

SOUTHWESTERN DIVISION

R E G I O N A L

APACESETTER

OCTOBER — DECEMBER 2011

Vol. 6, No. 4

Corps, Texas City partnership leads to early completion of channel deepening project

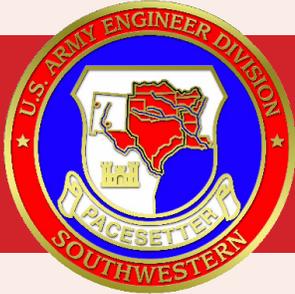
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Pacesetter

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

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For more information about the *Pacesetter*, or to make a submission, call your local Public Affairs Office.

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A fireboat sprays water in the Texas City Ship Channel as part of a ribbon-cutting ceremony co-hosted by the U.S. Army Corps of Engineers Galveston District and City of Texas City marking the opening of the 400-foot-wide channel (which was deepened from 40 to 45 feet in a dredging project that began in 2009). The \$75 million project, largely funded with American Recovery and Reinvestment Act of 2009 funds, was completed in less than two years.

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Girl Scouts, Master Naturalists support floodway ecosystem restoration project, see Page 21.



Park ranger vies for champion duck calling title, see Page 25.





Division has much to be proud of as 2011 comes to a close

Brig. Gen. Thomas W. Kula
Commander, Southwestern Division

The end of the year is a logical time to review what we have accomplished, and plan for the challenges and opportunities that lie ahead. As the Calendar Year 2011 draws to a close, we have much to be proud of. I touched on some of these achievements in the last issue of Pacesetter Magazine: our completion of BRAC, with projects totalling more than \$4 billion; standing up the Regional Dam Safety Production Center; and achieving our Small Business goals, to name but a few.

We also made great strides in other areas, as evidenced by the many statistics

"...you are the proof positive that the Corps' Value to the Nation is underwritten by our most valuable resource... our people."

Brig. Gen. Thomas W. Kula

and "factoids" that bring our achievements into focus. Among them are some great milestones in the Civil Works arena: awarded the dredging contract for the La Quinta Channel Extension, Corpus Christi Ship Channel project, and completed the deepening of the Texas City

Channel 45-foot project; great progress continues on Little Rock's pilot study for Jordan Creek-Springfield, Mo., flood risk management study and Fort Worth's Westside Creek pilot study on ecosystem restoration. Both pilot studies are to more quickly transition the planning process.

In Real Estate, we recorded 1,820 real estate transactions, the highest among the MSCs and 33 percent of all USACE real estate transactions, and managed 17,899 out grants, the most of all MSCs and representing 30 percent of all USACE out grants. Regulatory saw all Districts meet or exceed all eight National Program Performance Measures while streamlining the permitting process, along with the creation or renewal of three regional general permits. Our safety record saw a 60 percent reduction in lost time due to accidents, and a 78 percent reduction in lost time for contractor accidents. HR reported 43 interns hired, seven STEM programs hosted, and 15 attending, as well as five ROTC/West Point cadets participating in the Cadet District Engineering Program.

What else did we do? How about contracting dollars, totaling more than \$8 billion, with Fort Worth District leading the way at more than \$1.5 billion. Or the Regional Technical Division's Water Management Team's activities in 2011? The team closely monitored and provided active oversight during the 2011 flood events, assuring close collaboration with USGS, NWS, as well as the Mississippi Valley Division. Their efforts included the design of a deviation to reduce flows

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Senior Leader's Conference

(Above) Senior leaders from across the Southwestern Division gathered in Corpus Christi, Texas, Nov. 14-17 to discuss regional issues and the Division's way ahead.



(Left) Kristi McMillan, left, and Felicity Dodson, participants in the Regional Leadership Development Program from the Galveston District, sign the SWD FY 12 Azimuth and Commander Priorities charter during the SWD Command Week in Corpus Christi, Texas, in November. McMillan and Dodson helped coordinated and run the conference as part of their LDP initiatives.

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on the Arkansas River in order to minimize the impact to the peaking Mississippi River, approving 43 deviation requests and seven Water Control Manuals. Our planning folks, through the Water Management and Reallocation Studies Planning Center of Expertise, facilitated a critical meeting of the Texas, Oklahoma, and Kansas water agencies as the beginning of a great partnership.

If you didn't see your area listed, it's certainly not because you didn't accomplish outstanding things, it's only because of lack of room to list the myriad of successes that SWD achieved in 2011. For you are the proof positive that the Corps' Value to the Nation is underwritten by our most valuable resource... our people.

So now we face 2012, and the challenges that year will bring. Our focus—or actually refocus—will be on Civil Works, all those projects that directly impact the communities that we serve and live in. We have established our azimuth (our direction) and Fiscal Year 12 priorities, and our District and Division leadership signed the Charter during Command Week in November. Be sure and check them out below.

Falling between the old and the new is the Holiday Season, giving us the opportunity to view what we have accomplished and leave to history, and envision what we will tackle in the coming year. More importantly, it is a time to spend with family and friends and create memories that will last a lifetime. It is so vital that you think “safety” during the holiday season. From winter weather to holiday parties, many factors conspire to create safety hazards. As you reflect on all your accomplishments for



SWD commander Brig. Gen. Thomas W. Kula watches as a plaque is unveiled Nov. 9 by current SWDO staff members who have deployed to support Overseas Contingency Operations. The plaque, which will hang in the SWDO entrance hallway, was an initiative of the SWD Family Readiness Program to honor those who have served in support of OCO.

2011 and look forward to 2012, remember that we would like you back to work safe and sound in January.

A special holiday greeting goes to our “Pacesetters deployed” overseas; thanks for your contributions to our Nation—they will not be forgotten.

Wherever you live and work in this great Division, the most important thing of all:

From my family to yours, Happy Holidays!

“Our SWD Azimuth”

Fiscal Year 2012 presents us with a remarkable opportunity to reconnect with our core constituency, the American people. Though this Fiscal Year ushers in a new era of decreased funding cycles and challenges, it also brings with it the opportunity to tell and show our neighbors, our communities and our Nation how the Corps of Engineers touches their lives every day. Whether through a lake or a levee, a port or a hydropower plant, the Corps is and always has been an integral part of this great Nation. We owe it to those who come after us to carry on that great tradition.

We will always support our warfighters. We are closing out a year of unprecedented support and service to the warfighters, including the extraordinary accomplishments in support of Base Realignment and Closure and Army Transformation, and we will continue our support to the “long war” on terror and Overseas Contingency Operations. But as this era draws to a close, it's time to refocus. The optimum area to refocus on is our Civil Works mission.

By refocusing on our Civil Works mission, we will ensure that we resource the program that not only provides unending and tangible value to our Nation but also serves as the Corps story that Americans can most identify with. As we position the Civil Works mission at the forefront of all we do, we can emphasize it, resource it the right talent, and help transform our processes to deliver more quickly and efficiently—a “must do” if we are to continue to be relevant to our sponsors and to

our biggest stakeholder, the American people.

Our SWD Priorities for Fiscal Year 2012 will help us underscore this refocus on Civil Works while maintaining an emphasis on our vital Military Programs. These Priorities will provide the vector to help us stay on course as we look to where we want our Southwestern Division to be, not only for sponsors, customers, and communities, but also for the next generation of Pacesetters.

Fiscal Year 12 Commander Priorities

1. Strengthen the regional strategic customer relations plan by fully utilizing the concepts of communication, collaboration and cooperation. (4b)
2. Develop and implement regional watershed and reservoir sustainability strategy that includes water reallocation. (2a)
3. Maximize the FY 14 Civil Works program investment strategy by using risk informed asset management principles and tools. (3c, 3b)
4. Develop a regional method of delivery to support energy sustainability within the Civil Works and Military Programs. (3d)
5. Execute the Texas Gulf Coast restoration strategy through a comprehensive, systematic and balanced approach. (2d)



Col. Christopher Sallese, commander, Galveston District speaks at a ribbon cutting ceremony marking the opening of the Texas City Channel Deepening Project October 29.



Col. Christopher Sallese, commander, Galveston District and Sen. Kay Bailey Hutchison discuss the Texas City Channel Deepening Project Oct. 29 during the ribbon cutting ceremony. (USACE photos by Sandra Arnold)



(Above) Sen. Kay Bailey Hutchison addressed the public during a ribbon cutting ceremony marking the opening of the Texas City Channel Deepening Project October 29.

(Left) Texas City Mayor Matthew T. Doyle and Sen. Kay Bailey Hutchison cut the ceremonial ribbon.

Corps, Texas City partnership leads to early completion of channel deepening project

The U.S. Army Corps of Engineers, together with the City of Texas City, hosted a ribbon-cutting ceremony Oct. 29 to mark the opening of the 400-foot-wide channel (which was deepened from 40 to 45 feet in a dredging project that began in 2009). Sen. Kay Bailey Hutchison was the honored guest speaker. The \$75 million project originally slated to take five years to complete, was finished in less than two years.

In 2009 Texas City ranked as the nation's 10th leading port in terms of tonnage with 52.6 million short tons. The local industries, by utilizing the deeper channel, will

be able to realize more efficient transportation costs by using more fully loaded and larger ships. The average crude oil vessel will carry about 20 percent more crude with the additional five feet of extra draft.

The deepening of the channel provides additional economic opportunities as the City of Texas City pursues its container terminal on Shoal Point. The deepening project has a benefit-to-cost ratio of 8.5 to 1, two-and-a-half times the Corps' project average in return.

The \$75 million construction project was cost shared at 75 percent federal funds

and 25 percent local funds. While a project of this magnitude typically takes approximately five years to construct, the project was largely funded with \$39 million of American Recovery and Reinvestment Act of 2009 funds, and completed in less than two years.

The Texas City Channel Deepening Project was a partnership between USACE Galveston District and the City of Texas City. The Port of Texas City and the local industries also closely collaborated on the project.

OPERATION JUST CAUSE

Story by Bernard Tate, Editor, Engineer Update

WASHINGTON -- History is not just an academic subject for some people in the U.S. Army Corps of Engineers. They were there when it happened... they made the history.

When the U.S. invaded Panama during Operation Just Cause in December 1989, three young engineer Soldiers parachuted in with the 82nd Airborne Division. They are now senior officers in USACE.

President George H.W. Bush gave four reasons for the invasion on Dec. 20, 1989:

Safeguarding the lives of U.S. citizens in Panama. Bush stated that Noriega had declared war between the U.S. and Panama, and that he had threatened the lives of the 35,000 U.S. citizens living there. Forces under Noriega's command had shot and killed an unarmed U.S. serviceman, wounded another, and arrested and beat a third U.S. serviceman and brutally interrogated his wife.

Defending democracy and human rights in Panama.

In May 1989, an alliance of parties opposed to Noriega's military dictatorship had won the national election by a 3-to-1 margin. Noriega declared the election null and maintained power by force.

Combating drug trafficking. Panama had become a center for drug money laundering and a transit point for drug trafficking to the U.S. and Europe.

Protect the Torrijos--Carter Treaties. The treaties were signed Sept. 7, 1977, by President Jimmy Carter and Gen. Omar Torrijos, commander of the Panamanian National Guard, and guaranteed that Panama would gain control of the canal after 1999. Members of Congress and others in the U.S. political establishment claimed that Noriega threatened the neutrality of the Panama Canal and that the U.S. had the right under the treaties to intervene militarily to protect the canal.

Bush's four reasons gained bi-partisan Congressional approval and support for the invasion, but the first that the Soldiers knew about it was Monday morning, Dec. 19, at Fort Bragg, N.C. The three now with USACE were all members of A Company, 307th Engineer Battalion, the only engineer battalion in the 82nd. The battalion commander was Lt. Col. Carl Strock, who later became Lt. Gen. Strock, the chief of engineers. The battalion operations officer was Maj. Merdith "Bo" Temple, now Maj. Gen.



Then 2nd Lt. Charles H. Klinge wears the jump wings with Bronze Star denoting a combat jump, and the Armed Forces Expeditionary Medal, both of which were awarded to his unit for their work in Operation Just Cause. Klinge is now Colonel Charles H. Klinge and serves as the Deputy Commander of the Southwestern Division.

Temple, the acting commander of USACE.

"It was my first time in the Division Ready Force. That means we were on two-hour recall," said Col. Charles Klinge, deputy commander of Southwestern Division. In 1989 he was a second lieutenant commanding first platoon. "It was Monday morning. We had just finished PT, and we got alerted."

"Word was that this was an EDRE, an ordinary emergency deployment readiness exercise, and that we were going to jump into Sicily Drop Zone on Fort Bragg," said Col. Vernie Reichling, commander of Memphis District. In 1989 he was a first lieutenant commanding second platoon.

"It was just before the Christmas holiday, and the Soldiers were grumbling. 'Why are they doing this right at the holidays?' But we were used to things like that in the 82nd, so we just sucked it up and drove on," said Col. Christopher Larsen, acting commander of North Atlantic Division. In 1989 he was a captain commanding A Co., with only about four weeks of command time before his company parachuted into combat.

The EDRE deception held until they were in the Personnel Holding Area (PHA), an isolated area of Fort Bragg where Soldiers prepare for

an operation.

"I got my guys together and we did normal mission preparations," Klinge said. "We didn't find out this was for real until we moved to the PHA. I remember distinctly that Maj. Gen. James Johnson, commander of the 82nd Airborne Division, gathered the leadership and said, 'Gentlemen, we are going to liberate the Republic of Panama.'"

"I knew it wasn't an EDRE when we arrived at the PHA and I saw Lt. Col. Strock and Capt. Larsen talking and both had very, very serious expressions on their faces," Reichling said. "I knew then this was for real."

"There were two things we noticed right away when we arrived at the PHA," Larsen said. "They were issuing live ammunition, and they were not looking at maps of Sicily Drop Zone on Fort Bragg. They were looking at maps of Panama City. Everything changed in the blink of an eye. It went from 'Let's get this jump over with so we can go home for Christmas,' to everyone packing up and getting ready to jump into combat.

"That was a very uneasy night with very little sleep," Larsen said. "We were up all night getting briefed, planning the operation, and making sure our men were prepared and kept informed."

"We had very good relationships with our task force, the first brigade of the 504th Parachute Infantry Regiment, so good that when they got ready to allocate parachutes for the jump, they cut infantry to take engineers," Reichling said.

"I have a vivid memory that we were not issued reserve parachutes because it was a combat jump," Klinge said. Training jumps are from 1,500 feet, but the first wave did a combat jump from 485 feet, "so there's no time for a reserve chute to deploy if anything goes wrong with your main parachute."

The weather played an important factor in the preparations for Operation Just Cause.

"I remember that conditions at Fort Bragg were horrible," Reichling said. "A major ice storm was sitting right on top of us and it was cold! We had to take off our winter gear before getting our chutes on, and I have never been so cold in my life."

"This was back when equipment was heavier and combat loads were not that different from World War II," Larsen said. "Most guys jumped

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with 60 or 80 pounds, and the parachutes added probably another 60 pounds. The aircraft were a good distance from the building, and we had to walk out to them in ice and snow.”

“When we finally got on the aircraft, it was crowded like it always is, and it was warm,” Klinge said. “We had been standing in freezing rain and we had been up all night, so I slept most of the way down. We didn’t wear our parachutes in the aircraft because it was such a long flight. We did in-flight rigging. I remember being woken up when it was time to put on our parachutes to jump into Panama.”

The paratroopers flew to Panama in Air Force C-141 Starlifters flown by the 317th Tactical Airlift Wing. Their objective was the Omar Torrijos International Airport in Panama City. (Now renamed the Tocumen International Airport.) They noticed two things immediately when they arrived. The first was the temperature change. The second was the bullets.

“My aircraft flew over the drop zone, they opened the doors and the jumpmaster yelled, ‘Hot DZ! Hot DZ!’ We saw tracers on the ground and they shut the doors and we went around again,” Klinge said.

“They opened the doors and we hooked up our static lines,” Larsen said. “The first thing we noticed was the temperature change. It was freezing at Fort Bragg, and hot and humid in Panama. Then we had to stand there for about 10 minutes holding all that combat load in that heat before we jumped. So finally jumping out of the aircraft was almost a relief.

“They were going to drop us on the runway,” Larsen said. “Regrouping is so much easier that way because you can see everyone and you can see where to go. But the pilots saw gunfire in the area and veered off the runway and dropped us in sawgrass 10 or 15 feet tall. We had to get out of our gear and work our way through the sawgrass to get to the runway.”

“The jump was like any other,” Reichling said. “When I came out of the plane I remember the hot, humid air hitting my face. My ‘chute opened and I had a quick chance to look around before hitting the ground. I remember seeing tracer rounds on the north end of the airfield. I landed in the middle of a swamp with my ‘chute on top of me. I found out later that the Air Force dropped us off-target because of firefights on the airfield. I got my weapon in action and humped to the sound of the gunfire. Our first obstacle was a six-foot chain link fence. We had to cut a hole through it to get to the airfield.”

“Our first big mission was to clear the runway so the Army could fly in helicopters,” Larsen said. “That was mostly a job of policing up parachutes.”

“I had a couple of guys who could hotwire anything, so we immediately commandeered every vehicle we could find for that mission,” Reichling said.

The engineer paratroopers of A Company supported several military assaults against the Panamanian Defense Forces (PDF), but their most high-profile mission was to assist the arrest of Gen. Manuel Noriega.

Navy SEALs had destroyed Noriega’s private jet and gunboat in the early hours of Operation Just Cause, and Army attacks had destroyed La Comandancia, headquarters of the PDF, leaving Noriega nowhere to go. He remained at large for a few days, but faced a massive manhunt and a \$1 million reward for his capture.

On the fifth day after the invasion, Noriega telephoned the Apostolic Nuncio, the Vatican embassy, to seek refuge in the church. American Soldiers set up a perimeter outside the building, because direct action against the embassy would have been an act of war against the Vatican and enrage Roman Catholics worldwide.

“I got a call from Lt. Col. Strock, who said he wanted to discuss a mission,” Larsen said. “When we got together, he said we had to do a wire mission in Panama City. Noriega had holed up in the Vatican embassy, and we needed to surround it with wire, more to control the crowds that

were gathering than to keep Noriega in there. We set up two perimeters, one quite a distance away to keep the crowds from getting too close and interfering with military operations. The other was closer to the embassy.”

“I remember vividly meeting Lt. Col. Strock at the Apostolic Nuncio,” Reichling said. “His exact words were, ‘Vernie, I know you’ve got this, but the commanding general asked me to come down here and ensure it was done.’ Noriega surrendered a few days later. That was an awesome mission.”

The intensity of operations slowed down for the U.S. troops after Noriega’s surrender.

“After that, a lot of our mission switched to recovery operations, accounting for ammunition and property and preparing to turn over operations to the U.S. presence already in Panama,” Larsen said.

“Our last mission was ‘Guns for Money,’” Reichling said. “We bought truckloads of weapons to get them off the street. It was a great mission, and we were fed very well by the local people, who were happy we were there.”

“We were on the ground in Panama about a month,” Klinge said. “We celebrated Christmas and New Year’s there, and I got to call my parents on Christmas on one of those old RATT rigs (radio teletype) to tell them I was OK.”

“Many of our uniformed and civilian personnel have served in combat, many more recently than Operation Just Cause,” Temple said. “Those experiences have resulted in a knowledgeable, broad-based workforce and leadership who are moving USACE into the 21st century. We’re proud of them all!”

The 82nd Airborne Division, including A Company, parachuted into Sicily Drop Zone at Fort Bragg on Jan. 20, 1990. Later that year they went back to Panama for training at the Jungle Operations Training Center, “then in August and September we deployed to Operation Desert Shield and Desert Storm, and we were there until March or April of 1991,” Larsen said. “So Operation Just Cause was just the beginning of



Patriot Award

Dolan Dunn, chief of the USACE Galveston District’s Planning, Environmental and Regulatory Division, presents Col. Christopher Sallèse, district commander, with the Patriot Award for contributing to our national security and protecting liberty and freedom by supporting employee participation in America’s National Guard and reserve force. In the last twelve months, Col. Sallèse has supported nine deployments of reservists and civilians to support the nation’s need for personnel in combat operations. This surprise honor was bestowed during a town hall meeting for district employees to discuss the newly-signed telework policy. The telework policy aims to enhance the quality of life of employees through safety, balance and resiliency.



Holidays are time to share, give thanks, find hope

Col. Glen A. Masset
Commander, Little Rock District

Here in the midst of this holiday season, I hope you spend time enjoying family and friends. This is traditionally a time of giving, sharing and pausing to remember the miracles of life and love. It is a time to give thanks for our freedom to worship, work and play as we choose. It is also a time to give thanks for our armed forces, past and present, who have given blood, sweat and tears defending the freedoms we enjoy today.

Miracles can and do happen, and they especially seem to happen this time of year. When we hear about them, or even experience them ourselves, it gives us hope and peace. I am reminded of an all but forgotten event that occurred on the battle front during World War I.

One of history's most powerful Christmas events took place in December 1914 in the cold, muddy trenches amidst what

was once referred to as the 'War to End All Wars' because of the massive scale of its lethal weapons, tactics and widespread destruction. The war eclipsed all previous wars, and an estimated 10 million lives were lost in the fighting.

This unlikely holiday event would come to be known as the Christmas Truce of 1914. It occurred in the face of orders to the contrary by superiors and despite language barriers. Nonetheless, peace spontaneously arose on the front line.

Accounts vary on exactly what took place and how it came about, but one account indicates good will nurtured by food, warm clothing and letters from home prompted the Germans in one area of the front to suggest a cease fire on Christmas Eve to sing songs and celebrate an officer's birthday. The suggestion came with a chocolate cake. The British forces accepted the invitation and

sent tobacco as a return gift.

Instead of trading gunfire and artillery barrages, troops on both sides traded songs and jokes. Many temporarily laid down their arms and came together in the 'No Man's Land' between the trenches to sing carols, exchange gifts and letters, eat and drink and even play friendly games of soccer.

Of course this spontaneous peace did not last, but for the troops on both sides, it came as a miraculous respite from a war that would stretch on for years. And it came during the holiday season.

As the Christmas Truce of 1914 fades into distant memory, let us not forget today to continue our support for our deployed Soldiers and Civilians, whether they are supporting the Global War on Terror overseas or responding to disasters here at home.

Also during this holiday season, please keep safety in mind.

If you plan to travel to holiday destinations, prepare for your journey in advance. If traveling by car, ensure your vehicle is in good mechanical shape. Don't forget to check tires, windshield wipers and washer fluid levels. Keep an eye on weather forecasts. Get plenty of rest prior to your trip.

During your trip, remember to buckle up and practice defensive driving. If you choose to drink adult beverages, don't get behind the wheel. Have a designated driver.

Many of us will host gatherings with lots of food. Be sure to practice food safety so you or your guests don't wind up heading to the doctor for the holidays.

It is also very important to take time to recharge yourself. With all the hustle and bustle added to our already busy schedules, it is too easy to forget to maintain ourselves. If you don't take care of yourself, you won't be able to maintain your pace in the long run.

I thank you all for what you do for Little Rock District and our nation. We truly have something very special in our District...our people are some of the finest in the Corps.

Happy holidays to all of you and your families!



Risky communication

In her animated fashion, Sandy Martinez, chief executive officer of Fulton Communications, makes a point to Darrin Curtis of Little Rock District's Medical Support Branch during Risk Communication Training in December in Little Rock. About 70 employees from across the district attended the training.

Balgavy named Little Rock's Operations chief

Little Rock District staff report

John Balgavy was recently named chief of operations for the Army Corps of Engineers Little Rock District. Balgavy replaces Andrea Murdock-McDaniel who transferred to the Corps' Southwestern Division office in Dallas.

In his new job, Balgavy will serve as the principal technical advisor and consultant to the district engineer for the operations and maintenance program for navigation, flood control, recreation, natural resources management and hydropower production.

He will manage water resources infrastructure worth \$7 billion, including 13 locks and dams on the Arkansas River, 12 multi-purpose dams and lakes, seven hydroelectric powerhouses and 178 public parks and recreation areas that log more than 30 million visits a year. The district

operations and maintenance budget averages more than \$80 million annually.

Balgavy has 25 years of federal service with the Little Rock District. Prior to his selection for the new post, he was Little Rock's deputy chief of Engineering and Construction Division. He has also served as operations project manager at the Russellville Project Office, resident engineer of Montgomery Point Lock & Dam and Little Rock Air Force Base resident offices, chief of Safety & Occupational Health Office, chief of Navigation and Maintenance Section, and chief of Design Branch.

He deployed with the Corps after Hurricanes Ivan, Katrina, and Rita.

Balgavy holds a bachelor's degree in Civil Engineering from the University of Arkansas. He is a 2004 graduate of the Sustaining Base Leadership and Management Course

at the Army Management Staff College.

He is a registered professional engineer in Arkansas and serves on the Board of Advisors for the Engineering & Technology Program for Cabot Public Schools. He and his wife, Jane, live in Austin, Arkansas. Jane is Director of Forensics, Theatre, and Debate for the Cabot Public Schools. Their son, Hayden, is a junior at Arkansas State University and is majoring in broadcast journalism.



Final panel installed in Clearwater Dam cutoff wall

Little Rock District staff report

The key element of the Clearwater Dam Major Rehabilitation was finished Dec. 6 when the last of the 277 concrete panels was put into place. While there is still some work to be completed by 2014, such as installation of a clay blanket over the dam and work on the overflow spillway, placing the final panel in the cutoff wall is a major milestone.

The major rehabilitation project will resolve chronic seepage that has threatened Clearwater Dam's stability. The wall spans 4,100 feet of the 4,225-foot earthen dam. The wall extends as deep as 195 feet and is anchored 40 feet into solid rock beneath all along its length.

Seepage was detected as early as the 1950s. As a result, modifications were made over the years, including changes to the management of lake levels. In 1989, a seepage berm was constructed. However, seepage continued.

In January 2003 during a routine inspection of Clearwater Dam, a sinkhole was discovered about midway along the upstream surface of the dam. The sinkhole was 10 feet across and eight to 10 feet deep. It was repaired, and intensive studies concluded the major rehabilitation was the permanent solution.

Members of the local media (background) turned out to cover the placement of the final panel in the Clearwater Dam Major Rehabilitation Project cutoff wall Dec. 6. While there is still some work to be completed by 2014, such as installation of a clay blanket over the dam and work on the overflow spillway, placing the final panel in the cutoff wall is a major milestone. (US Army Corps of Engineers photo by Laurie Driver)



Millet crop at Kaw yielding benefits to lake and local community

By Sara Goodeyon, Tulsa District

“They” begin calling in July, asking if “it” is done yet. “They” are hunters and sportsmen from around the country. “It” is the annual millet seeding of Kaw Lake in north central Oklahoma, and it is a major factor in the vitality and popularity of the lake.

Japanese Millet, a warm season annual grass that tolerates wet soil conditions, is sown over 2,100 acres of mud flats at the lake via a spray plane in late July or early August. It yields a high-quality seed that attracts an array of waterfowl, which in turn attracts hunters from across the nation.

“This will be a buffet of sorts for the waterfowl,” said Ron Folks, state biologist and manager of the Kaw Wildlife Management Area, standing in the midst of a swath of hip-high millet at the north end of Kaw Lake. “They’ll be able to just swim around here after the lake level is raised, and eat the millet as it floats in the water.”

Folks began the millet seeding program at Oologah Lake in 1974 and brought it to Kaw because it is a perfect location for the program. Kaw Lake is unique in that it generally has a good in-flow of water, and there is no demand for hydropower. That means the Tulsa District U.S. Army Corps of Engineers, which manages the lake, can draw down the water level, exposing the mud flats for the seeding, and then raise it incrementally after the millet matures at a height of three to five feet to create that “buffet” Folks mentioned.

“Just before the first frost, we’ll bring up the lake four inches per week, and when the water is flooded in with the food from the millet it will create a buffet that will hold the ducks here at Kaw,” said Folks.

Tens-of-thousands of ducks have flocked to the lake in previous years, and the hunters have followed them there, making Kaw a popular spot for waterfowl hunting.

“We have had hunters from at least 32 states, some from as far away as South Carolina, coming to Kaw for the waterfowl season,” said Folks. “Many of them bring their families with them



Kaw Park Ranger Jim Anderson holds a handful of the Japanese Millet that is sown annually at Kaw Lake in north central Oklahoma to attract waterfowl. The lake level will be raised to flood into the millet during waterfowl hunting season allowing the birds to swim in the area and feed on the seeds.

and stay for a couple of weeks in the neighboring communities.”

All of those hunters must also purchase licenses. The Kaw Lake waterfowl season is federally protected because waterfowl are federally protected, said Jim Anderson, a Corps park ranger based at Kaw Lake. The sportsmen must buy a federal stamp, a state stamp and an Oklahoma license in order to hunt at Kaw, said Anderson.

The Oklahoma Department of Wildlife Conservation spent \$30,000 to plant the millet this year and that expenditure will likely bring a lot of income into the state and the communities surrounding Kaw. And as much as there is a huge financial benefit to the local communities from the program, there is an environmental benefit as well.

“The millet helps provide a natural filter at the north end of the lake where the Arkansas River flows in,” said Anderson. “The millet seeding has also built up the mud flats so that over time willow trees have taken root there, and the trees and the millet help slow the process of sedimentation at the lake.”

Anderson said that blue catfish also feed on the millet, helping give Kaw a reputation as the best place in the state to fish for blue cats. The millet continues to provide a source of food long after the ducks have gone, as small fish feed on the decomposing stalks later in the year.

The millet program is a multi-agency effort involving the Corps, ODWC, and the Oklahoma Department of Fish and Wildlife.



Ron Folks, state biologist and manager of the Kaw Wildlife Management Area, and Kaw Park Ranger Jim Anderson, standing in the midst of a swath of hip-high Japanese Millet at the north end of Kaw Lake October 11. The mud flats where the millet is growing will be flooded with water for hunting season to attract ducks to feed on the seeds.

Japanese Millet, a warm season annual grass that tolerates wet soil conditions, grows on the mud flats along the north end of Kaw Lake in north central Oklahoma October 11. It is sown over 2,100 acres at the lake via a spray plane annually in late July or early August. It yields a high-quality seed that attracts an array of waterfowl, which in turn attracts hunters from across the nation.

The 2011 drought: not all bad for Tulsa District Corps lakes

Story by Sara Goodeyon, Tulsa District

Water levels at Tulsa District U.S. Army Corps of Engineers-managed lakes were the lowest in years this fall as the result of an extreme drought. The drought had many negative impacts on the Corps and local communities, but on the positive side the Corps took advantage of the low water conditions to perform routine, but needed maintenance on facilities that are usually underwater.

The drought throughout the district reduced water levels at most lakes by several feet, exposing silt, debris, trash, even an ancient skull, and lake managers used the opportunity to get maintenance done more easily and less expensively.

"This window is being taken advantage of to enhance work that we do routinely, and it has given us a better angle to do a better job with those routine maintenance jobs," said Eugene Goff, operations project manager, Kansas Area.

"We did a ton of clean up at lakes in our area," said Mark Ellison, operations project manager, Red River Area. "We spent many weeks cleaning the shore line of our lakes with volunteers helping to pick up old tires and other trash and debris."

One of the more unusual items discovered was a bison skull that was found about a quarter of a mile below Denison Dam on the Red River, said Ellison. The age of the relic is unknown, but Ellison said it has been a long time since bison roamed that area. It is on display in the Texoma Lake Office.

"We are responsible as stewards of public lands," said Goff of the clean-up. "It makes it cleaner and safer from a personal safety standpoint, but also from an environmental perspective."

Water is well below the end of boat ramps at Red River Area lakes, allowing for dredging all the way out to the extreme ends of the ramps to remove siltation and debris, improving accessibility.

A persistent issue at Corps lakes is erosion encroaching on the Public Use areas, which are situated as closely as possible to the water. Over time the banks erode and close in on the recreational vehicle campsites.

"Low water levels let crews get the proper equipment into the area to do erosion control and stabilize the banks in the Public Use areas," said Ellison. "During high water you get a lot of erosion. We got a chance to get in at Waurika Lake and stabilize those banks and that means there will be less maintenance on those RV sites at Kiowa Park I and Chisholm Trail Park because



A long strip of riprap was placed in the area of the South Loop of Kiowa Park 1 at Waurika Lake in Oklahoma as part of erosion control work done while the water was low because of drought. The riprap will help prevent the loss of several campsites, the roadway, and will prevent utility lines from being exposed.



Drought Level Three conditions at Pine Creek Lake in Oklahoma dropped the water level well below the boat ramps allowing the Tulsa District Corps of Engineers better access to perform routine maintenance and repairs.

we provided that safe zone. It's a good thing. It holds up pretty good. We've got riprap and gabion baskets [cages filled with riprap, sand or soil] in there. It's one technique we use on those eroded banks."

Courtesy docks usually floating in the water are sitting high and dry with grass growing around them, making it easy to replace flotation bumpers and decking.

"You can do it with the water, but it's a lot more labor intensive," said Ellison. "It saves us money and time when we can do it at the

lower levels."

While most of the work was regular maintenance, some work could not have been done at all unless the water was low, said Goff.

"The U.S. Fish and Wildlife Service did a lot of work that they wouldn't have been able to do," said Goff. "They've done a lot of work on the marshes. It was done without high cost because they didn't have to work in wet conditions. It will carry years and years down the

See Drought on next page



2011 Tulsa District program, project accomplishments impressive

Col. Michael J. Teague
Commander, Tulsa District

Happy Holidays and Thanks for a Great 2011. Where did 2011 go? It seems like one minute we were the only people in our neighborhood with a snow shovel (or that knew how to drive in snow for that matter) and then next minute we were in the middle of a record setting drought (almost too hot to play golf, but not quite). Throw in flooding all around us, a couple of tornados (way too close to the Canton Crew), the strongest earthquake in Oklahoma history (as James Bond would say, "shaken, not stirred") and it all made for one very strange year.

We have finally gotten some well-needed rains. At last count only four lakes are still in Drought Level II. The conservation pool at Tenkiller has recharged and the trout fishery has begun stocking again. Pine Creek has not only refilled the conservation pool but is currently up into the flood pool; giving our International Paper partners some very welcome relief. And Tony "Mr. Blue Green Algae" Clyde and his spokesman and personal Facebook typist Nate Herring are finally able to give some good news on the water

quality front. Across the District, Lake Managers and crews were able to take advantage of the low water levels to get some much needed maintenance taken care of; read more about it in the story "The 2011 drought; not all bad for Tulsa District Corps lakes" in this edition of the *Pacesetter*

Fiscal Year 2011 was a strange one as well. Continuing Resolutions came in two week increments until finally getting a "year-long" CR in May and then executing like crazy through the end of the FY. Despite all of that, the District program and project accomplishments were impressive: \$99 million in Civil O&M, the Canton Weir contract, all three CAP construction projects, \$135 million+ in military SRM, \$51 million in the Environmental program, and making all of our Small Business goals. We finished up the BRAC mission and continued to give our customers the outstanding support they have come to expect from the Tulsa District. A truly fantastic team accomplishment.

2011 was strange in other ways. We started the year with a very interesting

public meeting about golf carts and in return Joe Custer tried to throw me out of a boat at Eufaula. We did a District Golf Tournament in April — in freezing temperatures and winter jackets (and to Ricky and the crew from the Tulsa Resident Office, we want a rematch!). Several of us were covered in mud at the Warrior Dash and then covered in apple pie and whipped cream at the Combined Federal Campaign Pie Throw. I was even asked out on a date by Shorun Geene Enos and ended up dressed as Frosty the Snowman at the Jingle Mingle! Good thing the Red Sox imploded in August and September so there was *some* semblance of normal!

But very seriously, regardless of the crazy weather and everything else, you have all made this a *wonderful* year! Dawn and I wish each of you and your families a very Merry Christmas and a Happy New Year in 2012. May you and your loved ones all travel safely during the holidays and enjoy this very special time of year. Please keep in mind all of our Service men and women and, in particular our 14 Tulsa District comrades, who are deployed away from their families and serving all of us.

Drought, continued from Page 11

road. There will be monumental benefits as we receive moisture."

The Fish and Wildlife Service rehabilitated some of the dikes at John Redmond Reservoir and replaced outfall structures, which holds the water in the marsh. Eroded areas in the marsh that allowed leaking were repaired to help the marsh function as intended and work at full capacity, said Goff.

"Fish and Wildlife couldn't control the water like they should; now they've got better management of the marsh," said Goff. "Sometimes they draw the water down to let vegetation grow, and other times they store water to get it into the

vegetation for the wildlife."

Other work at Corps lakes with low water levels included extending boat ramps, planting winter wheat for soil stabilization, placing fish structures and habitat, removal of beaver dams and lodges, and re-working the sand on some swim beaches.

Recent rains have raised water levels at some lakes, even helping some move from drought stage to flood pool, and the window of opportunity for low-water work is closing. As bad as the drought has been, for Corps lakes it wasn't all bad.

"We would not pray for it again," said Ellison. "But we did take advantage of what the weather dealt us and we made the best of it."



Low water caused by the extreme drought of 2011 left a boat dock at Waurika Lake in Oklahoma stranded on dry land making it easier and cheaper for the Tulsa District U.S. Army Corps of Engineers to install new bumpers.

2010 Army Attitude Survey results are in

Story by Dyron Jolly, Southwestern Division

An ever changing government environment coupled with various threats of unexpected situations has made it increasingly important for organizations to be agile. Agile organizations need to effectively adapt to uncontrollable circumstances, this agility is directly related to the workforce's willingness to follow their leadership. Whether good or bad, attitudes, perception, or the way a workforce perceives their organization's leadership affects the ability needed to successfully adjust to various situations. It can even be the determining factor of an organization being considered "Good" or "Great." The U.S. Army Corps of Engineers has made it a goal to be "Great", so it is important that our leadership understands the attitude of the Southwestern Division workforce.

Have you ever wondered how our workforce views SWD - Does SWD need an attitude check? Well, wonder no longer because the answer to this question has been made known through the results of the 2010 Army Attitude Survey. Realizing that workforce attitude is a major contributor to the behaviors that ultimately lead to the overall efficiency and effectiveness of an organization, SWD has made every effort to acknowledge and address the concerns identified in this survey.

You may or may not remember taking the Army Civilian Attitude Survey, but it was administered in the fall of 2010. Before 2010, the last Army Attitude Survey was conducted in 2006. The survey is used to assess an organization's ability to meet the expectations of its employees. It is an anonymous online survey that often answers the question - "Do our employees see us as the employer of choice?"

Gaining this understanding is essential to SWD and its ability to make necessary changes in order to get to "Great". It is apparent that change is relevant and important; however, it is never an easy task to accomplish. As it relates to SWD, leadership must make every effort to fully understand the workforce. Recognizing this early on has motivated senior leaders to take advantage of the opportunities presented by the recent Army Attitude Survey.

The survey provided us with some critical information on how our workforce feels and some possible reasons for certain employee behavior. The information gathered from the survey is valuable. The survey results

were put into different response categories that helped us in developing strategies for improvement. Within the Region, 807 employees and 170 supervisors participated in the 2010 Survey. The findings were shared with the SWD leadership and the Human Capital Planning Committee (HCPC) and can be accessed at: [2010 Army Attitude Survey - SWD Results](#). Based on the feedback obtained from the survey the HCPC is re-adjusting the SWD strategic Human Capital Plan (HCP) and the SWD Implementation Plan (IPlan) metrics to address areas that our Pacesetter Team feels are important.

Now for the question - What is important and how well are we doing in addressing SWD employee concerns? Overall, participants of the Army Attitude Survey felt SWD is doing well in fostering an environment that influences employees' attitude toward personal work experiences, in leadership and management, and in training and development. Some areas where SWD can improve include dealing with poor performers, filling vacancies in a timelier manner, assisting in career counseling, and in fostering a performance based culture.

Our SWD leaders are aware of the need and desire to do well in each of the survey areas; unfortunately, due to the size of the survey (number of questions), there are limitations in the amount of resources SWD can employ toward leveraging strengths and actions to take to facilitate improvement. In this regard, our leaders focused their efforts and priorities on topics that fell into two areas, those to Reinforce and in Priority areas.

The "Areas to Reinforce" are topics important to the SWD workforce that are being done well. These areas are: supervision, personal work experiences, leadership and management, and training and development. SWD was at 74 percent (or above) for each item that fell into these categories. Although SWD is perceived positively in these areas, these are items we will continue to enforce and encourage.

The survey also revealed "Priority Areas", areas that are important to the SWD workforce, but are not being accomplished well. There is significant need to address these concerns and make improvements. These areas include: Your Organization (perceptions around organizational preparedness to perform mission and man-

age human resources), Performance Culture, and Leadership Development. Our workforce felt SWD is not filling vacancies quickly, additionally, only 18% favorably responded to our ability to discipline and correct poor work performance. Employees and supervisors also indicated a need for assistance in planning their career paths, availability of developmental assignment opportunities, and the need for a mentorship program to assist protégés in making good career decisions.

In efforts to address these concerns, SWD is developing Human Capital initiatives to address these areas of opportunities, initiatives include: establishment of the SWD Regional Leadership Development Program and the Mentorship Program, Succession Planning, and a training class to assist supervisors in addressing poor performance and conduct issues.

The RLDP offers 3 levels of leader development that include formal education, developmental assignment, and mentoring as key components of the program. The program has various levels; beginning with level 1 personal leadership, level 2 leading self and teams, and level 3 regional leadership. Additional information on the RLDP and how to participate can be found at <https://kme.usace.army.mil/SWD/HQs/RBD/RLDP/default.aspx>

Our SWD Leadership and the HCPC have made have addressed the mentoring concern by implementing the SWD Regional Mentorship Program. The intent of the RMP is to create a framework for employees to gain and share advice, develop awareness and understanding of the vision and values of current USACE leaders and managers. Furthermore, it fosters employee accountability for managing their career, provides networking, and personal/professional development opportunities.

The survey revealed some concerns regarding planning career paths and opportunities for developmental assignments. As such, SWD has taken strides to address succession planning. Across the region, each of the SWD Districts completed their initial succession plans to address how we recruit, train and retain our talented workforce. The plans are intended to address ways

See Survey on Page 24

Southwestern Division responds to 2011 natural disasters

Story by Paul D. Krebs, Southwestern Division

The year 2011 was a very busy and challenging year in terms of response to natural disasters within the Southwestern Division and across USACE. The year started with major flooding on the Mississippi River, in the Midwest, and in Arkansas. Later in the year, there was an outbreak of tornados in Mississippi, Alabama and Missouri which caused major damage in these states. Hurricane season also proved to be busy with Hurricane Irene impacting the East Coast of the United States followed by Tropical Storm Lee. Finally, wildfires in Texas destroyed over one thousand homes and burned thousands of acres across the State. USACE team members, including many from the Southwestern Division, provided flood fight assistance under the USACE flood fight authority (Public Law 84-99) and supported the Federal Emergency Management Agency for response to flooding, tornados, hurricanes/tropical storms and wildfires under the National Response Framework.

PL 84-99 USACE response activities consist of supplementing state and local entities efforts

in flood fighting urban and other non-agricultural areas under certain conditions. Support includes field investigation and reconnaissance of flood potential, technical assistance, flood fighting materials, and contracting for emergency constructions. During this year's flooding in Arkansas, the Little Rock District provided 435,000 sandbags, 2,900 feet of HESCO barriers and four pumps to assist local interests with flood fighting efforts. In addition, the District provided technical assistance for flooding fighting to local government at several locations.

Under the National Response Framework USACE is assigned as the Coordinator for Emergency Support Function #3, Public Works and Engineering. During disasters, FEMA can assign USACE missions to assist in the execution of response and recovery missions. Typical ESF#3 missions include conducting damage and needs assessments, provision of emergency power (generators) to public facilities, commodities (ice and Water) distribution, debris management, emergency infrastructure as-

essment, critical public facilities restoration, technical assistance, and temporary housing and roofing. USACE maintains a cadre of specialized trained Planning Response Teams for the various mission areas. Each USACE district has a specialized team to support one of the mission areas. USACE also maintains a cadre of ESF#3 Team Leaders, Assistant Team Leaders and Subject Matter Experts which deploy to various command and control nodes to facilitate USACE ESF#3 support to FEMA.

During 2011 over 115 SWD team members deployed to support FEMA response and recovery missions associated with the Arkansas, Mississippi, and Midwest flooding, Alabama, Mississippi and Missouri tornados, Hurricane Irene and Tropical Storm Lee and the Texas wildfires. These individuals provided critical assistance to the citizens of the United States during the worst times.

For those of us that have been in this line of work for a while, we have a saying: "We go

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Giving Back

By Debra L. Overstreet, Tulsa District

I recently had the honor of working as a loaned executive for the Combined Federal Campaign. This is an annual fundraising drive that gives federal employees—civilian, postal, and military—an opportunity to donate to local, national, and international non-profit organizations.



Best of 2011

Melea Crouse, Southwestern Division Small Business Director, center, was named the U.S. Army Corps of Engineers Small Business Specialist of the Year at the USACE Small Business Conference this week. Joining Crouse in the photo are Southwestern Division senior leadership and contracting community.

President John F. Kennedy established the CFC in 1961. Its mission is to promote philanthropy through a program that is employee focused, cost-efficient, and effective in providing all federal employees the opportunity to improve the quality of life for all.

This is the world's largest and most successful annual workplace charity campaign. There are more than 230 campaigns throughout the country and internationally. In 2009, federal employees contributed \$282 million to thousands of non-profit organizations through the CFC.

Prior to working for the U.S. Army Corps of Engineers I spent more than years in the legal field. During that time I referred individuals to many different non-profit organizations, from domestic violence intervention services to assistance for senior citizens. Volunteering for CFC was my way of saying "thank you" to some of the non-profit organizations in my local area for the services they generously provided over the years.

A non-profit hospice program cared for my mother-in-law and father-in-law in their final days, and the local Visiting Nurse Association was there for my brother every day to aid in recovery from his leg amputation. Both organizations even braved nasty Oklahoma ice storms to do their work.



Debra L. Overstreet

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Corps District Commander presents awards to Canton volunteers

Tornado cleanup volunteers recognized for outstanding public service

Story by **Debbie Chaloupek and Sara Goodeyon, Tulsa District**

Canton Lake in western Oklahoma is a part of the Tulsa District U.S. Army Corps of Engineers' system of lakes built for flood risk reduction, water supply, and hydropower. It also provides recreation opportunities in a region where few exist. It boasts the Canadian Recreation Area which was one of the most popular Corps recreation areas in the nation. That was until a tornado ripped through the recreation area May 24, leaving behind near-complete destruction with debris scattered everywhere, including the bottom of the lake.

"The tornado did a tremendous amount of damage to the area," said Kathy Carlson, the lake manager at Canton. "It totally destroyed 77 Class A campsites, two restrooms, a new courtesy boat dock, more than 20 camping trailers, several vehicles and numerous trees, while many other facilities were severely damaged."

Debris was scattered all over the lake, trees were down everywhere, in both the Canadian Area and in the Longdale Recreation Area across the lake on the north shoreline, said Carlson. As the lake manager, it was Carlson who would be responsible for doing something about the mess, but with the current economic slow-down and drastically reduced funding for recreation projects, clean up and rebuilding would be a challenge.

That's when the volunteers stepped in to help. "Large numbers of volunteers, more than 200 people with chain saws, vehicles, trailers and even heavy equipment, came forward in the aftermath of the tornado to help clean up the mess and get us back on our feet," said Carlson. "The volunteer effort put forth saved the Corps thousands of dollars on this cleanup effort and was directly responsible for making it possible to re-open the Canadian Day Use Area and boat ramp before the Fourth of July holiday."

Tulsa District Commander Col. Michael Teague sought to recognize such outstanding effort on the part of the volunteers. In a ceremony



Col. Michael Teague, commander, Tulsa District U.S. Army Corps of Engineers, travelled to Canton Lake, Oklahoma October 17 to thank volunteers who helped with the cleanup of the Canadian Recreation Area after a May 24, 2011 tornado nearly destroyed the site. Teague presented the Department of the Army's Commander's Award for Public Service and the Army's Certificate of Achievement to the volunteers and representatives for volunteer groups. Pictured are Owen Dougherty, Brian Bower, and Jeremy Cantrell, Siemens Energy Incorporated; Tammy Kelln, Chesapeake Energy Corporation-Waynoka field office and Damon Suderman of the Chesapeake Energy Corporation-Weatherford field office; Bennie Lamb, Kevin Munden, and Richie Geren, Renewable Energy Systems Americas, Inc.; Jean Howard and Mark Fuqua, Canton Chamber of Commerce/Walleye Rodeo Assoc; Kathryn Carlson and Col. Teague, Tulsa District U.S. Army Corps of Engineers. Not Pictured is Danny Giager of the Southern Baptist Disaster Relief.

October 17 at the Canton Lake Office, Teague recognized the local companies and organized volunteers who gave their assistance with the debris cleanup.

Teague presented Renewable Energy Systems Americas, Inc. with the Department of the Army's Commander's Award for Public Service. It is the fourth highest public service award that may be granted to private citizens. The award is given to recognize service or achievements that contribute significantly to the accomplishment of the mission of an Army activity, command, or staff agency. Renewable Energy Systems Americas, Inc. provided more than 50 volunteers to assist with debris cleanup, along with heavy equipment to remove large downed trees and helped demolish a severely damaged concrete block restroom building.

Teague also presented the Department of the Army's Certificate of Appreciation, which recognizes outstanding public service, to each

of the following companies and organizations: Meridian Engineering Company, Siemens Energy Incorporated, Chesapeake Energy Corporation-Waynoka Field Office, and Chesapeake Energy Corporation-Weatherford Field Office, the Canton Chamber of Commerce and the Southern Baptist Disaster Relief.

Each of these groups organized large numbers of volunteers to assist the Canton Lake staff with the cleanup efforts. These volunteers assisted with the cleanup of tree limbs in the Canadian Area and debris removal from the north shoreline and along Canton Dam.

The future of the campground at the Canadian Recreation Area is unclear. A tremendous amount of work remains to be done there. One thing is clear, though, and that is that Corps lakes and lands are a vital and integral part of the community, and when catastrophe strikes, that community pulls together.

Carlson noted that by banding together to get the Canadian Day Use Area re-opened, the volunteers did more than just clean. Just as importantly, their generous, caring and unselfish response helped raise the spirits of all those affected by the May tornado, said Carlson. This is a great example of how the Corps and the local communities can be partners in working to preserve the benefits of Canton Lake.

Debbie Chaloupek is a park ranger at Canton Lake.

Disaster from Page 14

to some of the best places at the worst time and meet some of the best people". Helping people during times of disaster is one of the most rewarding experiences you will ever have in your Federal career.

If you are interested in volunteering to serve on any of our disaster Planning Response Teams, contact your District Emergency Management Chief, or if you are at the Division, the Chief Readiness and Operations Division.

Paul D. Krebs, is the Chief of the Readiness and Operations Division, Southwestern Division.



2012 poses challenges, Galveston District is ready with innovative, sustainable solutions

Col. Christopher W. Sallese
Commander, Galveston District

My Coastal Custodians, The holiday season is a time to reflect on the past year, assess our programs and make provisions for the coming year. 2011 was incredibly busy and productive, and provided us with many lessons learned as well as much to think about and be thankful for, both professionally and personally.

As a nation, we have so much to be grateful for. The freedoms we enjoy today, not shared around the world, have provided us with a distinctive way of life throughout our rich and diverse history. These freedoms are a direct result of the vigilance and dedication of our military forces. I am thankful for the direct support our district has provided our warfighters and for your dedicated commitment to strengthening our nation's security, energizing the economy and reducing risks from disaster.

As you know, many of our team members are currently serving in Afghanistan. For those nine deployed co-workers who are serving in harm's way, know that you are in our thoughts and prayers not only during the holiday season but throughout your time deployed and that the Galveston



The district commander hosted his first Coffee with the Colonel engagement to facilitate open dialogue between staff and senior leadership, enable him to provide the workforce with updates regarding current issues, and to encourage feedback from employees. Due to the success of the event, Col. Sallese will host monthly meetings to discuss a variety of topics selected by the workforce.

District team at home couldn't be more proud of your achievements.

Upon their return, I fully expect them to take some well-deserved time off to relax and enjoy being with their family and friends. There will be a period of ad-

justment, so work to ensure their transitions back home to the great USA goes smoothly.

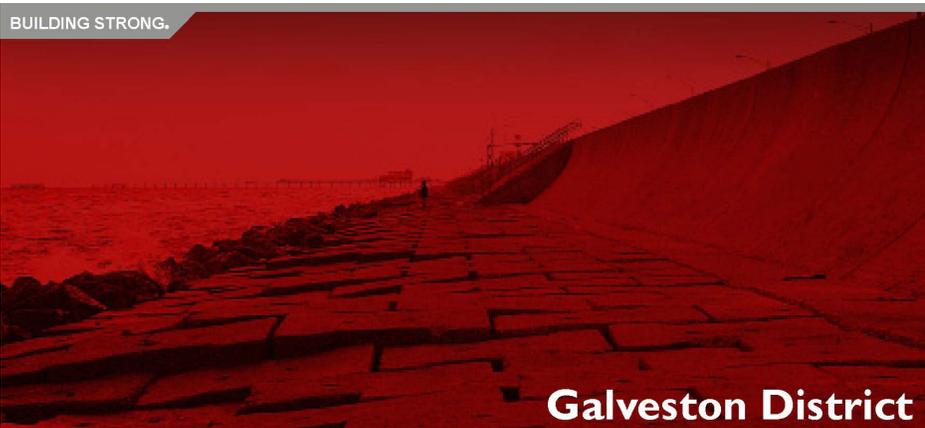
With that being said, I equally thank the employees who remained in the district and acknowledge their shared sacrifices, many of whom have picked up extra duties in their deployed co-worker's absence and continued to meet rigorous deadlines with less manpower.

As 2012 draws near, know that while we have a lot more to accomplish with less resources at our disposal, we'll work through these challenges and deliver innovative and sustainable solutions to our nation's engineering challenges.

It continues to be my pleasure to lead and serve alongside each one of you and I am truly appreciative of your service and sacrifice to our nation.

My family and I wish you and your family a very safe and happy holiday season.

BUILDING STRONG!



U.S. Army Corps of Engineers



The 12-page [Galveston District brochure](#) was produced in November to inform and educate internal and external audiences about the district's mission of providing vital public engineering services in peace and war to strengthen our nation's security, energize the economy and reduce risks from disasters.

REACHING FURTHER -- GETTING MORE

Story by Cindy Buchanan, Tulsa District

Twenty months ago Lake Texoma embarked on a journey -- one that started with the anxiousness that comes with something new and unknown. The challenges, and there were many, would be met head on and with a "we can do this" attitude.

The task at hand? Survey and document 1,100 miles of government boundary and document all the features lying below that boundary using Global Positioning System equipment. The end result would be a "snapshot" of everything authorized and unauthorized, occurring on public property. The brainchild of this enormous task was Joe Custer, lake manager. My job was to make it happen. Was it possible? No question, but only with a lot of help from some very special people.

First and foremost was Mark Boling, environmental specialist, Hugo Project Office. Mark spent a large portion of his career at Lake Texoma and worked tirelessly on our Geographic Information System project. When he moved to Hugo, he left me a fantastic GIS project that would serve as the foundation for the massive data collection that was to come.

Lake Texoma's boundary line is not known for having much delineation other than some scattered fences and concrete monuments, the placement of which put them several hundred feet apart. In most cases there is nothing separating private land ownership



Three of the 10 interns who worked on the project. Left to Right - Jamie Lowry, Kyle Almekinder and Steve Palko.

from public property. Problems created from this arrangement include unauthorized placement of private property onto government lands and/or unauthorized creation of roadways to access the lake and shoreline. It would be issues such as

these that would make the "snapshot" we were trying to achieve so valuable.

It was Joe who suggested using Student Conservation Association interns to do the data collection. Little did I know that not

only would these future interns change the way we view Lake Texoma, they would change the way I view many things in my life as well.

I could have been dealt a hard blow that

"When you change the way you look at things, the things you look at change."

Dr. Wayne Dyer



Intern Katrina Nystrom using a Trimble Pocket PC to collect location data on a government boundary monument.

first summer. I knew very little about GIS and GPS, and I would need to coordinate the day-to-day activities of four young student interns, only one who lived locally; the other three -- well, they would be coming from California, Minnesota and New York. They came to Texas to gain experience and work the summer for the U.S. Army Corps of Engineers, and work they did. They were eager and tried so hard to please, smiling through the heat, poison ivy sensitivity, unhappy adjacent landowners, chiggers, and snakes. They accomplished much more in those first three months than we could have ever expected.

When summer ended and it was time for the interns to go home, one stayed behind. He had grown to like Texas and Lake Texoma, and we had grown to like him. Nick Wilson would spend nearly a year with us before moving into his new job as a natural resources specialist for Lake Eufaula. Nick deserves a great deal of credit because he not only stepped up and served as a leader for the other interns, he patiently taught me most of what I now know about GPS/GIS. I was lucky to have had Nick working with me that year.

I've had two more sets of interns since that first group, and each person has brought new ideas and insights into our ever-changing environment at Lake Texoma. They all have many talents and a variety of degrees that range from en-

See Interns on Page 18

Kamisato new Military Integration Division chief

Southwestern Division staff report

Brian S. Kamisato took the reins as Chief, Military Integration Division in the Programs Directorate for the Southwestern Division in October. As the chief, Kamisato is responsible for the execution for the Military, Environmental, and Interagency and International Services programs in the Division. He also recently served in Kabul, Afghanistan, from April to September 2009 as the Deputy Chief, Programs & Project Management Division, for the Afghanistan Engineer District.

Prior to his assignment with the Southwestern Division, Kamisato served as the Deputy Chief, Business Technical Division for the Northwestern Division from 2007-2011. From 2002-2007, he served in various Program Manager positions for

the Military Integration Division, Pacific Ocean Division. During this assignment, Kamisato managed Military Construction programs for the Army and Defense Logistics Agency. He also managed the POD Environmental and IIS programs, and served as a District Support Team leader for the Alaska District. He led the P2 implementation for POD and has served on several national tiger team initiatives, including the MILCON Transformation Business Processes team and the P2 Improvement team. Mr. Kamisato also served overseas in the Japan Engineer District and for 10 years in the Directorate of Public Works, U.S. Army Garrison, Hawaii.

Kamisato earned his Bachelor of Science degree in Electrical Engineering from the



Brian S. Kamisato

University of Hawaii at Manoa in 1986. He is a registered professional engineer in the State of Hawaii and holds his Project Management Professional certification from the Project Management Institute.

Interns, continued from Page 17

environmental science, geology, computer information systems, and, of course, GIS. Many have studied in other countries and speak multiple foreign languages, but they all have one thing in common, unselfishness in sharing their knowledge. I have had minimal training in GIS/GPS, but through our interns, I have received instruction from seven different universities.

The past 20 months have been stressful but exhilarating. I look daily at a GIS project that is successful not only because it streamlines our day-to-day work, but because it is a reflection of true teamwork, and for that, I am proud. Have we given these young men and women skills they need to go on and be great employees? I hope so. Have they left us with more than we started with? No doubt!

We have a staff of 10 natural resources specialists; half of those are trainees. Our GIS project drastically cuts the training time needed to familiarize new employees with government managed property, and it enables us to track encroachments as they are resolved. This provides us with historical information for possible repeat offenders. The project we have developed also contains data for high water impacts. This will allow staff to prepare recreation areas and customers for water inundation once an elevation prediction is received. We no longer need to guess whether an electrical pedestal should be pulled or if a loop of reservations should be cancelled -- we have reliable information at our fingertips.

Our journey is marked with many milestones. Want to know how many boundary monuments are missing and



U.S. Government boundary monument, concrete and brass marker used as delineation between private property and government property.

how many are intact? We have that information. Want to know how many miles of roads (authorized and unauthorized) occur on government property? We have that, too. Want to see a digital footprint of all 657 privately owned boatdocks or the boundaries of all major outgrants or every encroachment from birdbaths to patios and portions of homes that lie across the boundary line? We have all this and much, much more – thanks to the “can-do” attitude from an amazing array of interns.

Cindy Buchanan is a Natural Resources Specialist at Lake Texoma, Tulsa District.

Where are they now?

I've lost track of some of the interns, but for those I still correspond with, their current endeavors are as follows: Nick Wilson, New York, natural resources specialist, Lake Eufaula; Glen Brozio, New York, GPS field technician, Davey Resource Group; Kyle Almekinder, Missouri, GIS technician, Nueces County Appraisal District; Jamie Lowry, Florida, current intern; Nick Youngstrom, Missouri, graduate student, University of Montana; Steve Palko, Pennsylvania, current intern; Katrina Nystrom, California; Chris Sorgine, Minnesota; Dillon Cummins, Oklahoma; Johnathan McDaniels, Oklahoma, undergraduate student, Southeastern Oklahoma State University.

A very special thank you to all the interns and to the Lake Texoma staff for setting aside their own work to help with this project.

Agreement with university helps Corps with wildlife management

Story by Nate Herring, Tulsa District

A new agreement between Northeastern State University in Tahlequah, Okla. and the U.S. Army Corps of Engineers, Tulsa District will allow for more efficient and expanded wildlife management practices to be studied and implemented at Corps projects.

Students from NSU are currently studying and analyzing food plots at Eufaula Lake, although the partnership may be expanded to other Corps lakes in the future.

Although the project is still in its early stages, students are already hard at work. Recently, Dr. Amy Smith, a professor at NSU, brought 10 students from her Principles of Fish and Wildlife Management class to Eufaula Lake to collect data on food plots that the Corps plants to attract deer.

“With limited staff and funds, it is important for the Corps to use their limited resources effectively,” said Smith. “Our students are studying the effectiveness of food plots and will be providing recommendations on how the Corps can provide effective food plots in a manner that is an efficient use of time and money.”

The students are analyzing the soil and the current plants in each food plot to make recommendations on which type of plants are being eaten and what type of plants are most suitable for the soil at each plot. Once the research and sampling is completed the students will write a wildlife management plan that will be used by the Eufaula project staff.

Currently, staff plant mostly annuals in 14 food plots that equal about 10 acres at

the project, but the students are looking at the possibility of planting perennials, said Stacy Dunkin, park ranger and Corps liaison for the partnership.

“With the use of perennials, we could double our acreage of food plots because we wouldn’t have to go back and seed each year,” said Dunkin. “This would provide new plots and in turn more hunting opportunities throughout the project.”

Dunkin was an NSU graduate and worked with Dr. Smith both as a student and post-graduation. He said they just started talking about the partnership one day and it led from there.

“It’s a true partnership because we had to find goals and objectives and we are looking for a true product in the end,” he said.

It’s that end product that that sets the Corps apart from other agencies, said Smith.

“Other agencies have allowed classes to collect data on their areas, but the Corps is the only one that has expressed a willingness to incorporate student research into their management practices,” she said. “An opportunity like this to problem solve under real-world conditions is invaluable for the students. It allows the students to do what we have studied in class”

The students agree that hands-on experience is important in the learning process.

“It’s like backing up a trailer,” said Josh Saldana, a senior fish and wildlife major. “It’s better doing it than someone just showing you.”

Christa Ogden, another senior fish and wildlife major, agrees.

“I’m much more of hands on learner. It



A student records data during the project while other students take measurements and soil samples.

helps to cement the ideas in my head and gives me experience,” she said.

In addition to the experience, it puts students in contact with potential employers and resource managers, Smith said.

“We get to expose students to our organization. It’s another opportunity for us to tell the Corps story,” Dunkin said. “It’s a win-win for everyone on many different levels.”



Senior fish and wildlife students divide soil samples that will be sent to a lab for analysis.



Students measure uneaten grass to determine how much use the food plot receives from deer.



Saying farewell to a great 2011 – a time to look back and plan ahead for the District's current, future Operations

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

The month of December is traditionally a time of hustle and bustle as we prepare to celebrate Christmas with our loved ones. As a District, it is also a time to look back at the successes and challenges of the past year, look at where we are, how we got here and how we can best move forward in 2012 to go from 'Good to Great.'

As a district we all take great pride in holding the title as the number one district in the Corps for 2011 and we will build from that high point. What we cannot do as a district is rest on those laurels if we want to remain on that successful glide path.

As we move into 2012 and beyond, a key challenge we face will be balancing future mission requirements with the 'right sized' workforce. We must work hard and smart to maintain the current expertise we have on-board and ensure we recruit the right talent to sustain that expertise and attract future work.

In recent months as I along with the District have bid farewell to several of our senior employees as they enter into retirement; what we've all known as a district is becoming even more increasingly apparent. With a workforce that consists of many employees within one to ten years of retirement eligibility, many years of collected knowledge and expertise will have to be replaced with their departure.

We must be candidly aware of that loss of expertise and look for tried and new ways to maintain and sustain a viable district workforce to meet the challenges of a changing district workload and workforce for years to come.

I recently challenged the entire district to get involved with our district mentorship program. While in-depth technical/professional training can never be discounted in terms of arming our newest and all employees for expertise within their disciplines, the addition of a mentor/mentee dynamic only increases that level of expertise. It not only provides an additional opportunity for employees to enhance their career via the mentor, but for the mentor it also enhances



City of Fort Worth Mayor Betsy Price met with Fort Worth District Commander, Col. Richard J. Muraski, Jr., and Peggy Grubbs, Deputy District Engineer for Programs and Project Management sharing ideas and information to further the city's partnership with U.S. Army Corps of Engineers.

'their' leadership and development as current and future District managers/supervisors. If you missed any of the information we put out on the mentorship program, I encourage you to visit our internal mentorship website at <https://kme.usace.army.mil/SWD/SWF/Humancapital/Mentorship%20Program/Forms/AllItems.aspx>.

In the coming months as we closeout a very successful 2011 and look towards an equally or even greater 2012, you can be assured that the entire SWF leadership continues to work tirelessly to meet some of the challenges we will face. Those challenges will require that 'extra-mile' team effort that SWF is so well known and respected for and each of you as part of that team can do several things to ensure success.

Moving forward I encourage each of you to build and establish relationships with our customers and stakeholders so they will look to SWF for future requirements. What you do today will have a profound effect on our ability as a district to create work tomorrow.

Challenge yourself daily to increase performance and become more efficient with time, money and resources. Be the best you

can be and it will be reflected throughout your individual work as a team member and as whole throughout the entire district. Go that extra mile when interacting with our partners, whether you are working a contract, reviewing designs, executing right of way of have direct interface. Your efforts or lack of could and will have an impact of future work. Make sure our partners know we value them.

As we wave goodbye to 2011, I want each of you to know how much I and the entire district value you and the great work you do each day for the Corps, the Army and the Nation. Please take time to help those who may be less fortunate than others and need a hand 'up', and remember our brave men and women who are serving at home and abroad.

This is my final column for 2011 and I want to close out a great year at SWF 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 everyday to serve the Army and our Nation.

Building Strong!

Girl Scouts, Master Naturalists support Floodway ecosystem restoration project

Story by Jim Frisinger, Fort Worth District

Girl Scouts answered the call Nov. 12 to support an ecosystem restoration planting project for the U.S. Army Corps of Engineers and City of Dallas in a 7-acre tract along the Trinity River. Master Naturalist volunteers from their Elm Fork and North Texas chapters helped supervise dozens of youthful volunteers from the Girl Scouts from Frisco, Celina and Prosper, the Young Men's Service League (Highland Park) and the National Charity League Highlander Chapter from Highland Park during a windy Saturday.

The tract is part of the Corps of Engineers Dallas Floodway Extension Project, a partnership with the City of Dallas to lower the risk of flooding for the citizens of Dallas. An adjacent chain of 75 acres of new wetlands is already helping to drain flood water more quickly out of the Dallas Floodway and speeding them through the Great Trinity Forest. The Corps' Lewisville Aquatic Ecosystem Research Facility and Lewisville Lake Environmental Learning Area collaborated to provide the plants for the volunteers, pre-dig 450 holes and supervise the work.

This grassland zone is subject to dry (and sometimes hot) prairie conditions 95 percent of the time yet faces inundation the other 5 percent when the Trinity River floods. Native plants were selected that can thrive in this unique bottomland environment. Lynde Dodd, a University of North Texas research scientist working at LAERF, said this tract needed attention.

"This area along the Trinity River where we are planting is considered poor habitat as it is overwhelmed by non-native species such as Johnsongrass, Bermudagrass and the invasive species giant ragweed," she said. "We are planting native grassland species to change the status of 'poor habitat' to 'valuable habitat'. Predatory species such as hawks will be able to prey upon rodents or rabbits utilizing the shelter and food provided by the native grass species as well as larger animals such as bobcats and coyotes. These are species that are otherwise absent from this area because of current poor habitat conditions."

On Nov. 12, the volunteers laid in some 450 native plants. These included Maximilian sunflower *Helianthus maximiliani*, sawtooth sunflower *Helianthus grosseserratus*, switchgrass



A Master Naturalist from the Elm Fork Chapter guides two Girl Scout Troop 2916 (Frisco) volunteers in planting a Texas native grass. The City of Dallas organizes volunteers several times a year to help the Corps set out wetland and prairie plants. The environmental project helps reduce the flood risk along the Trinity River in Dallas.



A Girl Scout volunteer finishes planting a big bluestem in the Dallas Floodway Extension Project. This Texas native grass does a superior job of erosion control for this Trinity River overbank area compared to existing grasses growing near the Dallas Waste Water Treatment Plant.

Panicum virgatum, Eastern gamagrass *Tripsacum dactyloides*, white tridens *Tridens albenscens*, little bluestem *Schizachyrium scoparium*, big bluestem *Andropogon gerardii* and Indiangrass *Sorghastrum nutans*.

This grassland, where IH-45 crosses the Trinity River, borders the first cell in the new Lower Chain of Wetlands that the Corps of Engineers constructed to lower flood risk. The wetlands serve two purposes: flood risk reduction and habitat for migratory waterfowl, fish and small forest animals.

"Not only is the water fed to the wetland cells by river overbanking but from treated wastewater effluent from the Waste Water Treatment Plant that is polished as it exits out further downstream," said Dodd. "In addition to floodwater conveyance, the cells improve the quality of the water as it moves through the chain of wetlands. Excess nutrients are taken out by the plants and other bacterial processes,



Volunteers get instructions for a planting bee adjacent to the Trinity River at the I-45 overpass in Dallas. Native Texas prairie plants, grown at the Engineer Research and Development Centers' Lewisville Aquatic Ecosystem Research Facility, were planted along the Trinity River bank that is subject to both periodic flooding and hot, dry conditions.

keeping them out of the river."

Regular volunteer opportunities that the City of Dallas organizes for this flood risk reduction and ecosystem restoration project connect it to the community.

"I think that it is important to involve the public in volunteer activities, such as this grassland planting event, to engage them in the actual process of restoration, to educate them about the plants, wildlife and basically, the ecology of the project so that they, themselves, may become stewards of the land," Dodd said. "We hope that this involvement and stewardship will promote further restorative efforts in other areas of Dallas and along the Trinity River."

The planting event also received financial support from FedEx Office through the Trinity Commons Foundation.



Showcasing the Arkansas River

October was a showcase month on the McClellan-Kerr Arkansas River Navigation System. Little Rock District employees and vessels conducted or participated in five community and stakeholder events on the river. On Oct. 4, participants in the Arkansas Regional Waterways Conference were hosted aboard the MV Ted Cook and Inspection Barge. That evening, district employees and family members were invited aboard for Family Fun Night. On Oct. 5, the district sponsored Retiree Day on the river, and about 160 retirees and family members attended. On Oct. 6, the Razorback Post of the Society of American Military Engineers

See River on next page





Nina and Pinta

Replicas of the Nina and Pinta docked in downtown Little Rock for two days in late October to allow visitors to tour the vessels before they continued their trip up the McClellan-Kerr Arkansas River Navigation System. (U.S. Army Corps of Engineers photo by Jay Woods)



Drought, continued from Page 22

hosted an event aboard the inspection barge. From Oct. 20-29, a consortium of state and private stakeholders staged the Arkansas River Revival Flotilla that travelled the length of the river in Arkansas in private vessels to generate renewed interest in the navigation system and its benefits. District Commander Col. Glen Masset participated in some legs of the trip, as did other senior district staff.



SESers in the house

Eight Army Corps of Engineers Senior Executive Service retirees and their spouses recently toured Little Rock's Table Rock Power House during a reunion in Branson, Mo. Afterward, Paul D. Barber, wrote District Commander Col. Glen Masset congratulating the staff. "The time at Table Rock was a true highlight of our reunion," Barber wrote. "That was because of the fantastic tours given by Jim Sandberg, Stan Jones and Greg Oller... We couldn't have had better guides." Other retirees on the tour were Ken Akers, John Elmore, Dave Fulton, Herb Kennon, Dan Mauldin, Bill McCormack and Jay Soper. (Courtesy photo)

Recognition with flair

Fort Worth District staff report

Fort Worth District Commander, Colonel Richard J. Muraski, Jr., held a quarterly awards ceremony recently where District's employees were recognized. There were those who were part of project delivery teams, some that were part of teams that deployed and even some that were singled out for individual accomplishments. One award that many may have missed was for all. The Army Superior Unit Award was awarded to the U.S. Army Corps of Engineers for outstanding meritorious service. The citation reads as follows:

The U.S. Army Corps of Engineers was awarded the Army Superior Unit Award for outstanding meritorious services. During the period of November 9, 2005 to June 21, 2010, the U.S. Army Corps of Engineers and its subordinate units displayed outstanding meritorious service in the execution in the Base Realignment and Closure 2005 and American Recovery



ARMY SUPERIOR UNIT AWARD

and Reinvestment Act construction requirements. U.S.... Army Corps of Engineers exceeded Army and Department of Defense metrics for execution of funding and implemented innovative business processes and strategies to enable timely delivery of facilities within budget. U.S. Army Corps of Engineers teams demonstrated the ability to manage and integrate complex and tightly synchronized delivery schedules and support fit-out of facilities to Soldier-ready condition in coordination with garrisons, commands, higher headquarters and external stakeholders. At all levels, U.S. Army Corps of Engineers teams demonstrated superior ability to manage and integrate the complex requirements of both Base

Realignment and Closure and American Recovery and Reinvestment Act programs in order to support successful implementation of recommendations and economic stimulus objectives while complying with reporting and transparency requirements and delivering first class facilities of Soldiers and their families. The U.S. Army Corps of Engineers' outstanding performance of duty is in keeping with the finest traditions of military service and reflects distinct credit upon the unit and the United States Army.

For their efforts each employee is being given a lapel pin that signifies the award of the Army Superior Unit Award. All should be proud to be recipient of the award and wear their lapel pin with pride.

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leadership will take care of the workforce, by ensuring employees are fully developed and prepared to assume those key/essential positions. These plans include strategies to recruit new employees, train and develop current employees and merit promotion opportunities created by retirement of the baby-boomer generation. Additionally, SWD leaders and the HCPC are looking at future workload and the skills sets required to meet our mission objectives and ways to assure our current workforce is prepared to meet these needs. As a part of our preparations to meet the needs of our workforce, we are engaged in supervisory competency building. All supervisors must complete initial and refresher/sustainment training every three years.

In efforts to address poor performance concerns, the SWD Civilian Personnel Advisory Center developed a course that trains supervisors on how to manage and assist employees who are performing below expectations. This course gives supervisors the necessary tools and strategies to communicate, document, and deal with poor performers. The course also assists supervisors in taking a proactive approach in dealing with their workforce and to deter poor

performance from occurring. It is a great course that provides supervisors the confidence to effectively discipline employees who are not meeting desired expectations. All supervisors are encouraged to enroll in this class.

The survey also revealed concerns with our ability to fill vacancies in a timely fashion. This has been a concern throughout the Region and leaders have made a conscious effort to mitigate this concern. In efforts to hire the best qualified individuals, it is imperative that selecting officials and all other parties involved in the hiring process do their utmost in reducing the time it takes to recruit and select new employees. Great talent is in high demand, so it is critical for us to be efficient in our hiring process. Statistics show that the longer it takes to select a candidate, the higher the probability that the most talented candidate will not be available for long as this qualified applicant will soon find employment elsewhere. For this reason, SWD has published our hiring timeline guidance. The guidance highlights the amount of time it should take at each stage of the hiring cycle, along with associated tasks that should be accomplished during each stage. In addition, SWD leaders recognized the various barriers/situations that can have a negative affect on filling

vacancies, so strategies have been provided to supervisors throughout SWD to ensure preparedness.

Our employees matter and are vital to SWD's overall success. The workforce is responsible for making extraordinary things happen. It is important to take the necessary steps to hire and retain a talented workforce and to ensure we get the right people in the right seats. In order to do this, SWD will make every effort to provide a team inspiring and collaborative work environment, provide extraordinary work experiences, allow employees to develop professionally, provide a family-friendly work environment, and create a foundation for personal growth and success. Through the results of the Army Attitude Survey the Southwestern Division has gained added knowledge that will help us take care of our workforce, it has been an invaluable tool. Our leaders will strive and make every effort to ensure we develop and implement other initiatives that will produce positive attitudes amongst our workforce and allow our SWD Pacesetter Team to Build Strong and Build to Last - Pacesetters!!!

Dyron Jolly is a Human Resource Specialist and SWDO Mentorship Southwestern Division. Dorie Murphy, Workforce Development Specialist and Emerging Leader, contributed

Park ranger vies for champion duck calling title

Story by Jay Woods, Little Rock District

It's not music to everyone's ears. After all, it's loud and really only makes sense to a duck. But for hunters like Justin Curtis, a natural resources specialist at Little Rock's Millwood Tri-Lakes Project Office, duck calling is a competitive sport. And Curtis fared well this year.

This fall he won the Grand American Regional Duck Calling Contest in Union City, Tenn., which earned him a berth in the World's Championship Duck Calling Contest Nov. 26 in Stuttgart, Ark.

This was Curtis's first trip to the World's Championship, and he managed to rank in the middle of the pack of 67 competitors, each of whom earned their berths by winning a state or regional competition sanctioned by the World Duck Calling Contest Committee. Many of these pros have several years' competitive duck calling under their belts.

Those who are unfamiliar with the sport are not likely to realize proper duck calling is difficult and precise. There are many types of calls beginning with a basic quack, which is difficult to master. Other calls include greetings, feed calls, hails, and the list goes on. But proper calling during a duck hunt often means the difference between bagging a limit or going home empty handed.

And from this need in the hunting fields, organized competition was born.

Curtis's journey to the World's Championship began when he was 11 years old.

"My cousin was the only one who called the ducks when we went hunting. He was the only one who really knew how to blow a duck call," Curtis said.

Curtis talked his dad into buying him a duck call so he could call ducks too.

"I would get in a back room of my parents store, in the house, in the yard. I would blow the heck out of my call



Justin Curtis competing in November at his first World's Championship Duck Calling Contest in Stuttgart, Ark. (Courtesy Photo)

trying to figure out how to make it sound like a duck," Curtis said. "My mom and brother hated it."

When Curtis was 18 he bought his first competition call with the intention of using it on stage.

"I went to Stuttgart with some friends to enter the 2000 Mack's Prairie Wings Regional, but I chickened out," he said.

For the next several years he didn't compete because he was on the road working. In fall 2010 he started practicing again and decided to give competition another try. He competed in a few contests in April and didn't do well.

"I contacted Rick Dunn, the owner of Echo Calls and started getting help from him and his Echo staff. This helped me improve drastically," he said.

His next contest was in July in Houston at the Gulf Coast Regional where he came in third place.

"I always get someone to film my contests so I can watch them and look for mistakes," he said. "I watched the Houston contest over and over and felt pretty confident that I would qualify for the World's at the Tennessee contest. Next thing I knew, I am being called out as the winner of the Grand American Regional Duck Calling Contest. The Grand American was my first win ever."

But hopefully it will not be his last. Curtis says he expects to compete again and perform better. After all, duck calling is music to his ears.



Injured warriors have successful hunt

Five Soldiers from Texas and Louisiana were invited to Sam Rayburn Lake to help manage the deer population at Jackson Hill Park and Marina. The Soldiers on this Warrior Hunt were wounded or injured in service to their country. (Top left) Shane Girard attempts a high-five while wearing Fatal Vision Goggles during a water safety briefing given by Sam Gramlich, Natural Resource Specialist. (Top right) Jeff Slaga, Forrester helps Deron Santiny get into a deer stand. (Middle left) Lt. Col. Andrew Liffing, Fort Worth District Deputy Commander and Wesley Hamm get in a little bow practice. (Bottom left) Jeff Slaga and Craig Albany on their way to a deer stand. (Above) Jeff Slaga measures antlers. (Left) Jeff Slaga and Terry Corbet, Lake Manager, review locations of hunting stands.



Warriors hunt Magnolia Ridge

Two U.S. Army veterans and two former U.S. Marines made their way to Magnolia Ridge Park along the Town Bluff Project for a weekend of hunting and fishing. The military members on this Warrior Hunt were wounded or injured in service to their country. (Top left) Ron White and Justin Grandmaison pose with a carp they teamed up to reel in. (Top right) Ron White prepares to bait his hook. (Far left) David Eaton heads to his hunting stand. (Above left) Nathan Boyett, 15, Town Bluff Project Manager Floyd Boyett's son, volunteered to help with fishing activities. (Above) Craig Albany and Justin Grandmaison clean a trout. Joe Britain, volunteer and Kevin Burgin, hunt coordinator prepare gumbo for the evening meal.



Water safety at Texas Motor Speedway

In the chill, morning hours of Nov. 4, Fort Worth District Park Rangers, along with Bobber, The Water Safety Dog, opened shop at a water safety awareness booth at the Texas Motor Speedway during the final race of the 2011 NASCAR Camping World Truck Series. The U.S. Army Corps of Engineers worked with Race to the Rock, a non-profit group that sponsored Green Light Racing's Number 07 car driven by Johnny Chapman. The contract spanned 5 races throughout the season, generating more than 21,000 direct contacts and influencing almost 500,000 television and radio fans, culminating in the District's efforts at Texas Motor Speedway. With additional outreach provided by 105.5 FM and The Speed Channel, and a dedicated team of Rangers along with District Commander Col. Richard J. Muraski, Jr., the District and Corps water safety messages reached an estimated 5,000 race attendees and more than 60,000 fans watching the race on television or listening on the radio. (Top) Bobber gets in the driver's seat. (Above) Col. Muraski, Bobber and Stephen Perin, Lead Ranger at Lavon Lake look to speak to race attendees about water safety. (Right) Col. Muraski, Johnny Chapman and Bobber at the Texas Motor Speedway.



Lake Dardanelle produces another state fishing record

Previous shortnose gar record topped

Little Rock District and Game and Fish Commission staff report

Little Rock District's Lake Dardanelle has produced yet another Arkansas state sport fishing record. In September, Tom Kremers of Clarksville added almost a pound and a half to the state shortnose gar record with a catch that weighed 5 pounds, 13 ounces from the Spadra Creek area of the lake.

In late November, the new record was published by the Arkansas Game and Fish Commission.

The gar was 33 inches long with a 12-inch girth at the widest part of the body, and a 9½-inch girth at the pelvic fins. The previous record was held by Lindsey Lewis of Greenbrier, who caught a 4-pound, 7-ounce shortnose on Big Piney Creek in May 2008.

Waters managed by the district are among the top fishing attractions in Arkansas, Missouri and perhaps the nation. These waters generate ample fishing records to prove it. And Corps officials are quick to point out the accomplishments result only with the help of partners in other agencies and anglers themselves.

The district's 25 dams, seven hydroelectric power plants and other infrastructure provide billions of dollars in benefits each year to the nation's taxpayers in the form of commercial navigation, flood damage reduction, renewable energy, water supply and recreation. At the same time, district officials keep an eye on natural resources. Nowhere is that more evident than in support to fishing.

Anglers fishing district-managed honey holes hold two current world records and about three dozen state records in Arkansas and Missouri. These catches reflect the diversity of species that thrive in those waters. Just to name a couple are the state record 64-pound, 8-ounce striped bass at Beaver Lake and the former world record 40-pound, 4-ounce brown trout from the tailwaters of Greers Ferry Dam.

District waters have not only been a bonanza for local anglers,

39 deer harvested in special hunts

Deer season opened with a bang at eight Little Rock District project offices that hosted annual mobility impaired/disabled veterans hunts. A total of 39 deer were harvested by 41 hunters.

The special hunts were held at Nimrod, Pine Bluff, Clearwater, Russellville, Greers Ferry, Millwood/Tri-Lakes, Beaver and Mountain Home project offices.

Each participating office conducted a drawing for individuals who are non-ambulatory and who have a permanent physical condition that severely impairs their mobility from either paralysis or amputation of lower extremities. These are hunters who require a wheelchair, braces, crutches or other similar mobility aids and who otherwise might not be able to participate in deer hunting.

These hunts provided proper access and hunting blinds to individuals who are capable of using firearms, but whose ability to access most hunting areas is restricted. This year the project offices used pop-up and lift blinds that allowed hunters to have an unobstructed view of their line of site.

Rangers from the project offices assisted hunters and guides to and from the blinds, and tracked and recovered deer. They helped transport, check, and process the harvested deer, and they took down the blinds when the hunt was over.

Not only did these hunts provide enjoyment to the hunters who participated, but they also help control deer herd populations around the project sites.

Although not all hunters were able to harvest a deer, all reported it was an enjoyable experience nonetheless.

they energize regional tourism with visitors and tournaments from around the country. The central location and the region's natural beauty draw anglers from Chicago, St. Louis, Memphis, Dallas, Tulsa and more.



Flounder Fest

The U.S. Army Corps of Engineers Galveston District's Employee Recreation Committee hosted its third annual Flounder Fest and Chili Cook Off Nov. 18 to kickoff the holiday season at its headquarters building on the east end of Galveston Island. The winner of the tournament was Charles French (guest of a Corps employee) and the winning fish weighed 4.5 pounds. Less than one minute after the tournament officially closed, Joe Hrametz (chief of the district's Operations Division) reeled in a flounder weighing five pounds. According to the Rec Committee, he was too late for this year's tournament and too early for next year's tournament.

Fort Worth District's Harris saves life during trip to the pharmacy

Story by Denisha Braxton,
Fort Worth District

For most people a trip to the local Pharmacy entails picking up a prescription, maybe purchasing a few odds and ends. But for Corps employee Judy Harris her October 10 visit to Walgreens ended with her becoming a lifesaver.

While Harris, Administrative Assistant, Hydrology and Hydraulics Branch, Fort Worth District headed into the Walgreens from the parking lot in Burleson, Texas to pick up cards and other items for Bosses Day she heard an unexpected phrase.

"Does anyone know CPR?"

A woman in a nearby vehicle was suffering from a heart attack and had stopped breathing. Harris rushed over to where several people were standing by the woman's car. She then asked them to lay the woman on the ground so that she could perform Cardiopulmonary Resuscitation.

"You don't really have time to think, but I knew I could do it and that I had to react," said Harris.

"When you practice on those cold hard mannequins it's totally different from having a warm body lying in front of you dying," said the Amarillo native.

As the woman lay on the ground Harris positioned her body kneeling right beside

her upper chest. She placed her hands as she was instructed in her training and began performing chest compressions which is called Hands-Only CPR.

"I did one compression and she sat straight up gasping for air and passed out again," said Harris.

She then checked the woman's vital signs, she had stopped breathing and there was no pulse.

"After another 10 more compressions I finally got a pulse and she started to breathe again" Harris monitored her until emergency personnel arrived at the scene.

"Harris did exactly what is taught at the Fort Worth District First Aid & CPR training class, she responded immediately and was able to give care until helped arrived," said Julie Castro, Safety and Occupational Health Specialist, Fort Worth District.

"If I hadn't had the opportunity to work where I work and continued to take the refresher courses offered a life would have been loss," said the mother of five. The District offers First Aid & CPR refresher classes quarterly allowing employees to stay current with life-saving skills.

Benoit Palmer, Safety & Occupational Health Specialist, Fort Worth District said these training classes are important



Judy Harris working in the Fort Worth District's Hydrology and Hydraulics Branch when she's not out saving lives.

because you could possibly save someone's life. A co-worker, family member, friend, or like Harris a total stranger.

"You never see this person again but feel like there is a personal relationship and you've invested in their lives," said Harris. She smiles, "What an indescribable and rewarding experience!"

For more information on First Aid and CPR training classes contact the Fort Worth District Safety and Occupational Health Office.



The USACE Galveston District Regulatory team celebrated Thanksgiving early with family, friends and retirees.



Angel Tree

Patricia Brannan, a project assistant in the Planning and Environmental sections, organized the Galveston District's annual Angel Tree gift-giving event to provide presents for children during this holiday season. The names of needy children are located on a tree in the lobby of the Jadwin Building. Donors are encouraged to take a name from the tree and purchase a gift for the child no later than Dec. 12, 2011. Presents will be delivered to needy children in time for Christmas.

CFC, continued from Page 14

Although I have had personal experiences with non-profit agencies, it was not until my service as a loaned executive to the CFC that I became aware of the magnitude of the services that these organizations and many others like them provide each day. These services are provided without charge in most cases.

I am extremely proud that the U.S. Army Corps of Engineers is part of the CFC program. For many years the Tulsa District has offered a loaned executive for the program and a volunteer within the District serves as an Employee Campaign Coordinator, raising funds for the non-profit organizations that are a part of the CFC program. Because CFC runs during the phasing in and out of the fiscal year, the Tulsa District tries to make the campaign fun. Things were pretty competitive this year. From the “Jar Wars” between the floors to the “Tug-of-War” between the divisions I was thankful that no blood was spilled! After the last penny was counted, through great leadership and group efforts the Tulsa District generously donated more than \$68,000. As a result, CFC will be able to assist local, national, and international non-profit organizations, making life better for those less fortunate.

But, you don't have to stop giving when the campaign ends. The need has never been greater, especially during the winter months. You might call Habitat for Humanity and help build a house. You could have a winter coat drive or Christmas toy drive, or collect canned goods for a neighborhood charitable food pantry. If you are planning a holiday event try including a fundraiser for a local charity in your plans. Local non-profit services are particularly grateful for assistance during winter months when funds are typically in short supply. Or, you could skip the party and take the funds directly to the charity, then volunteer to help. Perhaps even schedule a morning to serve meals to the hungry.

To my fellow Corps employees that are already leading the way in giving back, I say thank you! There is no better way to observe the meaning of the holidays than to put your collective resources in time, expertise, and funds into helping others.



CFC is the world's largest and most successful annual workplace charity campaign, with more than 200 CFC campaigns throughout the country and internationally which helps raise millions of dollars each year to support eligible non-profit organizations that provide health and human service benefits throughout the world, according to the U.S. Office of Personnel Management's Web site <http://www.opm.gov/cfc>.



Bragg's Cut

An aerial view of the construction site of a new small boat cut between the Old Colorado River and the Diversion Channel – to be called Bragg's Cut, after Mike Bragg from the U.S. Army Corps of Engineers – shows the progression of construction. Construction is expected to be complete by April 2012.



SAME Luncheon

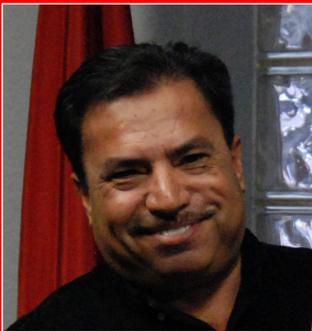
The Society of American Military Engineers Houston-Galveston Post hosted its November membership luncheon at the U.S. Army Corps of Engineers Galveston District headquarters building on the east end of Galveston Island Nov. 9. Col. Christopher W. Salles, USACE Galveston District commander, served as the keynote speaker, providing a command briefing to attendees.



USACE GALVESTON DISTRICT

2011 Employee Spotlights

Click on the photos to read about each employee.



Pablo Hernandez



Franchelle Craft



Alicia Rea



Edgardo Perez-Cosme



Jackie Adekanbi



Command Sgt.
Maj. Montgomery



Bob Page



Samantha Lambert



Jason Shreve



Angela Trant



Capt. Couturier

BUILDING STRONG!