in accordance with manufacturer's recommendations, and be wired in accordance with all provisions of the latest edition of the National Electric Code.

"Our Real Estate office sent letters to current permit holders informing them to immediately render these pumps inoperable, due to safety concerns," said Muraski. "To date, some residents have already voluntarily complied with the policy, and we are working with others on potential alternatives. We encourage all non-compliant pump permit holders to work with us to reach a viable alternative."

The district has issued only about 70 licens-

es to pump owners at Belton and Stillhouse Hollow Lakes, however, more than 200 residents claiming to hold valid permits showed up to voice concerns about the policy.

One homeowner, who was applauded by many others, said he was not interested in alternatives and that the immediate implementation of the policy was unreasonable. Other homeowners stated they were never contacted by the Corps regarding the pump policy.

Meeting attendees were cautioned by Belton Lake manager Dan Thomasson to be sure they have proper documentation for their pump, as there are requirements from the Corps and the Brazos River Authority to legally draw water from district lakes.

The Corps is finalizing a list of current permit holders and will again meet with them before setting a specific date to remove the pumps, said Hyla Head, Fort Worth District Real Estate chief.

Fort Worth District agreed to delay enforcing a portion of its January 2010 policy to immediately remove submersible pumps and electrical components from Corps lakes to allow home owners reasonable time to find a suitable alternative.

Muraski stressed that the delay applies only for those who hold a valid permit and license, and the policy on individual submersible pump use is non-negotiable, as the Corps cannot compromise public safety. 

"Partnering" *continued from page 3*

- Fiscal Year 12 Civil Works: We need to look at our FY 12 Civil Works Operations and Maintenance program to ensure we are optimizing our investments between CW business lines.
- Communication: We need to ensure that we synchronize our messages to all our customers and stakeholders. Our communications should be transparent and thorough, early and often. We need to actively listen, educate and inform our customers, especially our new congressional delegations.

Also in November, I addressed a group of Dallas college students for Veterans Day, passing on to them a great part of our legacy as a nation as we honored all of our veterans. We also observed Native American Heritage Month in November and, very aptly, Thanksgiving, that very American holiday commemorating the pilgrims and the Native

Americans sitting down in peace and fellowship. November also leads us into that great end of year Holiday Season, with all its festivities and good times. Think "safety" during the holidays so that we can continue to achieve great things!

I'd like to introduce a new member of the SWD team, Bryon Haney. He is filling the position of Geographic Information System program manager, a position that has been vacant for a year. It's important to use our GIS program to its full extent. I highly encourage collaboration across our region. This is a valuable community of practice to our region and for each district. We welcome Bryon on board as a Pacesetter!

Thanks for all you've done and have a blessed and safe Thanksgiving holiday! 



Holiday season and end of year mark time for reflection and thanks

Col. Richard J. Muraski, Jr.
Commander, Fort Worth District

As we honored our proud veterans recently on Veterans Day, we reflected on their selfless service and sacrifices. As we approach the year's end, we should also take time to reflect on our district's many accomplishments. Highlighted among these was being second only to the New Orleans District in dollars for contracts awarded.

On a personal note, as we move into the last two months of the calendar year, I will complete my first full year as your Fort Worth District commander. The time so far has been challenging, yet very rewarding. After a full year on the job, I think I can speak for us as a district when I say the road going from "Good to Great" for Fort Worth has and will continue to have some challenges along with our many successes. What I know for sure is that despite these challenges, each of you proudly serves on a daily basis to provide our Soldiers, Sailors, Airmen and Marines with the best tools, resources and facilities they need and deserve to achieve mission success.

Because of that 'can do' attitude and selfless service that you as a district have demonstrated in the past, we often stretch your talents well beyond the norm, and in doing so, your division chiefs and I recognize

the toll it can have on the well-being of you and your families. So, I urge each of you to continue that great work ethic as we enter this season of Thanksgiving and Christmas cheer. But I am also asking you to take some time to relax, enjoy your families and re-charge your batteries.

Time and time again you demonstrate as a district just how giving you are and that we are a great district because of you – our people. I see this not only in the execution of your daily tasks, but also in the commitments you make through your Combined Federal Campaign contributions, the off-duty hours you spend volunteering with our local scouts and our adopt-a-school program and other civic organizations.

These are all great examples of the caliber of people our great district is comprised of, but the even stronger testament is how you help each other while accomplishing the missions that have given our district such a great reputation.

This is my final column for 2010, and I want to close out a great year by thanking each of you for your service and wish you and your families a wonderful and safe holiday season and a great new year ahead.

Thanks for all you do every day to serve the Army and our nation. Building Strong! 

"Contract" continued from page 11

area. I have served and deployed from here; my wife has delivered three of our children at Darnall," said Lt. Col. Michael C. Williams, chief, U.S. Army Health Facilities Project Office Fort Hood. "I never dreamed in all my years that I would ever have the privilege to help shape something so important and lasting in my hometown; it's a responsibility I don't take lightly." 



At left, a rendering of the exterior of the hospital. Above, an illustration of the main lobby.

Little Rock District helps cancer patients enjoy trout fishing

By Cheri Dragos-Pritchard, Little Rock District Public Affairs

The Little Rock District Reservoir Control Section partnered with Southwestern Power Administration and the group Reel Recovery in October to give cancer patients from Arkansas, Missouri and Tennessee the experience of trout fishing below Bull Shoals Dam.

The generation schedules at Table Rock and Bull Shoals lakes were “juggled” to allow for water low and safe enough for participants to fish in while wading. This was done through

the coordination of Little Rock District hydraulic engineer Steve Bays and SWPA.

For this particular outing, Ken Richards of Just Fishin Guides, contacted Bays and informed him of the dates for the proposed fishing trip and asked if there would be a chance of low water for the event.

Bays immediately began coordinating with SWPA to determine if it was possible to curtail generations during the two-day fishing trip.

A bit of luck would be needed. Lake and

river conditions, as well as electrical power demands, had to be right in order for the reservoir regulators to make it happen.

Luck held, and that coupled with teamwork, helped Reel Recovery give a group of men a day of trout fishing.

This is the second year the organization has held a retreat along the White River within Little Rock District. The group stayed at Cedar Lodge Resort, near Flippin, Ark.

“I just wanted to thank the Corps of Engineers,” said Richards. “Your help made this Reel Recovery retreat a success. We had the participants in the river, and all of them caught trout. These retreats really help the guys deal in the battle with their cancer. Again, thank you very much.”

Reel Recovery is a non-profit organization that arranges for, and provides at no cost, fishing retreats for men who are in treatment for or recovering from life-threatening cancer.

The website states that the groups are limited to a maximum of 12 men. The retreats are led by professional facilitators and expert fly-fishing instructors.

On the website, it states that the mission of Reel Recovery is to help men in the cancer recovery process by introducing them to the healing powers of the sport of fly-fishing, while providing a safe, supportive environment to explore their personal experiences of cancer with others who share their stories.

Reel Recovery was founded in 2003 by a group of avid fly-fishers, inspired by their fishing buddy’s ongoing battle with brain cancer. Witnessing first-hand the beneficial impact fly-fishing provided their friend, Stewart Brown, the group created Reel Recovery to provide the same opportunity for other men battling the disease.

Combining expert fly-fishing instruction with directed “courageous conversations,” the organization provides men with all forms of cancer a unique opportunity to share their stories, learn a new skill, form lasting friendships and gain renewed hope as they confront the challenges of cancer. 



Little Rock District’s Reservoir Control Section recently worked with the Southwestern Power Administration and the group Reel Recovery to help cancer patients from Arkansas, Missouri and Tennessee experience two days of good trout fishing along the White River. The participants are paired with expert fly-fishermen to help make the experience even better for them.



Members of the Galveston District's Operations Division hosted the district's annual Dredging Conference Oct. 27 and 28 in Galveston, Texas. Conference attendees listened to presentations from the district's operations managers, industry members and other government agencies, including a briefing by Galveston District commander Col. Christopher W. Sallèse. Sallèse spoke of the district's fiscal year 2010 accomplishments and planned activities for 2011



Assistant Secretary of the Army for Civil Works Jo-Ellen Darcy visited Galveston, Texas, and received a command briefing from the Galveston District's senior leaders Nov. 17, 2010. Following the briefing, Darcy and Galveston District commander Col. Christopher W. Sallèse toured projects in the district's northern area of operation



The Year of the Schedule is upon us

*Col. Christopher W. Sallèse
Commander, Galveston District*

My Coastal Custodians, Wow! Talk about a banner year. Congratulations to everyone in the district for executing the largest program in the history of Galveston District — more than \$500 million. Each and every one of you took on the challenges that came with an increased program associated with multiple storms and supplemental and the American Reinvestment and Recovery Act appropriations. Our success is a testament of what a great team can accomplish when the pressure is on and the world is watching. The nation will now reap the benefits of the construction of the Texas City deepening and widening project, the completion of the Sims Bayou flood damage reduction project, multiple improvements to our placement areas, improvements to navigation channels along the entire coast and let's not forget the much needed district facility repairs and upgrades. Your efforts will have long lasting and enduring effects on our national economy.

The new fiscal year has begun and in case you have not heard, it has been designated as the “Year of the Schedule” by the chief of engineers. For the district this means that we have to ensure that our schedules for all our projects and work are complete and accurate as we must meet all our obligations for the year.

I need your help. our key enabler for scheduling is P2 and based on my assessment, we have some improvement to do in this area. P2 is designed to provide a common picture of a project throughout all command levels within the U.S.Army Corps of Engineers. P2 data helps USACE headquarters determine the overall Corps program, to see where funding shortfalls exist and where to reallocate resources as necessary. If our data is not accurate, then we are putting our future program at risk and eliminating our chances for additional resources. I realize that the system can be frustrating and cumbersome but we must overcome these constraints and conquer the system just like we did with the huge program we had last year. I need everyone to wrap

their arms around P2 and embrace it and make it a part of your daily functions.

I believe the long-term success with P2 revolves around the active use of the system as well as taking the time to document our processes to ensure consistency and quality in our work. This approach links directly with the Quality Management System initiative that is working its way through the district at this time. QMS in my eyes is not just about documenting processes to ensure we maintain consistency and quality, but more importantly it is about knowledge management. More than 40 of the 350 people we currently have on the district roles are eligible to retire. This is hundreds of man-years of knowledge and experience that could very quickly leave the district. Galveston District's continued success is directly related to the exceptional people we have here, their knowledge and their get-it-done attitude. We need to capture their tactics, techniques, and procedures as well as the new and innovative ideas from our younger workforce within our documented processes to ensure we maintain our capability.

The Combined Federal Campaign has ended and I am proud to report that we surpassed our goal for this year with Galveston District pledging to donate \$32,199.38. CFC is a once-a-year event and basically for the price of one super-sized fast food meal per month or two coffees you can make a significant difference in the lives of many people. CFC supports many organizations and they are all worthy.

The holiday season is upon us, and I ask that each and every one of you take a couple of extra moments and reflect on the safety hazards associated with driving in congested shopping areas, hanging Christmas lights, overloading electrical outlets and holiday cheer. Just do what is right — wear your seatbelt, take frequent breaks on road trips, watch out for the other guy and be responsible.

From Amanda, Christian, Melina and myself, we wish you all a very Happy Holiday Season! 📺



Texas A&M president is guest speaker at SWG off-site session

Texas A&M University President Dr. R. Bowen Loftin was a guest speaker at the Galveston District's Quality Management System off-site session Nov. 10, 2010, at Texas A&M Galveston. Loftin provided discussion to district staff and leadership on how he views processes and how he utilizes those processes within the Texas A&M system.

“Tribal” *continued from page 9*

as the Corps missions and projects is to build effective communications.

“One of the keys to tribal consultation is to talk early and talk often,” said Georgeie Reynolds, senior tribal liaison for headquarters, USACE. “Communication is a two-way street. By involving tribes early and before any decisions have been made, it will strengthen relationships and make the process easier.”

One way to gain skills to successfully consult with tribes is to take advantage of learning opportunities. Due to its close relationship with these tribes, the Tulsa District was able to host unique training that benefits Corps employees and employees of other state and federal agencies.



For the second year, Tulsa District, with the Osage Nation, hosted the Native American Perspectives and Corps Missions course Oct. 12-15, 2010, at Osage Hills State Park. The course allowed 20 students to experience the cultures, customs and traditions of the tribe firsthand. Students from across the country lived in tipis, heard from tribal speakers, visited the tribal village and government facilities, and visited the Tall Grass Prairie Reserve.

The second course, Consulting with Tribal Nations, was held Nov. 1-3 at Hard Rock Casino in Tulsa. It was designed as an introduction to tribal consulting. Topics covered poli-

cies, strategies, history, and the challenges of tribal consultation. The class included a visit to the United Ketoowah Band from Tahlequah, Okla. and a panel of tribal members speaking about working with the federal government.

Although tribal consultation comes with challenges, and learning about effective consultation is ongoing, the Corps has taken steps to educate employees and develop the tribal consultation program.

“The Corps has been the best agency with the best follow through I have worked with,” said Ross Swimmer, former chief, Cherokee Nation. 



At left, a member of the Osage Nation demonstrates a ceremonial dance during the cultural immersion training. Above right, students work to assemble tipis to be used for living quarters during the training.

“Wetlands” *continued from page 10*

Regulatory Division has traditionally evaluated numerous permit actions within Maumelle, North Little Rock and Pulaski County involving wetland impacts around the bayou.

“Due to the unique urban wetland values at White Oak Bayou, the Corps realized the need to protect the bayou,” said Scott.

In the '90s, the district began requiring any compensation or mitigation for wetland impacts in the bayou to be placed within the same watershed. This led to development of the White Oak Wetland Preservation Area that protects some of the prime wetlands.

“Recently, we have worked with the mayors of North Little Rock and Maumelle, Pulaski County officials and local citizens to develop a wetland management plan for White Oak Bayou,” said Scott. “All

of this is done with the assistance of grants awarded by the EPA to the municipalities involved. The plan will be used as a tool for local planners and regulators to provide a balance between wetland resources, community values, development requirements and applicable regulations to more effectively manage the resources.”

Regulatory Division played a key role in assisting city officials by providing guidance toward this management plan, said Scott.

The primary groups carrying out tasks and making decisions are a technical advisory group, steering committee and the intergovernmental team. They are composed of individuals representing government, landowners, developers, citizens groups, wetland consultants, non-profit organizations, university faculty and the general public. 

“Mission” continued from page 10

timeframe for the record levels of water receding to a point where the damages became visible was quite lengthy.”

The documentation process starts with photographs of the damaged area immediately after the disaster, said Qualls

Then a damage survey report is completed, to include sketches and illustrations depicting the condition of the affected area prior to the disaster. From that, a cost estimate can be formulated.

These estimates are compiled and submitted to the highway division for approval. The damage must meet a \$700,000 threshold.

A team visits the damaged site and makes a ruling on the amount ERFO will fund. The program also requires agencies receiving funds to consider the work a priority above normal operation and maintenance. All funding must be obligated within a two-year window. Annual accounting is required.

After experiencing this process, Little Rock District and the highway division sponsored an ERFO training workshop for Corps personnel from Southwestern Division, other Corps divisions and headquarters, and other government agencies.

The expectations of the administrators and procedures of the ERFO manual are time consuming, but must be accomplished to get emergency relief funding.

Most project offices used their Indefinite Delivery, Indefinite Quantity paving contracts for reconstruction.

However, reconstruction of the causeway to Ozark Isle on Bull Shoals Lake used the highway division’s highway and road design team.

The causeway was overtopped in 2008 and remained submerged for months. Water lapped the embankment and roadway and caused major failure.

The contract was awarded for just under \$1 million. Completion is scheduled for late February.

Other projects were completed at Bull Shoals, Greens Ferry, Beaver and Norfolk lakes. 



Photo above is before repair work was done. After heavy rains made for record lake levels and large spillway releases, many roads and parks around Little Rock District lakes sustained a lot of damage. One such location was Quarry Post by Norfolk Dam.



Photo above was taken after repair was done. Many Little Rock District roads were repaired after the floods under the Emergency Repairs to Federally Owned Roads program, which is administered by the Federal Lands Highway Division of the Federal Highway Administration. This 33-year-old program helps a federal agency when a disaster damages its roads to the extent that it would incur “uncommonly heavy expenses associated with the repair and reconstruction.”

“Compliance” continued from page 16

Safety and Occupational Health Office, and the grantees. In some instances, other enforcing agencies, such as the state fire marshall, the Department of Justice, or the Oklahoma Department of Environmental Quality may be involved. If an outgrant deficiency is noted during the compliance inspection, such as a leak from a sewage lagoon in an outgranted area, it is Real Estate’s responsibility to notify the appropriate environmental agency. Major oil and gas outgrant deficiencies can require involvement of the Oklahoma Corporation Commission.

Other outgrant deficiencies discovered during compliance inspections at Civil Works Projects may include electrical hazards, insufficient floatation devices at marinas, unauthorized structures, and unauthorized extended-stay camping. Compliance inspections can reveal significant compliance violations, some of which may be severe enough to warrant revocation of the outgrant. Major deficiencies include insufficient and unsafe walkways, electrical deficiencies that could result in electrocution, and lack of containment around oil and gas tanks.

Real Estate’s objective is to resolve outgrant deficiencies as quickly as possible to protect the government’s real property interests. Compliance with health and safety regulations at outgranted areas ensures a safe experience for the public. The typical process for rectification includes an oral briefing with the grantee upon completion of the compliance inspection and a follow-up letter requesting a schedule for correction of all non-compliant issues. A follow-up inspection, if needed, is completed with the assistance of Operations Division project personnel. If there are remaining deficiencies, notification letters are sent requesting immediate corrective action. Corps personnel are expected to be prompt with any follow-up activity, reasonably discreet, and express a partnership attitude with the grantee to encourage rectification of the non-compliant issues.

Compliance inspections involve a significant amount of work. Imagine the effort/impact when considering the cumulative work of districts in Southwestern Division and the Corps nationwide every year in performing these inspections. It’s a phenomenal undertaking that the Corps executes and is representative of its commitment to public service and to serving the best interests of the United States of America. 



Fort Gibson Lead Ranger Jonathan Polk, chief, Management & Disposal Branch, Real Estate Division, Ida Lafayette, and grantee representative meet on-site during annual compliance inspection.



Above, evidence of oil and gas contamination deficiency.



Above, evidence of electrical hazard deficiency. Left, an example of walkway deficiency.

Pacesetter Points

Congratulations

Melinda Muse, Tulsa District, and husband Jason welcomed baby girl Kennedy LeeAnn Sept. 28. Kennedy weighed 5 pounds, 3 ounces and was 17 inches long.

Dixene Howerton, administrative staff, Canton and Fort Supply Lakes, Tulsa District, welcomed third grandchild Liam Denver Howerton Nov. 8. The baby weighed 9 pounds, 4 ounces and was 21 inches long. He is the child of Dixene's youngest son Garrett and wife Elizabeth.

Little Rock's **Jamal Williams** was selected as Real Estate Division's new voucher examiner. He was a student employee in the Safety Office and recently graduated in May 2010 from Philander Smith College with a Bachelor of Business Administration degree.

Little Rock's **Lisa Dillard** was selected as the Real Estate Division program analyst. She came from the district's Regulatory Division, where she had been the administrative support assistant for the past five years.

Little Rock's **Joe Craig** was selected to be the Real Estate Management and Disposal Branch chief. He has performed most recently as the lead realty specialist in the district. He brings with him 25 plus years of experience in government service and in the Corps.

Little Rock's **Brad Shoemaker**, chief, Navigation Section, and his wife, Susan, are the proud parents of James Allen Shoemaker who was born at 8:50 a.m. Sept. 19. He was 8 pounds, 3 ounces and 21 inches long.

Little Rock's **Ashly Zink** of the Navigation Section and her husband, Chris, welcomed daughter, Lexi, into the world at 10:56 a.m. Sept. 29. Lexi came early and weighed 3 pounds, 11 ounces and was 16.25 inches long.

Cpt. Jared Ulekowski, Southwestern Division, and his wife Kristy on the birth of their daughter, Ava, on Sept. 30, 2010.

Justin Johnson, FEST, and his wife Greta on the birth of their daughter Sophia Michele on Oct. 23, 2010.

Arrivals and Departures

Southwestern Division, **Mark McMurray**, Office of Counsel, arrived Nov. 8 from Fort Worth District Office of Counsel.

Little Rock's **Ralph Allen** was selected as Office of Counsel's new deputy district counsel. He has worked in the district for more than 22 years. His first two years were as an attorney in Real Estate Division, with his past 20 years in Office of Counsel.

Little Rock welcomed **Virginia Ivanoff** as the Equal Employment Opportunity Officer. She brings a wealth of experience and knowledge gained during 19 years of federal service. She comes from the National Institutes for Health in Raleigh-Durham, N.C., where she served first as an EEO Assistant and then as the EEO Specialist.

Little Rock welcomed new Safety Program Manager **David Milligan** to the team. He served as a safety and occupational health specialist for NASA, Office of Inspector General. He was

assigned to the Science and Aeronautics Research Directorate of the Office of Audits. Prior to that, he served as the director of the Texas Engineering Extension Service's Professional and Regulatory Training Division. He also served as the director of the OSHA Training Institute's Region VI Southwest Education Center in Mesquite, Texas. Before that, Milligan served as manager of Operations Safety for Disneyland Resort.

Kellie Mingus joined the Galveston District as an Administrative Assistant in the Resource Management Office.

Angel Perez joined the Galveston District Sept. 13, 2010, as an electrical engineer. Perez will assist the Engineering and Construction Division with design reviews and quality assurance of all vertical construction.

Don Carelock of the Galveston District's Northern Area Office has been selected to replace the soon-to-retire Manuel Fano as Galveston District's Construction Branch chief.

Galveston District's **George Dabney** joined the Navigation Branch as an Operations Project Manager. Dabney previously worked in the district's Environmental Branch.

Kevin Morgan, Galveston District's Evaluation chief in the Regulatory Branch, accepted a position as the Regulatory Division chief in the Alaska District.

Bryan Haney, Southwestern Division CADD/BIM & GIS Program Manager, arrived Oct. 25, 2010, from He was previously the Regional GIS Specialist for Fort Worth District.

Capt. David L. Hamilton, Office-in-Charge, 273rd Engineer Detachment, FEST-A, arriving from Fort Bragg, N.C.

Steven Caparco, Southwestern Division Intern Economist, arrived Sept. 12, 2010. He came on board from private industry, serving as a Recruiting/Safety Director for a refrigeration company.

Harrison Sutcliffe, Southwestern Division Regional Construction Engineer, arrived Sept. 12, 2010, from Galveston District.

Retirements

Lt. Col. Ed Feigenbaum, deputy district commander for the Galveston District, retired in October.

Little Rock's **Leon "Bud" Phillips**, supervisory facility operations specialist at the Dardanelle Marine Terminal at the Russellville Project Office, retired Oct. 31 after 23 years of service at Little Rock District.

Little Rock's **Robert Peevy Jr.**, small craft operator at the Russellville Project Office, retired Nov. 2 after 27 years of service at Little Rock District.

Little Rock's **Frank Estrada**, a welder for the Dardanelle Marine Terminal at the Russellville Project Office, retired Oct. 1 following 33 years of federal service. He also served at the U.S.

continued on next page

Naval Ship Yard in Long Beach, Calif.

Little Rock's **Leon Smith**, lock and dam operator at Russellville Project Office, retired Oct. 2 after 29 years of service.

Little Rock's **Linda Burkhardt**, administrative officer at Table Rock Lake, retired Nov. 3 after 36 years of service.

Condolences

Fred Jensen Southwestern Division Hydraulic Engineer, Water Management Team, on the loss of his mother in September.

Tulsa District retiree **Troy James** passed away Aug. 14 after a long battle with cancer. James retired in May.

Tulsa District retiree **Harry Hartwell** passed away in early October.

James Campbell, brother to Little Rock's **Kay Remilliard** of Operations Division, passed away Sept. 13 after a battle with cancer.

Jean Dahms, wife to Little Rock's **Bob Dahms**, Visual Information contractor, died unexpectedly Sept. 4.

Tulsa District retiree **Charles Stypers** passed away Sept. 17 at Saint Frances Heart Hospital in Tulsa.

Edith Amos, the mother of Little Rock's **Rick Amos** of the Construction Branch, passed away Sept. 19.

Betty Carter, mother of **Carolyn Niceley**, Tulsa District, passed away Sept. 24 at the age of 86.

Sandra McGriff, long-time Hugo Project Office administra-

tive employee, Tulsa District, passed away Sept. 28 after a long illness.

Condolences to Galveston District's **Paula Wise** whose father Joe Rankin passed away in September 2010

Tulsa District retiree **Donald Gene Hendryx** passed away Oct. 2. Hendryx worked at the R.S. Kerr project office.

Michael Strickland, brother to Little Rock's Sharron Montgomery of the Operations Division, passed away suddenly Oct. 3 in San Antonio, Texas.

Maxwell Balch, son to Little Rock's **Don Balch**, chief of Real Estate Division, passed away suddenly Oct. 10 in Towson, Md.

Galveston District Surveyor in Bay City, **Johnny Lopez**, lost his mother Suzie Lopez on Oct. 18, 2010.

John Bodine, grandfather of **Eric Bodine**, Denison Powerhouse trainee, Tulsa District, passed away Oct. 20.

Condolences to **John Machol** of the Galveston District whose father Lt. Col. (Ret) Fred B. Machol passed away in October. Machol served in WWII and was a veteran of D-Day landing at Utah Beach.

Dean Commer, father of **Andrew Commer**, Tulsa District Regulatory Office, passed away Nov. 2.

Paul James Martell, father of **Mary Ann Duke**, Hydrology and Hydraulics Branch and **James Martell**, Design Branch, Tulsa District, passed away Nov. 20. 

